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To: Councillor Young, Convener; Councillor Thomson, Vice Convener; and Councillors Allan, Cameron, Dickson, Donnelly, Jackie Dunbar, Flynn, Len Ironside CBE, Laing, Milne, Nicoll, Reynolds, Jennifer Stewart, Taylor, Townson and Yuill.

Town House,
ABERDEEN 15 April 2016

FINANCE, POLICY AND RESOURCES COMMITTEE

The undernoted items are circulated in connection with the meeting of the **FINANCE, POLICY AND RESOURCES COMMITTEE** to be held here in the Town House on **TUESDAY, 19 APRIL 2016 at 2.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

BUSINESS

GENERAL BUSINESS

7.9 Christmas Village and Winter Festival 2016 (Pages 3 - 38)

7.12 Sport Aberdeen - Contract Revision and Governance Arrangements
(Pages 39 - 50)

Should you require any further information about this agenda, please contact Allison Swanson, tel. 01224 522822 or emailaswanson@aberdeencity.gov.uk

ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy & Resources
DATE	19 April 2016
DIRECTOR	Angela Scott, Chief Executive
TITLE OF REPORT	Christmas Village & Winter Festival 2016
REPORT NUMBER	OCE/16/007
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

The purpose of this report is to provide members with feedback following the delivery of the Christmas Village on Union Terrace from 26th November 2015 – 3rd January 2016 and information on the proposed events for the Winter Festival in 2016.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- I. Notes the feedback from the Christmas Village 2015;
- II. Approves financial support of £132,750 to Aberdeen Inspired for the Christmas Village 2016 on Union Terrace, subject to a Service Provision Agreement to be entered into between Aberdeen City Council and Aberdeen Inspired;
- III. To note the in-kind costs to the relevant Services as set out in paragraph 3 below and to approve the in kind service support of £55,000 to cover road services, cleansing and environmental services activities for the Christmas Village in 2016;
- IV. Delegates authority to the Head of Legal & Democratic Services to enter into a Service Provision Agreement with Aberdeen Inspired in accordance with the Committee's decision; and
- V. Instructs officers to investigate other activities that could feature as part of the Winter Festival in Aberdeen.

3. FINANCIAL IMPLICATIONS

£200,000 of Common Good Fund money was approved at the Council meeting on 25th February 2016 for Hogmanay and winter festival activities.

The £132,750 for Aberdeen Inspired in support of the Christmas Village 2016 will be allocated from this total, leaving £67,250 to deliver the Hogmanay celebrations.

2015 costs as follows:

ACC cash contribution – £132,750
ACC in-kind service contribution - £ 52,254.46
Aberdeen Inspired - £154,077

Due to operational decisions, stewarding costs were increased to ensure the Christmas Village was a safe and welcoming experience in keeping with a family friendly approach. As such there are no operating profits from which to make a charitable donation.

As stated in the FP&R committee report of 15th September 2015, in-kind service costs of £52,254.46 associated with the delivery of the Christmas Village were as follows:

Road Services

Costs for the roads staff, materials, VMS signage, signage and plant required as follows:

£34K - Maintenance team (Tullos) – including Lighting
£4K – Structures Team
£4K – Road Safety & Traffic Management team
£3K – ITS Team (Spring Garden)
£1K – Roadworks Co-ordination

Total - £46K

Environmental Services

Costs for the roads staff, materials, VMS signage, signage and plant required as follows:

£20K – Landscaping of HMT pocket park
£1857.84 – Street cleansing and waste management
£6078.06 – Installation, removal and cleaning of Intrude rabbits
£176.40 – Sandbags

Total - £6254.46 following recharge of £21,857.84 to Aberdeen Inspired

The Council's principal contribution is matched by funding from Aberdeen Inspired and external sponsorship will be sought for the event this year.

Ongoing public sector funding and service support is critical to the success of the Christmas Village going forward, and securing funding for future years is essential for the growth and development of the Christmas Village and the wider Winter Festival in Aberdeen.

If in kind service support is not available from Aberdeen City Council, this will place an additional burden on the existing Christmas Village budget and delivery of this quality, family friendly event would be very difficult for Aberdeen Inspired. Decisions would need to be made on the cost and inclusion of individual elements of the village which may impact on the overall visitor experience.

Aberdeen City Council will work with its partners to ensure that best value is achieved where public monies are used.

City Centre Masterplan: Following the recent appointment of the City Centre Director, it is crucial that there is early engagement with all relevant services within Aberdeen City Council and external stakeholders. This will ensure that the city's infrastructure supports a year round offer of high quality innovative events that reflect the culture and heritage of Aberdeen while generating economic, physical and social benefits for the city, its residents and visitors. All of these aims are outlined in the Aberdeen 365 theme in the City Centre Masterplan.

Also included in the City Centre Masterplan is the connectivity of public places in the city and their use as event spaces in the future. The City Events team continue to encourage the use of spaces including the Castlegate and Marischal College Quad but this needs to be considered in the wider context of the plan and how people interact with the city centre environment.

5. BACKGROUND/MAIN ISSUES

This report outlines the feedback from the Christmas Village in 2015 and details potential events that contribute to the common good of the city, are inclusive, maintain and develop the city's continued civic pride and showcase Aberdeen's ability to attract and host major cultural and sporting events.

Following a debrief meeting on the 25th January 2016 and presentation of the event illustrating visitor footfall in excess of 500,000 visits, those in attendance agreed that the Christmas Village proved a popular addition to the Winter Festival programme but consideration should be given to the following points in determining the future direction of this event:

- Early confirmation of Aberdeen City Council's ongoing support for the Christmas Village in partnership with Aberdeen Inspired;
- Agreement on the preferred location for the event should it continue, and the opportunities to activate other areas in the city during the festive season with additional Christmas activities;
- Expansion of the ice rink, the quantity of market stalls and quality of product on offer;

- Maintain the existing template but change one key element each year to drive customer interest/loyalty;
- Earlier targeted promotion of Aberdeen as a festive destination location and create packages to influence travelers.

Appendix One of this report is the minute of the Christmas Village debrief on Monday 25th January 2016.

Appendix Two details the analysis of the research undertaken by Aberdeen and Grampian Chamber of Commerce as commissioned by Aberdeen Inspired.

Winter Festival 2016: The following options have been provided for members consideration when determining their support for the activities in the Winter Festival 2016 programme.

Christmas tree: The current location means the tree is isolated from other winter activities. The level of decoration on the tree was low in comparison to the trees placed in the Winter Village, this is relative to the different size of the trees and historic acts of vandalism that saw the tree damaged and decorations removed without permission.

Consideration should be given to increasing the decoration on the tree and the location for the Christmas tree in the future, including the St Nicholas Street Gold Zone, so it is more prominent and better connected to events that are happening elsewhere in the city centre. Additional activities could also be added to the existing Castlegate site including a Santa's grotto or regular performances rather than a switch on event. This would need to be discussed with our twin city Stavanger who donate the tree and the Regional Ecumenical Team who currently support the switch of the Christmas tree.

Christmas Lights Switch On: Officers could consider if a parade is the best way to turn on the Christmas Lights. Consideration could be given to multiple locations on Union Street delivering alternative switch on activities over the period of an hour.

If a parade remains the favoured approach the switch on parade and reindeer parade be combined to enhance the experience.

Similarly, officers could consider if the Christmas lights switch on and Christmas tree switch on be combined into a single occasion.

Nativity Scene: Officers could explore whether this event is better organised by the local churches and not Aberdeen City Council.

Hogmanay: This year's event suffered in terms of attendance due to the earlier start time, the Winter Village being in place and people being dispersed across the city centre. The level of attendance and popularity of the performances on stage did not draw the crowds in earlier or sustain attendance throughout the night, with the majority of the 5,000+ crowd congregating from 11.30pm onwards for the always popular fireworks display.

That said there were many thousands viewing the fireworks from Union Street.

For this to be a successful event and attract an increased crowd consideration needs to be given to having a known headline act performing. The budget for this event would need to be reviewed and increased or alternatively the same format followed but the stage could be relocated as follows:

- Union Street – Good space that people congregate in naturally to watch the existing fireworks display. Build schedule for infrastructure would need to be reviewed to minimise disruption for businesses during the day on Hogmanay.
- Broad Street/Marischal College – This venue would limit the attendance to the event. Would be a good intimate venue with potential to fire fireworks from the car park at the rear of Marischal College;
- Union Terrace – This venue works well if there is no headline act involved as it only accommodates a smaller stage and the footprint is narrow.
- Castlegate – This could accommodate a bigger stage without having to close roads until the day of the event and has been used in previous years. Limited scope for fireworks but could consider the car park at Marischal College (cube).
- Schoolhill – This site worked well for the scale of the stage, performers and was able to cope with a bigger crowd as we approached midnight . If a similar scale of event is chosen for 2016 then this site could work well with a Winter Village attraction on Union Terrace.

New festive events to consider:

- RedBull crushed ice race – This event has been held in Belfast previously. Possible courses could be Marischal College to UTG, Hazlehead Park games field and football pitches, Queens links Golf course, Beachball room.
- Ice Sculptures - Create an ice sculptures village in Marischal quad within a purpose built unit where the temperature can be managed. See www.theicebox.com
- Toboggan run - Have a sledge route in Union Terrace Gardens from HMT to the bottom grass through the canopy of the park. Supplier to be identified and bespoke course designed.
- Ice slide – Introduce an ice slide in Union Terrace Gardens that goes from the slip road down over the space of the council crest to ground level. There is a company that does this, either using their design or by creating a bespoke slide. See ice slide Liverpool 2014/2015 or acorn-events.
- Festive maze - Have this in Union Terrace Gardens similar to Edinburgh with the maze made from artificial box hedges at waist height and have artificial Christmas trees strategically placed within the maze. The maze could be decorated to enhance the Christmas offer with fairy lights, baubles and ribbons.
- Santa's grotto and elf workshop - This could be a standalone unit with a workshop within or attached to the grotto or linked with

another festive activity such as ice skating or the ice slide. Could be a sponsorship link up with a local cabin maker to use their cabins and dressing.

- Outdoor film screenings - Use Marischal Quad and project onto Mitchell Hall. Have small festive food and drink stalls within quad.
- Christmas market with Christmas tree on St. Nicholas street. A Christmas tree on upper deck of the St Nicholas Centre with stalls down the side of Marks and Spencer to telephone phone box. This could also be considered for The Green.
- St Nicholas Street Gold Zone with tree in the circle at Clydesdale bank with stalls around it and stalls at the side of Marks and Spencer.
- Roller disco as an alternative Christmas activity within a marquee. Could be UTG, Pocket park HMT, Castlegate, Marischal College. The Green could also be made into a retro zone with activities such as roller rink.
- Build on existing Belmont Street market and connectivity to other city locations during the festive period.
- Festive light show using some of the techniques/installations from SECTRA.
- Illuminated and interactive public art that would brighten the festive period.

6. IMPACT

Improving Customer Experience – Supporting and delivering a diverse programme of city events is expected to improve the experience of customers (Aberdeen's citizens, businesses and visitors) by:

- Raising awareness locally, nationally and internationally of the festivals and events held in Aberdeen
- Better positioning of Aberdeen as a city destination for those looking for new and unique event experiences
- Providing city infrastructure that attracts and supports external event organisers
- Maintaining and building on the profile of Aberdeen as a great place, to live, study, work, invest and visit. This will also help promote and enhance the long-term economic prosperity of the North East of Scotland by attracting more business and leisure tourism to the area.

Improving Staff Experience – Delivering the Christmas Village and wider Winter Festival provides the staff involved with valuable experience of dealing with a wide range of internal (Elected Members, senior officers) and external (businesses, contractors, suppliers etc) customers from diverse sectors including creative, cultural and event industries.

Staff within Aberdeen City Council from the Council's Promotions and Communication Service will work closely with colleagues Culture services, Transportation and Environmental services to improve the city's tourism performance and make it an even more attractive city to visit.

Improving our use of Resources – By working in partnership with internal and external event partners, of which Aberdeen City Council will take a lead role, the Council is able to share the workload and take lead or supporting roles where appropriate, without compromising the level of service delivered to the customer – the Aberdeen’s residents and visitors to the city.

This will also help Aberdeen City Council understand the needs of destination development and marketing to help support tourism growth, and delivery of the tourism objectives in the City Centre Masterplan and the Regional Economic Strategy.

Corporate: The contents of the report relate directly to delivering the quality of life aspects of the Administration’s **Smarter Aberdeen** vision as follows –

Aberdeen – the Smarter City

- We will promote Aberdeen as a great place to live, bring up a family, do business and visit.
- We will ensure that Union Street regains its position as the heart of the city and move cultural activity centre-stage through re-invigorated cultural leadership.

Smarter Living (Quality of Life)

- We aspire to be recognised as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality diverse cultural events for the whole community and beyond.

Smarter Economy (Competitiveness)

- We will work with partners to promote the city as a place to invest, live, work and export from.

Community Plan

- Work with other organisations, agencies and groups, including Visit Scotland and Visit Aberdeen, to encourage tourism and the provision of facilities for tourists.

Public – Neither an Equality and Human Rights Impact Assessment nor a Privacy Impact Assessment is required for this report. There may be some public/media interest in the parts of the city events programme that involve participation by Elected members and/or officers.

7. MANAGEMENT OF RISK

Aberdeen's programme of festivals city events programme is key to the destination promotion that Aberdeen City Council, Visit Aberdeen, Aberdeen Inspired and Visit Scotland Aberdeen City and Shire currently undertake.

Should this diverse and engaging programme not continue, then Aberdeen could potentially cease to be an attractive destination for visitors and local residents with economic spend being distributed elsewhere in Scotland and event organisers considering alternative delivery locations.

8. BACKGROUND PAPERS

None.

9. REPORT AUTHOR DETAILS

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Appendix One - ABERDEEN CITY COUNCIL

Christmas Village Debrief

Monday, 25 January 2015
Committee Room 2, Town House
9.30-11.30am

Present:

Angela Scott, Chief Executive, Aberdeen City Council (ACC) (Chair)
Dawn Schultz, City Promotions & Events Manager, ACC
Alana Donald, Communications Business Adviser, ACC
Ross Grant, Aberdeen Inspired (AI)
Gordon Riddell, Station Manager, Scotland Fire & Rescue Service
David Blackwood, Event Planning, Police Scotland
Dick Sutton, Event Planning, Police Scotland
Davie Henderson, Senior City Warden, ACC
Mark Yule, Public Transport Unit, ACC
Daniel Laird, Commercial Manager, First Aberdeen
Doug Ritchie, Traffic Management, ACC
Takki Sulaiman, Head of Communications & Promotion, ACC
Nick Glover, Environmental Health, ACC
Mark Nicholl, Environmental Health, ACC
Karen Allan, Communication Business Adviser, ACC
Steven Shaw, Environmental Manager, ACC
Julie Ritchie, Operational Planning, Police Scotland
Gill Flett, Licensing, Police Scotland
Chief Inspector Graeme Mackie, Local Area Commander, Police Scotland
Gary Craig, Chief Executive Officer, AI
Angela Joss, Project Manager, AI
Carla Furneaux, Marketing & Communications, AI
John Codona, Director, John Codona's Pleasure Fairs
Alfred Codona, Director, John Codona's Pleasure Fairs

Apologies:

Stephen Dyker, Showsec
Mike Cheyne, Roads ACC
Claire Hunter, Programme Manager, ACC

Agenda Item	Discussion
1 Introductions	<p>Angela Scott welcomed everyone to the meeting and introductions were made. The purpose of the meeting is to reflect on the Christmas Village 2015 to see what went well and what can be improved on.</p>
2 Summary of why the event was set up and original aims and objectives	<p>Angela invited all partners to reflect, from their perspective, whether the event was a success and if so, what made it a success.</p> <p><u>Aberdeen Inspired</u></p> <p>From AI's point of view it was a huge success and exceeded their objectives which were to achieve increased footfall to Aberdeen city centre and put on a credible event which would rival other Scottish cities. Estimated attendance figures were 50,000 which were based on 10 times the amount of people who used the ice rink last year. This number was exceeded in 2½ days. The footfall was 516,000 over the 5 weeks of the village which included 2 days closure due to adverse weather conditions. Aberdeen Inspired board members have discussed the outcome of the village and they are delighted.</p> <p>A survey by Aberdeen and Grampian Chamber of Commerce has been commissioned to ascertain the economic impact of the Christmas Village, and benefits gained for other businesses and agencies. It is hoped this will be available next week.</p> <p>Businesses have stated a positive impact on what has been a difficult year. All the feedback has been positive although some improvement could be made. Committee approval was not received until September therefore timescales were tight to deliver an event of this scale. In particular the delay meant we did not have many stall holders to choose from, we had to rush the consultation with businesses and residents and the preparation of the Event Manual with input from all partners was more stressful and time consuming than had been expected. The delay also impacted on the licensing process which was only finalised a day before we opened.</p> <p>AI are keen to continue, be involved and/or organise possibly with a view to committing to 2-3 years so best value can be achieved and delivery timescales are reduced in the planning phase with suppliers etc.</p> <p><u>John Codona's Pleasure Fairs</u></p> <p>The look, feel and atmosphere of the Christmas Village was good. The general public feedback was that it was well done with a family friendly environment. There is a feeling we got it right. Codona's are very proud of the final finished look of the event.</p> <p>The timescale for delivery the event put a lot of pressure on Codona's and it took a lot of work to get it off the ground, which affected the financial viability.</p>

Police Scotland

Local Area Command

The event was well run however the late approval of the event caused concerns.

It was a community style policing event. A personal thank you was given to Codona's on their running of the event. There are no issues from a policing perspective.

Going forward in terms of counting fallout, the location makes it slightly challenging however there were no issues regarding operation from a Community Policing perspective. The daily report and weekly meetings ensured partners were aware of any matters arising.

Scottish Fire & Rescue Service

There were no incidents recorded and SFRS supported what Police Scotland said in that not 100% convinced that Union Terrace is the correct location.

A more joined up approach in terms of working with the Caledonian Hotel re evacuation procedures would have been better. If discussions had been held earlier there would have been a clearer understanding of issues affecting businesses and how they were being addressed. All parties need to ensure that they have the correct information going forward and that the event plan is available earlier for consideration.

First Aberdeen

Traffic disruption was less impacted than originally thought. There were concerns but in general it was not too bad which it was felt was aided by less of a Christmas rush this year. This was aided by less of a Christmas rush this year.

Aberdeen City Council

City Events

The event met a lot of Elected Members' expectations and desires to add to the city's existing portfolio of events. Aberdeen City Council have been keen to support an event of this type for a number of years.

Transport

Traffic Management went well and a lot better than expected. The traffic volume within the City Centre was similar to previous years. The positive media campaign helped in getting people to use all available car parks from the direction they approached the city and journeys from North to South were greatly reduced.

Communications & Promotion

Part of the winter festival campaign was focused on driving behaviour change of the public and it worked well. The city got positive coverage within the city region and beyond the North East and beyond Scotland. Visitors to the city noticed a change in atmosphere from last year. It is hoped the tangibles will benefit the City.

	<p><u>Environmental Health</u> It went well and the impact was lower than anticipated. There were 3-4 noise disturbances with one ongoing for some time which will need to be considered for future events. The complaint was from one resident regarding the entertainment marquee although acknowledged that AI responded by changing the musicians.</p> <p><u>Environmental Services</u> There were very few complaints regarding waste management. Officers in Ground Services were unsure of the ice rink installation but once installed understood the benefit of the location. The art installation was a first for the Ground Services team but they worked through this and enjoyed the experience.</p> <p>There was a plumbing issue which was escalated and dealt with</p>
3 Review of the event procurement, planning, set up and delivery process	<p><u>Aberdeen City Council</u> Angela invited all partners to identify areas for improvement from their perspective and stressed the purpose was to ensure lessons are learned which can then be applied to the 2016 event.</p> <p><u>City Events</u> The conversation regarding the Christmas Village was started in March and there was a long period to June/July discussing what locations were feasible e.g. Union Street and Castlegate to see what would and wouldn't work. We now have a very good idea of the elements which work/don't work which can be taken forward. We are challenged for spaces within Aberdeen City. There was a general discussion regarding infrastructure in Union Terrace Gardens in relation to ingress/egress and accessibility for less abled bodied people. This was being investigated along with lighting, amenities and weathering on the site. Lighting is a big issue. There is only temporary lighting which is expensive. March to summer absorbed lot of time. Union Street was, at a late stage, rejected due to transportation impact re Union Square and the team had then to quickly test the feasibility of Union Terrace. It was acknowledged that the late decision re the venue did compromise planning by other partners and businesses and citizen enjoyment.</p> <p>The engagement of partners and their understanding of what is required of them and the allocation of tasks is important.</p> <p>Angela asked whether at planning stage, there had been enough consideration of the Winter Festival and Hogmanay events as two complimentary events. Communications & Promotion wanted the two events to be integrated. Union Street was the preferred choice for the Hogmanay celebrations however this was not an option. It was noted there were lots of people in the area where ACC wanted the stage located. It may be an idea to cut out traffic for a couple of hours this Hogmanay. Schoolhill is a good site however there was a single footway which became congested very quickly.</p>

Transport

Criticised for not consulting with certain groups e.g. disability groups and the general public in relation to the bus diversions. It is hoped to have more time to consult with these groups this year. The previous bus problems at RGC were resolved where discussions took up a lot of time. There were also discussions held with HMT due to the number of buses coaching children to the pantomime and also St Mark's Church. Officers don't have data on car parks and Park & Ride however all car parks were full by 10.00am on Friday, Saturday and Sunday throughout the whole of the festival.

Environmental Health

One resident made a complaint due to their location and the impact of the loud music. The street level noise was deemed excessive. This was for the event operators to deal with. It was acknowledged there was a noise management plan in place which needs to be tweaked to provide more clarity regarding the roles and responsibilities of operators and Aberdeen City Council. The general sense was there a delay informing residents.

Issues:

- More communication required between operators, Environmental Services and residents
- The situation got quite political and made the press due to decisions made after discussions with the resident
- Noise management plan drawn up by Codona's with advice from Environmental Health. Maybe some more communications re information so the residents can be advised appropriately. Codonas' were not aware of what had been discussed. Need to work on clear issues raised at this event.
- Consideration to be given to the location this year. Maybe a bit more forewarning to residents which then comes back to having enough time to devise a noise management plan.

AI informed there were 4 shows on a Thursday, Friday, Saturday and Sunday – 2 music and 2 comedy shows. A couple of the bands were too loud therefore choosing the right kind of band is important.

Codona's informed that general noise and background music was an issue. There weren't enough speakers to cover the sound and they had to be turned up high and the structure and fabric of the event were all facing the buildings. Half the amount of speakers again will be put in for this year's event thereby reducing noise levels. If there are more market stalls this year, the speakers could be facing onto Union Terrace Gardens and consideration will be given to the location of the music tent as well as the nature of music played.

Police Scotland

Local Area Command

There were no issues regarding drunkenness or unruly behaviour.

A discussion needs to be held regarding whether Aberdeen as a place wants to have family events with alcohol

available. Could an event be run without alcohol? We have this year's event to go on but going forward there is the issue of Scotland's association with alcohol and where it fits commercially and in terms of health. Need to start this discussion early where we can hear each other's views and present sensible views, including the Alcohol and Drug Partnership.

Event Planning

From an emergency planning perspective, we need to prepare for the worst and plan for the best. There was a lot of discussion with all partners and a lot of work behind the scenes. Time collapsed quickly and we need to ensure there is time given to get behind procedures and discuss. We now know how we all work together. Everyone had their expectations and it is now a matter of looking at the details of the plan.

It would be good to cut down on the disruption to all businesses and residents and involve them more. There were misunderstandings which were mostly down to tight timescales. If there had been earlier discussions, things would have run more smoothly.

AI informed that they wrote to residents and businesses three times and invited them all to the briefing session at the Caledonian Hotel. Only ten people turned up. AI also visited all businesses personally and some residents and were surprised some people were not aware of the event. Improvements could be made in communication if approval was forthcoming earlier.

The Caledonian Hotel had raised about half a dozen issues regarding toilet provisions and guest access based on their experience of the International Market. AI was in regular contact with the manager of the hotel and there were issues regarding evacuation however these were resolved.

There were 5 complaints from residents, three from businesses, one from a performer; four from members of the public due to the cancellation of music. One business claimed loss of business. There was a noise complaint from a resident however this was resolved.

John Codona's Pleasure Fairs

It comes down to the timeframe to produce a good and safe event. The pressure was huge to deliver this event. The deadlines were set for June and then extended to September. A significant amount of experience has been gained which will eliminate a lot of the planning for the 2016 event.

Angela queried what impact the delay had on the ability to sell the stalls. Codona's informed that the diversity of the stalls was an issue and they had said from the start that they would be booked up by September. Seventy-five local businesses were contacted but they didn't know much about the event. It was a busy time of year therefore take up locally was poor.

	<p>We need to advertise earlier and it is hoped Aberdeen City and Aberdeenshire businesses might be more interested now the event is established. Codona's would like to see the event doubled in size in some areas. They noted a lot of people walking through the event and commenting on the items for sale but not taking advantage of the stalls. The stall decoration looked good with the insides being decorated individually.</p> <p>It was noted that the 'Bomber' ride and the art installation were not compromised by the late decision making. Codona's advised they had started speaking to ride operators in February. The 'Drop Tower' ride was lost due to the delay in decision making however the 'Bomber' became available.</p> <p><u>First Aberdeen</u></p> <p>The routes 3 and 12 were mostly affected. The stakeholders were consulted and there was a severe impact on customers. Fifty thousand passenger journeys were lost on the 3 and 12 routes. Groups with mobility issues were impacted more.</p> <p>There had been a discussion regarding park and rides buses but due to timescales this was not investigated further. This needs to be considered earlier on in the planning. It has been understood that additional park and ride facilities had been suggested but this didn't happen in the end.</p> <p><u>Scottish Fire & Rescue Service</u></p> <p>The road closures were challenging for emergency services. SF&RS would like to review the amount of roads closed in future and for SF&RS and ACC to work in partnership on this issue. Colleagues confirmed there is a meeting next month regarding this issue.</p> <p><u>Security</u></p> <p>In respect of licensing, stewarding numbers were an issue. There had been a lot of discussion regarding how many were required and how much it would cost. AI wants to review. There were too many stewards on the midweek days. Not sure there is the requirement for so many at the next event.</p> <p><u>First Aid</u> (raised by Police Scotland in the absence of Scottish Ambulance Service)</p> <p>Police Scotland Event Planning stated that stewarding numbers were a concern. If the event was successful, difficult to know how busy it would be. However, it was a family friendly event with a good atmosphere and we can look to review this and how it can be adapted.</p> <p>First Aid provision had to be adhered to and the responsibility to outside partners. Numbers needs to be revisited to ensure adequate cover.</p> <p>Overall summary of issues:</p> <ul style="list-style-type: none"> • Fundamental delay in decision making by ACC which impacted on the planning by all partners and contractors. Quality and restricted choice were the main issues. • Consistent themes raised by all partners
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	<ul style="list-style-type: none"> • Alcohol debate • The delay in decision making also impacted on partner ability to understand the level of public engagement they would have liked. • A clearer understanding of the requirements for the delivery of the Event Plan and how this impacts on the resultant safe event.
4 Review of performance during the operation of the village – i.e. the operational overtime of the themes outlined in the daily brief <ol style="list-style-type: none"> Event management (stalls, operating issues, rides, programming and content, marketing) Footfall Event safety (capacity and crowd management, structures, access issues, medical welfare) Noise nuisance Traffic management Waste management Public order General public complaints Media, social media and wider marketing issues 	<ol style="list-style-type: none"> <p><u>Event Management</u> The rides were all generally straight forward with no issues. The queue system on the children's rides was adjusted to avoid blocking the path through the village.</p> <p>After the first week it was agreed to adjust the ingress/egress on the ice rink. The ice rink operator had suggested 65 people on the rink at one time. People would be on the rink and then come off before the next group could go on. Codona's wanted a crossover but there was not enough room therefore a holding area was built to ensure short queues.</p> <p>The ice rink levels were very high and this would be worth flagging with Ground Services team. Previous years figures were 5,000 for Union Terrace Gardens and the Castlegate. This year the figures were in excess of 20,000. The ice rink was a stand out piece of the Christmas Village and it was the highlight for a lot of people.</p> <p>There is the opportunity to increase the size of ice rink by 50% (20 x 15 metres) which would make it more enjoyable for customers.</p> <p>Environmental Services were initially concerned about the damage the ice rink would do to the ground however this was sorted by suggesting a redesign of the grounds. Codona's stated they were concerned about meeting the Ground Services team but informed the guys were great.</p> <p>There was a delay in lighting for the installations within the gardens. The design is in place for the lighting of the gardens but ACC did not have it in place for 2015 but had temporary lighting. Union Terrace Garden lighting needs to be upgraded properly in 2016.</p> Discussed in Item 3 Discussed in Item 3 <p><u>Noise nuisance</u> Mark Nicholl thanked Alfred Codona's for his earlier explanation for the variable levels of background music levels. There was quite a large speaker near the entertainment marquee therefore 2 noise elements together. The location of speakers will have to be thought about for the next event.</p> <p><u>Transport</u> There was a minor issue where on a number of occasions the emergency vehicle route was blocked. Security</p>

	<p>staff were using the barriers to usher the public out at the end of the night. Transport officers spoke to Codona's and issue was resolved.</p> <p>The event proposals were discussed with the taxi group and there were no complaints.</p> <p>f. <u>Waste management</u> There were no real issues regarding waste management. There was very little litter on Union Terrace Garden. Codona's advised of an issue regarding the resident's bin on the first weekend of the event. The bin was changed to a locked lid and Codona's placed one of their bins in front of it. Codona's stated their surprise at how little waste was dropped on the street. They had a member of staff sweeping the street daily.</p> <p>g. Discussed in Item 3 h. Discussed in Item 3</p> <p>i. <u>Media, social media and wider marketing issues</u> Once the daily information was received, it was sent out to all partners and agencies by ACC. This had been discussed at the table top exercise and worked well and everyone agreed it should be repeated.</p>
5 Consideration of the suitability of the event	<p><u>Codona's</u> From the point of the view of the public and partners the event was a big success. It is hoped to increase market stalls for the next event and add 50% to the size of the ice rink. Don't want to make too many changes at once as hopeful this event will run for a long time. There could be one major renewal per year with a couple of tweaks. If we keep to the same template the public will get excited. Overall, Codona's happy with location.</p> <p><u>Aberdeen City Council</u></p> <p><u>Transport</u> There is the scope to look at better integration with the Winter Festival and Hogmanay events by looking at Union Street next year. Overall, on balance content with the location.</p> <p><u>Communications & Promotion</u> The Winter Festival provided connectivity with smaller events e.g. for the Xmas Light Switch on, people were coming down from Union Street but there was nothing to eat or drink. Increased street signage would be better. We need to activate more parts of the city. Overall, Union Terrace is a good location.</p> <p><u>Environmental Services</u> The art installation was a huge success and it would be shame to overlook Union Terrace Gardens as part of the Christmas event. Overall, Union Terrace is a good location.</p>

	<p><u>City Events</u></p> <p>A separate conversation is to be held regarding different events. The art installation came in mid-December and left early January and we are now moving towards the SPECTRA festival. We need to fill a gap to ensure the city doesn't look dark and dead and there is something for Aberdeen's citizens to look at all year round. The art installation worked and well done to AI. We could look at sponsorship for art installations. Overall, Union Terrace a good location.</p> <p>Angela advised that the City Centre Director will start in February and his key role is the regeneration of Aberdeen city centre therefore he should be part of the project team going forward.</p> <p><u>Scottish Fire & Rescue Service</u></p> <p>Everyone is keen for the location to remain the same and that Union Terrace is the best location for 2016.</p> <p><u>First Aberdeen</u></p> <p>Echoed SF&RS' comment however stated there is a need to consider the impact on the public. First Aberdeen provided a shuttle service which they paid for however they won't absorb the costs this year. ACC need to think Edinburgh re connectivity and transport as it is not disrupted when it hosts major events.</p> <p><u>Aberdeen Inspired</u></p> <p>AI stated the event exceeded expectations. There is a need to keep the location and template so we can get on and market this year's event. If ACC decides to change location AI requested it do this quickly but they reserved their position as only Union Street or Union Terrace meet the wishes of the local business community.</p>
6 Recommendations for 2016 and any citywide or extraneous factors to consider	<p><u>Marketing of event</u></p> <p>AI informed that winter brochures are finished by summer and they will need to be agreed in March/April. There is huge scope for hotel deals. AI advertised Aberdeen as a place to come, eat and stay on STV. There was a further advertisement for the Christmas Village and due to the bridge closure; this was extended to Dundee and Fife.</p> <p>Angela reflected that future growth in number of attendees will have to come from outside the city and immediate surrounding areas, give the high local footfall this year. She suggested an enhanced marketing effort and need to pull in Visit Aberdeen.</p> <p><u>Key Recommendations</u></p>

	<ol style="list-style-type: none"> 1. Overall, retain Union Terrace as the location 2. Get event planning up and running ASAP to ensure sufficient time for consultation and engagement 3. Accept the suggested improvements referred to throughout the meeting 4. Retain the overall template from the 2015 Winter Festival and build on it rather than a fundamentally different programme 5. Work in collaboration with Visit Aberdeen to promote the 2016 event further afield. <p>Angela Scott thanked Codona's, AI, ACC and all partners involved for their support in making the event a success and for contributing to the debrief. Angela indicated that the draft would be circulated to partners prior to it being shared with the Council.</p>
7 AOCB	No other business was discussed.

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Welcome

to the ultimate business network

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Christmas Village Research

Aberdeen Inspired

www.agcc.co.uk



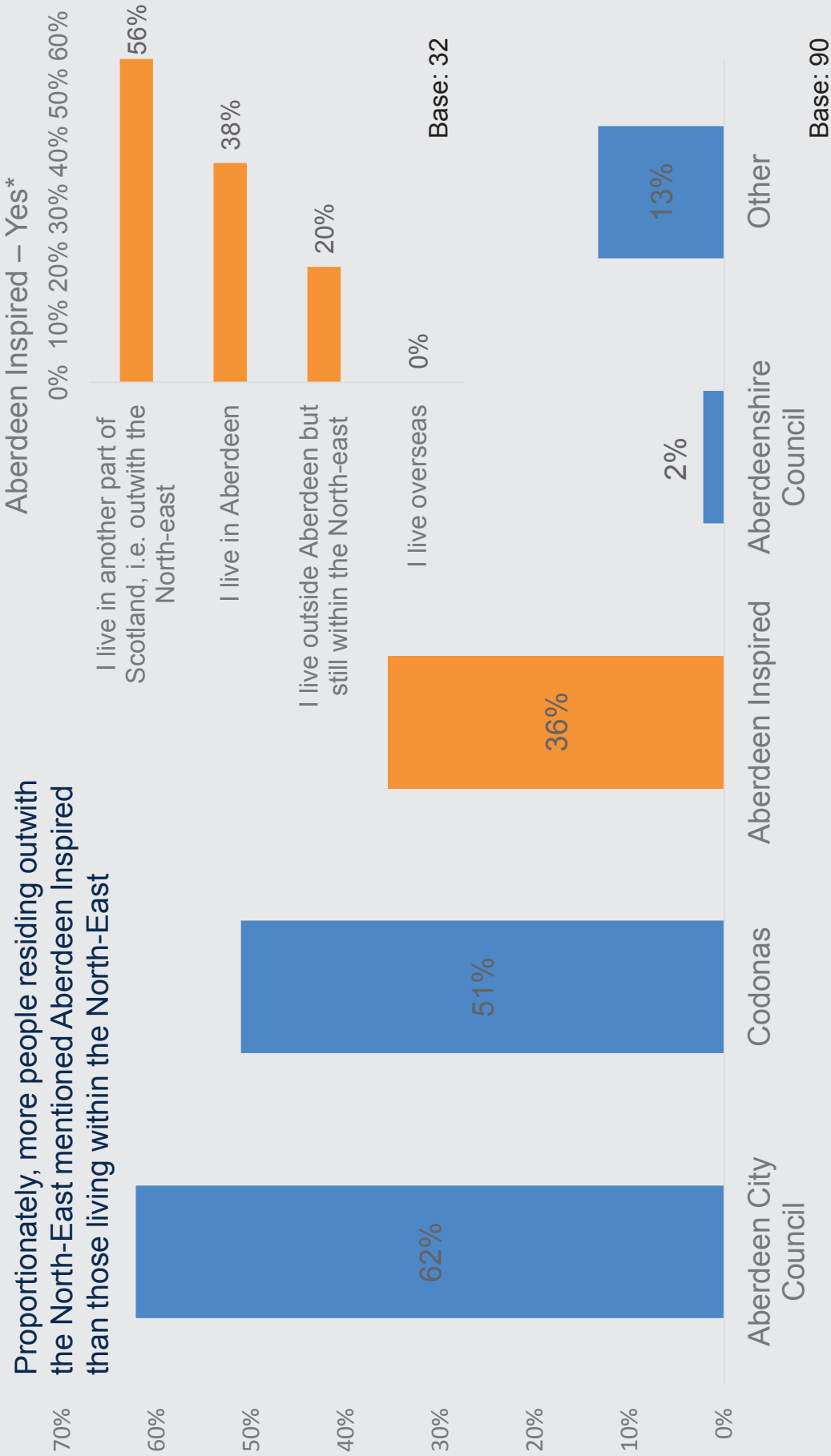
Methodology

- **Fieldwork Dates:** 21/12/2015 – 30/12/2015
- **Research method:** face-to-face interviews
- **Participants:** Christmas Village visitors
- **Number of interviewers:** 3
- **Number of completed surveys:** 90

Summary

- 60% of respondents were visiting for the first time when interviewed
- 76% rated the Christmas Village as either 'good' or 'excellent'
- 36% knew Aberdeen Inspired were involved with the Christmas Village
- 15% thought the Aberdeen Christmas Village was 'better' or 'much better' than other Christmas markets across Scotland
- The two most frequently cited words used to describe the Christmas Village were 'Festive' and 'Fun' quoted by 42% and 34% respectively
- Net additional economic impact for the region: £1.95m
- Spend per head: £5.61

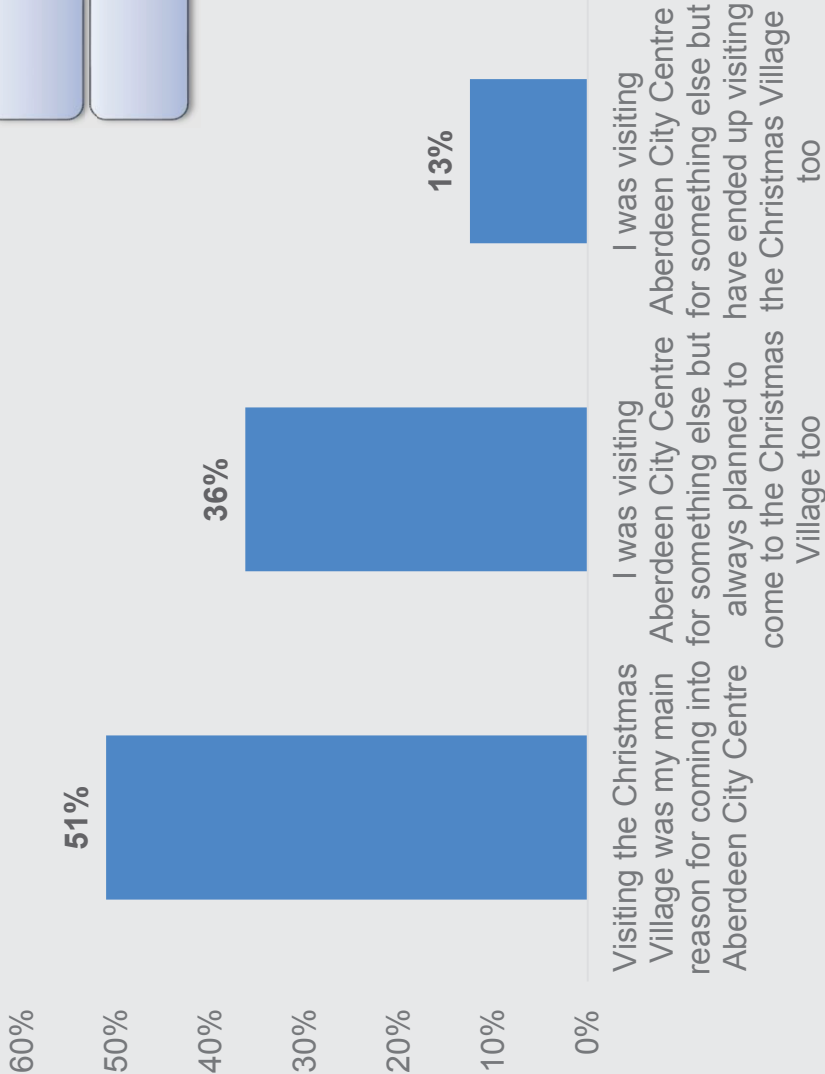
Awareness of Aberdeen Inspired's involvement in the Christmas Village?



*There was no significant difference between age groups with 39% of those aged 18-34 naming Aberdeen Inspired as the organiser compared to 36% of those aged over 35.

Christmas Village Visit

Which of the following statements best describes your reason to be here today?



Base: 88

60% were visiting for the first time when interviewed

27% had been 1-2 times already

13% had visited 3 or more times

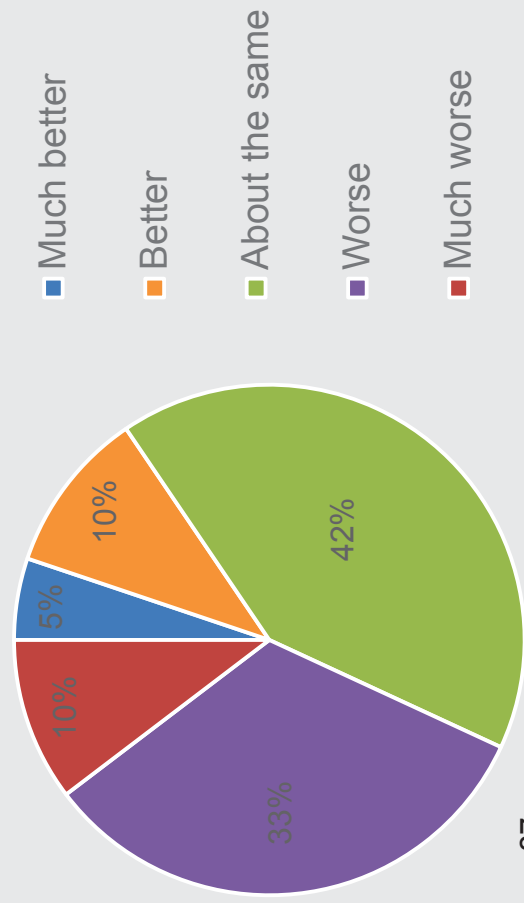
64% of respondents who live outwith Aberdeen but within the North-east travelled into Aberdeen with the main purpose being to visit the Christmas Village

Perceptions of the Christmas Village



Aberdeen & Grampian Chamber of Commerce

Comparison of Aberdeen Christmas Village to other Christmas markets across Scotland

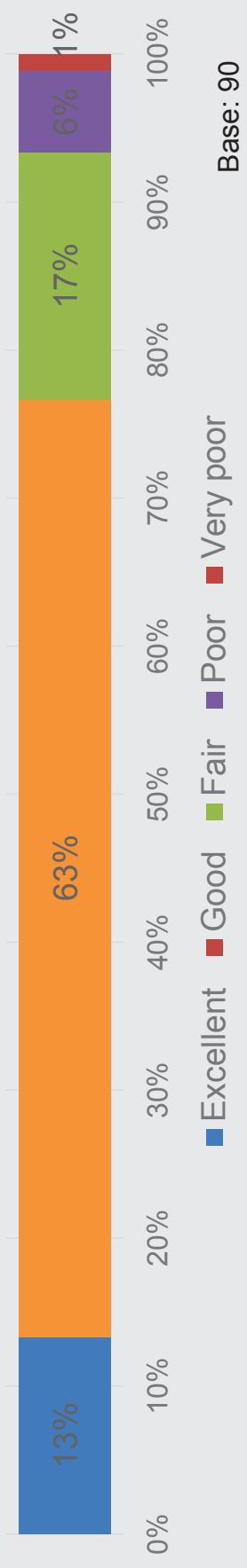


Base: 87

83%* thought that the Christmas Village had a positive impact on their perception of Aberdeen

*83% either strongly agreed or tended to agree with this statement

Overall rating of the Christmas Village



Christmas Village in 3 words

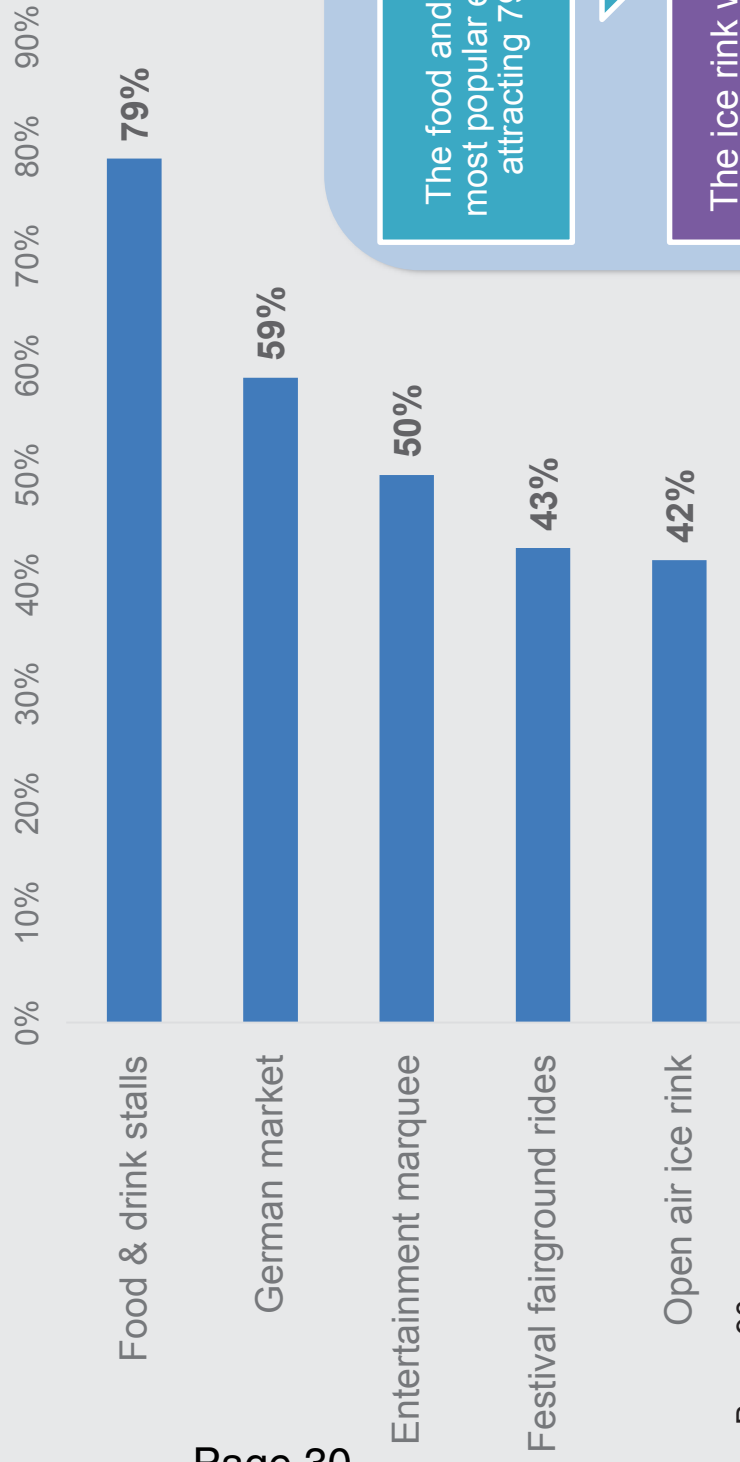


Word	Frequency	%
Festive	37	42%
Fun	30	34%
Exciting	10	11%
Christmassy	10	11%
Good atmosphere	7	8%
Small	7	8%

Base: 89

Christmas Village attractions

Which of the following elements of the Christmas Village have you used and/or visited?



Base: 90

The food and drink stalls were the most popular element of the Village attracting 79% of respondents

The ice rink was least frequently visited attracting 42% of respondents

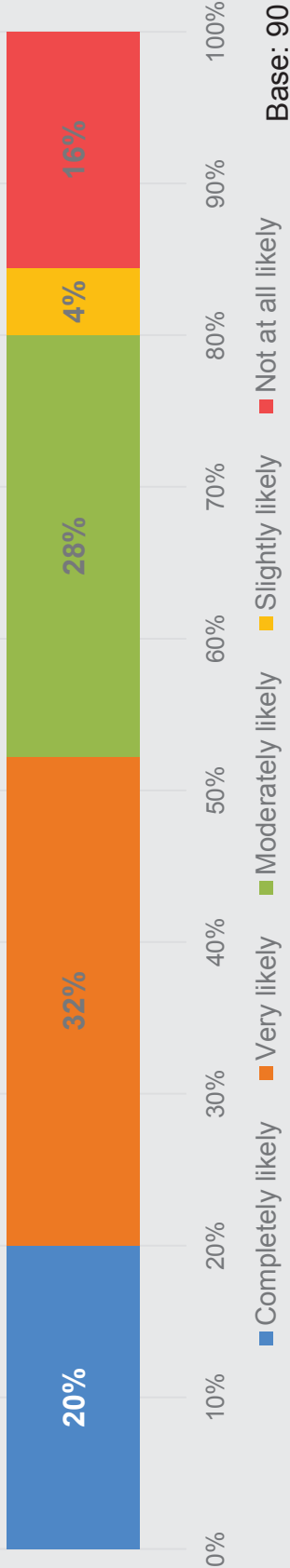
Rating of attractions



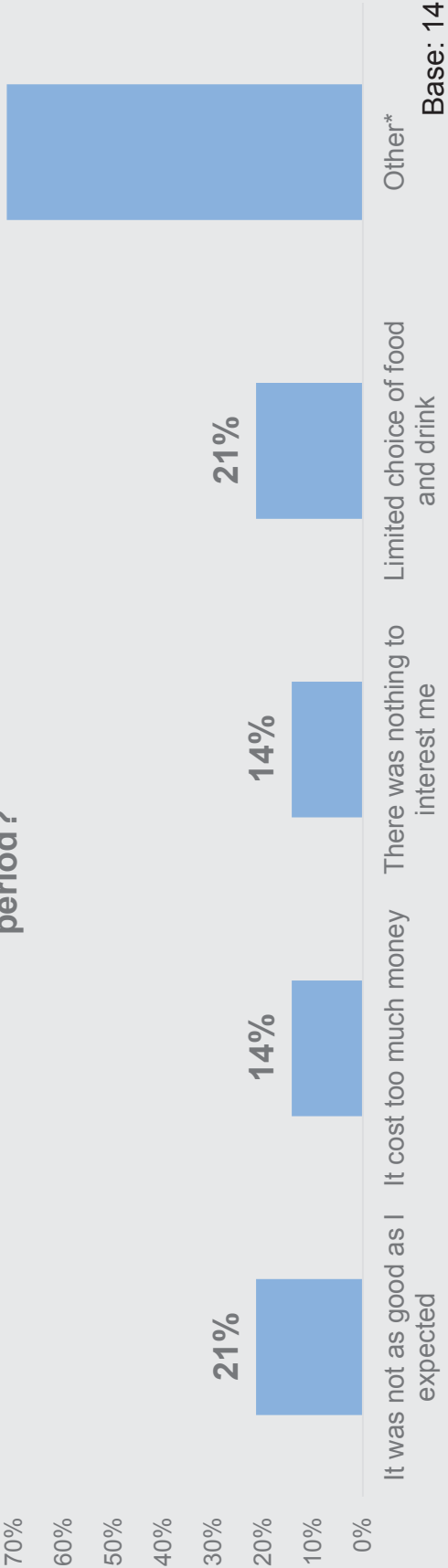
Return visits to the Christmas Village



Based on your experience at this event, how likely are you to attend again over the festive period?



What are the main reasons for not attending the event again during the festive period?

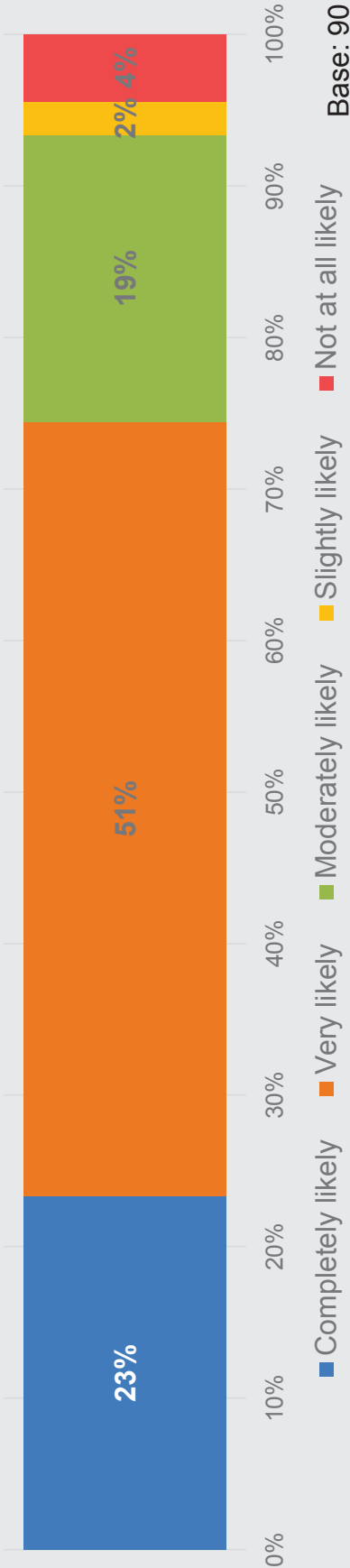


* “Other” reasons included: Not being local and unlikely to be back into Aberdeen again, one-off visit, “more stuff needed”

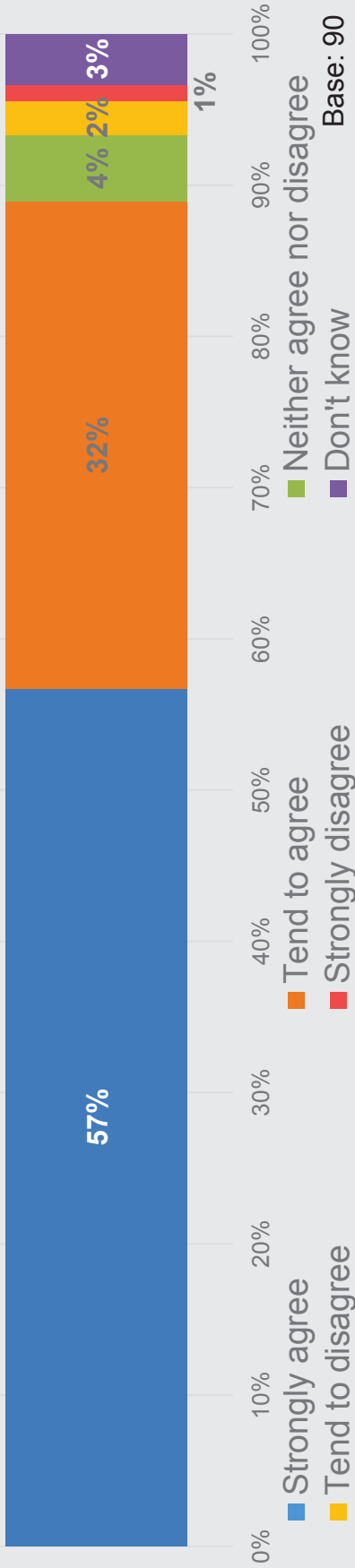
Advocacy for the Christmas Village



How likely or unlikely are you to recommend friends and family to visit the Christmas Village in the future?



I would like the Christmas Village to be repeated in Aberdeen next year



Spend per head

Method

1. Surveyed visitors on
 - a. Spend using various categories
 - b. Reason for visit
 - c. Resident location
 - d. Whether this was their first visit or how many times they had visited
2. Used reported footfall data i.e. number of visitors
 - a. Applied a discounting value based on 1d to assess ‘unique visits’

	Xmas village	Local travel, i.e. to get to Aberdeen City Centre	Food, drink, shopping, etc. outside the event	Other shopping	Anything else (e.g. parking etc.)	Total
Spend per head (rounded)	5.61	1.54	5.62	5.68	0.14	18.58

Economic Impact

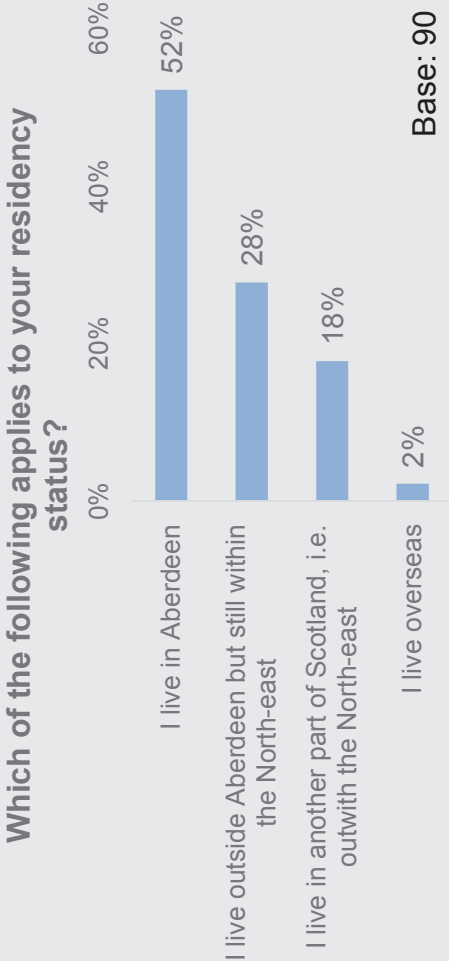
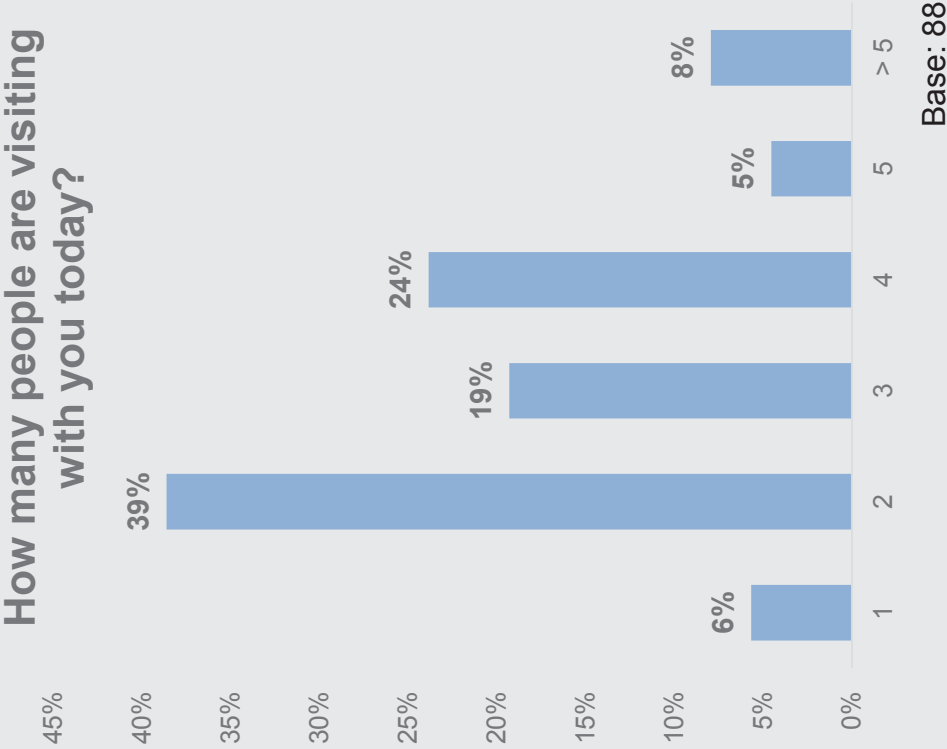
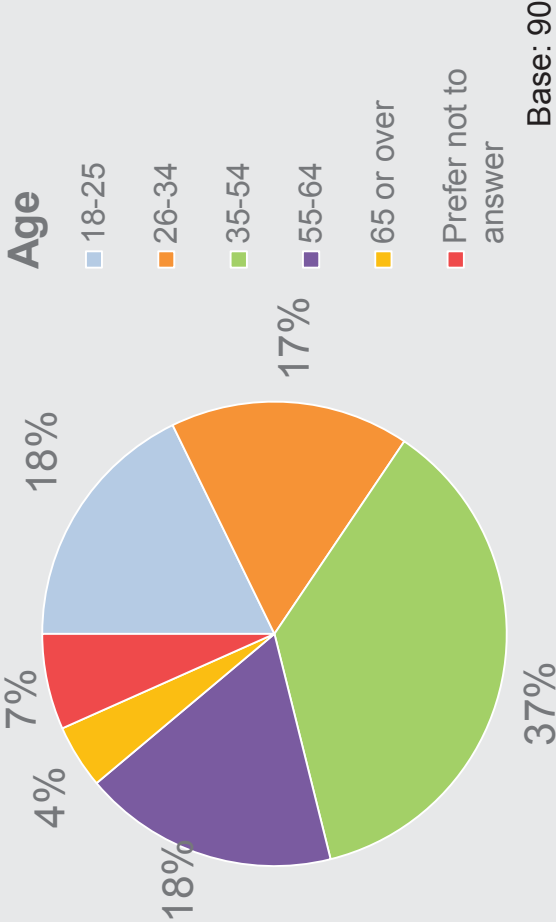
	Xmas village	Local travel, i.e. to get to Aberdeen City Centre	Food, drink, shopping, etc. outside the event	Other shopping	Anything else (e.g. parking etc.)	Total
Gross Total Economic impact	2,895,545	794,810	2,897,409	2,929,693	71,023	9,588,480
Net economic impact after removing 'deadweight' ¹ ,	1,623,063	445,521	1,624,108	1,642,204	39,811	5,374,708
Net additional to region ²	1,950,499	1,950,499	1,950,499	1,950,499	1,950,499	1,950,499

1. Deadweight is a measure / reduction to allow for spending which would have happened anyway without the Christmas Village being there
2. Net after leakage – This is an assessment of what from the £5.375m came from out of the region i.e. £1.95m was from people not from Aberdeen or Aberdeenshire.

Notes:

- i. The analysis is reliant on footfall data provided
- ii. The analysis takes no account of the impact of the delivery of the event (i.e. the economic impact of delivering infrastructure etc. to the local economy)
- iii. The analysis does not assess leakage of the above spend i.e. for companies who are not based in the region. E.g. a business could earn money but its suppliers are outside the North-east and its base including employees may be outside the North-east

Visitor Demographics



Thank You

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	19 April 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Sport Aberdeen – Contract Revision and Governance Arrangements
REPORT NUMBER:	ECS/016/022
CHECKLIST RECEIVED:	YES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update Committee on work completed with Sport Aberdeen since the Education and Children's Services Committee meeting of 29 January 2015 and to seek approval to:
- (a) amend the existing contract agreement with Sport Aberdeen to reflect the additional functions of the sports team ; and
 - (b) undertake a broader review of the existing contract agreement with a view to strengthen further the system of governance of Sport Aberdeen.
- 1.2 Further, the report seeks approval to provide Sport Aberdeen with a bank guarantee up to a maximum of £5 million over a 5 year period, subject to the Council receiving a report on the Review of Leisure Assets from Sport Aberdeen.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:
- (i) Agree to delegate authority to the Head of Legal and Democratic Services to amend the contract between the Council and Sport Aberdeen to include the functions which are set out in paragraph 5.3 of this report;
 - (ii) Delegate authority to the Head of Finance to provide a bank guarantee on behalf of the Council to Sport Aberdeen to a maximum of £5 million over a 5 year period for investment in Council leisure facilities, subject to completion of the Review of Leisure Assets and submission of a report to the 7 June 2016 meeting of this Committee;

- (iii) Approve the recommendation to allow the Board of Sport Aberdeen to assume responsibility for replacing any Board members following their due processes for such appointments, with such appointments then being notified to Council through Bulletin Reports;
- (iv) Note the governance arrangements outlined to review the performance of Sport Aberdeen;
- (v) Note the progress of the Active Aberdeen Partnership;
- (vi) Agree that Sport Aberdeen lead and complete the review of the Access to Leisure Programme and that the Director of Education and Children's Services reports to the meeting of Finance, Policy and Resources on 20 September 2016 to provide an update on the review;
- (vii) Note that a cross service Review of Lettings of Council facilities is underway and the outcomes will be reported to the Education and Children's Services Committee at their September 2016 meeting; and
- (viii) Otherwise note the contents of this report.

3. FINANCIAL IMPLICATIONS

- 3.1 In line with the Education and Children's Services Committee's previous decision on 29 January 2015 to transfer further sports' functions to Sport Aberdeen, the relevant budgets have also been transferred to allow these to be implemented. In financial year 2016/17 the budgeted payment to Sport Aberdeen will be £5.459 million which includes £632,594 relating to the additional functions transferred in 2015/16.
- 3.2 In November 2014, Sport Aberdeen commenced an internal review that focused on assessing the suitability and sustainability of the assets that they manage on behalf of the Council. The review identified a critical need for capital investment, the first phase of which has been established at £5 million over a 5 year period. The proposed investment into the Councils facilities will stimulate the communities' use, resulting in improved turnover which in turn will assist in repayment of any borrowings.
- 3.3 In order to allow Sport Aberdeen to raise the appropriate funding it will be necessary for the Council to provide a bank guarantee to the lender as the contract with Sport Aberdeen is due to expire in June 2020.

- 3.4 In terms of the amount of debt taken on by Sport Aberdeen, there are the safe guards contained within the annual Business Plan which is approved each year by the Education and Children's Services Committee and which is monitored every six months by the ALEO Governance Hub. The Head of Finance is also able to attend board meetings as an observer as necessary.

4. OTHER IMPLICATIONS

4.1 Legal

- 4.1.1 If Sport Aberdeen wish to raise third party finance then they may wish or be required by the lender to grant a Standard Security over the Tenant's Leasehold Interests which would require to be registered in the Land register of Scotland, In Scotland, only leases with a term greater than 20 years are registerable in the Registers of Scotland. As the existing contract with Sport Aberdeen is due to conclude in July 2020 it will be necessary for the Council to provide a bank guarantee to the lender to allow Sport Aberdeen to improve the Council's leisure estate.

4.2 Human Resources

- 4.2.1 Following the decision by the Education and Children's Services Committee on 29 January 2015, to transfer the functions which are outlined in paragraph 5.3 (below), 3.0 Full Time Equivalent posts were transferred to Sport Aberdeen under TUPE regulations, with effect from 3 August 2015.
- 4.2.2 There are no direct Human Resource implications associated with the recommendations of this report

4.3 Risk

- 4.3.1 It is incumbent on the Council to ensure that Sport Aberdeen operations are effectively governed as it has a responsibility to comply with the recommendations contained within Following the Public Pound. The recommendations of this report ensure that effective governance arrangements are strengthened from both a Council and Sport Aberdeen perspective.
- 4.3.2 In terms of Sport Aberdeen's capital borrowing and the Council's bank guarantee, the Council may be liable for up to £5 million should Sport Aberdeen default on its repayments. It is noted that the remaining contract period is less than 5 years which presents a short time period for debt to be fully repaid.

4.4 Property

- 4.4.1 As outlined in paragraph 4.3.3, Sport Aberdeen intends to invest in the Council's facilities to improve the range of sports provision and modernise equipment. Any alterations to premises will be subject to Landlord's Consent procedures.

5. BACKGROUND/MAIN ISSUES

Report to Education and Children's Services Committee – 29 January 2015

- 5.1 As outlined in the report of 29 January 2015, a key driver behind the decision to transfer operational responsibility for the delivery of sport to Sport Aberdeen was:

- The need to embrace more fully a 'Group structure' approach and to ensure that the Council's relationships with its 'arms length' organisations are affected positively by actions and 'behaviours' consistent with a willingness to collaborate

- 5.2 In addition, consultation with both organisations and staff identified the greater need for integration, joined up working and collaboration.

- 5.3 Following the conclusion of negotiations three posts and associated revenue budgets were transferred to Sport Aberdeen on 3 August 2015. With these posts and budgets the following operational elements were transferred to Sport Aberdeen:

- Lead responsibility for Aberdeen City sports and physical activity strategy
- Develop strategic and operational direction on sport and physical activity reflecting national and local policies and best practice
- Support partnership development and relationship management on behalf of ACC
- Lead on sport and leisure within a range of local community fora e.g. community planning partnership
- Lead the City Sports Partnership to become a more mature and strategic organisation
- To ensure internal governance mechanisms are appropriate and draft committee reports.
- Report performance information across the partnership and range of ALEOs
- Monitor detailed business plans and financial models to ensure compliance
- Lead and manage Community Sports Hubs in Aberdeen City (This is dependent on SportScotland investment continuing.)
- Lead and manage grant funding applications and distribution
- Oversee sport and leisure asset base and provide advice on new development proposals

- Manage and secure funding/budgets from external bodies to support sport and leisure in Aberdeen City
- Represent ACC on Sport and Leisure at national, regional and local level
- Manage complaints and enquiries related to Sport and Leisure

Contract Arrangements

- 5.4 Officers from the Council's Legal Services have commenced work with Sport Aberdeen's solicitors to revise the strategic contract to incorporate the above functions. Subject to Committee approval, this work will be concluded at the earliest opportunity.
- 5.5 It is also recommended that the Board of Sport Aberdeen take responsibility for replacing any Board members following their specific and published process for such appointments, with such appointments then being notified to Council through Bulletin Reports. This approach would mirror best practice models from similar organisations across Scotland. This will better reflect the arms length nature of Sport Aberdeen and the Council's relationship with the organisation.

Governance Arrangements

- 5.6 Officers have carried out a review of the governance arrangements for Sport Aberdeen, and looked at the level of surety required by the council, the number and type of reporting arrangements, and level of scrutiny required to provide due diligence to Elected Members.
- 5.7 The level and complexity of reporting and scrutiny was burdensome and provided a disproportionate amount of data, some of which was of little relevance to the Council and contract monitoring or management, some information was requested several times by various areas of the council, while other key performance indicators reflecting current national and local priorities were under represented.
- 5.8 Officers from both organisations have worked to review the monitoring and reporting requirements and have reached collective agreement on key performance indicators, reporting cycles and relevant data to ensure robust governance and compliance.
- 5.9 It is therefore proposed:

To ensure that effective governance arrangements are in place to monitor Sport Aberdeen's performance and to protect the public pound, the Annual Business Plan will be presented to the Education and Children's Services Committee, and will detail the comprehensive list of key performance indicators (KPIs) which will be used as a basis to monitor performance. Sport Aberdeen's financial accounts shall also continue to be published and reported to the Finance, Policy and Performance Committee following the regular Committee cycle.

- 5.10 The current business plan is closely aligned to the Council's previous Sport and Physical Activity Participation Strategy, Fit for the Future, and the detailed requirements of the existing Services Specification, included as part its Funding and Services Agreement with the Council. The forthcoming Funding & Service Agreement is being prepared to reflect a best-practice approach using the Scottish Government's 'How Good is Our Culture and Sport' and Quest. The former is a quality improvement framework for culture and sport provision and the latter, supported by sportScotland is the sport and leisure industry quality accreditation scheme. The elements of both schemes have been mapped and aligned with outcomes broadly identified in the following areas:
- Strategic Context – Scottish Government, ACC, Community Planning Partnership;
 - Governance and Company Management requirements, including measuring outcomes and impacts;
 - Policies and Procedures, including health and safety, environmental management, access and equity etc.;
 - Human Resources and Organisational Development, including people and team development and skills development;
 - Customers and Stakeholders;
 - Facilities, including standards, participation and contribution to health and wellbeing and external validation of Quest accreditation;
 - Sport and Physical Activity, including partnership working (NGB's, NHS, etc.), contribution to health and wellbeing, working with clubs, volunteers;
 - Event Management;
- 5.11 Key objectives, detailed actions to achieve objectives, KPI's and means of monitoring are included within the business plan. These are monitored on a monthly basis, submitted to ACC and considered by this Committee on a quarterly basis and the ALEO Governance Hub.
- 5.12 The ALEO Governance Hub will continue to monitor and review governance arrangements regarding Sport Aberdeen. The governance group meets bi-annually and performance from this ALEO governance Hub shall be reported to the Audit and Risk Committee on a regular cycle. This will bring consistency to all governance of ALEOs across the council and ensure transparency of monitoring.
- 5.13 In addition to formal reports to Committees, officers from Education and Children's Services meet frequently with senior officers from Sport Aberdeen to discuss areas of mutual interest.

Governance at Sport Aberdeen

- 5.14 Sport Aberdeen's governance arrangements have been refined over the last three years ensuring that they are fit for purpose and balance the need for effective scrutiny and decision making processes with the needs of large, diverse and rapidly changing company. It's Board of Directors comprise a maximum of 11 Directors who under company and charitable law are required to act in the best interests of Sport Aberdeen at all times. The Board meets 4 times per year. Committees of the Board include the Corporate Governance Committee [meets bi-monthly], Business Development Committee [meets quarterly] and Human Resources and Organisational Development Committee [meets quarterly]. . Additional meetings are scheduled as required. Each Committee of the Board has specific terms of reference. Membership is made of up Sport Aberdeen Directors and, where additional expertise or experience is required, additional members are appointed as co-optees. Each Committee is chaired by a Director of the Company. Minutes of each meeting are considered at the following Board meeting.
- 5.15 The key governance committee is Corporate Governance Committee which considers all matters pertaining to the financial, governance and performance management arrangements of Sport Aberdeen. At each meeting standard agenda items include financial performance, risk management and performance management including progress against business plan objectives. In addition, this Committee considers reports from Sport Aberdeen's own Internal Auditor and those arising from ACC's Governance Hub.
- 5.16 Sport Aberdeen operates within its own Scheme of Delegation which clearly sets out roles and responsibilities of Directors, including the Managing Director, and staff. The Managing Director attends all Board and Committee meetings in this capacity.

Facility Investment Proposals

- 5.17 One of the key drivers which lead to the Council forming the company in 2010 was to use the Leisure Trust model as a vehicle for enabling investment to assist with modernising of the Councils sports facility stock. This was expected to range from small scale facility refurbishments, up to developing completely new leisure complexes.
- 5.18 At the time of preparing this report, the Sport Aberdeen Board has identified as a key strategic priority the need to invest in four of the Councils key community leisure facilities [focused around health & fitness]. To assist with this investment, the Company has devised an innovative approach and partnered with Pulse Fitness [industry specialist] who will provide equipment and facility redevelopment expertise.
- 5.19 Once underway, this will start the process of bringing the Councils public leisure offer up to modern day standards, meeting residents'

expectations, along with providing attractive fit for purpose facilities that will be financially sustainable.

Active Aberdeen Partnership

- 5.20 The Active Aberdeen Partnership was established in 2015 has as its aim “to provide leadership and a step change in the sporting ambition and aspiration within the City of Aberdeen by harnessing all the key stakeholders in a cohesive strategic partnership”.
- 5.21 Terms of reference for the group have been established and with representation at the Board level from key sports providers, national bodies and the Council it is believed that a more coherent strategic approach to sports delivery and sports development will be achieved.

Review Access to Leisure Programme

- 5.22 The transfer of sport development functions to Sport Aberdeen mean that they are best placed to lead the review of the Access to Leisure programme which will then be reported to this Committee. Discussions on the scope of this review have taken place with senior officers of Sport Aberdeen and they have confirmed that they are willing to complete this work on behalf of the Council, working alongside other sports providers in the City. This review will look at the effectiveness of the current programme and examine ways of increasing sports participation by those disengaged from sport, living in regeneration areas and those receiving benefits.

Review of Lettings

- 5.23 Officers from across Council Services have engaged on a joint review of lettings procedures, with a short term appointment leading the review. Included in the review will be consideration of the letting of football pitches across Aberdeen, with a view to maximizing use of football pitches by the public. The findings of this review will be reported to the September meeting of the Education and Children’s Services Committee for approval.

6. IMPACT

Improving Customer Experience

- 6.1 The transfer of all operational sports responsibility to Sport Aberdeen means that they are able to better manage sports provision and development throughout Aberdeen which will result in a better experience for the citizens of Aberdeen.
- 6.2 The ability for them to plan strategies and development on a longer term basis will enable a greater coherence across the sport and leisure

offer to be shared with the public and customer experience should benefit. This is further strengthened by the creation of the Active Aberdeen Partnership which brings all key stakeholders together to promote sport and sporting activities for all citizens of Aberdeen.

Improving the Staff Experience

- 6.2 The transfer of the remaining sports development posts and staff to Sport Aberdeen means that they are now working within a greater network of sports professionals. This concentration of professional knowledge will bring about a greater understanding of sports activities within Aberdeen.

Improving our Use of Resources

- 6.3 Sports Aberdeen will lead the development of the sports development within Aberdeen and this will create strategic efficiencies which mean that planning and implementation of sports activities are now seamless within the one organisation.

7. BACKGROUND PAPERS

- 7.1 Education and Children's Services Committee – 29 January 2015 – Agenda Item 5: Organisational Review (Phase 3) (ECS/15/004)

8. REPORT AUTHOR DETAILS

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and Resources
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7 - EHRIA Summary and Action Planning					
Report Title	Sport Aberdeen – Contract Revision and Governance Arrangements				
Assessment not required	Evidence				
Assessment completed	As a result of completing this assessment, what actions are proposed to remove or reduce any risks of adverse outcomes which were identified.				
Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:	
N/A (the proposal if implemented by Sport Aberdeen would improve access to enhanced leisure / sporting facilities for the public).	N/A – positive impact if implemented.				

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8: Sign off	
Completed by (Names and Services) :	Euan Couperwhite, Head of PP&R, E&CS
Signed off by (Head of Service) :	Euan Couperwhite, Head of PP&R, E&CS
<p>Only sections 7 and 8 will be attached to the committee report</p> <p>The full EHRIA will be published on Aberdeen City Council's website under http://www.aberdeencity.gov.uk/xeq_EHRIA_Search.asp</p> <p>Please send an electronic format of the full EHRIA without signature to sandrab@aberdeencity.gov.uk</p>	