

# Public Document Pack

## ADDITIONAL CIRCULATION



To: All Members of the Council

Town House,  
ABERDEEN, 17 August 2017

## **COUNCIL**

The undernoted items are circulated in connection with the meeting of the **COUNCIL** to be held here in the Town House on **WEDNESDAY, 23 AUGUST 2017 at 10.30am.**

FRASER BELL  
HEAD OF LEGAL AND DEMOCRATIC SERVICES

## **BUSINESS**

### **GENERAL BUSINESS**

9(b) Policy Statement - OCE/17/017 (Pages 3 - 20)

9(d) Council Target Operating Model - OCE/17/015 (Pages 21 - 136)

9(m) HMO Overprovision Policy - Report on Public Consultation - CHI/17/113 (Pages 137 - 226)

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## SUBMISSION OF LATE REPORT

NAME OF COMMITTEE : Council  
DATE OF COMMITTEE : 23<sup>rd</sup> August 2017  
TITLE OF REPORT : Policy Statement

Please explain why this report is late.

The document attached to the report was still being finalised at the point that the initial circulation of papers took place. Consideration of the policy statement is required at the coming meeting so that, should it be agreed, the Council's Strategic Business Plan can be reviewed and revised as required in order that its priorities are reflected in the Council's 2018/2019 budget process.

Please explain:

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

Chief Executive

Date

SIGNED  
16<sup>th</sup> August 2017

The following section must be completed by the Convener where a report must be submitted less than three clear days<sup>1</sup> before a meeting of the Council/Committee.

By law, an item of business must be open to inspection by members of the public for at least three clear days before a meeting.

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Please explain why you are of the opinion that the item should be considered as a matter of urgency.

Convener

Date

SIGNED

17/8/17

Please note that under Standing Order 12.9, the Head of Legal and Democratic Services may refuse to allow any item of business on to the agenda or may withdraw any item of business from an agenda, following consultation with the Convener and Vice Convener.

<sup>1</sup> For example if a letter is posted on Monday advising of a meeting on Friday, it gives 3 clear days' notice (i.e. Tuesday, Wednesday, Thursday). Saturday, Sunday and public holidays are included within the definition of Clear Days.

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COMMITTEE	Council
DATE	23 <sup>rd</sup> August 2017
REPORT TITLE	Policy Statement
REPORT NUMBER	OCE/17/017
LEAD OFFICER	Chief Executive
REPORT AUTHOR	Head of Service, Office of Chief Executive

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**1. PURPOSE OF REPORT**

- 1.1 The report brings before the Council the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022.

**2. RECOMMENDATIONS**

- 2.1 That the Council:
- i. considers the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022 and decides whether or not to agree it;  
and in the event that the Programme is agreed
  - ii. instructs the Chief Executive to review the Council's Strategic Business Plan in light of the commitments set out in the Programme and to report to the next meeting of the Council with a revised Strategic Business Plan.

**3. MAIN ISSUES**

- 3.1 Attached is a copy of the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022 for the Council's consideration.

**4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from the recommendations of this report. In the event that the Programme is agreed by the Council, the financial implications of the priorities it sets out will be addressed through the 2018/19 and subsequent budget processes.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report. In the event that the Programme is agreed by the Council, the specific implications of the priorities it sets out will be addressed through reports brought to the appropriate Committee(s) as and when required.

## **6. MANAGEMENT OF RISK**

- 6.1 The report brings before the Council a proposed overall programme of priority commitments for the next five years. In the event that the Programme is agreed by the Council, reports in relation to the development and implementation of specific activities addressing the priorities will include all required risk assessments against the seven recognised categories – financial, employee, customer/citizen, environmental, technological, legal and reputational.

## **7. IMPACT SECTION**

- 7.1 In the event of the Council agreeing both the Programme and the recommendation to instruct a review of the Strategic Business Plan, the impact of the priority commitments set out in the Programme will be addressed in the revised Business Plan against the four strategic themes – economy, people, place and technology.

## **8. BACKGROUND PAPERS**

None

## **9. APPENDIX**

Appendix 1: *The Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022*

## **10. REPORT AUTHOR DETAILS**

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**Stronger  
Together**

**Prosperity for Aberdeen 2017-2022**

Aberdeen City Council Conservative and Unionist Party, Aberdeen  
Labour and Independent Alliance Group Programme for Aberdeen City  
Council 2017-2022

## Our Vision

As a returning coalition, we intend to build on what we have already put in place between 2012 and 2017. The Council's strategic business plan refresh, approved unanimously at the Council's Budget meeting in February 2017, agreed the alignment of the Strategic Business Plan to Aberdeen City Community Planning Partnership's Local Outcome Improvement Plan, as well as alignment to the coalition's policy document "Smarter Aberdeen". Our new policy document "Stronger Together" for 2017 to 2022 builds on the 2017-2018 strategic business plan, thereby ensuring the continuity of the priorities we set in our last administration whilst incorporating some new priorities which are a direct response to the changing economic and social conditions the City now faces. We recognise, of course, that our priorities must be delivered within the financial parameters agreed by the Council at the Budget meeting in February 2017.

Aberdeen has been the northern powerhouse of both the UK and Scottish economy in recent times, but the fall in the global oil price has seen Aberdeen's economic contribution reduce. We know the strength of the City's business community and we commit to working with the business community and all relevant public partners in order to ensure the conditions for future business success are in place within the City.

To unlock the economic potential of Aberdeen and reduce inequalities in our city, we see greater devolution of powers to the City from the Scottish government, and where applicable the UK government as a key requirement.

Our shared priority must be to unleash the economic potential of Aberdeen for the benefit of all our citizens. We remain committed to the Economic Policy Panel which will act as an independent commentator on the performance of Aberdeen's economy and will share this information with both governments in order to ensure our efforts are collectively focused on those areas identified by the Panel as making the biggest contribution to increasing productivity and growth of the Aberdeen economy.

We will look to build on the relationships established with both governments through our 2017 Aberdeen City Region Deal in order to establish both a way of working together and an agreed set of priorities, conditions and powers which are conducive to unlocking the further economic potential of the City, key to this, securing a second Aberdeen City Region Deal.

A key element of our strategy will be to continue to invest in infrastructure to enable us to attract and retain business and provide high quality public services, affordable housing and an attractive living environment and the best educational and employment opportunities for all citizens that caters for. Infrastructure is critical if Aberdeen is to remain an internationally competitive business environment and is to secure a long term economic future. Transport connectivity, information and communications technologies, business land and property and housing are all critical to the City's success. As the lowest funded Council in Scotland for the last 10 years, we will reach out to both governments to help support the infrastructure investment required, as well as continuing to innovate within the parameters set by both governments. Last year as the first Scottish council to secure a credit rating we were able to issue a bond on the London Stock Exchange which supports our £1b capital programme as well as minimising the cost of the capital to our revenue budget.

In order to continue to achieve economic success we will invest in education, empower our disadvantaged communities and draw expertise from and work in collaboration with the Strategic Development Planning Authority, the Regional Transport Partnership Nestrans, Scottish Enterprise, Skills Development Scotland, Aberdeen and Grampian Chamber of Commerce and the wider private sector.

As a key direct provider of public services and a partner with other public service providers from the NHS, education, the third and voluntary sector and business, Aberdeen City Council will model the standards expected from all public service providers for sustainable procurement, fair employment and engagement with staff and trade unions. We will use procurement responsibility in order to sustain high quality public services for our communities.

We will continue to work collaboratively with other local authorities who are within the north-east economy, as well as with those authorities where we share a sectoral interest. The collaboration among 7 local authorities in the North of Scotland: Aberdeen City, Aberdeenshire, Highland, Moray, Orkney, Shetland and Western Isles known as the Northern Alliance will play a critical role in closing the attainment gap affecting our young people including addressing teacher retention and recruitment. Our ambition for the Alliance is that it can provide a way for parents to become initially more involved in their child's learning and then, in turn, for their own learning. So both children and adults are equipped to gain from a knowledge based economy.

We are committed to tackling the inequalities that exist within Aberdeen as a result of socio-economic disadvantage. We recognise People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. We will seek to tackle inequality in the city in whatever form it manifests itself, through clear and coordinated approaches

Despite the past economic success of the City, poverty and inequality continue to affect too many of our citizens. We will work to improve outcomes and the life chances of our citizens by addressing a range of poverty indicators including income maximisation, child poverty, fuel poverty, food poverty, housing and health inequalities. This will build on the developing approach to regeneration priorities, the work of the Health and Social Care Partnership and the inclusive economic objectives contained within the Regional Economic Strategy.

We will put citizens at the heart of the decisions and priorities in their communities which is why we are committed to the delivery of the Aberdeen City Local Outcome Improvement Plan. We will push our joint resource investment towards early intervention and prevention to secure the future of our economy our people and our place. Fundamental to our approach is working with people and communities. We recognise our communities are unique and their sense of place defines our work now and in the future. We will focus on improvement, we will continue to listen to communities, understand what is important to them, recognise and mobilise strengths and work with them to deliver what matters.

We will continue to invest in green energy transport projects in order to realise our aspiration to become a world leading city for low carbon technology. We will lobby the Scottish Government and Transport Scotland to work in partnership with us to allow Aberdeen City Council to introduce Low Emission Zones in Aberdeen. As business rates continue to affect businesses in Aberdeen disproportionately, from the rest of

Scotland, we will continue to lobby the Scottish Government for a change in approach to ensure the viability of small and medium businesses in order to protect businesses from potential closures. We live in an ever increasing globalised world. As such, Aberdeen must continue to innovate to retain our competitive edge while vying for both UK and international investment.

To be a successful city, we must embrace further change. We need to be mindful of technology and the huge part it now plays in the world that we live in. As an organisation we must play our part and look to utilise technology wherever we can to support service delivery and innovation.

As city leaders, we will strive to see the bigger picture beyond the boundaries of local government in order to identify those influencers who can deliver our political ambitions for the benefit of the citizens we serve. The role and contribution of all our citizens and the third sector are vital in terms of securing the prosperity of the economy, our people and our place and that is why our policy document highlights, throughout, the role our partners will play in realising our ambition for the City.

We recognise Aberdeen is stronger now and will be stronger in the future economically, politically and socially as part of the United Kingdom and as such we will oppose any attempt by the Scottish Government to hold a second independence referendum within the lifetime of this Administration. In respect of Brexit we will, where possible, assert our influence with both governments to ensure Aberdeen is placed to deal with the challenges and seize the opportunities of Brexit.

Our Stronger Together vision marks a new beginning on how we will work in partnership to achieve success within our communities. It signals our commitment our confidence and our ambition to achieve prosperity for all our citizens and our communities right throughout Aberdeen

**Councillor Douglas Lumsden**  
Scottish Conservative & Unionist

**Councillor Jenny Laing**  
Aberdeen Labour

**Councillor Marie Boulton**  
Independent Alliance Group

## PROSPEROUS ECONOMY

Driver	Commitment	Partners
Investment in Infrastructure	We will increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens	UK Government Scottish Government AECC Operator (SMG)  Opportunity North East  Housing Associations
	We will deliver the new Aberdeen Exhibition and Conference Centre  We will build new council houses and work with partners to provide more affordable homes	
	We will support the new harbour development and work collaboratively to maximise tourism opportunities, including attracting high value cruises  We will commit to extra funding to resurface damaged roads and pavements throughout the city	
	We will build on the Aberdeen City Region Deal and open negotiations to secure funding for a second Aberdeen City Region Deal.	
Innovation	We will support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal	Opportunity North East  University of Aberdeen  Robert Gordon
	We will review the Council's industrial estate to ensure it supports the Aberdeen regional economic strategy	

	We will continue to assess the digital needs of the region, working with our partners to ensure the City has the required infrastructure	University UK Government Scottish Government
Internationalisation	We will review the regional economic strategy to ensure that it maximises Aberdeen's economical potential post Brexit	Opportunity North East
	We will commit to ensure the city's interests are fully represented in all consultations on the United Kingdom's interests to leave the European Union.	
Inclusive Growth	We will reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant	Other Local Authorities
	We will maximise community benefit from major developments in the City	
	We will support community led efforts to develop community owned energy solutions	
Tourism	We will complete the refurbished Art Gallery, Music Hall, Provost Skene's House and Thomas Blake Glover House	Aberdeen Performing Arts
	We will deliver "Aberdeen 365", an annual calendar of headline and feature	Visit Aberdeenshire

	events	Aberdeen Inspired Aberdeen Grampian Chamber
	We will work towards submitting a city bid to become UK City of Culture in 2025	Chamber of Commerce Hotels Association City & Region Cultural Partners
Energy	We will build up our existing strength in hydrogen technology	Scottish Government, Scottish Enterprise, SDI
	We will support efforts to develop the Energetica corridor	Opportunity North East
Support to Business	We will consolidate, easy to navigate support for businesses in one place and:- <ul style="list-style-type: none"> <li>• Establish a business development fund to support small business</li> <li>• Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises</li> </ul>	AGCC FSB Business Gateway
	We will support the activities of, and access to, the “Elevator” social	Elevator

enterprise	
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**PROSPEROUS PEOPLE: Children are our Future**

<b>Driver</b>	<b>Commitment</b>	<b>Partners</b>
Children have the best start in life	We will work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes	Scottish Government
	We will expand the provision of school holiday meals to primary school children	
	We will continue to deliver the School Estate Strategy	
	We will open the Orchard Brae Centre of Excellence for children with serious and complex support needs.	
	We are committed to delivering three new primary schools in Tillydrone, Torry and in Miltimber	
	We will open Lochside Academy in Cove	
	We will open Stoneywood primary school	
Children are respected, included and achieving	We commit to funding new classroom assistants to support both teachers and pupils and lobby the Scottish government for support with teacher recruitment including teacher training	Northern Alliance Partners Scottish Government Aberdeen University

	We will support the implementation of “Developing the Young Workforce”, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects	
	We will continue to provide support for children’s mental health	NHS Grampian
	We will appoint a mental health champion	
	We will explore how the successes of the Sistema project can be shared and spread across the City	Sistema
	We will commit to closing the attainment gap in education while working with partners across the city.	University of Aberdeen Scottish Government NE Scotland College
	We will promote LGBT+ inclusive education	
Children are safe and responsible	We will support democratic oversight of local child and adult protection arrangements	

**PROSPEROUS PEOPLE: People are Resilient, Included and Supported when in Need**

Driver	Commitment	Partners
People and Communities are protected from harm	We will review local adult protection arrangements and implement an improvement programme	Police Scotland, NHS Grampian, IJB

People are supported to live as independently as possible	We will ensure future housing developments address the needs of a changing population	
	Following the de-registration of a local care home, we will explore the role of Bon Accord Care as a stabiliser within this supply chain for care homes	Bon Accord Care, IJB

**PROSPEROUS PLACE: Empowered, Resilient and Sustainable Communities**

<b>Driver</b>	<b>Commitment</b>	<b>Partners</b>
Safe and Resilient Communities – community and business resilience	We will explore a property level flood protection scheme for domestic properties	Local Resilience Partnership
	We will increase the business community’s resilience awareness	Chamber of Commerce Federation of Small Businesses Scottish Government
	In light of the tragic events at Grenfell Tower, we will act on any recommendations which arise from the public inquiry	Local Resilience Partnership
Safe and Resilient Communities – Aberdeen is a place where people are and feel safe	We will look to promote diversion activities for youths and adults in our city with enhanced focused on our 3 locality areas.	Locality Partnership Boards Police Scotland

People friendly city – a city where people to choose to invest, live and visit	We will secure UNICEF child friendly city status and will work to achieve dementia friendly city standards	Unicef NHS Grampian Community Planning Partners
	We will spread the development of locality plans across the City in conjunction with communities	Community Planning Partners Communities
	We will refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport, including the viability of a council owned bus company.	Nestrans Scottish Government
	We will support an “Alive after 5” economy by ensuring supportive car parking availability and charges	BID, Chamber of Commerce
	We will develop an energy strategy for the City and, if possible, the region which will consider the viability of local energy company	
	We will refresh the Council’s housing strategy and keep rents affordable over the next 5 years	

## DEVOLUTION

<b>Driver</b>	<b>Commitment</b>	<b>Partners</b>
Our relationship with government	We will work with both governments in order to unleash the non-oil and gas economic potential of the City	UK Government Scottish Government Opportunity North East
Fiscal Powers	<p>We will campaign for the reform of local government finance, including business rates and the replacement of council tax. Further we will open dialogue with the Scottish Government to further devolution over tourism.</p> <p>We will continue to explore the viability of introducing new levies and the scope for the Council to have greater control over existing taxes in order to pursue the delivery of the regional economic strategy.</p>	Scottish Government Scottish Cities Alliance

## SUBMISSION OF LATE REPORT

NAME OF COMMITTEE : Council \_\_\_\_\_

DATE OF COMMITTEE : 23<sup>rd</sup> August 2017 \_\_\_\_\_

TITLE OF REPORT : Council Target Operating Model \_\_\_\_\_

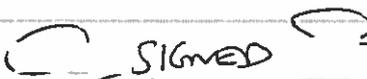
**Please explain why this report is late.**

The production of this report has required extensive engagement and direct involvement from a range of colleagues, consequently the report was still being finalised at the point that the initial circulation of papers took place.

**Please explain:**

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

The report proposes the establishment and implementation of a Target Operating Model, including changes to organisational and governance structures by the beginning of 2018/19, in order to align with the 2018/19 Budget Process. If this is to be achieved consideration of the proposals is required at the 23<sup>rd</sup> August 2017 meeting of the Council.

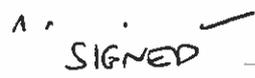
Chief Executive  \_\_\_\_\_  
 Date 16<sup>th</sup> August 2017 \_\_\_\_\_

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Convener  \_\_\_\_\_  
 Date 17/8/17 \_\_\_\_\_

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	23 <sup>rd</sup> August 2017
REPORT TITLE	Council Target Operating Model
REPORT NUMBER	OCE/17/015
LEAD OFFICER	Chief Executive
REPORT AUTHOR	Angela Scott

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### 1. PURPOSE OF REPORT

This report proposes a review of the way in which Council Services are managed and delivered, being the “Council’s Operating Structure” and makes recommendations for the implementation of a new system of management and delivery known as the “Target Operating Model”.

### 2. RECOMMENDATIONS

The following recommendations are made to the Council:–

(a) Target Operating Model

- i. Agree the realignment of the key functions of the Council for the proposed Target Operating Model as detailed in section 5 of Appendix A, namely
  - Customer
  - Commissioning
  - Operations
  - Resource Management
- ii. Note that a programme of engagement with stakeholders, both within and outwith the Council, including trades unions, ALEOs and other partners will be undertaken as the detail of the Target Operating Model is developed.

(b) Organisational Structure

- i. Agree the First Tier structure for the Target Operating Model as proposed in section 5 of Appendix A, namely
  - Director of Customer
  - Director of Commissioning
  - Chief Operating Officer
  - Director of Resources
- ii. Agree the proposed job profile and salary for each Director post as proposed in Appendix B;
- iii. Noting that responsibilities have only been identified under each proposed Director post at this stage, instruct the Chief Executive to develop further the senior management structure and report to Council at its meeting in December 2017 with recommendations for proposed portfolios and posts as appropriate; and
- iv. Agree the revised recruitment and selection process outlined in paragraph 5.5 below for the appointment to the Director posts, suspending Standing Order 47 (2014) as required, with a view to the posts being filled on a permanent basis by 1<sup>st</sup> April 2018.

(c) Transformation Portfolio

- i. Agree the Transformation Portfolio, set out in Appendix C to address the three objectives of delivering up to £125 million of benefits realisation (or savings) over five years (2018/19 to 2022/23); delivering the Council's digital strategy and delivering the Council's Target Operating Model by 2020/21;
- ii. Assuming agreement of (c) i. above, agree the establishment of the Strategic Transformation Committee with the proposed Terms of Reference and membership detailed in Appendix D and delegate authority to that committee in terms of the same;
- iii. So as to facilitate the recommendation at (c) ii. provide the Head of Legal and Democratic Services with delegated authority to update the Committee Orders of Reference, as he deems this necessary, to provide for the establishment of the Strategic Transformation Committee and to set a timetable of monthly meetings for the Strategic Transformation Committee;

- iv. Agree the establishment of a Transformation Fund through the release of £15m from the Council's reserves as outlined in paragraph 6.2 below and that its use be reported to Finance, Policy and Resources Committee as part of the Council's financial statements each financial quarter; and
- v. Agree that the Council's reserves be restored as part of the future medium term financial strategy, as stated in paragraph 6.2 below, within a 5 year period.

(d) Supporting Governance Framework

- i. Note the proposals for a supporting governance structure to underpin the Target Operating Model as outlined in section 6 of Appendix A;
- ii. Instruct the Head of Legal and Democratic Services to report to the Council by its meeting in March 2018 seeking the necessary approvals for a governance framework to support the implementation of the Target Operating Model; this will include a Scheme of Governance setting out the Terms of Reference for the Council, its revised committees and sub-committees and appropriate delegations to officers within the revised structure and a revised Council diary for 2018/19; and
- iii. Agree the distributive leadership principles set out in the Urban Governance discussion document within Appendix A and instruct the Chief Executive, the Council Leader and the Lord Provost, as the Council's senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council by its meeting in March 2018 with proposals in relation to:
  - co-ordinating Council civic, political and executive leadership structures;
  - establishing revised regional structures for discussion and interaction;
  - developing partnership models with both governments and other stakeholders offering interaction at executive team level within the Council.

### 3. BACKGROUND

3.1 This report sets out a case for an organisational change resulting from the Council's operating environment. The particular drivers for change include:-

- ongoing and increasing fiscal restraints;
- evolving customer needs and expectations;
- the need to have increasingly engaged and flexible staff;
- legislative and policy changes; and
- opportunities afforded through modern technologies.

3.2 Giving consideration to these drivers, and founded upon the strategic ambition for both the City and the Council as expressed through the Local Outcome Improvement Plan, the report identifies a new Target Operating Model which changes the Council's:-

- o Customer Service
- o Organisational Design
- o Use of Technology
- o Processes
- o Workforce
- o Governance/Accountability
- o Relationship with partners and alliances

3.3 The report proposes design principles for each area; describes a "blueprint" for the future of Aberdeen City Council; and makes recommendations which will allow the implementation of the new Target Operating Model.

3.4 Recognising the significant change which the new Target Operating Model will bring to stakeholders both within and outwith the Council, it is proposed that a co-ordinated programme of engagement be undertaken as the detail of the Target Operating Model is developed.

### 4. TARGET OPERATING MODEL

4.1 It is proposed that the blueprint for the organisational structure design within the Council's Target Operating Model will see a shift away from directorates based on services to a more 'functional' model in which our capability is organised as described below:

4.2 In this new Target Operating Model:

- i. A single **Customer** function will ensure a consistent and integrated customer centric approach to services;

- ii. A **Commissioning** function will replace the existing dispersed strategic planning arrangements and hold Operations (as described below) to account for delivery against targeted outcomes;
- iii. An **Operations** function will cover all delivery including in-house; Aberdeen City Council Group; community provision; and external organisations, against clear specifications which define how Operations support the Council’s priority outcomes;
- iv. A **Resource Management** function will deliver all “corporate” services including finance, people, assets, capital and management of enabling technology.

## 5. DIRECTORATE STRUCTURE

5.1 The proposed Directorate structure for the Target Operating Model comprises:

- Director of Customer
- Director of Commissioning
- Chief Operating Officer
- Director of Resources

5.2 Proposed job profiles and salary levels for the posts are set out in Appendix B.

5.3 In addition to the above, the post of Chief Officer, Health & Social Care remains unchanged within the proposed structure.

### 5.4 Cost of Proposed Directorate Structure

Based on the current salary bill for the Council’s First Tier structure including Directors, the Office of Chief Executive and relevant business support, the Council currently has a budget of £1.202 million for a full financial year (excluding the Health and Social Care Partnership).

Once the new Target Operating Model is in place (being the 4 Directors plus relevant business support) the total cost for a full financial year will be £0.921 million (excluding the Health and Social Care Partnership). This will result in a recurring saving of £281,000 per annum.

	(£,000pa) Existing Structure	(£,000pa) Proposed Structure	(£,000pa) Proposed Saving
Tier 1 Annual Costs	1,202	921	281

The above costs are inclusive of employer superannuation and National Insurance costs.

## 5.5 Recruitment and Selection

The success of the new organisational structure and in turn the whole Target Operating Model, rests on the appointment of the right people to the new Director posts. It is very unusual to effectively be appointing a new Corporate Management Team and in light of the significance of these appointments, it is vital that the right process is used. Although there has been some discussion about Chief Officer recruitment and selection within the Governance Reference Group, no conclusions have as yet been reached.

There is a need to recruit to these posts quickly and successfully at the first attempt in order to remove the current dependency on interim resource and to ensure traction on the Transformation Portfolio which is critical to enable the Council to set and deliver a balanced budget for 2018/19. It is therefore proposed that the undernoted process is followed for the recruitment of the new directors. Meanwhile discussions will continue about the process for Chief Officer recruitment which will be required once Tier 2 proposals are finalised.

The recruitment process to be adopted needs to be fit not only for testing individual candidates for each of the Director posts but also needs to be able to test preferred candidates together as a team. The existing process of an Assessment Centre run by the Chief Executive and an Appointments Panel of members will not be suitable for the recruitment of a new Corporate Management Team. It is proposed to integrate the involvement of the elected members into the Assessment Centre.

The Assessment Centre will comprise a number of sessions:

- a session with the Group Leaders;
- behaviourally-based scenarios of complex challenges and decision making which are all interlinked through the Target Operating Model dependencies, using peer group and potential direct reports; these will highlight different leadership styles that can be selected to offer the greatest likelihood of success within the Target Operating Model;
- the Assessment Centre process proposed above will in addition have much more involvement of our recruitment partner and we will continue to involve trade unions, ALEOs and our partners;
- for the Director roles, there could also be benefit in assessing candidates in mixed groups containing applicants for each post

at any one time; this would focus directly on the team element and would allow assessors to view candidates “in role” alongside their psychometric profile;

- a secondary assessment stage for Directors where the four final preferred candidates are involved together and observed; this could have the focus of candidates being asked to describe how they would deliver as a team in projected future years; and
- the gradings collated from the above process would identify the preferred individual candidate with the final decision on appointment being made by the Chief Executive based on her assessment of team fit.

The above arrangements will require members to agree a suspension of Standing Order 47 in the Standing Orders (2014) (which remain in force until further review is completed as part of the Governance Programme) as Standing Order 47 requires appointments to be made by an Appointment Panel of elected members which would no longer be required.

The Assessment Centre process proposed above will in addition have much more involvement of our recruitment partner and we will continue to involve trade unions, ALEOs and our partners.

To facilitate the recruitment, it is proposed to call off a national procurement framework for recruitment services at a cost of up to £80,000. The costs will be met from existing budgets.

- 5.6 Further development of the senior management structure, beyond the specific posts identified within this report, will continue and it is intended to report to Council at its meeting in December 2017 with recommendations for proposed portfolios and posts as appropriate. The Target Operating Model includes the functions of “Governance” and “Business Intelligence” and these will be specifically addressed within the Tier 2 report.

## 6. **TRANSFORMATION PORTFOLIO**

- 6.1 Set out at Appendix C is a proposed Transformation Portfolio detailing a number of workstreams which, together, address the three objectives of delivering up to £125 million of benefits realisation (or savings) over five years (2018/19 to 2022/23); delivering the Council’s digital strategy and delivering the Council’s Target Operating Model by 2020/21.

## 6.2 Transformation Fund

In order to deliver significant savings the Council will clearly have to invest resources (both staff and monetary). So as to achieve this, existing reserves will be utilised on the provision that any investment is subsequently “refunded” as part of the Transformation Portfolio.

This investment will be broken down into phases and financial years but an initial sum (to cover Phase 1 and 2 of the Transformation Portfolio and financial years 2017/18 – 2019/20) of £15 million will be set aside.

This funding will be met from the current ear-marked sum for Digital Strategy, the Risk Fund and finally the Investment Fund. A breakdown of the indicative use of these resources in driving forward the Transformation Portfolio is shown at Appendix E and the current 5 year projected medium term financial plan allows for these funds to be restored through the annual budget cycle.

This is demonstrated in section 9.1 of this report where it can be seen that during 2018/19 and 2019/20 these funds will be drawn down. In reality some of these resources will be drawn down in 2017/18 but for modelling purposes are as set out in section 9.1. The fund will be immediately available subject to the Council agreeing.

Use of the Transformation Fund will be delegated to the Strategic Transformation Committee and will support a number of streams of work set out in Appendix C:

- Digital Technology;
- Digital Delivery Partner;
- Digital Maintenance Partner;
- Transformation Team; and
- Included within the above is Voluntary Severance/Early Retirement Requests.

It should be noted that since the Council offered staff the opportunity for Voluntary Severance/Early Retirement earlier this year approximately 150 staff accepted the offer. Since then more staff have requested to take up the offer (approximately 20). It is anticipated that this trend will continue over the coming months and the take up will continue to increase.

To ensure clear transparency on the utilisation of this Transformation Fund the Head of Finance will ensure that included within the quarterly financial statements is a new statement that will clearly show the authorisation of the release of funds along with the benefits realisation statement to demonstrate that future year cost reductions will be achieved.

This will further be reported through the Council's annual budget cycle and again will be pivotal in demonstrating how the Council achieves its statutory requirement to set a balanced budget for the following financial year. The ultimate aim is to have a balanced budget for at least 3 years into the future.

The demonstration of this level of financial planning will be critical in demonstrating the Council's ability to confirm to Moody's Investments good strong governance within the organisation and also a continued strong financial planning system that aims to continue to improve the strength of the Council's Balance Sheet and liquidity.

## **7. STRATEGIC DIGITAL PARTNER**

- 7.1 Set out in section 5 of Appendix A is a proposal for the Council to source and engage a Strategic Digital Partner with a view to the Council accessing through this means relevant senior, strategic advisory support; digital consultancy support; and digital technical support.

## **8. SUPPORTING GOVERNANCE FRAMEWORK**

- 8.1 In light of the proposed adoption by the Council of the Target Operating Model and the introduction of the revised organisational structure, a refreshed supporting governance framework is also brought forward in Appendix A, comprising an indicative structure featuring three "regulatory" and 6 "institutional" committees.
- 8.2 Officers will develop proposals for the Terms of Reference for the new committees while at the same time exploring options to include mechanisms within the new framework to ensure that the Council's decision-making is more open, engaged and responsive as envisaged by both the Community Empowerment Act 2016 and early conclusions from the Planning Review.
- 8.3 Officers will bring forward recommendations to Council in relation to a revised Institutional Governance Structure, revised Delegations to Officers, Procurement Regulations and Financial Regulations and a revised Council Diary for 2018/19.
- 8.4 In addition to proposing revised structures for the internal governance of the Council, Appendix A also includes a discussion document introducing a distributive leadership model to underpin a new approach to urban governance in the City. The document sets out a means by which enhanced place leadership for the City can be delivered through the Target Operating Model.

8.5 On the basis of the principles set out, three key areas are proposed for development:

- co-ordinating structures across the three strands of civic, political and executive leadership of the Council;
- revised regional co-ordinating structures for discussion and interaction in relation to actions to be taken to address the key challenges faced by the City and region
- opportunities for representatives from key partners (government, academia and business) to play an active role alongside the Council's executive team in addressing the City's challenges and maximising its opportunities.

8.6 As stated in the discussion document the key next step in establishing this distributive leadership model will be the inclusion of relevant stakeholders in the development of the concept and the move to its implementation. Should the direction of travel be agreed, discussion on the proposals will take place with colleagues at Aberdeenshire Council, the UK Government and the Scottish Government as well as with representatives of other partners and stakeholders ahead of proposals being brought back to Council for approval.

## 9. FINANCIAL IMPLICATIONS

### 9.1 Organisational Change

The table below shows the scale of savings the Council must deliver.

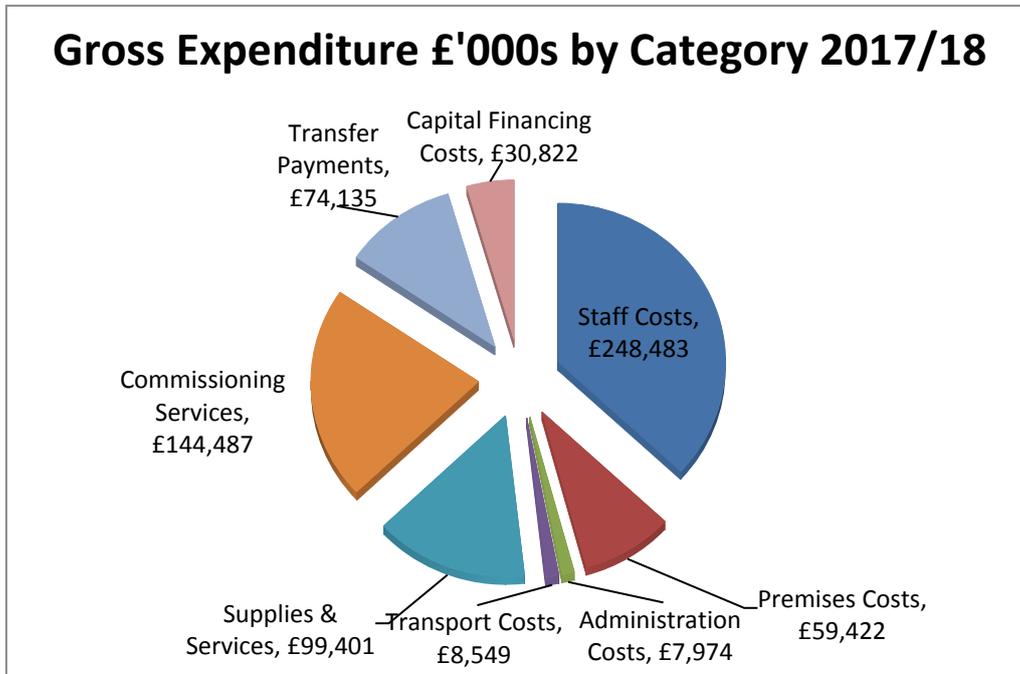
	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Gross Expenditure	683,653	699,324	714,513	728,595	741,741
Gross Income	(226,754)	(227,321)	(227,887)	(228,454)	(229,020)
External Funding	(421,459)	(411,899)	(405,721)	(402,622)	(402,400)
Net					
(Surplus)/Deficit	35,440	60,104	80,905	97,519	110,321
Transformation					
Investment	7,000	8,000			15,000
Use of Reserves	(7,000)	(8,000)			
Potential (Surplus)					
Deficit	35,440	60,104	80,905	97,519	125,321

The above table provides the 2017/18 Strategic Plan updated to reflect known movements and also introduces the 2022/23 financial year.

A number of assumptions have been used to derive the above scenario but key assumptions relate to reduced government funding as well as

meeting contractual uplifts including assumptions of a 2% pay award each year.

Looking at the 2017/18 data by category of spend, it can be seen that nearly 40% of spend is on staff and almost 11% on premises costs as shown in the pie chart below:



- 9.2 What the above data shows is that with approximately 50% of spend on either staff or buildings, continuing to deliver services the way they have been traditionally, is not sustainable. The Council must fundamentally address either **HOW** it delivers services going forward (service design and transformation) or **WHAT** it delivers (demand management and self-help).

Clearly demand management could simply be interpreted as stopping the provision of services and should be seen as a last resort. The more dynamic approach is to look to transform the organisation going forward and this is covered elsewhere in the report.

However, to deliver transformation within an organisation requires an initial investment portfolio to facilitate work streams to identify and deliver transformation. Any investment must however be able to return on expenditure incurred and through the benefits realisation assessment, it will be determined whether releasing funds provides a suitable return (which may be assessed as a ratio of, for example, 1:3 or for every £1 invested a saving of £3 will be realised). The funding for this is covered earlier in the report.

## 10. LEGAL IMPLICATIONS

- 10.1 The Council is under a legal obligation to achieve a balanced budget whilst complying with its statutory obligations to deliver services and to secure best value. As indicated in this report, this is unlikely to be achieved under the Council's current operating structure. Such a scenario would have far reaching implications for the Council in terms of the public and in terms of the Council's Bond which may require to be repaid.

In order to support the implementation of the new Target Operating Model, there will be a requirement to change the current governance framework as detailed in recommendation d (ii), as well as to ensure the framework complies with the Council's statutory duties.

## **11. MANAGEMENT OF RISK**

- 11.1 All significant change carries risks and it is key that the Council has strong change management and governance arrangements in place to identify, assess and control risks in the delivery of change. This report includes proposals for the establishment of a Strategic Transformation Committee with responsibility for overseeing these changes and a clear governance structure and programme management approach supporting the decision making process to help deliver transformation. The Strategic Transformation Committee will have overall responsibility for management of risk as implementation and delivery of transformation is progressed. Each individual workstream within the Transformation Portfolio will identify and manage all risks associated with the workstream. Appropriate Risk Registers will be maintained and governance applied through the board structure.
- 11.2 Risks associated with the Transformation Portfolio are not separate from the Council's existing system of risk management. Whilst programme and project risk registers will be maintained, both strategic and operational risk registers will also require to be reviewed within the context of this significant organisational change.
- 11.3 One risk which it is clear will require to be continually assessed and managed throughout the implementation of the Transformation Portfolio is the available capacity within the organisation to maintain service delivery whilst realising significant change. This will need to be one of the primary considerations for strategic and operational risk assessment. It is also suggested that a continual dialogue is maintained with the Council's internal and external auditors to ensure that recommendations from their review work are consistent and proportionate with the organisation's priorities and capacity during the transformation.

## **12. IMPACT SECTION**

12.1 As explained throughout this report, the primary objective of the proposed transformation is to ensure that, in a challenging and changing operating environment, Aberdeen City Council is fit for purpose to deliver its agreed priority outcomes for the City, its citizens and communities. These outcomes are expressed through the Local Outcome Improvement Plan and the Strategic Business Plan under the themes:-

- Economy
- People
- Place
- Technology

12.2 Each element of the Transformation Portfolio will continually reference the delivery of these priority outcomes.

12.3 Impact on staff – It is very evident that the new Target Operating Model proposed represents significant change from the existing model and it will require staff to adopt new ways of working. Without these new ways of working, the new Target Operating Model will not come to life and deliver the performance edge which it has been designed to achieve. Work to date on shaping the culture of the organisation has centred on improving our customers' experience, our staff experiences and improving our use of resources. The Target Operating Model continues with this focus on customer, staff and resource and, therefore, we have a good alignment between the culture and the business strategy for the organisation. Although we need to continue to focus attention on shaping the culture.

12.4 Staff of course will be interested in what the changes will mean for them individually in term of their role, responsibilities and ways of working. A communication group is being established to ensure that a comprehensive internal communication plan is put in place.

## **13. BACKGROUND PAPERS**

None

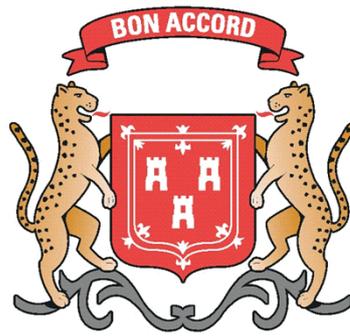
## **14. APPENDICES**

- Appendix A - Target Operating Model Paper (including Urban Governance)
- Appendix B - Director Job Profiles and Salaries

Appendix C - Transformation Portfolio  
Appendix D - Strategic Transformation Committee  
Appendix E - Transformation Fund

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# ABERDEEN

## CITY COUNCIL

### **Building a Council of the Future**

Proposal for a new Target Operating Model for Aberdeen City Council

August 2017

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## 1. INTRODUCTION

The environment in which Aberdeen City Council is operating is changing at a dramatic rate. Ongoing fiscal restraint, rapidly rising demand for key services, changing customer expectations and the emergence of a multitude of new technologies are combining to place an unprecedented level of pressure on the Council.

To date, our response to this situation has been to focus on tactical opportunities for efficiency and improvement. While this incremental approach has helped us to buy time and, in certain instances, has been effective, it is becoming increasingly clear that a more radical response is required.

We have moved forwards in many areas to improve collaboration, to improve outcomes and to work more closely together with our neighbours and with our partners in the city, but how we are organised, how we work day to day and how we serve our citizens is still inhibited by a series of outdated approaches. Our governance, technology, structure and our relationship with our customers reflect where we have been and must change in order to meet the challenges of the current environment.

Viewed this way our current challenges present us with an opportunity to build a different future for the City Council in Aberdeen. One that allows us to better exploit technology, focus our efforts on outcomes and, crucially, reinvigorates the passion of its workforce. One that is rooted in a more detailed understanding of the needs and aspirations of the people we serve and aligns everything we do, to make a difference for them.

This paper sets out a prospectus for taking advantage of this opportunity. It describes:

- the challenges the Council is facing in greater detail;
- the outcomes we will need to focus on to help the city become a more competitive and successful place;
- the current shape and performance of the Council and evaluates the extent to which we are set up to deliver improved outcomes, and to empower our communities and citizens to be more independent and self-supporting;
- a vision for a more effective and efficient council and proposes a target operating model we will need to adopt to achieve this (and the commitments that will need to be made);
- how leadership will need to change, both in terms of its role within the Council but also for the city as a whole;
- the cultural change that will need to be supported and the implications for the Council's workforce; and
- finally, it offers a roadmap for turning this vision into a reality.

The journey described in this paper is ambitious and represents a step change from anything the Council has done in the past. However, it is difficult to envisage how a more moderate response could be successful, such is the extent of the challenges we and the city are facing. We must better understand and embrace new ways of doing our business that meet modern needs - the way we think, the way we work, the way we design and deliver services and the way that we interact with customers and communities.

The residents, communities and businesses of Aberdeen deserve to live and work in an environment that helps them to achieve their ambitions. We have a significant role to play in establishing the underlying conditions that will enable them to reach their potential. To achieve this, we need to build a council that is agile, proactive, motivated and externally focussed on the issues that matter for its people and place.

## 2. DRIVERS FOR CHANGE

### 2.1 Customer Demands

We know that demand for public services is increasing. This is largely being driven by demographic pressure - a growing and aging population with increasingly complicated social and health care needs. However, we are also witnessing rising demand from those impacted by the economic downturn.

Traditionally, public services have responded to these sorts of pressures in a fairly reactive way - we have tended to wait until problems manifest themselves in the form of increasing numbers of people coming through the front door before acting or seeking to address their underlying issues.

Evidence from reviews such as the Christie Commission have highlighted numerous shortcomings in the capacity of our public services to deliver better outcomes. Public service provision in Scotland could be considered to be somewhat 'top down' - unresponsive to the needs of individuals and communities. It lacks accountability and is often characterised by a short-termism that makes it difficult to prioritise preventative approaches.

The economic downturn as a result of the fall in the oil price is placing additional pressure on the Council services today. The demand from those who need us most is growing. Whilst overall levels of deprivation remain low, in 2016, 9 of the 283 datazones within Aberdeen were considered to be within the 15% most deprived areas in Scotland. Almost 30% of households in Aberdeen experience fuel poverty and 18% of children in Aberdeen are categorised as living in poverty.

Demographic trends within Aberdeen have the potential to be particularly problematic. The local pre-school age population is expected to grow considerably over the next two decades. In reality, we are already struggling to meet current demand for early education and child care services. While it is difficult to disagree with its objectives, responding to the introduction of Scottish Government's early education initiative will require the Council to double its provision for pre-school children, placing considerable pressure on accommodation, the workforce and the available funding.

Over 65s account for 15% of the population of Aberdeen, and projections are that the profile of the local population will continue to age. By 2037, the population of Aberdeen is projected to increase by 28%, while the number aged 65 or over is expected to rise by almost 56%. The proportion of over 75s is expected to increase by approximately 70%. While the presence of a significant older generation in a community does bring obvious benefits (there is anecdotal evidence that older people are more likely to volunteer, for example), this will place additional demand on some of our more high cost services.

If we fail to plan adequately for these projected increases in demand, we can expect to see our services being overrun. There is simply not enough flexibility within the organisation as it is currently constituted to cope with future demand. Furthermore, because of the interdependencies between the services we provide and those

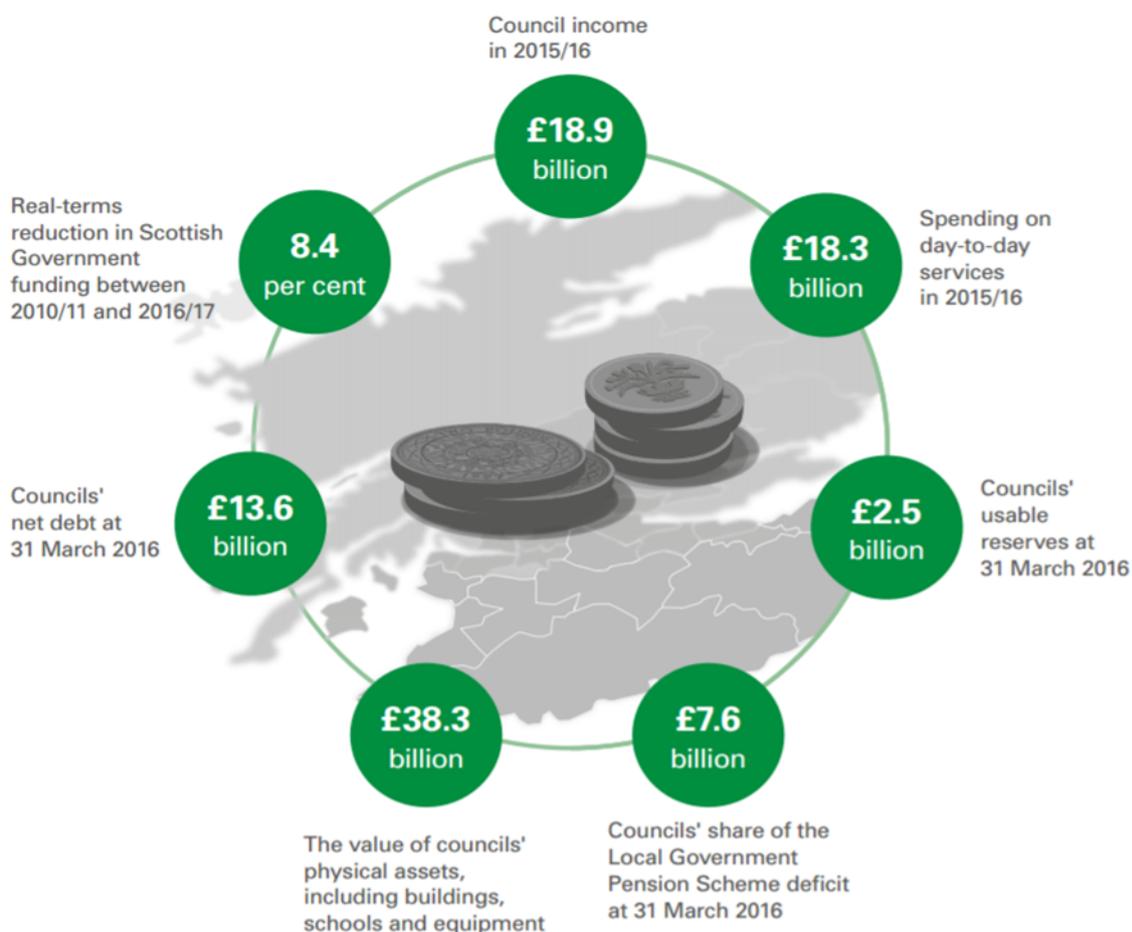
provided by our key partner organisations, if we fail to cope the implications in other parts of the system (e.g. in local hospitals) could be equally catastrophic. We need to change how we are organised.

Our response needs to be part of system wide reform, with clear strategic place based leadership, focused on collective achievement of the outcomes that both prevent need and also reduce escalating levels of need.

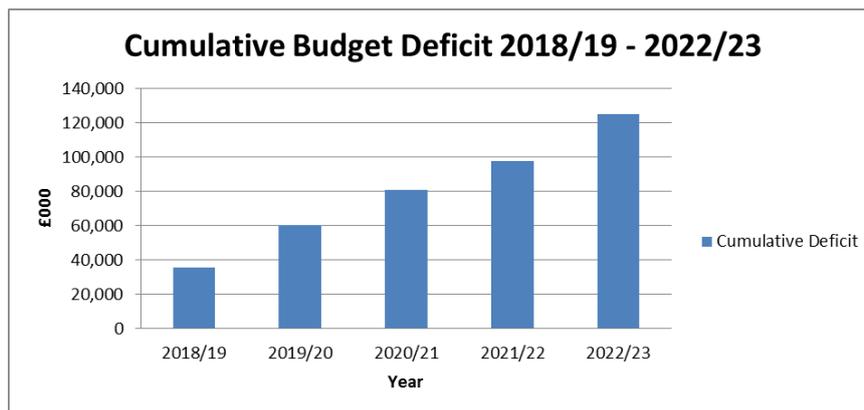
## 2.2 Resources

The cumulative pressures the local government sector is facing mean the system is already under pressure. It is clear that simply doing more of the same will not be sustainable over the longer term - a more imaginative and innovative response is required. A recent report from Audit Scotland concluded that:

*“Councils have managed their finances well but significant challenges lie ahead.... Councils need to change the way they work to deal with the financial challenges they face”* Audit Scotland: Local government in Scotland Financial overview 2015/16



In Aberdeen City Council's case these financial challenges manifest themselves as a requirement to find savings of £125m over the next 5 years.



We have already taken steps to drive down costs and secure income, but shoring up our finances to the extent required will mean we need to make many more difficult decisions in the future. Continuing to make efficiencies will help to create financial stability in the short to medium term, but efficiencies will not bridge the gap sustainably. To achieve sustainable local public services across Aberdeen we need to think and work differently, with a system wide and regional focus. We must look to all participants from citizens, communities, third sector, to business and beyond.

Our finance function is well-regarded, award winning in innovation in reflection, in part, of our work on the bond. However, a number of reviews including internal and by CIPFA have highlighted the need to improve our approach to budget management and value for money. We have historically relied on service and directorate ownership of performance and budget to manage these two issues. We have managed within our existing budget constraints in recent years but this will not be sufficient where the size of the challenge goes beyond the rebalancing of activities within a particular service or directorate, where it needs more collaboration between services such as housing and social services, and where we need to make difficult choices about where we can and can't prioritise performance. This is reflected further in how we approach capital and the £1billion investment in the city, where we risk delivery by fragmenting our capability and oversight of the whole.

### 2.3 Staff

The cost of staffing in Aberdeen City Council is one of the highest costs to the organisation. Like many councils, we employ staff to perform a range of specific functions. Our staff tend to specialise in one service area, perhaps having qualified into the field via a dedicated training course or qualification. Typically, our employees tend to work in their chosen field for the duration of their careers.

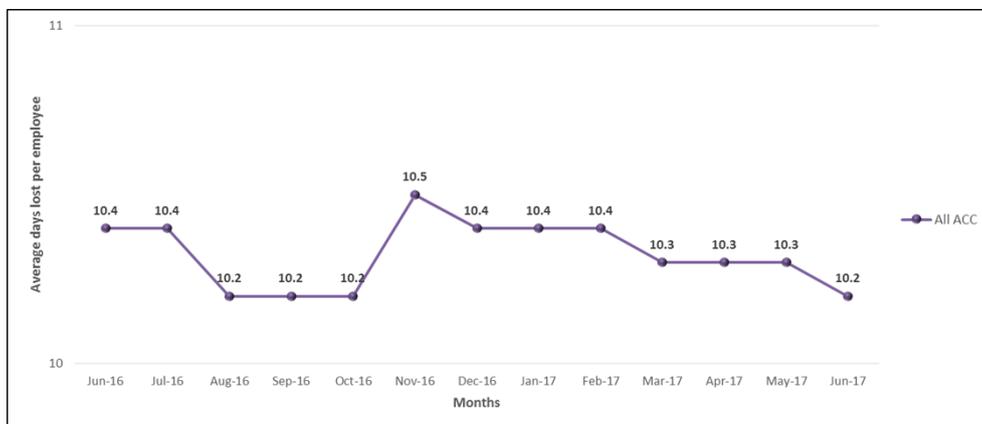
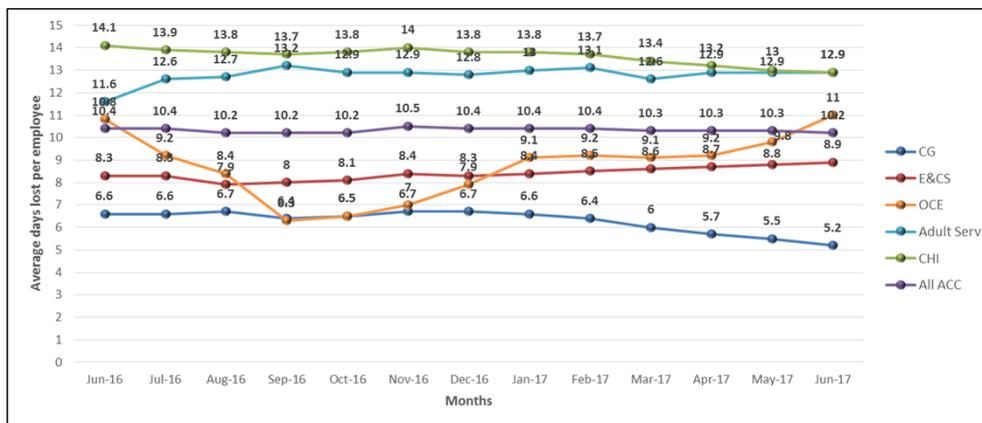
This model of employment requires to be modernised to allow us to use our resources flexibly and creatively, remove a culture of silo working, support our ability to innovate, offer greater opportunities for progression and, increasingly, provide the sort of dynamic careers the majority of our workforce actually want.

The results of the 2016 staff survey were a significant improvement on the 2014 survey. The areas of the Council which staff felt were working well included opportunities to progress, training and development opportunities, health safety and wellbeing and communication between managers and staff.

However, whilst staff engagement levels have increased by 7% since 2014, levels of engagement continue to be below the target. Of the 49% of the staff population that completed the survey, 41% of those felt they were partially engaged and 10% disengaged with the Council.

The survey showed the areas in which the Council needs to improve include aspects of equal opportunities; improving the value of performance reviews; building engagement levels; and building the confidence of staff in using new technology.

Levels of staff absence continue to remain high despite stricter controls being implemented by the maximising attendance policy. Aberdeen City Council’s average is currently 10 days per employee per year with higher absences across front line services such as Communities, Housing & Infrastructure.



By improving staff engagement levels, continuing to implement absence management procedure and enabling staff to progress and develop, it is likely that the absence figures will continue to improve in 2017/18.

## 2.4 Legislative Drivers

The programmes of government and the associated legislative programmes of both the UK and Scottish Government have a direct bearing on the future duties and ways of working of council.

The Community Empowerment Act, which enables the empowerment of community bodies through the ownership of land and buildings, strengthens their voice in the decisions that matter to them. This presents an opportunity to look to them as partners in delivery, and therefore to build resilience into our services and communities. However, this requires a change in the way we work and think. We need to redefine our operational practices and governance model to ensure that local service providers work together even more closely to meet needs, and facilitate different models for democratic participation.

It is important to recognise that our plans and strategies fit within a national and regional performance framework. The Council and the Community Planning Partnership (CPP) make a valuable contribution to a range of sub-regional (North East) and regional strategies. For example, the recent announcement regarding educational reforms which will not only see the increase in powers given to head teachers over the curriculum, the hiring of staff, and in closing the attainment gap. It will establish the creation of “regional improvement collaboratives” which will see councils share resources to support schools as well as the appointment of a regional director. The Northern Alliance is seen as an exemplar of this and perhaps heralds a model that can be applied beyond education, given the range of arrangements already in place to support the regional delivery of services.

## 2.5 Technological Drivers

Separately, but no less significant, the way in which councils are beginning to use digital and data is also worthy of more detailed consideration. Digital is disrupting the way that we consider public service provision. Increasingly, citizens expect services to be digital by default. However, the leading councils are going further, using digital to support community participation and engagement and promote independence.

Councils have always held vast quantities of information. However, recent advances in our ability to analyse and present data is affording new opportunities to generate insight. The leading councils are already developing their analytic capabilities to take greater advantage of the information they hold and, in the most advanced cases, anticipate and manage demand for services more effectively.

Digital councils have greater potential to innovate at pace not only because their technology is knitted into the fabric of a digitally enabled future, but also because their business operations are agile enough to adapt to change quickly. They also, typically, gather data on and understand their customers, and create ecosystems to build additional value and services. In order to survive, digital “laggards” need to rethink the investments they make today to digitally enable their business and improve their capacity for innovation.

Existing directorate fragmentation is reflected in our supporting IT. There are currently over 300 systems within the Council and approximately 19,000 access databases. Each line of service has a system which is highly specific to its particular needs, but in many cases has grown to become an inseparable part of the service itself. Some IT systems are the only ones we have ever used in certain areas and we are highly reliant on external suppliers.

We have made strides towards self-service and automation, but we lag behind others, particularly in requiring a high amount of manual processing between a number of our systems which do not interface directly (such as between line of service systems such as CareFirst and corporate systems like Covalent and e-Financials).

Currently eligibility assessments tend to be carried out via a mix of telephone and face-to-face interactions. These enable personal judgments to be made about the extent to which a customer or client meets a set of predefined criteria. In many other walks of life, algorithms, artificial intelligence and machine learning are being used to make similar determinations - it will not be long before this type of capability matures to the point that we will be able to consider its use. We must be ready to take advantage of these types of opportunity as they appear.

## 2.6 Organisational Design

Our organisational structure reflects our services and the statutory duties we have to deliver. Related and complementary activities are grouped together, but we have a relatively hierarchical management structure with at least five layers of management - with more in some areas.

Our leadership roles and responsibilities are described through the lens of directorates, the titles of which do not reflect the outcomes we are trying to achieve. The coordination of activities either within directorates or within teams is focused on discharging the duties relevant to that directorate. The coordination of activities across directorates is less structured or clearly defined.

We are beginning to take more corporate ownership of what has hitherto been a largely devolved model. Similarly, in finance there is a need for increased clarity of responsibility and accountability for spend against budget given the challenging financial position.

However, our alignment of spend against priorities as expressed in the LOIP is well behind our ambitions. We do not budget against outcomes and we find it hard to see our portfolio of investments, income generation and subsidies in one place, let alone in the context of the outcomes they are intended to support.

Our structure, systems and skills reinforce a single-service approach to management, monitoring and control rather than being outcome or person-centred. In common with other public bodies, we struggle to share data and truly work as an integrated team with other CPP entities, even where the IJB has been created to better enable this level of joint working.

The impact is that we are less well equipped to adapt our processes and ways of working to a more outcome-centred, joint way of working, both within the Council itself and in partnership with others.

Although we have created a corporate customer contact function and an enhanced Council website, we are some way away from even having a single entry point to the Council and as such we are not well equipped to understand the existing demand, drive consistency in the customer experience and take measures to support self-service.

## 2.7 Processes

We know our processes are overly complex and that much of our activity is fragmented and/or duplicated. Phase 1 of our Business Support Review involved carrying out an “activity analysis” to assess these issues. It found our costs are high in relation to other public sector organisations (this is particularly the case in some of our back office support functions). The proportion of “service delivery” we undertake is relatively low when compared with other councils (which is counter-intuitive given that a higher than average proportion of our services are delivered “in-house”). Although the costs of our customer facing activity is broadly in line with other councils, these costs are highly distributed across the organisation. There is a relatively low degree of consolidation and standardisation across our departments. Fragmentation is high across the organisation, with many teams covering a range of customer, middle office, support and strategic activities. Finally, our general administration, HR, management and supervision, data management and health and safety costs are particularly high when compared to others.

## 2.8 Governance: Accountability

The relationship between the Council as the “responsible authority” for particular functions and the various models and organisations which actually deliver services is a mixed picture. In some cases the delivery body is an external part of the Council, such as Sport Aberdeen, or a third party supplier. In these cases, the distinction between the responsibility for “commissioning” and the responsibility to deliver a service is clear. This allows the commissioning function to focus on what is required to support priority outcomes, whilst placing the responsibility for delivering to a financial and performance specification clearly with the “supplier”. The relationship between the functions supports strong strategic leadership, scrutiny of performance and accountability.

For internal services, there is not the same clarity. Services have responsibility for both “commissioning” what is to be achieved and for planning and managing its delivery. These arrangements mean that scrutiny and challenge of strategic commissioning and the contribution which actions, performance and expenditure make to delivering priority outcomes and the LOIP can be less sharp.

In addition, the current directorate structure is not explicitly aligned to the LOIP outcomes. This can create cross directorate barriers to a whole system focus on planning to and delivering those outcomes. The existing committee structure and scrutiny mirrors the directorate structure rather than the agreed outcomes. Whilst a

“Golden Thread” is in place, tracking the delivery of LOIP outcomes through each Directorate, the planning, delivery and accountability is primarily aligned on a directorate and committee basis rather than on the outcomes themselves.

The involvement of key stakeholders, other than elected members and officers, is not well developed in the existing governance arrangements. In particular, the Community Empowerment Act requires a far broader and deeper role for customers and communities in local authority decision making.

## 2.6 Conclusion

Whilst the context that we operate within may appear stark, it also creates an opportunity for significant and meaningful change; a change that will see us become financially sustainable for the longer term. In summary it is clear:

- The financial challenge means we need to fundamentally change how the Council operates;
- The demand challenge means we need to rethink how we understand and respond to demand in new ways;
- The sectoral and legislative drivers towards an outcomes focus, collaboration and community empowerment need to be reflected in the shape of the future council;
- The ability of technology to support the new shape of the Council and to allow us to innovate and transform how we work is a key dependency;
- The range of organisations which are commissioned to deliver, and the workforces which support them, need to be fully aligned to this new way of working and will need to change in order for the Council to get the best from them and them to get the right support from the Council.

To respond effectively to the circumstances described above, we need to examine our entire ‘operating model’. This should include a review of our overarching organisational design, our approach to leadership and governance, the capabilities of our workforce, our approach to dealing with customers, our processes and performance, how we use technology and information and our relationships with our partners. Whilst change is underway, its pace and reach is not sufficient for addressing the financial gap identified in this report. So incremental change of the nature underway will be insufficient for ensuring a financially sustainable organisation. We need to fundamentally redesign the operating model of council.

However, the foundation for this new operating and governance model is our collective vision for the future of Aberdeen and our understanding of the outcomes we need to address as articulated in the Local Outcome Improvement Plan (LOIP).

### 3 OUR STRATEGY: COMMITMENT TO PRIORITY OUTCOMES

Working with our partners through the Community Planning Partnership (CPP), we have developed a city wide Local Outcome Improvement Plan (LOIP) which has established the priority strategic outcomes for the City. These have also been embedded within the Council’s Strategic Business Plan.

The LOIP is based on an analysis of the key issues across four themes: economy, place, children and adults. It is supported by three locality plans, which provide further detail on how we, collectively, plan to achieve our strategic ambitions.

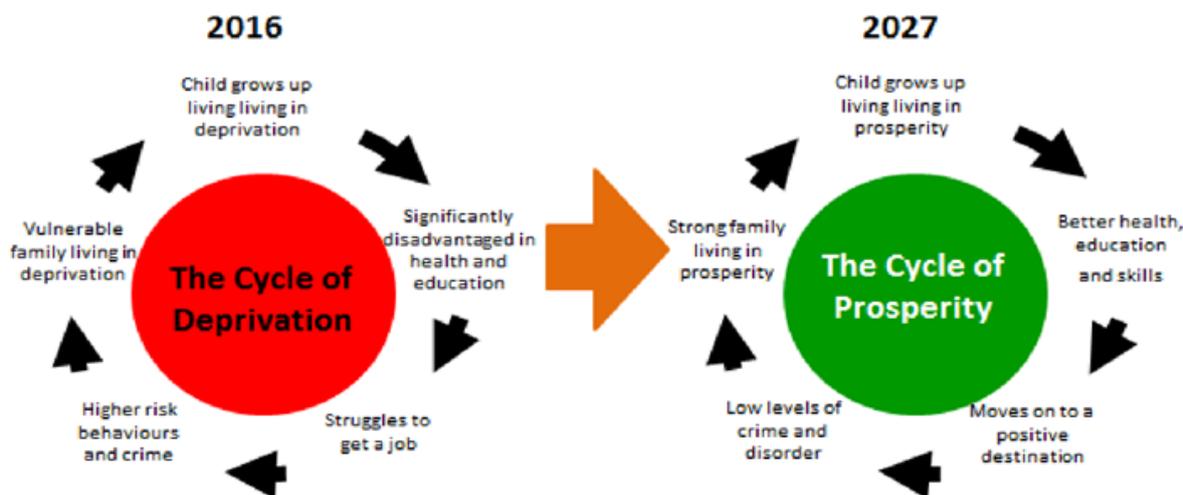
The vision included in the LOIP is of Aberdeen as: ‘A place where all people can prosper’.

#### 3.1 Working together

As individual organisations, the CPP partners do their best to serve and protect the public. However, the CPP has recognised that they will not be able to address the city’s underlying structural issues working in isolation. Through the CPP, the partners are testing new ways of working - doing things which haven’t been done before to deliver real and lasting transformational change for our communities.

The overarching CPP ambition is to tackle some of the more deep rooted inequalities present in Aberdeen, flipping those communities where this is an issue from a cycle of deprivation to one of prosperity:

Figure 1: Shifting from a cycle of deprivation to a cycle of prosperity



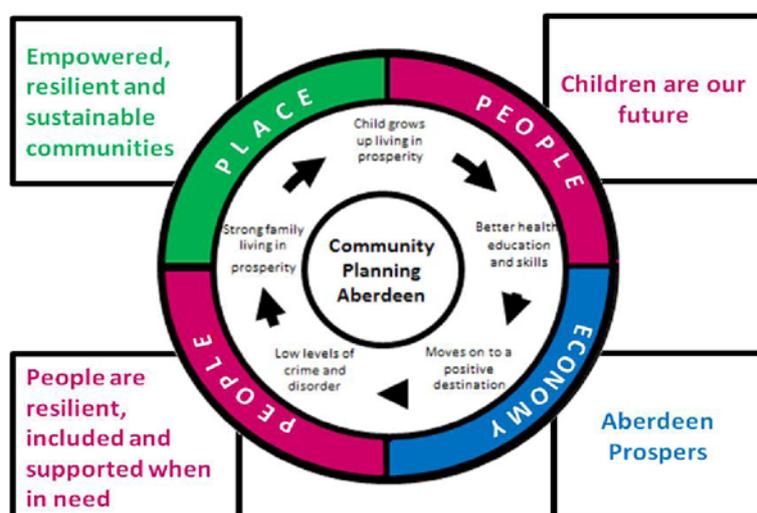
This focus must remain a key driver for the Council as it moves forwards. The transformation of its operating model must be pursued with the aim of realising this ambition.

### 3.2 Our priorities

To help achieve the CPP vision and the step change for communities described above, four high level thematic priorities have been identified, along with a fifth cross-cutting and enabling priority. These priorities are as follows:

1. *Aberdeen prospers*
2. *Children are our future*
3. *People are resilient, included and supported when in need*
4. *Empowered, resilient and sustainable communities*
5. *Creating a digital place*

Figure 2: Local Outcome Improvement Plan priorities



Through the CPP, and as an organisation, the Council has been using these priorities to galvanise and focus our collective efforts. In particular, we have been examining how best to facilitate a shift of resources towards early intervention and prevention, with the overall aims of tackling equality, unemployment, crime, violence and poor health that has existed in some families for generations.

The priority for creating a digital place recognises the key enabling role digital can play in helping to establish innovative and integrated public services.

The Council needs to be able to translate the LOIP into practice. This means having a clear, 'golden thread' between the outcomes we are prioritising, the decisions we make about where to invest our resources, and the choices about who delivers what services to realise positive change in these outcomes. Establishing the right service in the right place.

At its most logical this, therefore, means being able to take more of these choices on a partnership basis and having the flexibility to move resources within, or outside of, any one institution to where it will have the greatest impact.

It also means being able to demonstrate that the process of setting outcomes and objectives is driving the subsequent budgeting and service planning activities, and not the other way around. This means being able to align budgets and activity to the outcomes being sought rather than retrospectively aligning what had been planned anyway, against a set of disconnected outcome objectives.

### 3.3 Conclusion - our strategy and outcomes

The articulation, through the LOIP, of the vision and strategic outcomes that we seek as a Council will form the foundation that determines the new operating model that will best equip us to deliver against them. The vision and outcomes create the following requirements:

- If we truly wish to focus on the Council's priority outcomes we will need to work with others with a shared interest and ability to influence these outcomes;
- The future operating model will, therefore, need to prioritise the delivery of outcomes and the ability to work with others, as distinguished from ongoing management of operational services;
- The Council needs to play its part in a complex chain of public sector delivery that will continue to evolve, and so will need to be agile as this develops.

In conclusion, the future operating model needs to clearly deliver against these requirements. We, therefore, need to establish the principles against which any future operating model proposals can be tested which should be based on an agreed understanding of the limitations of the existing operating model.

## 4. PRINCIPLES FOR THE TARGET OPERATING MODEL FOR THE COUNCIL OF THE FUTURE

### 4.1 Design Principles

In redesigning our target operating model we need to consider:

- a. **Customer Service Design** – we need to define how we deliver customer service.
- b. **Organisational Design** – we need to define the organisational structures; roles, responsibilities, skills and capabilities; role performance measures.
- c. **Governance** – we need to define the governance arrangements and reporting requirements to run the organisation in an efficient and effective way.
- d. **Workforce** – we need to define the level and capability of people required to contribute positively to outcomes and to serve our customers. How many people do we need? How do we remunerate them? What skills and knowledge are required? What ways of working and what culture do we need? Promote equality in the workplace.
- e. **Process Design** – we need to define the functional and business processes to support the business objectives, while ensuring we consolidate and streamline common activity.
- f. **Technology** – we need to identify what technology is needed to deliver services to our customers whilst ensuring we use the technology in a person centred way.
- g. **Partnerships & Alliances** – we need to define how we collaborate with public, private, third sector and communities to achieve successful outcomes.

## a. Customer Service Design

The Council needs to redesign its approach to customer engagement to fulfil customer needs. The future model must focus on early resolution and problem solving to help customers to become more self-sufficient and resilient, not only understanding and reacting to need but also understanding the source and managing demand positively. To deliver this holistic approach to prevention and demand reduction, we will bring services together – having the household / family view in mind at all times. This approach will fundamentally change the way we deliver services, with a move to online and digital service provision, streamlining customer access and working with people to give them advice and support.

<b>CUSTOMER SERVICE DESIGN PRINCIPLES</b>
<b>Consolidation:</b> We will consolidate all our (internal & external) customer engagement activity;
<b>Being Digital:</b> We will use our website and other digital technologies to promote and encourage self-service at all points in the life cycle of our customer. We will recognise that the digitally excluded & other customer groups may need support and will deliver this through our network of access channels;
<b>Demand Management:</b> We will put in place effective avoidable contact strategies and encourage staff to understand interdependencies, impact of their decisions and the need for enhanced joined up service delivery;
<b>Prevention and Early Intervention:</b> We will design services to focus on upstream prevention and early intervention to reduce costs while improving outcomes for individuals and families;
<b>Data-Led:</b> We will use both qualitative and quantitative data, ensuring an evidence-led approach to evolving and improving service design;
<b>Customer Insight:</b> We will adopt a whole system approach to customer feedback and will use customer intelligence proactively to inform service design and to anticipate customer needs;
<b>Co-design:</b> We will design our services with input from our customers to better meet their needs;
<b>Customer Centric:</b> We will offer a personalised, sensitive and proportionate approach throughout, whether initial access online or more in-depth support, ensuring our staff are highly trained and take personal responsibility to meet customer needs;
<b>Locality Based:</b> We will encourage community self-sufficiency & signposting to preferred partners;

**Collaboration:** We will support the various teams in the Council and partners to work together and collaborate effectively, through training and support for learning and improving together. We will coordinate and co-create joined up opportunities and support around the customer;

**Promote independence and inclusiveness:** We will support people with multiple needs to live ordinary lives and be as independent as possible.

## **b. Organisational Design**

The Council needs to modernise and meet increasing customer expectations for how we will do business. Whether they are individuals, families, businesses or visitors they expect to be able to deal with us at a time that suits them, in ways that personalise the service and that empower them over their own lives.

As a Council we need to move beyond seeing the customer function as part of every service to a specialist function in itself, able to help the customer to do as much as possible by themselves. This means that individual services and specialisms all work within a consistent customer journey and experience that challenges any paternalistic or professional silo behaviour. This means removing any 'directorates' specific communication and engagement with customers, in favour of a relationship with the Council as a whole.

Part of the story for the Council of the future will be how it uses the improved data that comes from this consolidation and professionalisation of the customer function to learn continuously and adapt its services based on the information obtained. This means having the capability to collect, analyse and act on the customer information provided.

What this means in practice is being better equipped to understand and forecast and, in the longer term, reshape demand on a whole-Council basis rather than within individual services. This includes understanding the distinction between avoidable, preventable and failure demand and how they can be intercepted and negated.

It also means moving away from being a 'delivery agent' of particular services to a passive population, to offering ways to connect individuals and communities to do more themselves and with each other. This includes aspects of public services such as participatory budgeting, personal budgeting and community self-help. For example, the Council can have a role in bringing together parents of children with special educational needs or brokering between suppliers of care products and those with personal budgets, rather than always being the provider itself.

In the longer term, we need to move towards seeing the Council as more of a 'platform' through which many different types of interaction take place. The Council has a key role to play in brokering arrangements between different groups, as much as it has being a provider of services itself. It is likely, if not inevitable, that in the not too distant future, the majority of these interactions are processed automatically or are facilitated via online self-service arrangements.

This is consistent with the wider strategic direction of seeing ACC as part of the regional and city delivery agenda and in the longer term will mean having a consistent customer journey across the public sector rather than focussed on ACC as an institution.

The separation of commissioning and delivery into exclusive functions is a vital ingredient to ensuring there is a challenge and distinction between the focus on the strategic outcome and the selection of the services to deliver against them (commissioning) and the execution of the services towards that outcome (delivery).

The above principles push ACC towards a structure which is more flexible, less hierarchical and better able to flex larger pools of resource to address complex challenges. It, therefore, drives a future state in which the workforce is organised in fewer management layers and is less 'static' to one particular role or service, instead moving where resources are needed and with the expectation of ongoing learning and change throughout their career.

## ORGANISATIONAL DESIGN PRINCIPLES

**Customer Centric:** The organisational design will be centred around the customer and will support the empowerment, independence and self-serving ability of our customers.

The design will create functional teams borne out of outcomes expressed through customer relationships with the Council as a whole rather than specific service areas.

We need to accelerate and extend our plans to bring together customer activity within ACC to encompass all services and to challenge on an ongoing basis the cut-off points between the customer and service delivery function.

We need a single point of accountability for the customer experience empowered to make this happen and to drive more customer centric behaviour from ACC.

**Outcome Led:** We will commission services organised around the LOIP outcomes we seek to achieve and will separate this commissioning function from delivery.

We will align our budget setting process with the commissioning cycle so we can demonstrate how our resources are aligned to outcomes and are better able to make joint decisions with partners.

**Enabling:** The design will support the positioning of the Council as a "platform" through which many different types of interaction can take place, thereby enabling us to become the broker of arrangements as opposed to always being the provider.

**Accountable and transparent:** Customer standards and the customer journey will be transparent and measured regardless of who provides the service on our behalf.

**Adaptive:** The organisational design will follow and adapt to technology rather than dictating how technology comes into the operating model.

The organisational design will be more flexible and less hierarchical thereby enabling resource to be moved to where it is needed.

**Intelligence Led:** The organisation will develop its services based around demand management information.

### **c. Governance**

The Council agreed a “Local Code of Corporate Governance” in March 2017. The Code includes “core principles” for governance which reflect CIPFA and Solace guidance for underpinning good governance. The following governance / accountability principles for the target operating model are a summary of those agreed in the Code.

Governance and accountability within the proposed target operating model must ensure that structural arrangements support the commissioning of “services” which will deliver the priority outcomes agreed through the LOIP. Commissioning may be single system or on a shared basis and will include procurement, contract management and setting of standards.

Accountability for performance in the delivery of services will be clear and distinct from strategic commissioning. Scrutiny and challenge will be applied against defined specifications and standards and in the context of the contribution to improved outcomes.

The business of the system of committees should be explicitly aligned to the LOIP outcomes.

In response to both legislative drivers and changing expectations, stakeholders, including staff, customers and communities, should be more directly involved in decision making and scrutiny.

Governance structures must be data rich, intelligence led and flexible allowing effective decisions to be made when needed.

## GOVERNANCE PRINCIPLES

**Transparent:** the decision making process should make clear the priorities of decision makers in deciding what we do and how we do it, to drive the LOIP outcomes; the roles and responsibilities of each individual involved in making a decision; the basis and evidence on which decisions are made.

**Informed:** decisions should be made having given consideration to: available options, an assessment of impact, an assessment of risk, the views of stakeholders, and how these decisions will be implemented, including performance and improvement measures.

**Accountable:** The network of delivery bodies will be accountable to the council through the proposed strategic commissioning board and the delivery board.

We will distinguish the organisational responsibility and accountability for the strategic choice about what we do and who does it, from the responsibility for delivering. This intentionally creates a relationship between the team 'specifying' what will be delivered and team accountable for delivery.

**Inclusive:** the decision making process should allow all stakeholders to feel that they have a mechanism for being heard, and promote community involvement in decisions and result in decisions which place more ownership in the hands of the communities, for instance, promoting models like self-directed support.

**Flexible:** the decision making process must be capable of taking decisions when needed and not incurring any material loss/disadvantage because of delays, in balance with the principles listed above. This should also reflect the focus of the organisation on outcomes and the shift from service to functional leadership.

#### **d. Workforce**

These principles drive us towards a model of employment which enables staff to work across functions, to develop their skills in a range of disciplines and to become problem solvers as much as they are service deliverers. A move to more generic responsibilities will be needed to act in the new model in which we will resolve a much higher proportion of requests and enquiries without needing to concern our technical specialists, freeing up their capacity to focus on the more complex issues that require specific expertise.

We also need to move to a more agile way of working (facilitated by an investment in mobile technology). This means establishing the physical environments that will enable staff to work more flexibly, reduce their requirements for physical space and make new connections with colleagues in different parts of the business. This may require a modest investment in our estate, but this would be more than outweighed by the benefits it would help us deliver and the gains we can achieve through the release of surplus property.

We need to consider how we empower our workforce. We are too reliant on traditional notions of leadership - on command and control. Our hierarchical structure has evolved over time, but we now need to consider how we can distribute leadership right across our workforce. We need to build a culture in which our colleagues feel they have the freedom to make a difference, to be entrepreneurial and to take appropriate risks - put simply, we need everyone we employ to be a leader.

In requiring staff to adopt a different approach to their work, we will also need to consider our approach to reward and recognition. It may well be the case that the balance of remuneration currently will not help us achieve some of the objectives described above. We will need to assess the extent to which a more detailed review of these arrangements will be required.

As the nature of the workforce changes so too must the nature of leadership and the nature of the relationship between staff and leaders. With a smaller, leaner workforce that relationship must shift from supervision to empowerment. Future leaders will connect people to the purpose of the organisation, agree outcomes, trust and empower their teams to deliver those outcomes and hold them to account for that delivery. Future leaders will be confident and authentic. They will not see leadership as their sole preserve but will devolve leadership to all levels and will support this through a coaching/ mentoring/ enabling style. They will engage with others and will seek to involve the workforce in shaping the future. Future leaders will develop trust by operating in a spirit of openness and transparency. They will practise sound governance and from that foundation will seek opportunities to improve and transform the way their services are delivered. They will not be hindered by the traditional boundaries of their service area and will regard themselves as leaders of the organisation and of the place. They will seek to work in partnership with others – for example with unions, members and staff to improve management across the organisation; and with local and national partners in improving outcomes for the city.

A Leadership capability framework will identify the skills, knowledge and capabilities required at each level of management. It will provide a means of identifying and addressing skills gaps, will inform the management and leadership development programmes, identify and address under-performance and assist with succession and career planning. Similar frameworks will also be developed for specific roles, such as business support and customer management.

Culture is simply about how staff behave and how we behave as an organisation. Expectations around behaviours are already captured in our core behaviours of communication, respect, professionalism and customer focus. These are well known and are a sound foundation for what we seek in our staff. However, as we continue to transform as an organisation there is a need to redefine and re-interpret these in light of the digital agenda and its implications for our workforce; we need also to be mindful of our duty to protect the vulnerable in our society so the behaviours will also reflect the increasing need for soft skills such as empathy.

At the same time the rapid and radical changes we are making to how the organisation does business require a shift in employees' personal approach to work. This will require an approach which is active (initiators, self-starters, willing to experiment, willing to learn and share learning, data informed); adaptive (change ready, flexible, agile, resilient, future focused); and accountable (delivering outcomes, seeking and providing clarity, holding self and others to account).

The revised behavioural framework will clearly set out what we expect of staff in both the core behaviours and in how we expect people to approach work going forward. This will, in turn, help inform how we recruit, induct, develop and manage our future workforce. Our future development programmes will be based on the future workforce profile and our behavioural and leadership framework.

We also must look at how we can further strengthen our relationships with trade unions particularly in terms of building staff governance standards, but also in terms of management and trade unions supporting our staff to adapt to the transformation of the Council.

The creation of a staff governance committee within the formal governance structures of Council will play a critical role in enabling trades unions to be at the heart of policy setting. Each policy will need to be reviewed in line with an evolving Council and the digital age and provide the empowerment to the organisation through self-service and self-management. Technology will play a key part in supporting self-service through digital channels of self-help and negate the requirement for HR intervention.

The inclusion of all trades unions within the transformation programme structures will ensure that trade unions are at the heart of all the change programmes and therefore will be well placed to ensure that the impact on staff of proposed changes is understood.

## WORKFORCE PRINCIPLES

**Flexible and Agile** - A professional workforce for the 21st century based on a profile, i.e. digital, adaptive, connected, open, data informed, and future focussed.

A workforce that is better placed to resolve a much higher proportion of requests and enquiries, thereby leaving the technical specialists to focus on complex issues that require specific expertise.

As we transition from the existing operating model to the new model, the offer of fixed term posts should be prevalent throughout with limited posts being offered as permanent. This will enable a nimbleness of the Council leadership and workforce and as the Council continually transitions towards a leaner workforce, the skills base of the staff will be aligned to the specific skills required at that point in time. In addition, career breaks can be utilised to support the re-skilling of staff, where appropriate.

A workforce that works in a more agile way, facilitated by an investment in mobile technology.

There will always be a requirement for human intervention in employee relations situations but digitalisation will consume a large number of queries from managers and employees to allow the HR professionals to concentrate solely on these situations. Therefore, a centre of excellence for employee relations for these specific instances will be located in the revised restructure of HR.

**Empowered and Accountable** - A model of management that shifts from supervision to empowerment of staff.

A model of performance measurement and management which ensures alignment of staff objectives to the LOIP outcomes spanning from the CEO to all staff and accountability for the associated deliverables.

A clear leadership capability framework in place that supports our leaders.

A revised behavioural framework that clearly sets out what we expect of staff in both the behaviours and in how we expect staff to approach work going forward.

Technology will play a key part in supporting self-service through digital channels of self-help and negate the requirement for HR intervention.

**Rewarding** - A consideration of our approach to reward and recognition and how we package work in terms of working week in order to support a 24/7 access model for our customers.

**Open and Co-operative** - Engaging with staff to continually develop the workforce to meet the demands of the 21st Century.

A modern and progressive partnership to underpin our industrial relations.

**e. Processes**

The Council needs to modernise its business and functional processes to support the business objectives.

Responding to the “activity analysis” from Phase 1 of the Business Support Review, the future model must remove fragmentation and duplication through the consolidation of processes and activities. Increasingly technology will be used to enable both self-service and automated processes.

This approach will fundamentally change the workforce requirements which currently support our processes. Staff will work more flexibly with broader knowledge base and different skills. This approach will both ensure that processes are designed to meet the needs of customers and that they are increasingly efficient, with costs being reduced.

<b>PROCESSES PRINCIPLES</b>
<b>Understand what people need</b> – We will work with our customers to understand their needs and to make the processes fit for them.
<b>Use data to drive decisions</b> – We will use existing data to drive our initial process design decisions, not hunches or guesswork; we will build measures in to our processes and use the data to monitor and improve the processes over time.
<b>Address the whole experience, from start to finish</b> – The process is only as strong as its weakest links, therefore to best meet the needs of our customers we need to address their whole experience, from start to finish.
<b>Make it simple and intuitive</b> – We will build processes that are simple and intuitive enough that our customers succeed the first time, unaided; to do this we need to test our processes with real customers.
<b>Be consistent, not uniform</b> – We should use the same language and the same design patterns wherever possible. This helps people get familiar with our processes, but when this isn't possible we should make sure our approach is consistent.
<b>Security and privacy by design</b> – In designing a new process, we should engage the appropriate privacy, security, and legal officer(s) to discuss the type of information collected, how it should be secured, how long it is kept, and how it may be used and shared.
<b>Make things open: it makes things better</b> – We should share what we're doing whenever we can. With colleagues, with customers, with the world. Share designs, share ideas, share intentions, share failures. The more eyes there are on a process the better it gets — errors and inconsistencies are spotted, better alternatives are pointed out, the bar is raised.

## **f. Technology**

The speed with which technology and processing power is evolving and the sheer quantity of data available to us presents some significant opportunities. Some of these opportunities will relate to how we receive, process and record requests for service. Others will be more geared towards helping our staff to work more effectively. The advent of cloud computing is changing the role of in house IT in many organisations. The cloud is making it more cost effective for organisations to withdraw from system ownership. Data, rather than the systems that hold the data, is being viewed as the key asset in most organisations. The focus of our IT function in the future must be on the use and security of that data rather than the development and maintenance of outdated systems.

The data we hold could help us transform our approach to decision making as well as recasting our relationship with the communities we serve. We need to develop the business intelligence capabilities that will help us to understand and influence patterns of behaviour, forecast demand for services, help us to allocate resources more effectively and provide us with the insight we will need to plan for the future.

The Council's approved digital strategy distinguishes between emergent technologies such as artificial intelligence, 3D printing and remote and deliberate technologies. Other organisations are already using sensors. Our utilisation of such existing technologies is practically non-existent and yet the technologies have the potential to unlock capacity within the organisation which could become vital as the funding available to us continues to reduce.

Customers, partners and suppliers will be able to use any service digitally. They will be able to access services more easily and receive a more consistent level of service. We need to provide customers with a choice of channels, and make sure whenever they do contact us their experience is seamless.

Staff will be able to work from anywhere, with anyone and at any time. This will ensure that they have the right tools and training to do their jobs. We can automate our administrative tasks. Our investment in technology will deliver savings and allow us to work better with our partners. In delivering this we will seek to minimise costs by exploiting existing frameworks, sharing programmes either locally or nationally and using our existing capabilities better.

<b>TECHNOLOGY PRINCIPLES</b>
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<p><b>Customer and Data Centric:</b> We will enter a new relationship with the technology sector and specifically enter into a partnership with a provider to give us access and capability to a digital platform that is customer and data centric, as opposed to being focussed on applications and processes.</p>
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<p>We will withdraw from system ownership. Our IT function will instead be focused on the security of data in the cloud rather than the development and maintenance of outdated systems.</p>
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<p><b>Flexible and Agile:</b> We will continually embrace new ways of doing things based on emerging technologies. We will be flexible to change how we do things as the underlying technology and digital capability changes. This will mean looking at things through the lens of how technology can be exploited to unlock further capacity in the system.</p>
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<p>Technology will enable our workforce to work from anywhere, with anyone and at any time.</p>
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<p><b>Intelligence Led:</b> We will be a data and intelligence led organisation meaning we will be able to better predict, understand and respond to customer needs.</p>
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<p><b>Engaged:</b> Technology will be used to re-cast our relationship with the communities we serve by enabling more citizen engagement and participation.</p>
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<p><b>Open:</b> Make things open: it makes things better.</p>
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## **g. Partners & Alliances**

It is evident that the delivery of the LOIP priority outcomes will require strong and broad collaboration with communities and across the public, private and third sectors.

To achieve this collaboration across key stakeholders we need to be thoughtful about leadership of the City and the broader region as well as the leadership of the institution of ACC.

Appendix 1 to this report, “A Distributive Leadership Model to Underpin a New Approach to Urban Governance”, sets out a detailed vision and approach to developing a modern collaborative approach to place leadership. The report highlights evidence which shows that cities which embrace collaboration and distributed leadership are most likely to be the ones to succeed in future and deliver sustainable competitiveness.

Urban leadership is increasingly dependent on the ability to manage horizontal relationships across a range of often fragmented organisations and stakeholders and the challenge is how to bring together those exercising decision making power for communities with other “placeless” leaders (“placeless” in the sense that they are organisations not concerned, explicitly, with the geographical impact of their decision making).

For city leaders (elected members and officials of local government) this means striving to see the bigger picture beyond the boundaries of the local administration in order to identify the influential actors in and for the city.

Under a distributed urban leadership model, local administrators should move from exclusively implementing and controlling to guiding and influencing. The new urban leaders need to ensure the vision for a place is owned by all stakeholders.

A central element of this approach is effective community engagement which builds a strong involvement in place making from the people who live and work here. The notion of local authorities as a hierarchical power and service provider must give way to an approach where “authority” comes from a broad distributed leadership, which has its roots in the community.

Further engagement with all key stakeholders, including communities, is proposed on collaboration and place leadership. Reports will be prepared for elected members’ consideration in due course.

## **PARTNERS & ALLIANCES APPROACH**

**Shared vision and values:** While recognizing and respecting differences – and welcoming dialogue and debate – sufficient common ground must be found for our partnerships and alliances with others to be viable.

**Complementarity of purpose and value added:** The emphasis will be placed on identifying the common outcomes to which we are working, whether in long or short-term relationships, looking to build on the distinctive contribution of all parties, and ensuring that our combined efforts bring about change.

**Autonomy and independence:** While there must be some commonality in vision and values in order for the partnership to be viable, we accept that partners may not share all our views. The right of each partner to determine their own institutional identity, directions and priorities should be respected.

**Transparency and mutual accountability:** In working towards a common outcome there will be transparency and mutual accountability to one another, our customers and other stakeholders.

**Clarity on roles and responsibilities:** We will discuss our understanding of roles with partners, clarify the ways in which we will work together and determine who is best placed to deliver what, both as we start the relationship and as the relationship evolves over time.

**Commitment to joint learning:** We should have upfront agreement on how we can learn from our joint work, and from each other, with the aim of incorporating learning, communications and knowledge-sharing into the relationship.

## 4.2 Implications for the Council of the Future

In summary, there a large number of implications arising from these design principles:

- Customer Service Design - The future model must focus on early resolution and problem solving to help customers to become more self-sufficient and resilient. Services will be brought together, with a move to online and digital service provision.
- Organisational design - the future model will need to explicitly separate commissioning and delivery roles. It will need to have an enhanced role for a customer lead empowered to take ownership of the customer platform and drive a consistent set of customer standards. It will have fewer management tiers.
- Governance - the future model will require an overall governance framework which supports the focus on functions rather than organising round particular services or professions. The governance model will need to have a stronger link between the overall LOIP, target outcome objectives, and ultimately individual contribution.
- Workforce - the model will need to accommodate new skills and experience particularly in areas such as commercial behaviours, incubation, data analytics and commissioning. We will also need to rethink our approach to less hierarchical career path development and recognition.
- Processes - the future model will need to support the consolidation of common processes and activities and help remove the service/departmental approaches. It will need to be reinforced by a structure that makes it easier to work flexibly to meet the demand for the skills required and technology that will support more of our processes being delivered on an automated basis, removing them from services altogether.
- Technology - the future model is highly dependent on improved technology and accessing skills and knowledge which we struggle to attract and retain in sufficient depth in ACC. We will therefore need to seek a strategic partnership in this area to provide the capacity and capability needed and a shift to cloud-based, service contracts that reduce our need for in house expertise and support.
- Partners & Alliances - the future model will require engagement with key stakeholders on collaborative and distributed leadership for the city and region.

## 4.3 Conclusion

In this section the link between the context, our ambitions for Aberdeen, and the design principles that will shape the future operating model has been used to understand the future characteristics of the organisation.

The following section translates this into the 'sum of the parts' - what does the overall target operating model look like and how is management and governance best organised to lead it?

## 5. BUILDING THE RIGHT ORGANISATION

In the previous section the key characteristics of the future operating model, adhering to and building upon our established design principles, has been set. In this section the overall picture for what this will look like is set out.

### 5.1 Blueprint for the Council of the future – “Target Operating Model”

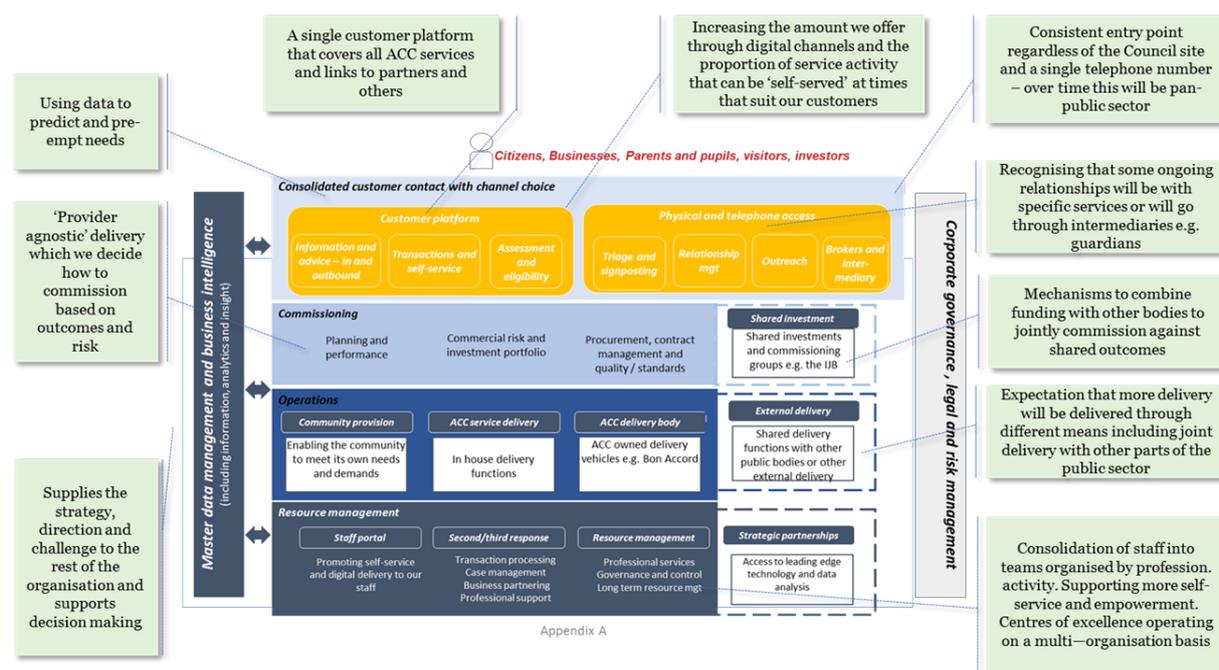
The blueprint for the future aims to set out the key functions for the future operating model and how they will be organised.

The blueprint for the future is that there will be a shift away from directorates based on services to a more ‘functional’ model in which our capability is organised by function. This does not mean the structure will directly reflect the functions set out below but that ACC will have co-ordinated, single resource pools delivering these functions in standard ways.

This means four key functions in the new model:

1. Customer - covering both the single customer platform and physical and telephony based contact. This will include providing a customer contact point within our physical infrastructure such as libraries and community centres, which offers the same breadth of services as in our main customer contact function.
2. Commissioning - this will replace the existing dispersed strategic planning arrangements and create a new function, holding Operations to account for delivery against targeted outcomes. The commissioners will hold the budget and take responsibility for how ACC fulfils its commitment to delivering the LOIP. This function includes the procurement, contract management and setting of standards as well as the capability to manage ACC joint investments in commissioning activity.
3. Operations - covering the whole suite from community provision, in house service delivery, delivery by bodies within the ACC group such as ‘Bon Accord Care’ and external delivery bodies. These functions will be ‘commissioned’ by the Council and delivery bodies will be required to deliver against a specification and to define how they will support the priority outcomes.
4. Resource management - this will cover corporate services including finance, people and management of assets and enabling technology. This will include the provision of corporate services to the ACC ‘group’ and could also include provision to other councils on a shared basis. Equally, this will be the ‘client’ function for suppliers to ACC as an institution such as supporting the move to cloud technology, as well as being the key relationship manager with the London Stock Exchange.

This is set out more clearly below.



## 5.2 Leadership for the Council of the Future

The maxim ‘form follows function’ means that the organisation structure and the leadership positions should be determined by the form of the operating model, not vice versa.

The blueprint clearly establishes a new set of organisation demands on the Council than currently exist. It requires a fundamental shift in leadership positions to reinforce and drive the new organisation towards this target state, rather than pull it back into the current organisation model and the silos that result.

The future leadership structure is therefore bold and represents a fundamental shift from how we have organised our people and decision-making to this point. The proposed leadership model for the future maps to our key functions whilst respecting the operational and statutory demands placed upon the Council.

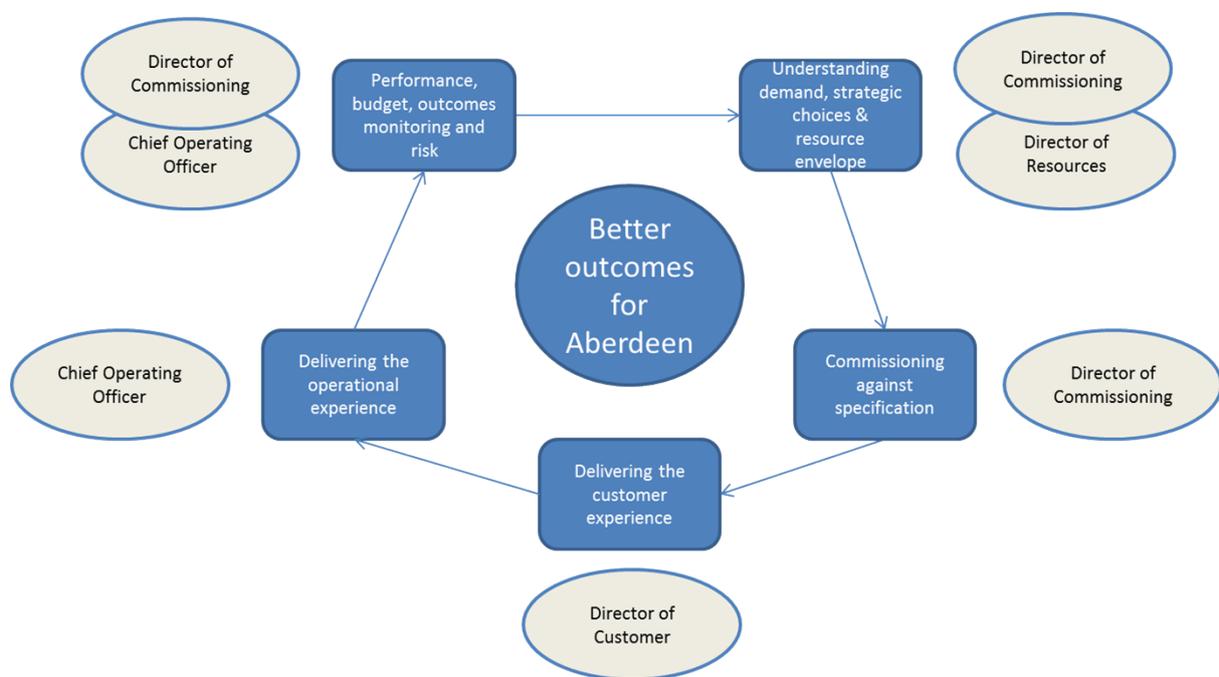
In summary, the current directorate model will be entirely removed in favour of a leadership team which is bound by functional responsibility, but that can only deliver on our priorities and ambitions by working together.

The future leadership will:

- Align delivery to outcomes, breaking down directorate and service silos;
- Retain a consistency and focus on agreed outcomes, but agility around the choice of delivery model;
- Create organisational capacity to enable an external and strategic focus to contribute to shaping Aberdeen as a place, and in terms of regional public services recognising the need for multi-disciplinary/ multi organisational responses to challenges, and facilitating a response;

- Enable the investment decisions to be made about the best use of the collective Aberdeen pound;
- Put customers at the heart of operations, and creating a culture of customer excellence and community empowerment;
- Create an environment to support a 'self-sustaining' and sustainable future, enabling us to live within our means;
- Support a 'one Council' approach and avoiding silos and boundaries, reducing hierarchy and reinforcing a shared approach to delivery.

The diagram below shows how the leadership team work together in the commissioning cycle:



An overview of each function is as follows:

### **Director of Customer**

This role is responsible for the management of the ACC customer 'platform', consolidated customer functions and has the duty of dealing with the first point of enquiry, assessment, managing demand and only interfacing with operations where this is necessary. The Director must be focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the Council is facing.

The Director role is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to over time build deeper and broader services directly through to customers and communities and away from 'services'. The role is highly reliant on the IT and business intelligence functions and the owner of the Strategic Digital partner.

### **Director of Commissioning**

This role is responsible for the allocation of resources from budget to delivery on the Council's contribution to the LOIP. This means they have the budget and accountability for choosing how to allocate resources in order to make a contribution to the performance measures and other indicators of progress towards the outcome.

In practice this role will start by inheriting a largely in-house provision, existing contracts and a complex network of delivery bodies. Their role will include constraints such as whom they will commission and the resource envelope allocated to them. Over time they will have greater flexibility as our existing contracts come to an end, as they work with the Customer and Operations to reshape what we do to deliver against outcomes.

### **Chief Operating Officer**

This role brings together the leadership of the ACC 'in house' delivery functions. It is deliberately aimed at the removal of service specific silos and behaviours and charged with joining up our delivery, adapting to meet demand and continuous operational improvement. The Chief Operating Officers manages a significant amount of Council employees but is 'commissioned' through the function of the Director of Commissioning. In practice this means they need to agree the contribution they are making to the outcome the commissioner is charged with delivering and agree a budget, specification and target performance against which they are held to account.

Over time this function may reduce as more of our services are delivered through community self-help, or negated through improved demand management, or are delivered by other parties within and outside of the ACC group.

### **Director of Resources**

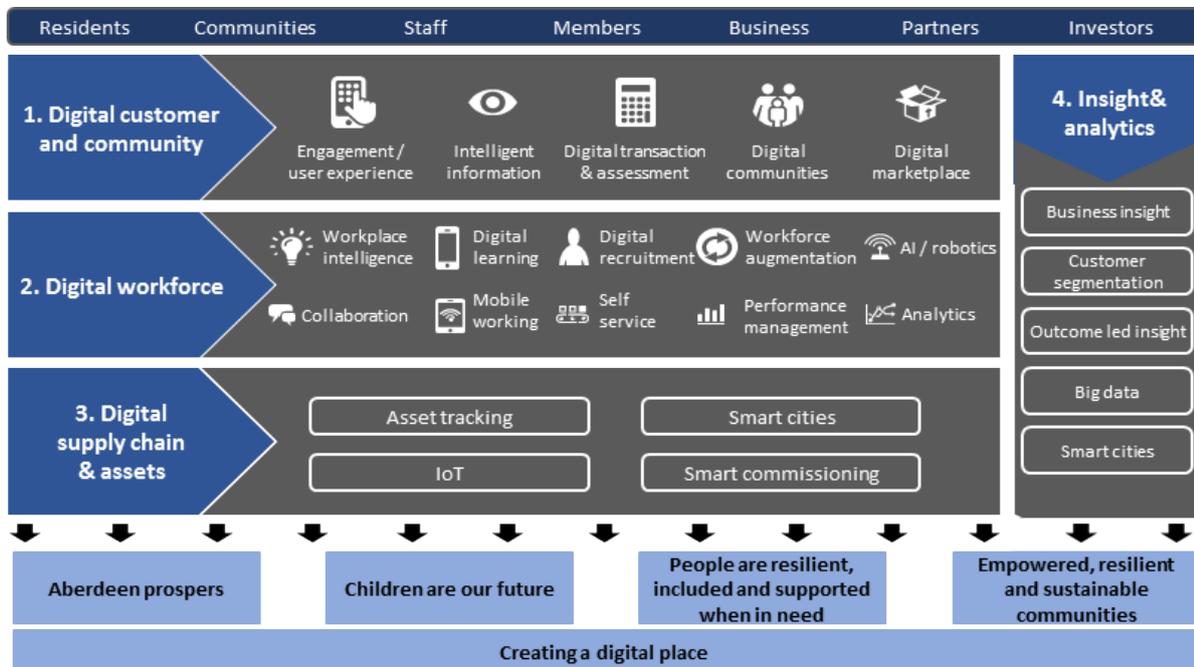
This function is responsible for our People Management, Financial Management, and the client function for IT. It will also have responsibility for both the Council owned assets, and separately, the delivery of the Council capital programme.

The Director’s role will be to support the Council’s credit rating and to manage our relationship with our investors through the bond to ensure we continue to meet the requirements of the London Stock Exchange regulatory framework.

### 5.3 Key Components of our Digital Programme

Digital enablement is not simply about implementing a technology solution. Moreover, it is a combination of technology, culture and processes that come together to disrupt existing operations and enable a new way of working through providing a set of core, reusable capabilities.

The diagram below outlines the core components of a digital platform that, once implemented, help break down traditional barriers and encourage participation and collaboration, based on trusted data and insight.



Technology and digital has a significant part to play in the delivery of changes to Council and Customer, and is a key enabler of this change in the following ways:

Digital Outcome	What this could mean	Key considerations
<p>1</p> <p><b>Outcomes focused delivery models, underpinned by Digital platforms</b></p>	<ul style="list-style-type: none"> <li>Using digital solutions to enable Services to become a ‘broker’, matching customer need with supply, rather than delivering the service itself e.g. Homecare.</li> <li>Enabling collaboration around a family, using digital solutions to draw key data into a single place and allow professionals (cross-organisation) to work securely together to deliver better outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Do we encourage and reward customer driven service delivery?</li> <li>Are we ready to implement new business / delivery models?</li> <li>Where will these new models deliver most value?</li> </ul>
<p>2</p> <p><b>digital customer interface</b> that activates and enables customers to self-manage, self-assess, and provides a single point of access to services</p>	<ul style="list-style-type: none"> <li>Increased adoption of self-service and participation in democratic processes through marketing tools (‘gamification’, campaigns)</li> <li>Use of “chat bots” to provide information advice and guidance and to sign post to other providers where appropriate, and use of rules based automation to enable customer to self-assess</li> <li>Single online financial assessment process</li> </ul>	<ul style="list-style-type: none"> <li>Are we clear how we best drive adoption based on our customers’ needs?</li> <li>Do we have the requisite skills and tools in place to enable us to better predict and manage demand?</li> </ul>
<p>3</p> <p><b>Anticipatory services enabled by data, AI and machine learning;</b> data that is integrated and made visible through the use of Digital solutions.</p>	<ul style="list-style-type: none"> <li>Use of predictive analytics to identify high risk customers with the potential for escalating needs, as targets for prevention</li> <li>Use of smart outbound communication in anticipation of future contact, and also as a means of activating behaviour change</li> <li>Consolidated application processes that combines a number of related services and area based on shared process and evidence (proofs)</li> </ul>	<ul style="list-style-type: none"> <li>Do we have the foundation of data sharing and collaboration in place within the organisation and with our partners?</li> <li>Is the organisation and our partners ready for the type of service co-ordination that this will require?</li> </ul>
<p>4</p> <p><b>A digitally enabled workforce,</b> fit for the future, with automation and operational efficiency at the core</p>	<ul style="list-style-type: none"> <li>Staff accessing the right info at the right time from anywhere, enabling them to be more efficient and deliver better outcomes</li> <li>A digitally skilled workforce that is able to innovate and interpret data in a way that enables them to better support customers</li> <li>Automation of administrative tasks allowing staff to focus on more complex and rewarding work</li> </ul>	<ul style="list-style-type: none"> <li>Do we have the right tools and policies in place to enable our workforce to work more flexibly?</li> <li>Do we ‘practice what we preach’ when it comes to self-service or are staff hamstrung by technology?</li> </ul>
<p>5</p> <p><b>Smart Aberdeen, creating Aberdeen City as a Digital Place</b></p>	<ul style="list-style-type: none"> <li>Use of digital assets e.g. street lighting controls to help automatically report issues</li> <li>Operational sensors managed at a control centre, along with smart parking management to help with congestion</li> </ul>	<ul style="list-style-type: none"> <li>Do we have a clear and integrated strategy around a smarter Aberdeen?</li> <li>What strategic partnerships are required to make this a reality?</li> <li>How do we make sure ‘Smart Aberdeen’ requirements are</li> </ul>

#### 5.4 Strategic Digital Partner

On 19<sup>th</sup> April 2016 the Finance, Policy & Resources Committee approved ‘Building a Digital Future’ and ‘Digital Connectivity Strategy’ followed by the “Digital Strategy” on 20<sup>th</sup> September 2016 and ‘Master Data Management’ on 3<sup>rd</sup> December 2016. These papers were approved, with a budget of £4.5m, and lay the basis for Aberdeen City Councils transformation into a digital authority that empowers the majority of its customers and citizens to manage their own affairs while enabling the Council to focus on supporting and providing for the vulnerable in the city.

To enable the Council to realise its digital transformation there is recognition that the Council will need a ‘digital partner’ to support it achieve its outcomes. A digital partner will enable access to three key capabilities:

- Senior, strategic advisory support – a highly experienced support who provides periodic, strategic input into the digital portfolio as it delivers the transformation.
- Digital consultancy support – subject matter experts who work closely with the Council, in teams, in areas such as business case development, process re-design, customer experience mapping and design, digital supply chain re-engineering, change management etc.
- Digital technical support – digital specialists who know how to build customer technology interfaces eg. mobile applications, websites, social media campaigns, digital advertising etc.

Whilst these are distinct roles, the role of the partner is the ability to provide access to all of these capabilities, as and when required and to work with the Council for the delivery of digital outcomes (eg successful adoption by customers of a new means of accessing services), rather than the delivery of specific technical solution. This requires a broad range of skills and technical capabilities from the initial analysis, through to the technical delivery and the adoption/marketing strategy (eg the use of gamification as an approach to drive up adoption).

A digital partnership will provide us with access to expert knowledge or skills, offer a pathway to a new customer markets (enterprising council), or lend itself to a more agile approach. Essentially, it allows us to focus on our core expertise while supplementing it with digital expertise.

We will be looking for our digital partner to work with us to refine our goals. We will be seeking a partner whose analytics capability will help us:

- decipher our data
- turn our enterprise into a nimble, cloud-based operation
- deliver the technology to improve customer service
- improve user experience
- access a greater data pool
- save money

Refining our goals may require us to pursue more than one alliance depending on criteria.

Before we start engaging with prospective partners, we will make sure we have our high-level objectives in place. It will be vital to establish timeframes, agree on milestones and put deliverables against our long-term goals. However we need to bear in mind that the nature of the relationship changes over time, and we will need to take this into account when plotting objectives.

Once we establish a strong, trust-based partnership then our strategic partner can help us refine a more detailed roadmap. Partnerships must be agile. They need to share information quickly, respond and ramp up in an instant if they need to. Again, this relies on forming the right structures and accountability. It also demands that we have suitable tools in place – we are currently considering collaboration tools and

apps. Also, forming a partnership outside of your industry or capability presents an opportunity to challenge the status quo. Approach things differently and make the most of the insights that your new partner has to offer.

#### 5.5 Approach to Commissioning our Digital Partner

The procurement is for a strategic digital partner to work with services within the new target operating model to identify digital outcomes; there would then be further procurement to facilitate the technology to achieve the outcomes.

It would be the intention to utilise those existing and accessible public sector procurement framework agreements to engage a digital partner to work with services to determine digital outcomes.

## 6. A SUPPORTING GOVERNANCE FRAMEWORK

6.1 The previous section of this report proposes an officer leadership structure to support a new target operating model, based on the key functions of:-

- Customer
- Commissioning
- Operations
- Resources

This section looks at how decision making and participation within a supporting governance framework can be designed to support this leadership structure.

6.2 As highlighted above, the existing council committee structure mirrors the directorate structure. If the directorate structure is revised to reflect the above functions, it follows that the committee structure should also be reviewed.

6.3 Section 4 above describes principles for governance and accountability which should set the foundation for a governance, namely:

- Behaving with integrity
- Open and engaged
- Outcome led
- Develop capacity and capability
- Manage risks and performance
- Transparent and accountable

6.4 Building, then, on both the identified key functions and the principles of governance and accountability, the institutional framework for the Council should include the following.

Council - the Council is the statutory body to which statutory powers and responsibilities are vested. All other local authority decision making bodies (e.g. committees) do so on the basis of formal delegation from the Council. Delegation can be removed, subject to standing order provisions.

Regulatory Decision Making - local authorities have a formal regulatory role in determining Planning and Licensing applications. Local authorities also have a prescribed statutory role in public protection, including child protection, adult protection and local resilience but currently these three areas of public protection have no local democratic oversight.

Institutional Decision Making - the design of institutional decision making should reflect the functions and principles of the organisation. Therefore, in the light of the proposed organisational structure for the Council this, suggests functional committees be established with responsibility for:-

- **Strategic Commissioning** - including in house, “group” i.e. ALEOs, and external delivery models;
- **Operational Delivery** - focussing on delivery to customers
- **Policy and Resources Management** - including, finance, asset management, ICT
- **Strategic Transformation** - to oversee the delivery of service improvements and savings in line with the Council’s Transformation Objectives

All local authorities have other prescribed institutional decision making functions. These relate to:-

- **Audit** - an audit committee is required to oversee the Council’s accounting processes; corporate governance; internal and external audit (including Best Value); the system of risk management; and other policies including Fraud, Bribery and Corruption.
- **Health & Safety, Appeals and Joint Consultative committee** - currently elected members directly manage staffing matters through the Joint Consultative Committee; Health and Safety Committee; and the Appeals Committee. Following the best practice of NHS Scotland, it is proposed that a staff governance committee be formed which incorporates functions of the 3 aforementioned committees.

Participatory Involvement - there is a clear need for broader and deeper engagement of communities and other stakeholders in decision making. The Community Empowerment Act commits local government to engage with, listen to and respond to communities. The Act aims to increase opportunities for communities to participate in and influence decision making and this has to be facilitated and supported by local authorities and their partners. Communities, both of interest and of place, should be formally represented with the Council’s institutional governance arrangements and, in addition, the Council will be represented on partnership locality boards established by Community Planning Aberdeen.

- 6.5 In light of the above, it is envisaged that a revised supporting governance framework for the Council could have an indicative structure of 9 committees; three “regulatory” – Planning, Licensing and Public Protection; 6 “institutional” – Strategic Commissioning, Operational Delivery, Policy & Resources, Staff Governance, Audit and Strategic Transformation.
- 6.6 Further detailed work is required not only to establish the Terms of Reference for the Council’s revised committees but also to develop the most appropriate arrangements that see each of the committees actively engage with relevant citizen/customer, community and stakeholder groups on an ongoing basis to ensure that decision-making is open and responsive. Mechanisms to be explored will include for example locality boards, advisory panels, on-line platforms as well as the potential for the membership of committees themselves being expanded to include stakeholder representatives.

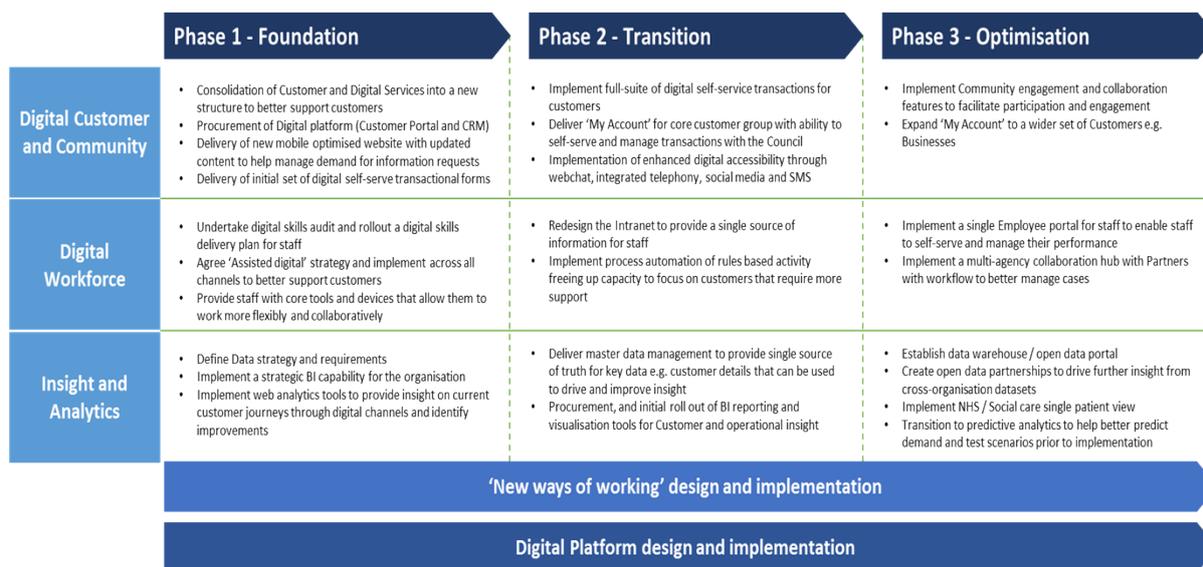
## 7. ROADMAP FOR BECOMING A COUNCIL OF THE FUTURE

### 7.1 Implementation approach

Our Transformation Journey will touch every part of the organisation over time. There are a number of projects already underway and these projects will result in changes to the organisation within this financial year.

Implementation of new digitally enabled ways of working will require careful planning and consideration to make sure it is set up for success and does not adversely disrupt the business. The diagram below provides an indicative roadmap which has been aligned with the Council’s wider transformation activities and is underpinned by a number of key principles:

- **An agile approach** will be used to implement core digital solutions, allowing the iterative development and release of functionality;
- **Significant support will be required from external partners** to accelerate delivery timescales. These partners will be procured as a part of the transition to a Strategic Partnership Model
- **Appropriate Council resources will be made available** to support the delivery of transformation activities, both centrally to drive and manage the change and from individual Services to engage with the transformation; and
- **The transformation will be supported by new, robust governance and decision making** processes that facilitate the rapid and agile delivery of transformation activities.



## 7.2 Programme Management

To deliver the transformation objectives a portfolio governance structure has been put in place that will enable the wider transformational work to begin with the strong decision-making, control mechanisms and oversight needed to deliver the ambitious digital transformation and shape the work ahead. A robust governance process has been put in place to manage and approve future service designs and the supporting business cases and ensure all portfolio work meets the design criteria and delivers the objectives laid out. See governance structure organisation chart below.

The proposed governance structure is organised into a three tier hierarchy, consisting:

- Strategic Transformation Committee: The Committee manages Transformation Activity; provides strategic direction to the Transformation Portfolio; monitors progress; and makes key decisions on business cases and proposals and cases for change.
- Control Boards: Review and ensure design, business cases and implementations adhere to designs; costs; realise benefits and meet outcomes.
- Delivery Boards: Develop business cases and future service designs; manage the delivery of programmes.

For programmes to access funding and have authority to proceed with change their proposals will need to be reviewed by the control boards before presentation to the Strategic Transformation Committee for authorisation to access funding or proceed with change.

## Appendix 1

### URBAN GOVERNANCE

#### A DISTRIBUTIVE LEADERSHIP MODEL TO UNDERPIN A NEW APPROACH TO URBAN GOVERNANCE

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## 1. Introduction

### 1.1 The Drivers for Change

Aberdeen City and Aberdeenshire has a strong reputation as a powerful regional economy. Productivity within the region has been high, earnings and disposable income have been consistently higher than the national average, largely as a result of the region's status as a global oil and gas centre. The economic shock to the local economy created by the fall in oil price has affected the region as evidenced in a range of recently published statistics.

According to the Core Cities outlook report<sup>1</sup>, 13 cities saw reductions in their private sector employment, and in 5 cities, it dropped by more than 2% (Aberdeen dropped by 5.4%. This equates to a net loss of 7,900 jobs). A further indication of the impact of the oil price shock is on house price growth. The annual growth between 2015 and 2016 was -8.2%. Within the PWC Good Growth for Cities index for 2016<sup>2</sup>, while Aberdeen remains in the top 10, unlike Edinburgh which has maintained its position as the 3<sup>rd</sup> highest placed city, Aberdeen is now out of the Top 5.

In addition to the economic shock created by the oil price fall, the city, along with the whole of the UK, will also feel the impact on trading relationships between the UK and the EU as a result of triggering article 50. The EU is by far the biggest destination for exports from British cities. According to the Centre for Cities report Cities Outlook, Aberdeen's share of exports to the EU was 61% in 2014.

Exports matter because exporters tend to be the drivers of productivity growth as a result of their greater ability to generate and absorb new innovations. So encouraging export growth is important, but made more challenging, potentially, as a result of Brexit. Based on 2016 data, Aberdeen continues to be in the top 12 of UK cities in terms of exports per job and productivity levels. Understanding the opportunities and challenges presented by Brexit is essential. Our policy focus must be on helping already successful businesses to expand into new markets in order to support higher exports, thereby ensuring high levels of productivity. But we can't afford to be complacent in terms of those successful companies that are already here. We must equally be focused on attracting new high value business investment.

Brexit will bring new risks and opportunities for Aberdeen. We need to understand our strengths and weaknesses in a post EU landscape and develop a prioritised action plan.

The region has a strength in productivity and innovation which are drivers of long run economic growth. Gross Value Added (GVA) is a proxy for productivity and Aberdeen sits within the 10 cities with the highest GVA per worker based on 2015 data. Patent data is widely used to measure innovation and although it has some limitations, the data does still offer some insight into where innovation occurs across the UK. Aberdeen sits within the top 10 cities with the highest number of patent

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<sup>1</sup> <http://www.centreforcities.org/publication/cities-outlook-2017/>

<sup>2</sup> [https://www.demos.co.uk/wp-content/uploads/2016/11/Good\\_Growth\\_For\\_Cities\\_2016.pdf](https://www.demos.co.uk/wp-content/uploads/2016/11/Good_Growth_For_Cities_2016.pdf)

applications published. Skills levels are also critical to the success of a city economy. Those cities that have a high proportion of graduates tend to have stronger economies than those that have a large number of people with no formal qualifications. Aberdeen sits within the top 10 cities with the highest percentage of high qualifications within the working age population.

Increasingly, both the UK and Scottish government approach to economic growth is being founded on a place based approach. To ensure a place based industrial approach is successful for the Aberdeen region then, a new and more equal relationship between both national governments and the region is required. All layers of government must work together to ensure the future prosperity of this region, which has historically been a significant economic engine room. In a post Brexit world, we need clear and visible leadership for the city and the region for brokering trading relationships around the world whilst also ensuring that we continue to create the conditions for businesses to succeed. International connections are going to be critical in a post Brexit world. As a global oil and gas centre, the city already has a far reaching international presence. This must be capitalised on.

The 2016 edition of PWC's Good Growth for Cities report highlighted a number of key areas for cities wanting to deliver good growth:

- Balancing investment in growth and public sector reform and delivering outcomes through whole system working;
- Identifying priorities for investment for growth, focusing on both social and physical infrastructure;
- Building distributed leadership across a place, drawing on global research on enabling sustainable city competitiveness through distributed urban leadership.

This paper attempts to set out a new paradigm embracing a more distributive approach to the leadership of the city, which is focused on achieving the outcomes set out in the Community Planning Partnership's Local Outcome Improvement Plan.

## 1.2 What are the Outcomes we are Seeking to Achieve for the City?

As a community planning partnership, we have made significant progress in the development of our first city wide Local Outcome Improvement Plan along with our 3 locality plans for our defined localities (a statutory requirement of the Community Empowerment Act). Underpinning both sets of strategies, are substantial strategic assessments which have produced an analysis on a city wide and locality basis, over the outcome themes of economy, place, children and adults. The vision captures the long term economic, environmental and social gains for the city and its people.

### The Community Planning Aberdeen Vision

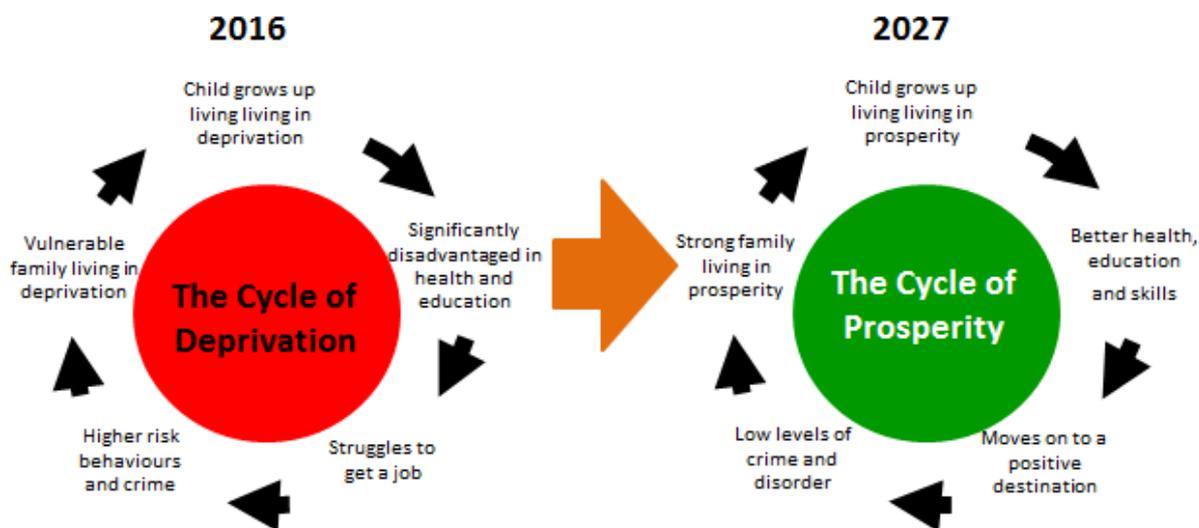
#### ***‘A place where all people can prosper’***

*Our vision for Aberdeen City is of a place where all people can prosper. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fulfilling life.*

*As individual partner organisations we do our best to serve and protect the public. Added value comes from Community Planning Aberdeen working together as a Partnership to test and do things we haven’t done before to deliver real and lasting transformational change for our communities.*

*There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another.*

*We are clear that our focus going forward is on helping disadvantaged families and communities to escape this cycle of deprivation by creating the conditions for prosperity.”*



### 1.3 The Aberdeen Context

#### i. Our Economy

Aberdeen is one of the most competitive, innovative and economically productive cities in the UK, and provides Scotland with 15% of its Gross Value Added (GVA). Much of the success of Aberdeen has been built on the traditional oil and gas sector; it also has a successful small business economy. Since the end of 2014, the local economy has suffered as a result of the global oil price decline. Business growth is slowing and, while this downturn is not the first of its kind, it highlights a growing and urgent need to diversify the economy to ensure economic sustainability.

Due to the historical success of the City, workers in Aberdeen benefit from average salaries that are almost **£4,500 higher** than the Scottish average, and unemployment levels are low. Some of the most affluent areas of Scotland are within Aberdeen City, but equally within the City boundaries are some of Scotland's most deprived areas. Overall, levels of deprivation remain low. In 2016, **nine** of the 283 datazones within Aberdeen were considered to be within the 15% most deprived areas in Scotland. Despite low headline deprivation figures, almost **28%** of households in Aberdeen are in fuel poverty, **18%** of children in Aberdeen are living in poverty. The **majority** of children that are living in poverty are living in a working household.

#### ii. Our People

The population of Aberdeen City has risen sharply over the past decade, and in 2016 was estimated at **228,840**. Our population is projected to grow by **17% by 2039** which is the 5<sup>th</sup> largest growth of all Scottish local authorities. In 2014 there was 105,287 households in the City; it is projected that by 2039 there will be in excess of 130,000 households. Given the current economic climate and recent political developments, these projections may change.

Aberdeen City has a very diverse population, with 15.9% not born in the UK compared to 7% of the population across the country.

Children (0-15) make up **15%** of Aberdeen's population and education is provided to more than **22,100** pupils. Demand for early learning and childcare is high in Aberdeen City and there is a shortage of available funded provision, with **536** children on the waiting list in June 2016. In July 2016 there were **553** looked after children in Aberdeen City, a rate similar to the national rate.

People in Aberdeen are living longer. **The over-65s account for another 15% of the population of Aberdeen**, and projections are that the population will continue to age. An older population brings many benefits and challenges. Older people are more likely to suffer from multiple and complex care needs, and therefore the demand for all services will shift.

### 1.4 Themes, Priorities and Drivers

We will achieve our vision through the delivery of three themes: **Economy** – central to ensuring a high quality of life for the people of Aberdeen; **People** – the key life outcomes of the people of Aberdeen; and **Place** – how people experience Aberdeen as a place to invest, live and visit.

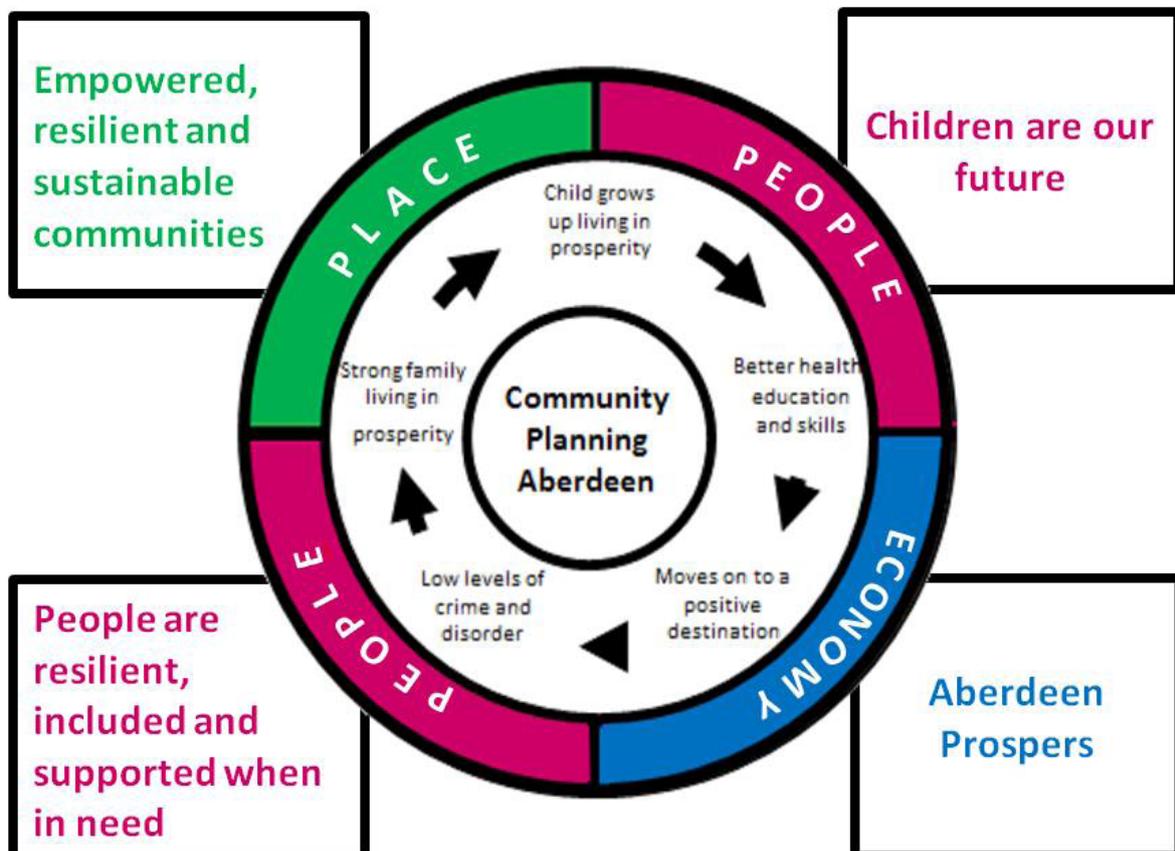
Under these themes, Community Planning Aberdeen will focus on four priority areas for strategic partnership working:

- Aberdeen prospers**
- Children are our future**
- People are resilient, included and supported when in need**
- Empowered, resilient and sustainable communities**

Our focus is to tackle inequality in these areas at the root causes of low income and health inequality to break the cycle of deprivation, inequality, unemployment, crime, violence and poor health that has existed in some families for generations.

Through the delivery of the Local Outcome Improvement Plan, Community Planning partners will push our joint resource investment toward early intervention and prevention to secure the future of our economy, people and place in all communities.

A fifth priority of **Creating a Digital Place** has also been identified, which cuts across all priority areas as a key enabler of innovative and integrated future public services.



The Local Outcome Improvement Plan identifies the primary and secondary drivers which will drive improvement in these priority areas and includes improvement measures which will be monitored to ensure we are making the impact intended. Locality Planning is fundamental to our approach to ensure the city wide aspirations outlined in the plan are delivered at a local level to secure better outcomes for communities which historically have experienced poor outcomes due to socio-economic disadvantage. Our 3 recently approved locality plans will be given equal attention to the LOIP.

The Community Planning Aberdeen partnership has a board in place which has oversight of the LOIP and the 3 locality plans and has outcome focused supporting structures underneath to support it achieve its stated outcomes. Aberdeen City Council has fully aligned its own Strategic Business Plan to the LOIP and is currently reviewing what else needs to be aligned to the place outcomes.

## **1.5 Conclusion**

There is a clarity of place outcomes now as a result of the LOIP and Locality Plans. These outcomes are underpinned by significant strategic assessments and, importantly, are now being underpinned by recognisable improvement plans based on the (Institute of Health Improvement methodology). The challenge we now face is to make sure we take a whole system approach to the delivery of these outcomes, as envisaged by the PWC Good Growth for Cities research.

## **2. Leadership of Place**

Whilst place outcomes for the City are clear, it is recognised that delivering those outcomes will require strong collaboration on a broader regional basis. Therefore, we need to be thoughtful about the leadership needs of the City, the broader region, as well as the leadership needs of the institution of ACC.

From PWC/Euricur research, it is becoming clear that cities which embrace distributed leadership are most likely to be the ones to succeed in future. By fostering collaboration across key stakeholders in a place, new urban leaders can enable sustainable city competitiveness. Within the Scottish Government's recently published report on the Enterprise and Skills Review (report on phase 2) there is a recognition of the importance of collaboration by the inclusion of it as a fifth aim for the new Strategic Board to be created. The paper recognises the need for a step change in the collaborative culture across the enterprise and skills agencies but also with partners in the broader enterprise and skills system.

One challenge to be faced is how to bring together those exercising decision making power for communities with other "placeless" leaders in the sense that they are organisations not concerned with the geographical impact of their decision making.

For city leaders, (elected members and officials of local government) this means striving to see the bigger picture beyond the boundaries of the local administration in order to identify the influential actors in and for the city.

Under a distributed urban leadership model, local administrators should move from exclusively implementing and controlling to guiding and influencing. The new urban leaders need to ensure the vision for a place is owned by all stakeholders.

Urban leadership is increasingly dependent on the ability to manage horizontal relationships across a range of often fragmented organisations and stakeholders. For example, the economic crisis in Dublin led to the formation of the so called Creative Dublin Alliance (a governance platform involving municipalities, universities and private companies) to pool resources and jointly run economic initiatives.

So what actions can urban leaders undertake to organise and steer policy and delivery networks into place? There are 5 inter-related processes.

### **1. Awareness raising**

A key role is drawing the attention of others to key place issues in an engaging way. It involves providing other actors with a context for their strategies e.g. raising awareness about the city's economic challenge and key actions needed to forge new growth paths.

### **2. Mobilisation**

A key role is to selectively activate and enrol actors in a place with relevant resources for urban development e.g. knowledge, time, finance and energy. Urban leaders should be able to involve unusual suspects and progressively embed new players with new ideas in these networks, mobilise them to act and co-implement solutions. The entrance of new players in policy and

delivery networks may destabilise previously formed coalitions. It is the role of leaders to sense and understand the strategies of many actors, mobilising the right players and forging the most appropriate coalitions for different projects.

### **3. Framing**

This is the ability to organise co-ordination spaces for conversation, discussion and interaction between stakeholders. Leaders should frame conversation spaces around topics that are seen as of common interest in which the vision and strategies of the many stakeholders can progressively converge around common frames and not compete with each other. Framing requires openness and disclosure which is challenging because some governance arenas can involve opportunistic behaviour, suspicion and secrecy, with many participants over emphasizing short term results.

### **4. Co-ordination**

This involves the reconciliation of interests among different leaders and stakeholders.

### **5. Visioning between visions**

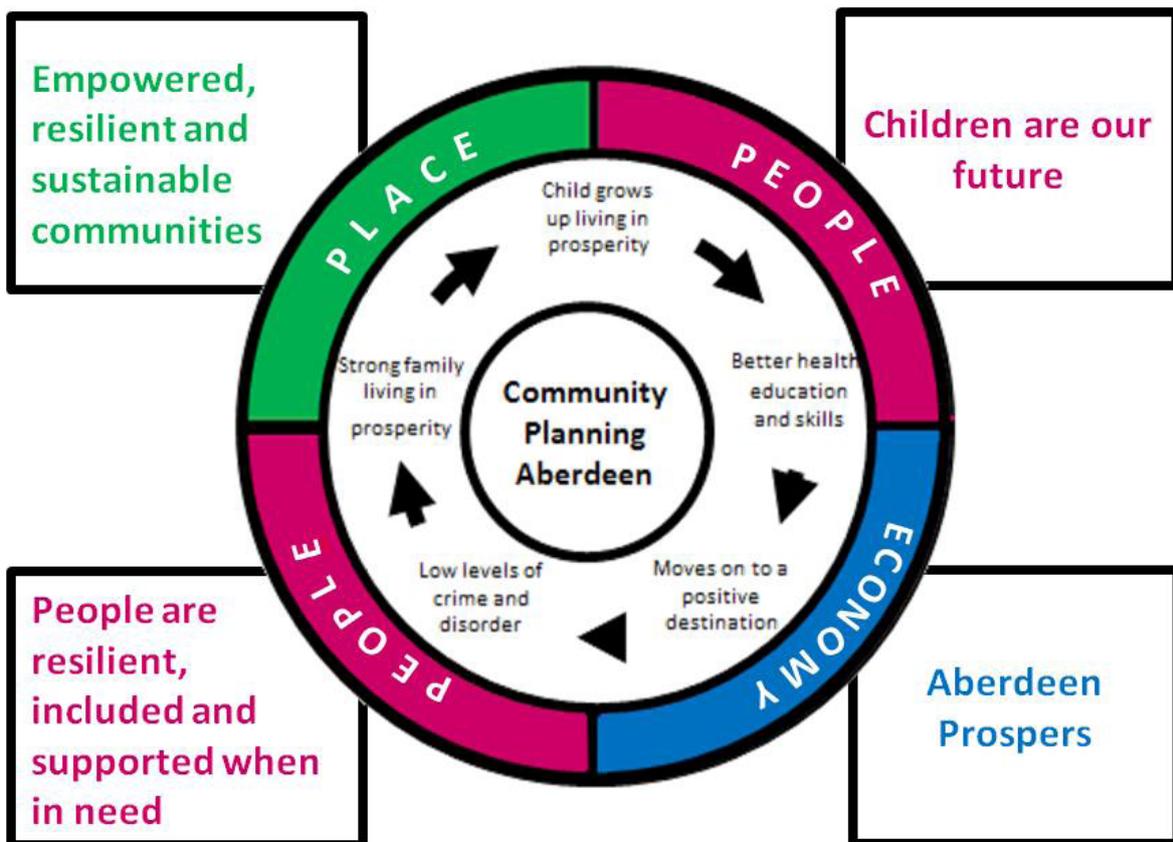
Leaders need to value others' views and not just pay them lip service. This means finding ways to include important elements of different visions in urban development processes and help transform them into specific projects.

The next section of this paper will examine the actions to organise and steer policy and delivery networks within the City and across the region which are currently in place.

### 3. Leadership Arrangements

#### 3.1 Existing Leadership Arrangements

There are a range of regional strategies and associated voluntary regional structures in place, at both a north east of Scotland and broader north of Scotland level, which have a bearing on the city outcomes. These structures are acting as co-ordinating vehicles on matters that need to be planned and managed at a regional level. In addition, there are a range of arrangements in place which support regional delivery of services. These existing strategies and structures have been identified below and shown against the relevant city wide outcomes.



## i. Aberdeen Prospers

LOIP primary driver	Relevant Regional Strategies	Regional Structures
<b>Economy</b>	Regional economic strategy  Regional skills strategy (under review)	Opportunity North East  Regional Advisory Board  Regional Economic Strategy Group
- <b>Investment in infrastructure</b>	Nestrans Regional Transport Strategy 2013-2035  City Region Deal	NESTRAN  CRD Joint Committee  Strategic Development Planning Authority
- <b>Innovation</b>	Business cases within CRD for an oil and gas technology centre; bio-pharmaceutical	CRD Joint committee
- <b>Inclusive economic growth</b>	Regional Skills Strategy	Developing Young Workforce Grampian Board  Northern Alliance
- <b>Internationalisation</b>	Inward investment plan  Outward trade  Tourism Partnership Strategy	Inward Investment Board  North East Scotland Trade Group  Visit Aberdeenshire

## ii. Empowered, Resilient And Sustainable Communities

LOIP primary driver	Relevant Strategies	Regional	Regional Structures
<i>Safe and resilient communities</i>			Grampian Local Resilience Partnership  Grampian Contest Board
<i>People friendly city</i>	Strategic Development Plan 2014		Strategic Development Authority  North East Property Group  North East Local Authority & Bus Operators Forum (LABOF)
	Energy/Waste (no existing regional energy/ waste strategy)		Energy from Waste Plant Project board
	Flood Risk Management Plan		North East Flood Risk Management Group

## iii. People Are Resilient, Included And Supported When In Need

LOIP primary driver	Relevant Strategies	Regional	Regional Structures
<i>People and communities are protected from harm</i>			
<i>People are supported to live as independently as possible</i>			North East Strategic Partnership Group (brings the 3 IJBs across Grampian together)

## iv. Children Are Our Future

LOIP primary driver	Relevant Strategies	Regional	Regional Structures
<i>Children have the best start in life</i>			Northern Alliance
<i>Children are safe and responsible</i>			North East of Scotland Child Protection Partnership
<i>Children are respected, included and achieving</i>			

**v. Creating A Digital Place**

<b>LOIP primary driver</b>	<b>Relevant Strategies</b>	<b>Regional</b>	<b>Regional Structures</b>
<b><i>Digital Connectivity</i></b>	CRD/Memorandum Understanding	of	CRD Joint Committee Programme Board
<b><i>Data</i></b>			Grampian Information Sharing Group (recently formed)
<b><i>Digital Innovation</i></b>			
<b><i>Digital Skills and Education</i></b>			

### 3.2 Emerging Regional Strategy/Structures

Within the Scottish Government's health and social care delivery plan published in December 2016 it is clear that the government intends to create a national public health body with some form of regional structure in place for which there is an emerging opportunity to design.

The 3 chief officer group across the North East have been working collaboratively to review the whole approach to public protection in the North East and agreement reached on what regional collaboration could look and feel like. Work is underway to devise an implementation plan for introducing these new regional arrangements.

<b>LOIP primary driver</b>	<b>Relevant Strategies</b>	<b>Regional</b>	<b>Regional Structures</b>
<p><i>People and communities are protected from harm</i></p> <p><i>Children have the best start in life</i></p>			Local public health boards being proposed in the health and social care delivery plan published in 2016. No local response developed yet.
<p><i>Children are safe and responsible;</i></p> <p><i>people and communities are protected from harm</i></p>			Recently agreed to move forward with a North East public protection regional leadership structure

These are some shared delivery arrangements already in place across the region, other areas which are being actively planned currently and other areas that are at the early stages of exploration, but it is fair to say these are limited in volume and scale.

### 3.3 Conclusion

- relatively strong alignment between the city place outcomes and the existing regional co-ordinating structures – so good examples of “visioning between visions” i.e. the city’s outcomes sitting comfortably alongside the visions of others in regional strategies;
- incremental growth of these structures and strategies rather than as a product of a deliberate strategy, however, with some good examples of framing and co-ordination in place;
- the structures are largely populated with local authority officers (and little, if any involvement of Scottish Government officials, including Scottish Enterprise, Skills Development Scotland) and there is a limited involvement of local political leadership and practically no civic leadership/participation – perhaps some limitations in the extent of current mobilisation;
- there is no structure in place to provide strategic direction and oversight of the scope for shared service delivery for those services that lend themselves to be delivered regionally either between neighbouring authorities in the region or by national authorities.

#### 4. Developing the Existing Leadership Arrangements into a Broader Distributed Leadership Model for Underpinning a New Approach to Urban Governance

Returning to the 5 inter-related processes (set out in section 2) required to organise and steer policy and delivery networks, let us consider the aspects of mobilisation and framing a bit further.

##### 4.1 Mobilisation

In a paper developed by Robert Hambleton in 2015 entitled “Place-based Collaboration: Leadership for a Changing World”<sup>3</sup>, Hambleton identifies five realms of place-based leadership (see diagram 1) reflecting different sources of legitimacy. These are political leadership, public managerial/professional leadership, community leadership, business leadership and trade union leadership. He argued that all are important in cultivating and encouraging public service intervention and that crucially they overlap. He described the areas of overlap between these different realms of leadership as innovation zones – areas providing many opportunities for inventive behaviour. This begins to answer the question of who needs to be mobilised.

The realms of placed based leadership:

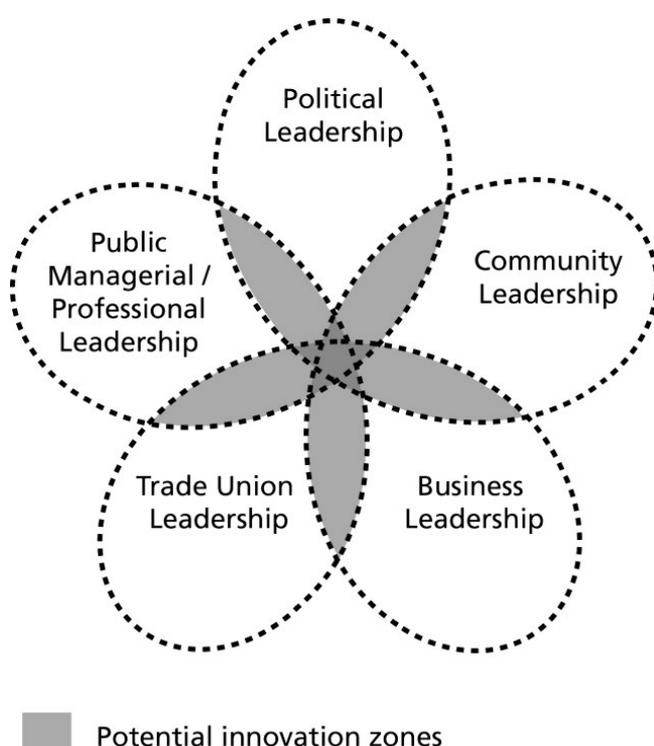


Diagram 1

<sup>3</sup> <http://iclr.org/wp-content/uploads/2015/04/Robin-Hambleton.pdf>

#### 4.1.1 Mobilising Civic Leadership

Hambleton believes that civic leadership has a critical role in creating the conditions for different people to come together – people who might not normally meet – to have a creative dialogue, and then to follow through on their ideas. He goes on to say that wise civic leadership is critical in ensuring that the innovation zones are orchestrated in a way that promotes a culture of listening that can, in turn, lead to innovation.

According to Hambleton common features of successful place based leadership include:

1. The leadership sees itself as leading the place not leading the council or the local authority bureaucracy. This enables leaders to tap into the energies emanating from all of the five realms of leadership.
2. Effective leadership is multilevel. It is misguided to believe that only those in senior positions are able to exercise local leadership.
3. Imaginative leaders make an emotional connection with citizens and, in particular, they cultivate civic pride. Feelings of local loyalty, which tie in with feelings of place based identity, are an important resource for progressive leaders.
4. Effective local leaders articulate a clear vision for their locality, one which advances social justice and promotes care for the environment and the public realm.

Within the City Council, the Lord Provost would be recognised as the civic lead and is supported in this role formally through the Depute Provost, the Ballies, the Burgesses and the Incorporated Trades. In addition, the city continues to have Community Councils which are supported by the Council. The Civic Forum is a formal voice of citizens which participates in the City's Community Planning Partnership structures. The City Council facilitates "City Voice" – a panel of 1,000 citizens who are regularly surveyed to provide the citizens' voice. Finally, the Community Planning Partnership has established 3 Partnership Boards to support the delivery of the locality plans. These comprise 50% representation from the community, and the other 50% comprises ward members, GPs, Head Teachers and police inspectors.

At the moment, the pillars of civic leadership, including community, business and trades unions, are effectively operating in isolation from each other as well as from the political and executive leadership of the City Council. There are currently no co-ordinating structures across the 3 different strands of city leadership i.e. civic, political and executive.

If place based leadership is to be successful in turning global challenges to local advantage, civic leaders need to be much more outgoing than in the past and need to be supported by better designed institutional structures.

There is an opportunity to improve the design and operation of the existing civic structures whilst also considering how to modernise our approach to broader civic participation through the use of technology. For example, others are exploring how you develop a more collaborative approach, rooted in the internet culture, to develop new paradigms of on-line collaboration to undertake urban planning in terms of the design of a city. For the Trans Bay redevelopment project, San Francisco appointed a citizens advisory committee and has held 3 large facilitated workshops to gather local input on the design of the development.

Responding to the public demands for different forms of civic participation, as envisaged in part through the Community Empowerment Act, will support a renewal of local democracy, thereby ensuring that we respond to the changing demographics and values across the City. Equally, the civic engagement of business leaders and local workforce would provide important perspectives and “legitimacy”. Ultimately, civic participation needs to find a way into the decision making structures of all public institutions and we need to consider how to facilitate this.

Whilst it is important that we reach and connect with our local community, it is also important that we reach and connect “civically” to our global neighbours, many of who are wrestling with the same place and people challenges we are. Robin Hambleton recommends that international cities connect through city to city policy exchanges in order to learn about each other’s innovations.

#### 4.1.2 Mobilising Political Leadership

The Comparative Urban Governance<sup>4</sup> report recognises that senior governments have a critical role in enabling the success of cities. We need to focus on what will be the conditions for this region’s continued success. National governments across the world are increasingly recognising the central place of cities in national economic prosperity. We need to recognise and accept the role that national government can play in the success of this region. The role of national and sub-national governments in urban governance varies but there is generally a focus on

- intergovernmental coordination;
- infrastructure and local investment;
- equalisation for fiscal differences;
- incentives for inter-municipal cooperation and governance innovation; and
- in some cases, direct regional service delivery.

Later in this report, I set out proposals for enhancing the interaction and co-ordination across a range of stakeholders in order to create the conditions for success. All local political groups within council could, and should in my view, be active participants in these structures and sit together with their local political neighbours as well as alongside national politicians.

In light of expected continued reductions in public finance, there is a financial imperative to move to deliver some services on a regional basis. At the same time,

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<sup>4</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/360420/14-810-urban-governance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/360420/14-810-urban-governance.pdf)

some services are very local and benefit from more local provision and response. Political leaders across the relevant neighbouring councils and national bodies need to create a vision for regional service delivery which is grounded in a financial business case rather than leaving it to the executive leaders to determine scope and pace for such regionalisation of service delivery.

#### 4.1.3 Mobilising Executive Leadership

##### **Leadership of Outcomes**

Currently, the senior leadership of ACC is trying to contribute to regional leadership, city leadership with partners and then organisational leadership within ACC, which includes operational accountability for functions. The reality is that leadership of place and leadership of function result in the senior leadership team being too stretched. It feels appropriate to de-couple operational delivery from strategic leadership of place outcomes. The creation of the Chief Operating Officer will facilitate this. With strengthened oversight of ACC's delivery commitments, the CEO and Director of Commissioning can be focused on not only ACC's contribution to place outcomes but supporting other "actors" to make a contribution. So who else is appropriate to be part of this new "city Executive team"? And does the traditional model of executive teams populated by personnel on permanent contracts suit the ambition of place "executive" leadership or is there a different model to consider? Some alternatives to explore:

- If we start to acknowledge the role of both governments in helping to create the conditions for success in the city and the region then consideration can be given to how senior civil servants, including both UK and Scottish Governments, can contribute effectively to the leadership of outcomes at a city and regional level, perhaps by being full or virtual members of the city and or regional Executive team. Interestingly, the Scottish Government are participating in the work of the Northern Alliance – a potential model for how national leadership can be brought into a region. This experience within the Northern Alliance presents an opportunity to develop the relationship between the 2 layers of government within Scotland much further than the existing Scottish Government locality manager role will ever be able to. And thought should be given to the reserved matters that are pertinent to the city and the region's prosperity, which it would be useful to have regular contact with the UK Government in these areas. Such an approach would be a real departure from the existing separation model between national policy setting from local delivery.
- Within academia there are significant specialisms which are hugely relevant to modern cities, much of which goes untapped. The inclusion of some of this expertise into the city Executive team also feels like it could add real value.
- Whilst a small city in comparison with our national and global peers, there is much to be gained by reaching out to other cities in order to understand how they are tackling many of the issues we face as a city. It would be helpful to form a network of cities who share the characteristics of Aberdeen as a place

and economy in order to have a regular exchange of ideas, learning and support. This will also help with the global positioning of Aberdeen.

- The expansion and contraction of oil and gas in this region has resulted in the extremes of an over-heated economy and then a substantial under-performing economy against past performance. It's important that business leaders are engaged in the governance of the city and region more broadly in order to understand the full demands on a city with a view to helping prioritise what is actually critical investment in order to ensure the competitiveness of business.

These 4 alternatives enable renewal of membership within the Executive team based on a current sense of contribution and added value in light of what the city's needs are, which can obviously be changed in light of emerging needs. Of course, a balance will need to be struck between flexibility and some element of constancy. Constancy would be achieved through the City Council CEO and Director of Commissioning.

### **Accountability for Outcomes**

The distinction in the ACC organisational structure between operational functions and their delivery and the much broader agenda of place leadership, needs to be mirrored in the governance structures of the council. The governance structures of council need to continue to enable accountability for the statutory duties of the council.

A broader set of urban governance structures, hosted by the council given the local democratic mandate of council, centred around the place outcomes will enable a broader participation of organisations, and must be characterised by engagement with the public. These additional structures would enable all members of council to participate in both the institutional arrangements (as set out in section 6 of the main report) as well as the broader urban governance structures.

#### **4.2 Framing**

“Framing” was defined previously as the ability to co-ordinate spaces for conversation, discussion and interaction between stakeholders. Leaders should frame conversation spaces around topics that are seen as of common interest in which the vision and strategies of the many stakeholders can progressively converge around common frames and not compete with each other.

We need to consider how we maximise inter-governmental framing. The Aberdeen City Region Deal was a good example of the 3 layers of government coming together with the private sector for the benefit of the region but more needs to be done in terms of developing this inter-governmental framing.

Of course, the framing will be required at both a local Aberdeen City level and Aberdeenshire local level, as well as for the north east region as a whole. And, therefore, it would be important to consider how to improve inter-governmental framing etc. within our regional co-ordinating structures too.

There are a number of areas where structures to enhance discussion and interaction would be welcome both at regional and city level (see appendix 1 which incorporates these proposals). These opportunities should be directly linked to the place outcomes as expressed in the LOIP, and importantly must feature the things which businesses are looking for – skilled workers, good transport, housing for their employees and a planning system that supports growth. The following section of this report looks at these priority outcomes and discusses the potential for further developing structures.

<p><b>Aberdeen Prospers (economic growth)</b></p>	<p>Unusually for a Scottish city, Aberdeen has 621 FDI businesses located in this region. Scotland and the North East need to retain these businesses and ensure that it continues to remain easy to do business in the city, region and Scotland. The engagement and support offered to these business is critical to ensuring they stay and continue to locate here and it's important that again, arrangements are in place across the 3 layers of government to manage these 650 companies, which in a post Brexit economy, are critical to hold onto. We need to consider the distinct role which the political, civic and executive leaders within ACC can play in relation to these companies as well as the role of partners.</p>
<p><b>Aberdeen Prospers In (Investment Infrastructure)</b></p>	<p>There is currently no co-ordinating structure across all the public institutions in terms of capital investment in the city or indeed across the region. The Scottish Government's planning review recommends that underneath a structure like the regional Strategic Development Planning Authority, there should be a co-ordinating structure to support all the capital investment which then ensures the infrastructure is in place to enable the vision of the Local Development Plan to be implemented. Therefore, there is an opportunity to improve co-ordination at a city or regional level. Hub Co north could be a key partner in such a co-ordinating vehicle, but would clearly need to include other bodies for example, Transport Scotland, Scottish Water, SFT, BT and the private utilities.</p> <p>The earlier stock take of existing structures identifies that there is no effective structure in place to co-ordinate housing provision – a key priority for the area. The creation of a Housing Investment Board or a Regional Housing Authority (as envisaged within the CRD), for example, would provide the opportunity to bring together key decision makers from ACC, RSL's and Scottish Government, Homes for Scotland. The focus could be on creating new delivery models, easing the development process and tackling financial barriers.</p> <p>Digital infrastructure and the exploitation of that capability is, in part, co-ordinated through the Aberdeen City Region</p>

	<p>Deal Joint Committee, as well as through the Digital Strategy for Place Board. We need to strengthen the place leadership around the digital agenda. Public, private sector and community leadership already underway needs to be co-ordinated on behalf of the city and the broader region. A city which drives a vision for being a smart city will demand that its public institutions equally follow the smart city agenda and we will find ourselves being pushed to adapt technology by this place leadership. The co-ordinating structures for digital infrastructure are fairly light and could do with development. Examples from elsewhere include:-</p> <ul style="list-style-type: none"> <li>○ Digital district is an ambition of the Swansea Bay city region which is seeing investment in digital infrastructure that will revolutionise the way services like energy health and social care are delivered;</li> <li>○ “Bristol is Open” is a joint venture between the city council and the university – it is being led by the Chief Scientific Officer and is seeing a new operations centre housing CCTV, traffic and emergency service under the same roof.</li> <li>○ Manchester – “cityverve” – is an internet of thing demonstrator.</li> </ul> <p>If the existing regional transport partnerships are to be continued, then there is a need for the partnership to be strengthened. The city’s global transport connections are critical if we are to continue to support the existing 621 FDI’s, and their workforces and families which are registered in the city, and these connections are important for attracting more global businesses. Whilst this region completes the creation of a regional by-pass road around the city, at the same time we need to be focusing on how we connect people from the Aberdeenshire sub-urban residential location to the sub-urban employment node of Aberdeen city without actually putting more people onto the roads.</p> <p>Is there scope to develop the Strategic Development Authority further? Examples:-</p> <ul style="list-style-type: none"> <li>○ The City State of Berlin and the surrounding state of Brudenburg have created a joint organisation (a joint spatial planning department) which lays out land policies and transportation guidelines for the whole region, which are followed by the 2 states own planning organisation.</li> </ul>
<p><b>Aberdeen Prospers</b></p>	<p>There are 2 strands to this – supporting and fostering</p>

<b>(Innovation)</b>	innovation within the private sector, but also considering how the required public sector innovation to address wicked place issues could, in itself, be used to stimulate private and public sector entrepreneurialship as well as intrapreneurialship. Within the city and the region there is an opportunity to run multiple innovation flows and accelerators - hubs supporting the creation of clusters of companies. Both layers of government above the local authority have initiatives underway e.g. Scottish Government has Civtech. There is an opportunity to drive this innovation both in terms of achieving better outcome for the economy, but also in terms of citizen outcomes. There are no existing co-ordinating structures focused on innovation and, in fact, no regional or city innovation strategy other than that expressed within the regional economic strategy. Despite two universities and a strong STEM base as a result of OIL and Gas, the region wouldn't have a reputation for being at the edge of science and technology in the way Manchester is positioning itself or other global cities e.g. Stavanger.
<b>Aberdeen Prospers (Inclusive growth)</b>	The co-ordination of skills, education and employability could be improved across the current skills providers in the region along with national bodies. Phase 2 of the national Enterprise and Skills Review reinforces that regional approaches will be important as a new national model is implemented. At the moment, a regional learning partnership is being explored. This could mirror the Bristol Learning Partnership which is UNESCO accredited – the first learning city in England, which is chaired by the Mayor. The Bristol partnership focuses on learning in education, learning for and in work and learning in communities. The strength of the Bristol learning partnership is that it is fostering engaged citizenships. It has 130 community learning ambassadors.
<b>Aberdeen Prospers (internationalisation)</b>	Tourism represents a sector with potential for growth within the regional economic strategy. The creation of Visit Aberdeenshire, as a regional destination marketing function, is useful for supporting this growth ambition. Whilst the board of Visit Aberdeenshire brings together the right local partners, have we we've got the appropriate bodies from the two layers of government involved in focusing on the region in a co-ordinated and focused way. Equally, the administrative authorities across the region, have no structures to co-ordinate cultural activities across the region, including working with the strategic UK and Scottish cultural bodies.  <u>Inward Investment:</u> An inward investment plan was recently approved for the city and region, endorsed by

	<p>Opportunity North East. The need to re-energise investment promotion is critical in light of the oil price downturn and efforts to join up activities across the local authorities, business bodies, and the national bodies of both governments. This would build on the existing local north east trade group. Such a structure (an Inward Investment Bureau) co-ordinating the region's pursuit of trade deals in a post Brexit world, is necessary if we are to ensure economic resilience.</p> <p><u>Branding:</u> Continuing the current work by the Chamber of Commerce to create a brand for the city region is important as part of efforts to actively encourage and promote inward investment opportunities.</p> <p><u>Export Support:</u> Improving efforts to increase export activity from this region is critical and a focused export partnership would be helpful. The Enterprise and Skills Review Phase 2 states that following the local/regional export partnership pilots, government will consider the potential for local export support/mechanisms to be rolled out nationally to allow for equitable support across Scotland. Again, it's important to maximise the contribution and co-ordination of civic, political and executive leadership in this area.</p>
<p><b>Empowered, Resilient and Sustainable Communities (safe and resilient communities)</b></p>	<p>The stock take reveals there is no existing regional energy strategy or regional structures in place, other than the project structures created to support the energy from waste project. The creation of an Energy Hub, could offer scope for better co-ordination and, potentially, innovation. A city brand which is based on oil and gas could be diversified into a city with energy more broadly, if innovation could be supported in the field of local carbon energy. A focus on the development of an energy strategy for the city/region, the development of a pipeline of investable low carbon projects and a joined up focus on clean air would add value. Both layers of government would add value here. For example, the heat network delivery unit (part of the UK dept business and energy) is supporting Birmingham to expand its heating network.</p> <p>The north east of Scotland's Local Authority and Bus Operators Forum (LABOF) have been reviewing the current voluntary Quality Partnership with the potential to create a more substantial and governed Statutory Quality Partnership focusing on specific transport corridors in order to achieve meaningful benefits and improvements for passengers.</p>
<p><b>People are resilient,</b></p>	<p>The recent review of existing public protection</p>

<b>included and supported needed (People and communities protected from harm )</b>	arrangements within each of the administrative authorities within the north east region, has revealed the opportunities to improve the co-ordination within each of the 3 specific areas as well as proposed structures at a regional level. Current proposals include the creation of 2 regional fora which, again, it would be very helpful to have officials involved from Scottish Government and its agencies.
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The focus so far has been on improving the co-ordination across the 3 layers of government and the private sector. In addition to the above, we also need to have an explicit focus on improving the framing of local services for businesses delivered by local public sector partners. According to PWC/Euricur Research<sup>5</sup> place leaders are starting to acknowledge that the debate over who is responsible for component service is less important than the discussion about what they are trying to achieve as a whole. This is driving them to participate with their stakeholders across public sector and encouraging them to focus on re-engineering systems to deliver a broader set of outcomes.

All of the above proposed structures are predicated on the full involvement of appropriate individuals from 2 layers of government above the city council as both contribute to creating the conditions for success. And of course, the full involvement of politicians and officials from relevant neighbouring councils (mirroring the approach taking to date with the northern alliance). Within the Manchester combined authority, the practice adopted has been that the most appropriate organisation/individual take the lead on these place issues rather than Manchester City Council take the lead on everything. This is in recognition of the inter-dependency between the urban centre and sub-urban surrounding area. This approach has helped set an appropriate tone within the collaboration and I would recommend we follow their lead. The appointment of chairs to our structures would need to be determined following discussions with all the key stakeholders as well, of course, on the suggested structures themselves.

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<sup>5</sup> <http://www.pwc.com/gx/en/psrc/publications/assets/harnessing-public-private-cooperation-to-deliver-the-new-urban-agenda.pdf>

## 5. NEXT STEPS

The process of implementing a distributive leadership approach and structure is crucial to successful outcomes for this region. All the relevant stakeholders will need to be included in the early stages of the development of the concept and the move to implementation.

### Awareness raising

It will be important that the civic, political and executive and private sector leadership start drawing attention to the city's key issues in an engaging way. It must involve providing these other actors with a context for their strategies e.g. raising awareness about the city's economic challenge and key actions needed to forge new growth paths. As an initial first step, it would be important that the political, civic and executive leadership of ACC engages with the 2 layers of government above the council to explore and test a willingness to work in this different way. Engagement would also be required with neighbouring councils political, civic and executive leadership to test whether there's a willingness to build on our collaboration to date.

### Mobilisation

If the proposals for a set of co-ordinating structures for conversation and dialogue contained on Appendix 1 are agreed then a key next step will be to selectively activate and enrol actors with relevant resources for urban development e.g. knowledge, time, finance and energy. Consideration needs to be given to involve unusual suspects and progressively embedding new players with new ideas in these networks, mobilise them to act and co-implement solutions.

This mobilisation stage needs to involve a re-examination of the membership of those existing structures which it is proposed to continue with in order to ensure the right membership and leadership. It must also be worth re-examine the ambition within the existing strategies. For example, the city of Chicago set a target that 75% of resident homes should be within walking distance of public transport. Are our strategies being sufficiently ambitious?

### Framing

Urban Leaders should consult on whether the structures set out in Appendix 1 are the right structures for framing conversation spaces and whether the topics are agreed as the most important for the city.

**APPENDIX 1****DISTRIBUTIVE LEADERSHIP FRAMEWORK****Aberdeen Prospers**

<b>LOIP primary driver</b>	<b>Existing regional structures</b>	<b>Proposed additional structures</b>
<b>Economy</b>  (new strategy – prioritised action plan for grasping the opportunities in a post EU landscape)	Opportunity North East	621 FDI forum  The fiscal policy panel created by the city to support the conditions of the Bond, becomes a forum for the consideration of fiscal levers  Inward Investment Bureau
<b>Investment in infrastructure</b>	NESTRAN  CRD Joint Committee  Strategic Development Authority	Regional/city housing investment board and/or regional authority  Regional/city digital infrastructure forum  Regional Co-ordination of Capital Investment Group  Strategic Utilities Group
<b>Innovation</b>		Innovation flows and accelerators hub
<b>Inclusive economic growth</b>	Developing Workforce Board  Northern Alliance	Young Grampian  Regional learning and skills partnership
<b>Internationalisation</b>	North East Trade Group  Visit Aberdeenshire	Investment promotion agency and export partnership  Co-ordination of development and launch of a city region brand and narrative  Collaboration around events and culture

**Empowered, Resilient and Sustainable Communities**

<b>LOIP primary driver</b>	<b>Existing regional structures</b>	<b>Proposed additional structures</b>
<b><i>Safe and resilient communities</i></b>	Grampian Local Resilience Partnership Grampian Contest Board	
<b><i>People friendly city</i></b>	Strategic Development Authority North East Property Group	
	Energy from Waste Plant Project board	Broader Energy Hub
	North East Flood Risk Management group	Broader Water, Sewerage and Flood forum

**People Are Resilient, Included and Supported When In Need**

<b>LOIP primary driver</b>	<b>Existing regional structures</b>	<b>Proposed additional structures</b>
<b><i>People and communities are protected from harm</i></b>		Regional public health structure Regional public protection structure
<b><i>People are supported to live as independently as possible–</i></b>	North East strategic partnership group (brings the 3 IJB's across Grampian together)	

**Children Are Our Future**

<b>LOIP primary driver</b>	<b>Existing regional structures</b>	<b>Proposed additional structures</b>
<b><i>Children have the best start in life</i></b>	Northern Alliance	Regional public health structure
<b><i>Children are safe and responsible</i></b>		Regional public protection structure

<b><i>Children are respected, included and achieving</i></b>		
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<b>LOIP primary driver</b>	<b>Existing regional structures</b>	<b>Proposed additional structures</b>
<b>Shared regional delivery of services</b>		As the regionalisation policy agenda continues, government will be considering how to bring existing national service delivery down into regional levels; and of course, there is scope for more regional delivery of services across local public delivery structures. There's a need for some over-arching structure to create a direction of travel – perhaps a cabinet

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## ABERDEEN CITY COUNCIL JOB PROFILE

<b>1 Job Details</b>	
Job Title:	Director of Resources
Job Profile No:	1
Directorate:	Resources
Grade:	Director
Version Date:	August 2017
Salary	£115,002

<b>2 Job Purpose</b>
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This function is responsible for our People Management, Financial Management, and Information Management. It also will have responsibility for both the Council owned assets, and separately, the delivery of the Council capital programme.</p> <p>The Director's role will be to support the Council's credit rating and to manage our relationship with our investors through the bond to ensure we continue to meet the requirements of the London Stock Exchange regulatory framework.</p>

<b>3 Reporting Relationships</b>
<p>Reporting directly to the Chief Executive</p> <p>The Director of Resources will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning and Customer and the Chief Operating Officer.</p>

<b>4 Outcomes</b>
<p>The post is accountable for the service delivery of a redesigned resources function from start up to fully operational, this will include:</p> <ol style="list-style-type: none"> <li><b>1. Transition to the New Target Operating Model</b> <ul style="list-style-type: none"> <li>• Provide the vision to bring a range of services and cultures into one unified function take operational responsibility for the transition of the resources function from old to new models.</li> <li>• Lead on the implementation and own the future resources function operating model.</li> <li>• Develop the relationship with commissioning, customer and operations and support the transformation.</li> <li>• Ensuring the resources function is appropriately designed to meet the needs of commissioning, customer and operational functions.</li> </ul> </li> <li><b>2. Being a Digitally Led Organisation</b> <ul style="list-style-type: none"> <li>• Work with Directors of Customer and Commissioning and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda.</li> </ul> </li> </ol>

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Customer and Commissioning and the Chief Operating Officer and digital partner using business intelligence to continue to digitise services.

### **3. Financial Stewardship**

- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Manage the financial cycle of the Council.
- To manage the requirement for the annual re-assessment of our credit rating from Moody's.

### **4. Investment in Aberdeen City's Infrastructure in Order to Strengthen the Economy**

- Have overall control on the Council's capital programmes (general fund, HRA and City Region Deal) to ensure programme management and execution of programmes is on time and within budget.
- Design and implement a landlord function to oversee all Council owned assets.

### **5. Information Governance**

- To ensure the integrity of data and information within the Council and its partners.

### **6. Developing the Workforce for a 21<sup>st</sup> Century Council**

- Support the alignment of culture with the vision of the target operating model.
- Develop and implement a Workforce Development Strategy to support the 21<sup>st</sup> century Council.
- Support the development of the senior executive team of the Council in order to ensure it is a high performing team.

## **5 Knowledge & Experience**

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services
  - Managing capital programmes
- Managing consultation forums and relationships with trades unions
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

- Practical knowledge of negotiation and influencing in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Embracing new technology to deliver services in an innovative way

## 6 The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others.
- Curious – being able to evaluate information and look for ways to change and improve performance.
- Competitive – has a genuine desire to win and succeed.
- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.
- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## 7 Organisational Behaviours

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We seek people who are active, adaptive and accountable.

### **Active:**

Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning

### **Adaptive:**

Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future

### **Accountable:**

Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

## 8 Requirements of the Job

The post holder needs to hold as a minimum:

Degree qualification and/or extensive experience relating to the position.

**ABERDEEN CITY COUNCIL**  
**JOB PROFILE**

<b>1 Job Details</b>	
Job Title:	Director of Customer
Job Profile No:	2
Directorate:	Customer
Grade:	Director
Version Date:	August 2017
Salary	£115,002

<b>2 Job Purpose</b>
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role is responsible for the management of the ACC customer ‘platform’, consolidated customer functions and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The Director must be focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the Council is facing.</p> <p>The Director role is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to overtime build deeper and broader services directly through to customers and communities and away from ‘services’. The role is highly reliant on the IT and business intelligence functions and the owner of the Strategic Digital Partner.</p>

<b>3 Reporting Relationships</b>
<p>Reporting directly to the Chief Executive.</p> <p>The Director of Customer will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning and Resources and Chief Operating Officer.</p>

<b>4 Outcomes</b>
<p>The post is accountable for the service delivery of the redesigned customer function from start up to fully operational, this will include:</p> <p><b>1. Transition to the New Target Operating Model</b></p> <ul style="list-style-type: none"> <li>• Provide the vision to bring a range of services and cultures into one unified function and take operational responsibility for the transition of customer services from the old model</li> <li>• Develop the relationship with commissioning, resources and operations to enable and support the transformation.</li> <li>• Develop an information, advice and signposting function which is a multi-channel, digital ‘front door’ that acts as first point of enquiry and puts</li> </ul>

customers in touch with the most appropriate support

- Develop community hubs which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence
- Ensure the customer function is appropriately designed to meet the needs of resources, commissioning and operational functions

## **2. Being a Digitally Led Organisation**

- Work with Directors of Resources, Commissioning and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's customer platform for acting as first point of enquiry.
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Resources, Commissioning, the Chief Operating Officer and digital partner using business intelligence to continue to digitise customer led services.

## **3. Preventing Demand**

- Use the Business Intelligence Unit to inform initiatives to prevent demand.
- Use digital technology to signpost customers to alternative support and/or advice.
- Use digitally unified services to interface with partners to support customers.
- Enable customers to manage their own transactions.
- Educating customers to be self-supporting through the use of digital channels and channel shift from physical contact to digital.

## **4. Assessment & Early Intervention Approach**

- Manage initial multi-disciplinary assessments through multi-agency teams.
- Manage early action support services which may be a range of mid/upstream drop-in and outreach services.
- Manage targeted support services which may be a package of services co-ordinated by a key support worker for customers.

## **5. Monitoring Outcomes**

- As part of a continuous improvement loop provide feedback to inform the commissioning and delivery cycles in order to drive up improvement in service delivery and ultimately outcomes.

## **5 Knowledge & Experience**

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Business intelligence and demand management
  - Strategic policy development and implementation
  - Engagement with community groups as part of building empowered communities
  - Service transformation and improvement
  - Successful budgetary management and control

- Developing integrated services
- Delivering measurable outcomes
- Changing an organisation culture to become customer centric
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
- Practical knowledge of negotiating and influencing in complex environments
- Embracing new technology to deliver services in an innovative way.

## **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others.
- Curious – being able to evaluate information and look for ways to change and improve performance.
- Competitive – has a genuine desire to win and succeed.
- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.
- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

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### **Adaptive:**

Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future

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Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

**8 Requirements of the Job**

The post holder needs to hold as a minimum:

Degree qualification and/or extensive experience relating to the position.

## ABERDEEN CITY COUNCIL JOB PROFILE

<b>1 Job Details</b>	
Job Title:	Director of Commissioning
Job Profile No:	3
Directorate:	Commissioning
Grade:	Director
Version Date:	August 2017
Salary	£115,002

<b>2 Job Purpose</b>
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role is responsible for the allocation of resources from budget to deliver on the Council's contribution to the Local Outcome Improvement Plan (LOIP). The post holder will have the budget and accountability for choosing how to allocate resources in order to make a contribution to the performance measures and other indicators of progress towards the outcome.</p>

<b>3 Reporting Relationships</b>
<p>Reporting directly to the Chief Executive.</p> <p>The Director of Commissioning will be an intrinsic part of the Corporate Management Team and the success of this role will be interdependent on relationships with the Directors of Resources and Customer and the Chief Operating Officer.</p>

<b>4 Outcomes</b>
<p>The post is accountable for the service delivery of a redesigned commissioning function from start up to fully operational, this will include:</p> <ol style="list-style-type: none"> <li><b>1. Transition to the New Target Operating Model</b> <ul style="list-style-type: none"> <li>• Provide the vision to bring a range of services and cultures into one unified function and take operational responsibility for the transition of services from old to new models.</li> <li>• Lead on the implementation and own the future commissioning function operating model.</li> <li>• Develop the relationship with resources, customer and operations and support the transformation.</li> <li>• Ensure the commissioning function is appropriately designed to meet the needs of resources, customer and operational functions.</li> </ul> </li> <li><b>2. Being a Digitally Led Organisation</b> <ul style="list-style-type: none"> <li>• Work with Directors of Customer and Resources and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda.</li> <li>• To work with Directors of Customer, Resources, the Chief Operating Officer and digital partner using business intelligence to continue to digitise customer</li> </ul> </li> </ol>

led services.

- To manage and monitor the digital partner(s) contract(s).

### **3. Analyse and Understand Demand**

- To manage the business intelligence unit to deliver timely, accurate and robust analysed data to commissioners, customers and operations.
- In collaboration with resources, customer and operations, assess the needs and preferences of local communities, the public and professionals to gain an understanding of service expectations and wishes; mapping those against current service provision including an assessment of the structure of supply and the ability of customers to choose.
- Using needs and preferences assessment analysis, work with local stakeholders and partner organisations to determine local priorities for developing and transforming services, ensuring effective provision and real customer choice.

### **4. Specify Services for the Achievement of the LOIP**

- Ensure a comprehensive and equitable range of high quality, response to need and efficient services are commissioned within allocated resources across services and sectors.
- Develop an effective strategic commissioning framework, market development and contract management systems for the Council.
- Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council's ambitions for providing high quality services that can be developed for external trading where appropriate.
- Constantly scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.

### **5. Procurement and Contract Management**

- Identify appropriate providers that will deliver the specified outcomes required.
- Agree contracts with providers within the national procurement framework.
- Manage contracts and monitor achievement of outcomes feeding results into the business intelligence unit.
- Manage contracts to continually improve value for money for achieving outcomes.

### **6. Monitoring and Improving the Commissioning of Outcomes**

- Conduct continuous needs analysis and intelligence gathering to inform and guide the Council's strong commissioning role.
- As part of the feedback loop, work with customer, operations and resources to refine outcomes based upon performance data.

## **5 Knowledge & Experience**

The post holder needs to be able to demonstrate an understanding or experience as follows:

Proven extensive experience in:

- Outcome based commissioning of services
  - Developing and managing a business intelligence unit that informs outcomes
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful budgetary management and control
  - Developing integrated services
  - Performance Management
- Managing and understanding a demanding client base
  - Risk analysis, risk awareness, monitoring and management of risk
  - Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
  - Practical knowledge of negotiating and influencing in a complex environment
  - Practical knowledge of setting strategy in a complex organisation

## **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others.
- Curious – being able to evaluate information and look for ways to change and improve performance.
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**Accountable:**

Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

**8 Requirements of the Job**

The post holder needs to hold as a minimum:

Degree qualification and/or extensive experience relating to the position.

## ABERDEEN CITY COUNCIL JOB PROFILE

<b>1 Job Details</b>	
Job Title:	Chief Operating Officer
Job Profile No:	4
Directorate:	Operations
Grade:	Director
Version Date:	August 2017
Salary	£115,002

<b>2 Job Purpose</b>
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role brings together the leadership of the ACC ‘in house’ delivery functions. It is deliberately aimed at the removal of service specific silos and behaviours and charged with joining up our delivery, adapting to meet demand and continuous operational improvement. The Chief Operating Officer manages a significant amount of Council employees but is ‘commissioned’ through the function of the Director of Commissioning. In practice this means they need to agree the contribution they are making to the outcome the commissioner is charged with delivering and agree a budget, specification and target performance against which they are held to account.</p>

<b>3 Reporting Relationships</b>
<p>Reporting directly to the Chief Executive.</p> <p>The Chief Operating Officer will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning, Customer and Resources.</p>

<b>4 Outcomes</b>
<p>The post holder will be expected to:</p> <p><b>1. Transition to the New Target Operating Model</b></p> <ul style="list-style-type: none"> <li>• Provide the vision to bring a range of services and cultures into one unified function take operational responsibility for the transition of the operating function from old to new models.</li> <li>• Lead on the implementation and own the future delivery operating model.</li> <li>• Develop the relationship with commissioning, customer and resources and support the transformation.</li> <li>• Ensuring the operations function is appropriately designed to meet the needs of commissioning, customer and resources functions.</li> </ul> <p><b>2. Being Digitally Led Organisation</b></p>

- Work with Directors of Customer, Commissioning and Resources to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda.
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Customer, Commissioning, Resources and digital partner using business intelligence to continue to digitise customer led services.

### **3. Deliver Commissioned Outcomes**

- Managing the successful delivery of services in line with specified outcomes by the commissioning function.
- Exploiting the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.

### **4. Monitoring & Improve Delivery of Outcomes**

- Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer.
- Develop and implement strategies for the delivery of services provided by the function, taking into account anticipated developments in the external environment and to influence those developments where possible.
- Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising outcomes for Aberdeen City.
- To engage with the customer, resources and commissioning functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.
- Conduct forensic analysis of performance to inform continual improvement by using measurable improvement methodologies.

## **5 Knowledge & Experience**

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Running frontline services
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and quality improvement methodologies
  - Developing integrated services
  - Delivering measurable outcomes
  - Performance Management
- Managing and understanding a demanding client base
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

- Practical knowledge of negotiation and influencing in a complex organisation
- Practical knowledge of setting strategy in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Experience in business/service improvement methodologies

#### **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others.
- Curious – being able to evaluate information and look for ways to change and improve performance.
- Competitive – has a genuine desire to win and succeed.
- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.
- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

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##### **Accountable:**

Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

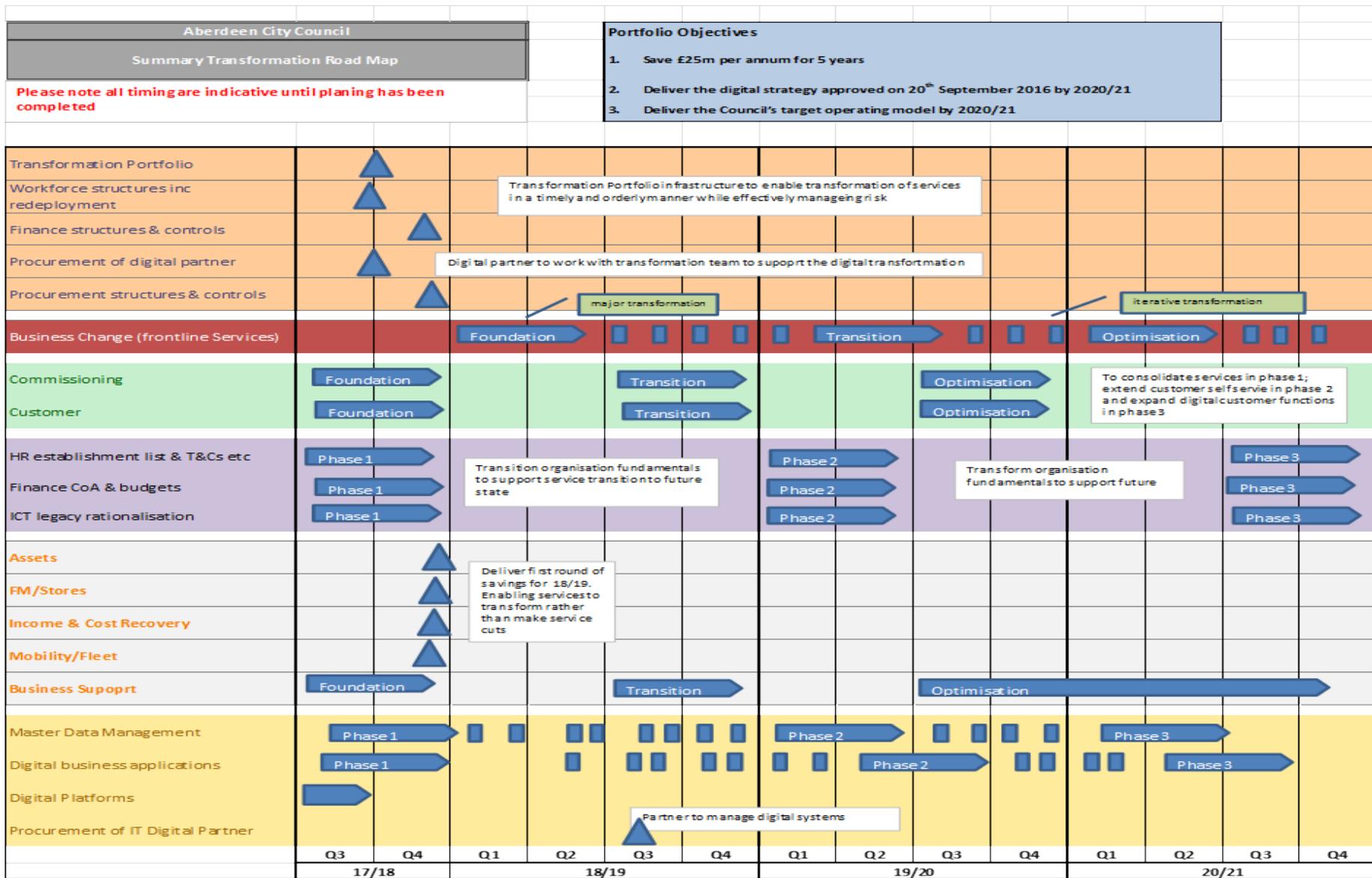
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<b>8 Requirements of the Job</b>
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The post holder needs to hold as a minimum:
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Degree qualification and/or extensive experience relating to the position.
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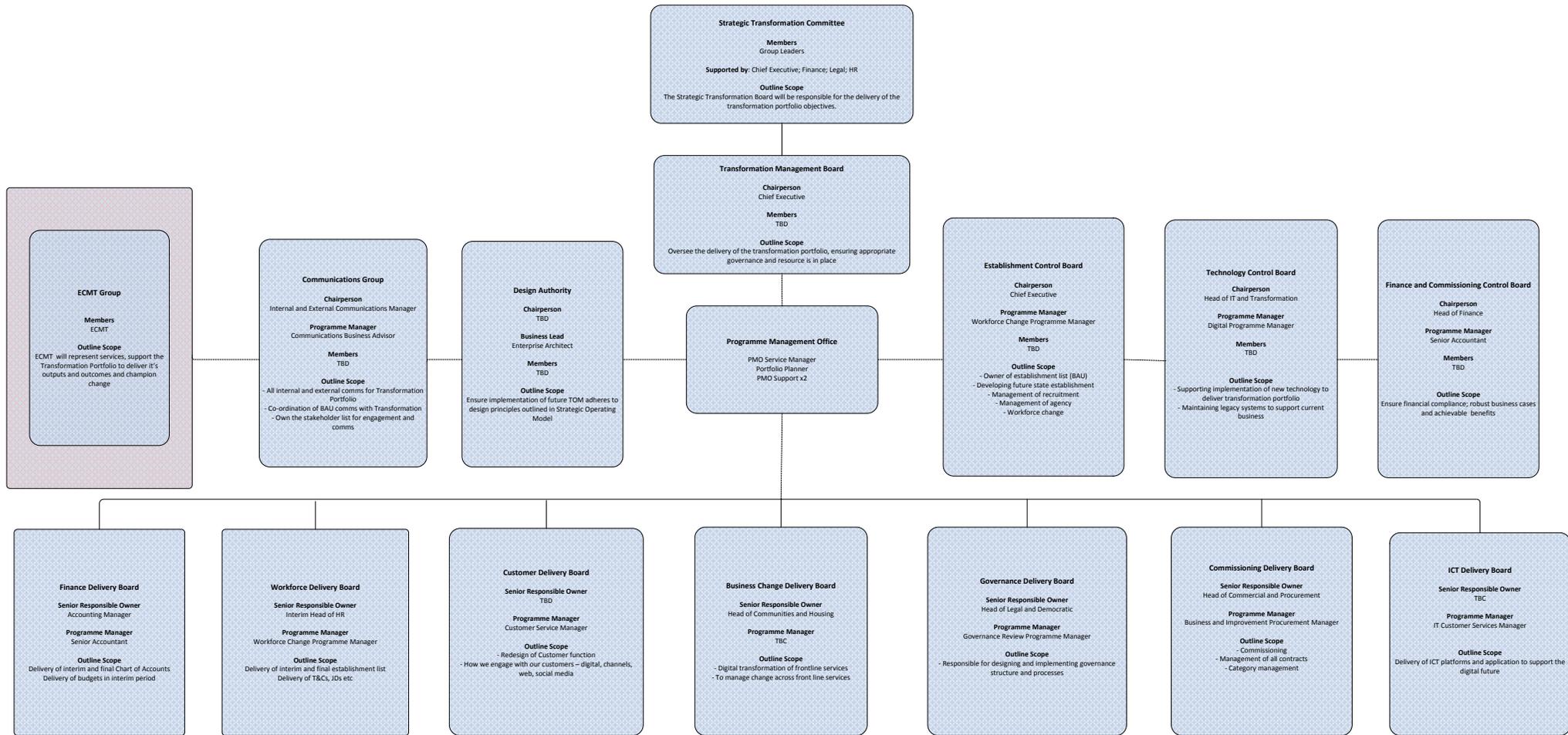
The summary transformation road map is based around implementing the digital platforms first, before consolidating and rationalising commissioning and customer under single organisations before transitioning into digital service. The rationale for the approach is to ensure risk is managed effectively throughout the digital transformation process and enable front line services to continue to provide services to the citizens of Aberdeen.

During the commissioning and customer foundation stage the portfolio will be managing a series of projects, which have been under consideration prior to the Strategic Transformation Portfolio, designed to release savings and improve income generation in 2018/19.

The Portfolio will have workforce management structures in place before major work starts. These include a robust redeployment processes.

The governance structure for the Strategic Transformation Portfolio is based on Delivery Boards and Control Board. The Delivery Boards focus on delivering the programmes approved by the Strategic Transformation Committee and the Control Boards are to ensure that the financial; governance and programme integrity is maintained throughout the delivery of the digital transformation and the benefits stated are delivered in a timely manner.

TRANSFORMATION PORTFOLIO GOVERNANCE STRUCTURE



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 <p><b>ABERDEEN</b> CITY COUNCIL</p>	<p><b>Programme Management Office</b></p> <p><b>TERMS OF REFERENCE</b></p>	<p><b>Governance Arrangements</b></p>
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<b>Title</b>	Strategic Transformation Committee		
<b>Lead</b>	Angela Scott		
<b>Date</b>	23 August 2017	<b>Version</b>	V1.0

### Purpose

The purpose of the Strategic Transformation Committee (STC) is:-

1. To ensure that service improvements and savings are delivered in line with the Council's Transformation Objectives, namely:
  - To deliver the Digital Strategy by 2020
  - To deliver the Target Operating Model by 2020/2021,
  - To deliver approximately £125 million of benefits realisation (or savings) over five years (2018/19 to 2022/23);

And in terms of the above:-

- To control and allocate sums from the Transformation Fund for the implementation of the Target Operating Model, such sums to be allocated on a savings/cost reduction return for investment basis
  - To utilise existing public sector procurement framework agreements to engage a strategic digital partner to work with services to identify digital outcomes and support their delivery within the Target Operating Model
  - To undertake overall management of, and approve major proposals for change to, the Council's resources, including finance, people, staffing structures, systems and technology, and property.
2. To provide strategic direction to the Transformation Portfolio, as well as monitor progress and resolve issues that may compromise delivery of the objectives and agreed benefits.
  3. To consider and make key decisions on business cases, proposals and cases for change, presented by the Programme Delivery Boards, in conjunction with the assurance and recommendations from the Control Boards.

No initiative will be added to the Transformation Portfolio or final strategic decision made in relation to the Transformation Portfolio without consideration by the STC.

**Strategic Transformation Committee Remit and Responsibilities**

1. To be responsible for the overall Target Operating Model and Strategic Design Principles
2. To agree the overall Transformation Portfolio goals, objectives and priorities
3. To allocate funding as appropriate from the Transformation Fund within the agreed budget
4. To provide strategic direction to the Transformation Portfolio
5. To provide oversight and stewardship of the Programmes in the Transformation Portfolio
6. To monitor and manage each Programme's progress, benefits realisation (savings) and impact
7. To monitor spend against profiled budget and forecast outturns of the Transformation Fund
8. To identify, prioritise and allocate resources at a strategic level to programmes and projects, re-aligning where necessary
9. To determine the recommendations in business cases, proposals and cases for change from Programme Delivery Boards including in respect of the appointment of a Strategic Digital Partner
10. To approve and make key decisions on business cases, proposals and cases for change
11. To manage high-level interdependencies and risks associated with all Transformation Programmes and the wider portfolio of change
12. To establish an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required
13. To review and approve Transformation Portfolio communications

**Membership**

Membership of the STC is:

- The five Group Leaders

**Governance and Reporting Arrangements**

- The STC has the delegated authority to approve and deliver the Transformation Objectives, supported by officers;
- The STC aim to meet a minimum of once a month;
- The STC must have at least 3 voting members to be quorate;
- A typical meeting may have several progress reports and decisions to review;
- Progress on each Programme will be provided to the STC via a committee report;

- The committee report will outline progress against objectives, benefits realisation, along with any actions/decisions required from the STC;
- The committee report will be presented by the relevant Programme Senior Responsible Owners (SROs) as necessary;
- Proposals, business cases and cases for change, as well as requests for direction or change control, will be presented by the relevant Programme SRO;
- The STC will decide a course of action for all required decisions;

*The role of and requirement for the STC will be reviewed as part of the report on the new governance framework being provided by Head of Legal and Democratic Services to Council in March 2018*

## Glossary

- **Transformation Portfolio** - Programmes and workstreams which, together, achieve the Transformation Objectives
- **Digital Strategy** - The Council's Digital Strategy agreed at Finance, Policy and Resources on 20 September 2016
- **Programme Delivery Boards** - Develop business cases and future service designs; manage the delivery of programmes
- **Control Boards** - Review and ensure design, business cases and implementations adhere to designs; costs; realise benefits and meet outcomes
- **Target Operating Model** - The system of management and delivery of Council Services as provided for and agreed at Council on 23 August 2017
- **Strategic Design Principles** - Customer Service Design; Organisational Design; Governance; Workforce; Process Design; Technology; Partnerships & Alliances
- **Transformation Fund** - Dedicated investment fund to support the delivery of the transformation objectives
- **Strategic Digital Partner** - An external partner to support the Council to realise its digital transformation. A digital partner will enable access to three key capabilities: Senior, strategic advisory support; Digital consultancy support; and Digital technical support. The role of the partner is to provide access to all of these capabilities, as and when required and to work with the Council for the delivery of digital outcomes

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**Transformation Fund**

The investment will be in 2 phases covering differing time lines and an indicative Investment Fund is shown below:

<b>Budget Category</b>	<b>£</b>	<b>Period</b>
Digital Technology	£5m  (£4.5m approved as part of being digital paper on 20/09/16. Approx. £1m spent to date)	17/18  18/19
Digital Delivery Partner (s)	£4.5m	17/18  18/19  19/20
Digital Maintenance Partner (s)	Yr. 1 - £1m  Yr. 2 - £1m	18/19  19/20
Transformation team	£3.5m  <ul style="list-style-type: none"> <li>• OD</li> <li>• Legal advice</li> <li>• HR</li> <li>• Change management</li> <li>• Staff training/redeployment</li> <li>• Communication channels</li> <li>• Programme &amp; project resources including BAs</li> <li>• Back fill staff</li> <li>• Customer engagement (inc User experience – specialist to develop digital channels)</li> <li>• Specialist advisors</li> </ul>	17/18  18/19  19/21

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**SUBMISSION OF LATE REPORT**

**NAME OF COMMITTEE** : Council \_\_\_\_\_  
**DATE OF COMMITTEE** : 23<sup>rd</sup> August 2017 \_\_\_\_\_  
**TITLE OF REPORT** : HMO Overprovision Policy – Report on Public Consultation \_\_\_\_\_

Please explain why this report is late.

The report was late due to the level of discussion required with legal officers following the responses to the consultation on the draft report.

Please explain:

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

Due to time required to undertake the public consultation and thereafter collate the responses it was not possible to report to the June 2017 Council meeting as was instructed. Council therefore have an expectation that this meeting will receive the report.

Director SIGNED  
 Date 17.08.17

The following section must be completed by the Convener where a report must be submitted less than three clear days<sup>1</sup> before a meeting of the Council/Committee.

By law, an item of business must be open to inspection by members of the public for at least three clear days before a meeting.

An item of business not open to inspection for three clear days may be considered at a meeting only by reason of special circumstances, which shall be specified in the minutes, and where the Convener is of the opinion that the item should be considered as a matter of urgency.

Please explain why you are of the opinion that the item should be considered as a matter of urgency.

Convener SIGNED  
 Date U 17/8/17

Please note that under Standing Order 12.9, the Head of Legal and Democratic Services may refuse to allow any item of business on to the agenda or may withdraw any item of business from an agenda, following consultation with the Convener and Vice Convener.

<sup>1</sup> For example if a letter is posted on Monday advising of a meeting on Friday, it gives 3 clear days notice (i.e. Tuesday, Wednesday, Thursday). Saturday, Sunday and public holidays are included within the definition of Clear Days.

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COMMITTEE	Council
DATE	23 <sup>rd</sup> August 2017
REPORT TITLE	HMO Overprovision Policy – Report on Public Consultation
REPORT NUMBER	CHI/17/113
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Graeme Stuart

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**1. PURPOSE OF REPORT:-**

- 1.1 This report advises Council on the response to the public consultation on the draft HMO Overprovision policy and seeks further instructions from Council.

**2. RECOMMENDATIONS**

It is recommended that Council

- i Note the responses received to the public consultation on the draft HMO Overprovision policy;
- ii Note that it is not possible at the moment to assess suitably the need for HMOs in localities to an extent that would enable an overprovision policy to be properly formed under the Housing (Scotland) 2006 Act; and
- iii Does not introduce an overprovision policy at this time;

**3. BACKGROUND/MAIN ISSUES**

- 3.1 At its meeting on 24<sup>th</sup> January 2017 the Communities, Housing & Infrastructure Committee considered a report on HMO Overprovision.

3.1.1 The Committee resolved:-

- (i) to note the high concentration of HMOs within the Froghall, Powis and Sunnybank and Old Aberdeen neighbourhoods;
- (ii) to note the information provided towards meeting the requirement to complete assessment of the need for housing accommodation and the extent to which HMO accommodation is required to meet that in the city and including the Froghall, Powis, Garthdee, Sunnybank and Old Aberdeen neighbourhoods;
- (iii) to instruct officers to consult on the draft HMO overprovision policy at appendix 13, this policy would apply in Froghall, Powis, Garthdee, Sunnybank and Old Aberdeen neighbourhoods. The overprovision threshold applies if there is a concentration of HMOs in any one particular Census Output Area within the Froghall, Powis, Garthdee, Sunnybank and

Old Aberdeen neighbourhoods in excess of 10% of qualifying residential properties in that neighbourhood; and

(iv) to instruct officers to report back to Council in June 2017.

3.2 A public consultation was carried out from 10<sup>th</sup> May to 7<sup>th</sup> June 2017 with the consultation placed on the Council's Consultation Hub. Contact was made directly with a range of interested parties including Community Councils and Student Representative bodies with media coverage of the consultation.

3.2.1 Appendix 1 provides details of the consultation that was undertaken.

3.2.2 Appendix 2 provides details of the 299 responses who made additional comment with 298 making no comment.

3.2.3 There were 597 responses to the consultation. Of these 117 agreed and 480 did not agree with the introduction of an HMO Overprovision Policy.

3.2.4 The responses are categorised as

An individual	121
A current HMO licence holder / applicant	10
A landlord	12
A letting agent	1
A student	391
An HMO neighbour	34
Other	28

3.2.5 *Other includes the following organisations who responded*

Ashley and Broomhill Community Council  
 Garthdee Community Council  
 Kincorth & Leggart Community Council  
 Scottish Association of Landlords  
 Old Aberdeen Community Council  
 RGU Students' Union  
 Torry Community Council  
 Old Aberdeen Heritage Society  
 University of Aberdeen  
 Aberdeen Student Representative Association

<b>Do you agree with the introduction of an HMO overprovision policy?</b>	Yes	No	Total
An individual	59	62	121
A current HMO licence holder / applicant	2	8	10
A landlord	2	10	12
A letting agent	0	1	1
A student	16	375	391
An HMO neighbour	28	6	34
Other	10	18	28
	117	480	597

3.2.5 As with previous consultations on HMO Overprovision there are clearly two views expressed which can be broadly identified as residents in the neighbourhoods, neighbours of HMOs and Community Councils being in favour of the introduction of a

HMO Overprovision Policy and students, landlords and the University of Aberdeen being against the introduction.

- 3.2.6 As well as responses to the consultation a number of specific comments have been made by organisations.
- 3.2.7 University of Aberdeen – Licensing of purpose built student accommodation closed for refurbishment which although purpose built in the 1960s is not covered by a S75 agreement and therefore could potentially be restricted under a policy. If an Overprovision Policy is introduced it would be appropriate for the policy to cover purpose built student accommodation delivered before the S75 planning agreements were introduced.
- 3.2.8 Mile End Community Council – Requested report to provide a proposed timeline for extending the policy to the Rosemount and Mile End area as well as other neighbourhoods.
- 3.2.9 Old Aberdeen Heritage Society – reference is made to “HMO Guidance on Planning Control; and Licensing”. However the policy being considered here is a licensing policy not a planning policy which SGP Circular 2/2012 refers to. They also asked that the following extracts be include in the report:

Extract

“3. High concentrations of HMOs can lead to a range of cultural, social, physical and economic changes in a community. Such changes may be positive or negative, and may be perceived differently from community to community. Some of these changes, particularly regarding the behaviour of HMO tenants, are not matters for planning authorities. However, planning authorities may wish to adopt policies to limit HMO concentrations where the residential amenity of a community is already adversely affected by high concentrations of HMOs, or in areas where it is likely that this may happen in the future.

4. The range of potential problems associated with high concentrations of HMOs can include:

- changes in demand for services, altering the availability and nature of services provided;
- increased competition for private houses, consequential rises in house prices, and reduced availability for non-HMO residents;
- areas of high HMO concentrations can become unpopular with non- HMO residents, altering the community;
- potential physical deterioration caused by lack of investment by absentee landlords;
- increased population density, resulting in increased demand on services, infrastructure and on-street parking provision;
- a high number of transient residents leading to less community cohesion.”

Old Aberdeen Heritage Society – suggested that community council areas be used not neighbourhoods,

Old Aberdeen Heritage Society – asked that 54-88 Tillydrone Avenue are also included

Old Aberdeen Heritage Society – any Census Output Area partly included within the area should be included.

- 3.2.10 Old Aberdeen Community Council made the following comments

- That the boundaries of any defined area should run along the boundaries of the COAs, not cut across them, and that COAs should be defined by number, not just a woolly map.
  - The Community Planning locality boundaries are meaningless to the public as they are not available. Community Council boundaries are public knowledge and are published on the ACC website and we recommend their use if the policy is to remain focussed on localities.
  - One submission contended that the focus on specific areas is inappropriate and that, if a density limit was to be imposed, then it should address COAs throughout Aberdeen; focusing on specific university centred localities could well be identified as 'anti-student'.
  - That there is no identified basis for a 10% limit. (A 12.5% limit would have the justification that this is the limit set by Dundee, however we note that Stirling has set up a 5% limit (apart from specific named areas which are limited to 1%) and Inverness is preparing to set up a 13% limit on HMOs of 6 or over persons).
  - The inadequacy of citywide cycle routes and that we have perhaps the most expensive bus service in Scotland adds to the pressure on students to cluster around Old Aberdeen.
- "Some of the above do not necessarily reflect the position of the OACC, but we consider they are valid issues for consideration by the committee."

3.2.11 The original instruction from the CH&I Committee in January 2017 was to report on the outcomes to Council on 21<sup>st</sup> June 2017. Due to time required to undertake the public consultation and thereafter collate the responses it was not possible to report to the June Council meeting as was reported to that meeting.

### **3.3 Statutory Position**

3.3.1 In 2011 the Housing (Scotland) Act 2006 ("the 2006 Act") was amended to introduce provision for licensing authorities to refuse applications for HMO licences on the grounds of overprovision. In order to utilise this ground of refusal, a licensing authority must have a policy on overprovision in place and having regard to the relevant provisions of the 2006 Act.

3.4 Section 131A of the Housing (Scotland) Act 2006 (see Appendix 3) states that in considering whether there is overprovision of HMOs the local authority must have regard to:

- i. the number and capacity of licensed HMOs in any locality; and,
- ii. the need for housing accommodation in the locality together with the extent to which HMO accommodation is required to meet that need.

3.5 Accordingly the local authority must carry out an assessment of housing need in each locality. It is for the local authority to determine its localities as it sees fit.

3.6 Appendix 4 sets out the Scottish Government's Statutory Guidance on the legislation.

3.7 Section 131A of the 2006 Act requires that "the need for housing accommodation in the locality and the extent to which HMO accommodation is required to meet that need" should be assessed at the same locality at which a threshold would be applied. Guidance exists for Housing Needs and Demand Assessment and the Council has undertaken Housing Needs and Demand Assessments at a city wide level. However the requirement here is for the assessment of need to be at the same geographic level as any proposed locality for which a policy would be introduced i.e. neighbourhood.

- 3.8 The requirement for an HMO Overprovision policy is to assess housing need at a locality and a methodology for doing so has not been established. Enquiries were made with partner agencies, consultees, other Local Authorities and the public but no feasible method of obtaining the relevant data has been forthcoming. The report to the CH&I Committee on 24<sup>th</sup> January 2017 provided information towards meeting the requirement to complete assessment of the need for overall housing accommodation but officers remain unable to provide further guidance on the extent to which HMO accommodation in particular is required to meet that need in the Froghall, Powis, Garthdee, Sunnybank and Old Aberdeen neighbourhoods. At best it would be possible to demonstrate a general demand for HMO properties overall but “demand” is not the same as “need” and it is difficult to envisage circumstances that would mean an HMO property would “need” to be in one particular locality as opposed to another. HMO properties respond to a market demand and their delivery location depends on the availability of property of an appropriate size and value which makes the delivery of an HMO viable.
- 3.9 In the absence of any reliable method of calculating such a need at the required level any policy established on the more general evidence available would therefore not satisfy all the legislative requirements detailed at paragraph 3.4.
- 3.10 There is also no guidance provided on how to set a threshold beyond which HMO overprovision may be deemed to exist. The figure of 10% contained in the draft policy which was the subject of the public consultation was agreed by the CH&I Committee on 24<sup>th</sup> January 2017 as part of the resolution moved by the Convenor at the meeting. Officers have no evidential basis to justify a 10% threshold and it may accordingly be subject to challenge.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 As previously reported, in order for the Council to put in place an HMO Overprovision policy the current ICT software and applications used by the Private Sector Housing team would have to be replaced with a system which has the capability to assess HMO provision in any designated area in real time. This would be necessary in order to accurately provide potential HMO licence applicants with locality based information to enable them to make a decision as to whether to progress with an application. As indicated above, there is, however, no methodology available to assess housing need at the requisite local level.
- 4.2 The introduction of an HMO overprovision policy would lead to additional work by the HMO unit in providing information regarding the number of HMOs licensed in the designated area and by officers in licensing and committee services in view of the likely increase in applications that will be placed before the Committee for a decision, rather than being determined by an officer. There may also be an increase in appeals, either against individual decisions based on the policy or against the policy itself which would result in additional officer time and possible court expenses. The cost of administering HMO licensing is met from the licence fees paid by HMO landlords when they make an application for a HMO licence. These additional costs would need to be reflected in future HMO fees set by the Council.

#### **5. LEGAL IMPLICATIONS**

- 5.1 Having undertaken the consultation as directed by CH&I committee on 24<sup>th</sup> January 2017, this report updates Council on the results of the consultation on HMO overprovision. As indicated since reporting to CH&I committee in March 2016, it is currently the case that the need for HMOs cannot be suitably assessed at a

sufficiently local area that would enable an overprovision policy to be properly formed under the 2006 Act.

5.2 Officers have previously undertaken a general evaluation of the overall housing need and a presumption as to the extent to which HMOs could meet that need. Given the lack of guidance and the wording of the legislation, such an assessment would not precisely meet the requirements of the 2016 Act.

5.3 It should be noted that there is an existing ground for refusal where a property is not suitable for occupation as an HMO. In determining suitability a number of factors have to be taken into account including location of the property, its condition, the type and number of persons likely to occupy it, and the possibility of undue public nuisance.

Any HMO policy put in place will only have effect in relation to new applications in the relevant localities and will not affect renewals of currently licensed properties. Again, renewal applications for currently licensed properties would still be able to be refused on grounds of unsuitability as detailed above.

## **6. MANAGEMENT OF RISK**

### **6.1 Financial and Technological**

In the event that an HMO Overprovision policy was introduced additional costs would be incurred with the need to upgrade the ICT systems used to manage HMO licensing. This may take a period of time and require an increase in HMO Licence fees.

High Risk

### **6.2 Employee**

An HMO Overprovision policy would require reviews of existing processes for managing HMO licence applications and for the Licensing Committee. Additional steps would have to be implemented particularly in relation to advising on the current number of HMOs in a locality and any 'capacity' issues. It would also introduce a further ground for refusal of an application which would result in a greater number of applications being referred to the Licensing Committee.

High Risk

### **6.3 Customer / citizen**

If an HMO Overprovision policy is implemented it is clear from the responses to this and previous surveys that this this would be seen as a positive decision by some members of our communities and a negative decision by others. Long term residents of neighbourhoods with higher HMO density are likely to consider the non-implementation of a policy as a negative outcome whilst single people, low-income workers, the education and student community are more likely to support non-implementation.

High Risk

### **6.4 Environmental**

Not Applicable

### **6.5 Legal**

Any HMO Overprovision policy implemented and decisions subsequently made by the Licensing Committee based on this policy, may leave the Council open to the risk of legal challenge if the policy is not formed in accordance with the provisions of the

2006 Act. As stated in the report it is not currently possible to formulate a policy which precisely meets those statutory provisions.  
High Risk

- 6.5 Reputational  
Whether a HMO overprovision policy is introduced or not will potentially have reputational issues given the polarised views on this issue.  
High Risk

## 7. IMPACT SECTION

- 7.1 This section demonstrates how the proposals within this report impact on the strategic themes of Aberdeen City Council and Community Planning Aberdeen, as set out in the [Aberdeen City Local Outcome Improvement Plan 2016-26](#) and the [Aberdeen City Council Strategic Business Plan](#).

### 7.2 Economy

- 7.2.1 The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen.

If an HMO Overprovision policy is introduced it will provide the policy framework to restrict the number of new HMOs approved in census output areas located within the Froghall, Powis & Sunnybank; Old Aberdeen and Garthdee neighbourhoods. This does not restrict an increase in the provision of new HMOs but may restrict this in specific neighbourhoods. The economic impact is therefore likely to be neutral

### 7.3 People

- 7.3.1 The Council is committed to improving the key life outcomes of all people in Aberdeen and so has agreed a set of Equality Outcomes (2017-21) [http://www.aberdeencity.gov.uk/council\\_government/equality\\_and\\_diversity/eqd\\_report\\_2017\\_21.asp](http://www.aberdeencity.gov.uk/council_government/equality_and_diversity/eqd_report_2017_21.asp)

- 7.3.2 No equalities data exists to demonstrate how the introduction of a HMO Overprovision policy would impact on the groups with the 8 protected characteristics. It is considered that the greatest impact will be on students or low income workers who are not protected groups in terms of the legislation. The demand for single person accommodation highlights the lack of housing provision for this group and the potential impact any restriction in HMO availability may have. A previous EHRIA demonstrating a neutral impact on the whole, with possible indirect implications for younger persons on the basis that many students will be of that age, is attached.

### 7.3 Place

- 7.3.1 The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit and operating to the highest environmental standards.

- 7.3.2 If an HMO Overprovision policy is introduced it will provide the policy framework to restrict the number of new HMOs approved in census output areas located within the Froghall, Powis & Sunnybank; Old Aberdeen and Garthdee neighbourhoods. The policy would be welcomed by some parts of our communities particularly those who have lived in the areas covered by the draft policy for a period of time along with community councils and seen as a negative proposal particularly by students and the University of Aberdeen. If approved the policy would apply to new applications only and not to renewals of existing licences. The impact on the neighbourhoods may

therefore be felt most in census output areas where 'capacity' for new HMOs still exists.

## **7.4 Technology**

- 7.4.1 In the event of a policy being put in place the ICT Systems required to manage the HMO Licensing service would need to be upgraded to ensure accurate information on the number of properties and licensed HMOs that exist in each census output area covered by any policy introduced.

## **8. BACKGROUND PAPERS**

Previous committee reports in relation to this issue are detailed below:

[H&E/12/031 - 28<sup>th</sup> August 2012](#) (Item 14)

[H&E/13/050 - 27<sup>th</sup> August 2013](#) (Item 14)

[H&E/14/55 - 28<sup>th</sup> October 2014](#) (Item 16)

[CHI/15/156 - 19<sup>th</sup> May 2015](#) (Item 17)

[CHI/15/208 - 27<sup>th</sup> August 2015](#) (Item 17)

[CHI/15/335 - 15<sup>th</sup> March 2016](#) (Item 14)

[CHI/16/121 - 24<sup>th</sup> January 2017](#) (Item 7)

## **9. APPENDICES (if applicable)**

Appendix 1 – Consultation Paper

Appendix 2 – Consultation Responses

Appendix 3 - Section 131A of the Housing (Scotland) Act 2006

Appendix 4 - Scottish Government's Statutory Guidance on the legislation

## **10. REPORT AUTHOR DETAILS**

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### **HEAD OF SERVICE DETAILS**

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## HMO Consultation Survey

1. Do you agree with the introduction of a HMO Overprovision Policy as set out above.

Yes    No

2. Please use the space below for any comments on the draft policy as a whole.

3. Please advise if you are responding as :

- An individual
- A current HMO licence holder/applicant
- Landlord
- Letting Agent
- Student
- HMO neighbour
- Other (please specify below)

Please supply your contact details.

Name .....

Address .....  
.....  
.....  
.....

Email Address .....

Please send completed paper replies to:

HMO Consultation  
Business Hub 11  
Second Floor West  
Marischal College  
Aberdeen City Council  
Broad Street  
Aberdeen  
AB10 1AB

Or alternatively email to: [HMOConsultations@aberdeencity.gov.uk](mailto:HMOConsultations@aberdeencity.gov.uk)

# HMO Overprovision Consultation

## Background

On 24<sup>th</sup> January 2017 the Communities, Housing and Infrastructure Committee gave instructions for a public consultation on the proposed introduction of a HMO overprovision policy for the **Froghall, Powis & Sunnybank; Old Aberdeen & Garthdee** neighbourhoods.

**The draft HMO Overprovision policy is now the subject of this consultation:**

## Aim

To prevent excessive concentrations of Houses in Multiple Occupation (HMOs) in the city.

## Applicability and Threshold

This policy applies to Froghall, Powis & Sunnybank, Old Aberdeen and Garthdee neighbourhoods.

The overprovision threshold will be measured on Census Output Areas (COA) within the above Neighbourhoods and applies if there is a concentration of HMOs in any one particular COA in excess of 10% of qualifying residential properties in that COA.

The Licensing Committee may refuse granting of HMO licences in Census Output Areas where HMOs exceed 10% of qualifying residential properties.

The provision level will be verified fourteen days prior to the Licensing Committee meeting at which an application will be considered and it is on the basis of this information that the Committee will make their determination.

The Council will not refuse to accept an application for a licence on the basis of overprovision. It will be for the applicant to determine whether they wish to submit an application and where necessary to seek to convince the Licensing Committee that there are exceptional circumstances in their case which would justify the policy not being applied.

## Exemptions from the Policy

1. New-build, purpose built HMO accommodation such as student residences and developments covered by Section 75 agreements under the Town & Country Planning (Scotland) Act 1997 which restricts their use to HMO accommodation.
2. Non mainstream accommodation.
3. Competent renewals of existing license.
4. Existing licensed properties which change ownership and have a competent application lodged within one month of the change in ownership.

## **Neighbourhoods**

Neighbourhoods are localities defined by Community Planning Aberdeen, a community planning partnership under the terms of the Community Empowerment (Scotland) Act 2015.

## **Licensing Committee**

Where more than one application for a licence in the same COA is being considered at the same meeting of the Licensing Committee, they will be considered in the order in which the applications were lodged. Applications will be submitted to Committee for determination once the subject premises are compliant with the required standards for HMOs.

## **Note**

### **Census Output Areas**

COAs are boundaries defined by the General Register Office for Scotland and are one of the basic geographic areas used in producing statistics from the national census. The 2011 COAs were created as groups of postcodes nesting as well as possible into the following areas: Council Area (CA), and 2010 locality.

There are 1,992 COAs in Aberdeen with an average size of 57.7 dwellings.

Aberdeen City currently has 1,294 licensed HMOs throughout the city with a further 138 applications pending. Of the 1,992 COAs, 481 contain at least 1 HMO.

Start of Consultation: 10<sup>th</sup> May 2017

Close of Consultation: 7<sup>th</sup> June 2017

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## **Houses in Multiple Occupation**

*HMO licensing is governed by Part 5, Housing (Scotland) Act 2006, as amended.*

*Every house in multiple occupation (HMO) must be licensed by the local authority unless it is exempt from the licensing regime. The definition of an HMO is living accommodation which is:*

- *occupied by 3 or more unrelated persons; and*
- *occupied by them as their only or main residence; and*
- *they share kitchen and/or bathroom facilities.*

*A local authority must determine an HMO licence application either by granting the HMO licence (with or without conditions), or by refusing to grant the HMO licence. When considering an application for an HMO licence, a local authority must satisfy itself:*

- *that the licence-applicant, and any agent, is a fit and proper person to operate an HMO; and*
- *that the property is suitable, or can be made suitable for occupation as an HMO.*

On 31st January 2012 new powers were introduced which allow HMO licensing authorities (Councils) to refuse to grant a HMO licence where it considers that there is overprovision in an area.

These new powers were included in the Private Rented Housing (Scotland) Act 2011. The section from the Act for these powers is attached as Appendix 1.

## Appendix 1

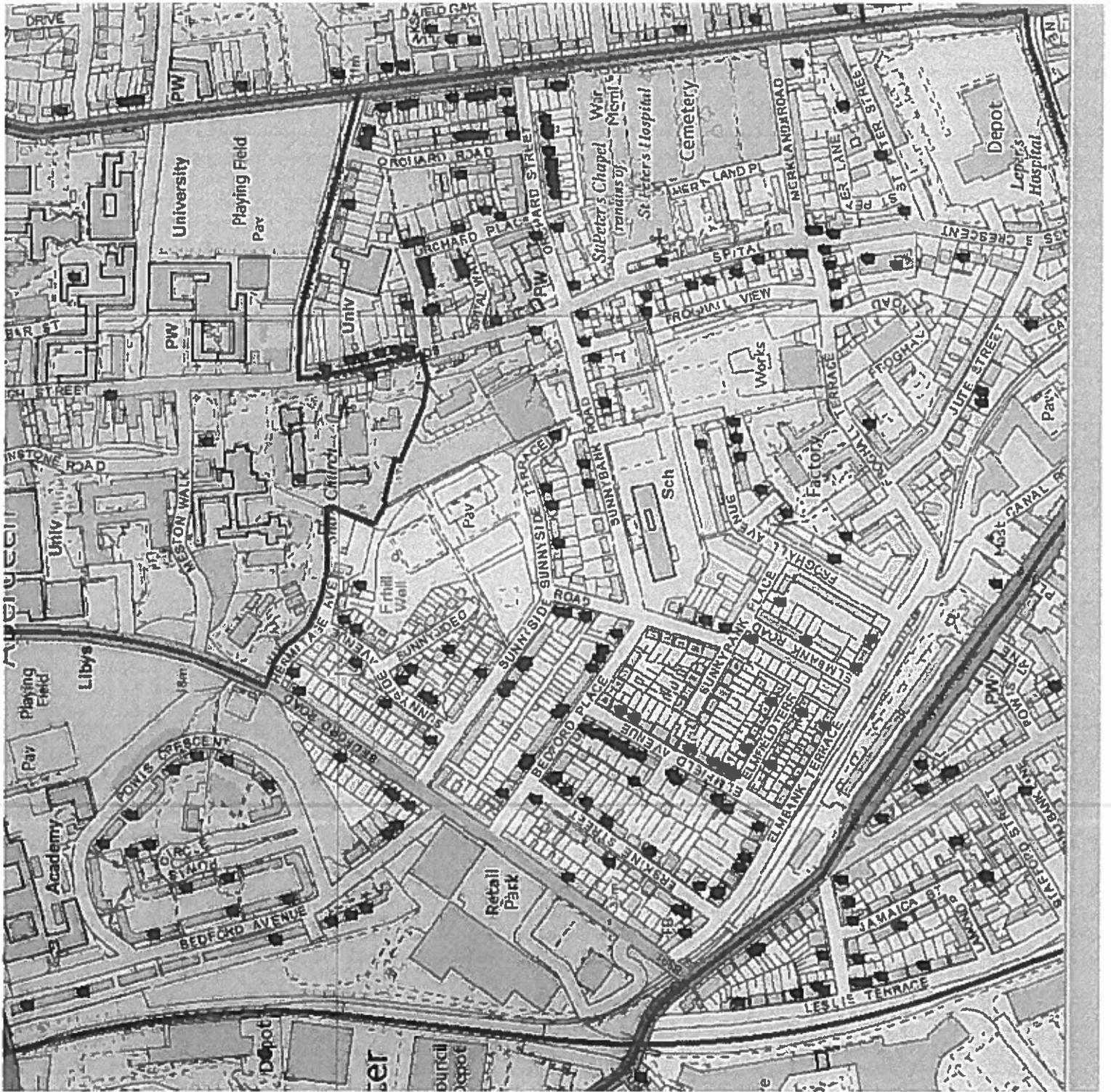
### Private Rented Housing (Scotland) Act 2011

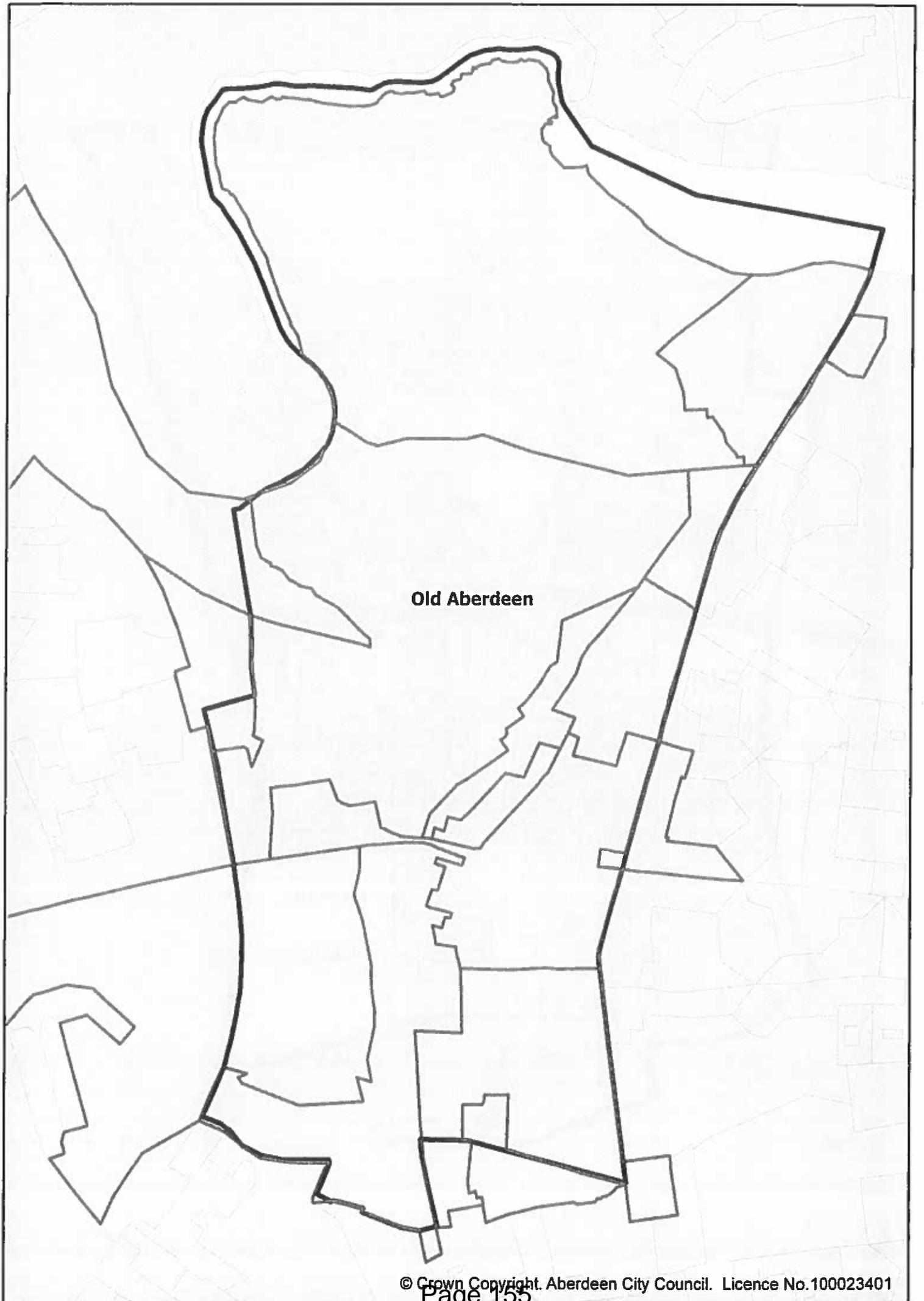
#### 131A Overprovision

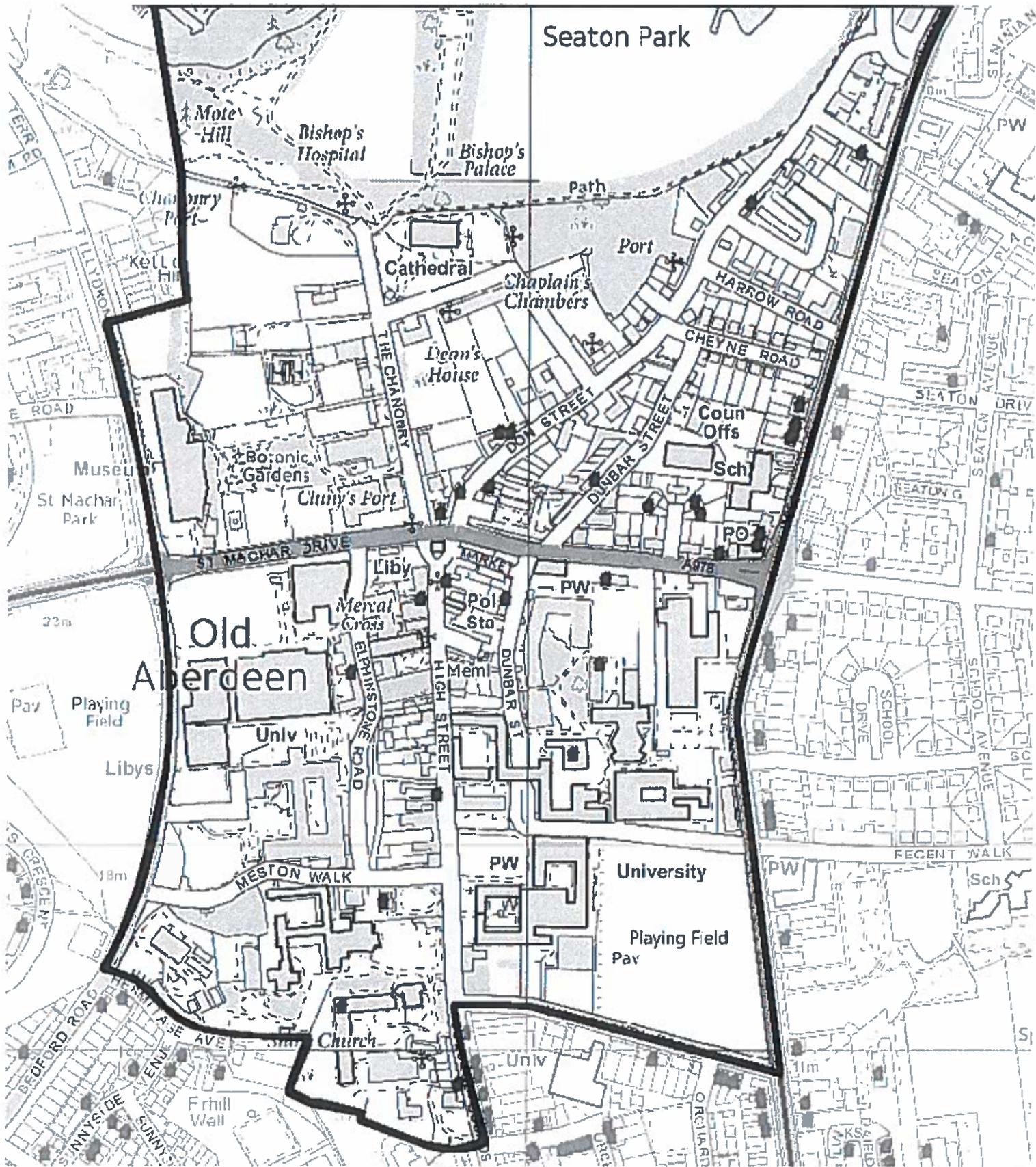
- (1) The local authority may refuse to grant an HMO licence if it considers that there is (or, as a result of granting the licence, would be) overprovision of HMOs in the locality in which the living accommodation concerned is situated.
- (2) In considering whether to refuse to grant an HMO licence under subsection (1), the local authority must have regard to—
  - a) whether there is an existing HMO licence in effect in respect of the living accommodation,
  - b) the views (if known) of—
    - i. the applicant, and
    - ii. if applicable, any occupant of the living accommodation,
  - c) such other matters as the Scottish Ministers may by order specify.
- (3) It is for the local authority to determine the localities within its area for the purpose of this section.
- (4) In considering whether there is or would be overprovision for the purposes of subsection (1) in any locality, the local authority must have regard to—
  - a) the number and capacity of licensed HMOs in the locality,
  - b) the need for housing accommodation in the locality and the extent to which HMO accommodation is required to meet that need,
  - c) such other matters as the Scottish Ministers may by order specify.
- (5) Before making an order under subsection (2)(c) or (4)(c), the Scottish Ministers must consult—
  - a) local authorities,
  - b) such persons or bodies as appear to them to be representative of the interests of—
    - i. landlords,
    - ii. occupiers of houses, and
  - c) such other persons or bodies (if any) as they consider appropriate (which may include landlords or occupiers of houses)".

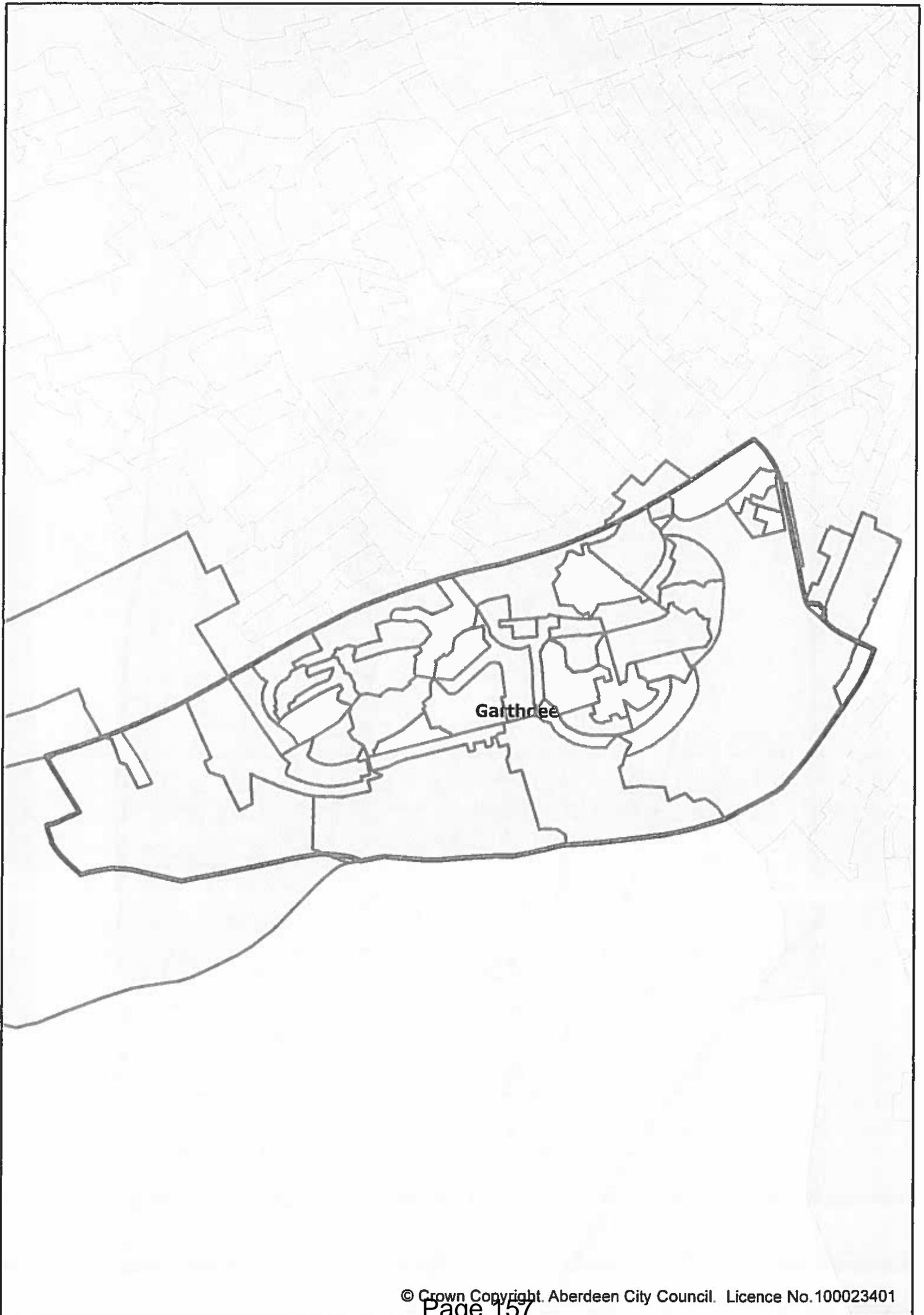


**Froghall, Powis & Sunnybank**

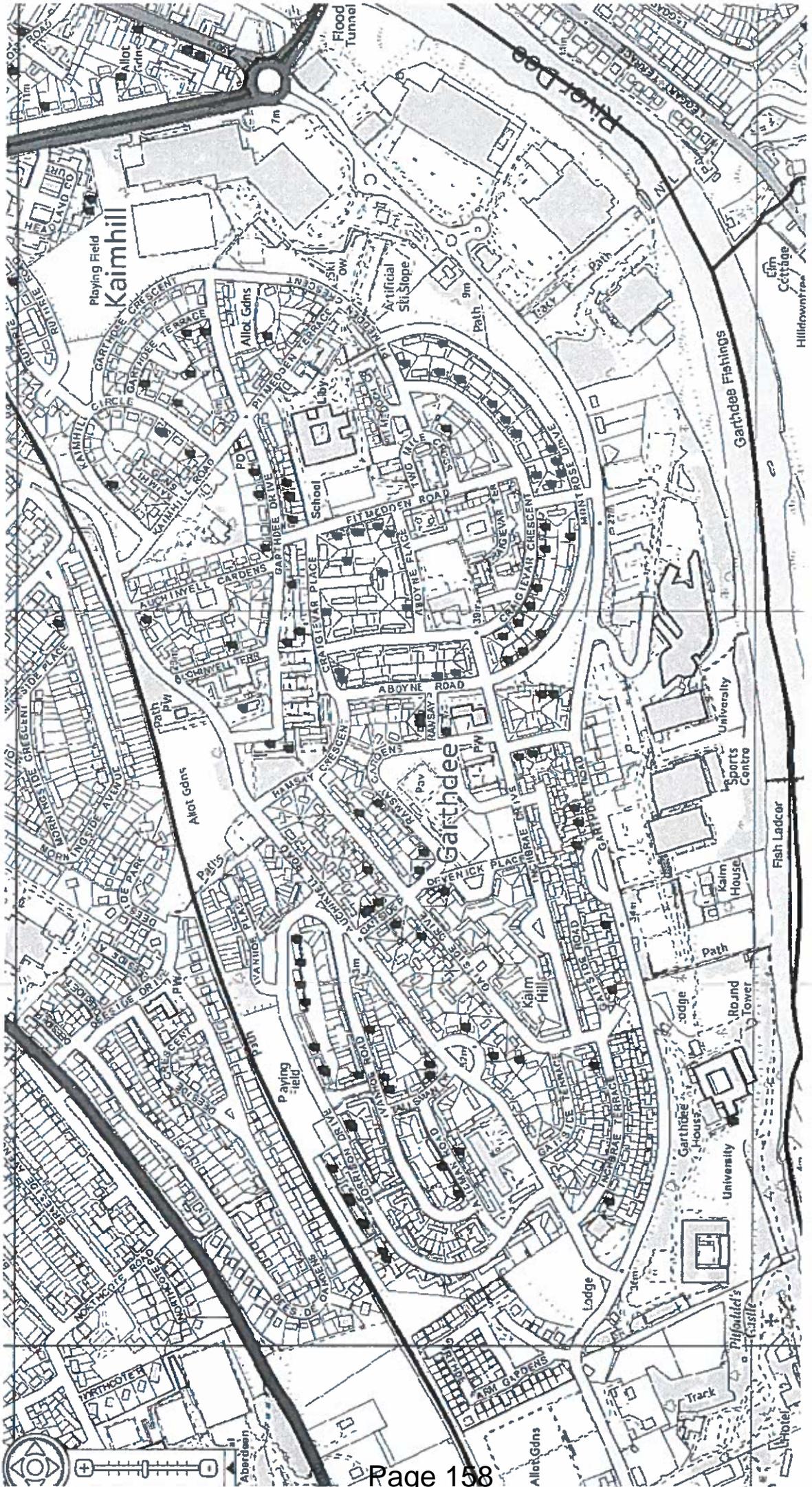








Garthdee



Appendix 2

CHI/17/113

23<sup>rd</sup> August 2017

HMO Overprovision Policy – Report on Public Consultation

Responses Received to Public Consultation



**HMO Overprovision Consultation - Comments Received**  
**YES Responses - Individuals**  
 (highlighted text suggests response intended as NO)

Will be great if this can help people struggling to find affordable, good quality housing in Aberdeen.
My comment is that I don't need a map to know which houses in the area are HMOs. Just walk along the street and see the unkempt gardens littered with rubbish. And/or the overflowing bins where the occupants have no idea what "recycling" means and just use the nearest bin for everything. At least with purpose built accommodation, this sort of thing is controlled. Try getting to sleep at night as the clubbers head into town about midnight and then come noisily home at 04.00 a.m. I know that young people need to have some freedom. However, every year is a different intake who at doing the freedom bit for the first time. Other people live in the area, not just students.
I would prefer it to be made even stronger.
I feel strongly that Aberdeen City Council should place a limit on HMO numbers in Old Aberdeen, where I live (and the other areas you feature). If this is not done, we will be left with ghost neighbourhoods with no family continuity, no life. Aberdeen is very much behind the curve on this matter. St Andrews established limits some time ago. There is also the matter of scruffiness. HMO houses are notorious for their unkempt gardens, usually a sea of dandelions. In my opinion, HMO landlords should be obliged to contract to maintain gardens rather than pull the neighbourhood down.
I feel that Aberdeen has an overprovision of HMOs in the areas detailed in your maps and that this overprovision is affecting the amenity of these areas. HMOs usually stand out in a residential area because of their neglected appearance. Curtains and blinds are kept closed and nettles and dandelions thrive in the gardens. Car parking is often a problem. House prices can be affected.
There needs to be less HMOs in residential areas. These incur a large influx of traffic into an area and there are no provisions made for these.
It seems fair, straight forward and hopefully will address the imbalance .
This policy should be implemented as soon as possible.
It does not cover 2 bedroom buy to let properties which can have the same effect on the neighbourhood and the quality of life of long term residents.
HMO properties are very useful to many groups of ordinary working people in Aberdeen. The folk that use these types of properties would be financially affected because of property prices in the city. A large percentage of HMO tenants are from the regular work force from hospital staff, tradesmen, students to name only a small percentage.

## HMO Overprovision Consultation - Comments Received

### YES Responses - Individuals

(highlighted text suggests response intended as NO)

<p>Yes, it should be implemented. There are far too many properties with HMOs which blight Aberdeen.</p>
<p>10% seems drastic. I can understand wanting to reduce student concentration a little but to ensure they are only 10% of all seems too severe. Especially as:</p>
<p>The only areas targetted are the ones closest to University of Aberdeen HMO licence in Aberdeen is only 3+, where in other towns it is greater and more widespread HMOs are already hard to find for a student and to make it more so makes little sense</p>
<p>The idea is long overdue. I'd like the large areas split into smaller areas and a lower %. But as this is not on offer I fully support this. Yes students are vital but there is now much more student accommodation and students like most workers cannot expect to live within easy walking distance of their work. They can use buses! Too many hmos destroy local areas. Gardens tend to be neglected. Local amenities are used only 30 weeks a year and will therefore close down,</p>
<p>There is already an over provision of HMO's in the Old Aberdeen area which has had a huge effect on the demographics. There have already been complaints of Students in HMO's upsetting the local residents with young families with late night parties and anti social behaviour towards any who ask them to keep the noise down and respect others who live close by. It would be lovely if we could all lived next door to where we work in order to save money on travel, As advocate by the student's Lewis Macleod Communities Officer. This attitude shows little respect for the residents of the proposed areas marked out for additional HMO's. Many students have to travel all over Aberdeen to different venues for their lectures and classes, so the requirement to live next to the University would not hold up. By having a concentration of HMO's may have the effect of creating ghettos of young people who do not have the same goal in life as the local residents. It therefore makes sense to limit and control HMO's within the suggested areas. It would also make sense to have a central contact point where the public are able to report problem HMO's. This information should be logged and record after conformation of the issues in question. This information can quickly and efficiently used when the licence renewal is lodged for problem properties.</p>
<p>Old Aberdeen has very few houses for families. It is essential for social cohesion that the right balance is kept between family homes and student accommodation.</p>
<p>There are too many HMOs in Old Aberdeen</p>
<p>I agree that the limit should be 10%</p>
<p>I feel that at the moment there is a high volume of HMO properties. They appear to out number homes for long term residents. Living in the Orchard of 22 properties 19 are HMO</p>

**HMO Overprovision Consultation - Comments Received**  
**YES Responses - Individuals**  
 (highlighted text suggests response intended as NO)

<p>1/ The maps, as provided, are fundamentally inadequate as they do not show the full extent of the area.</p> <p>2/ The policy uses Community Planning Neighbourhoods as the area designation. Community Council areas would be much clearer to the public as these are more widely known and understood.</p> <p>3/ The proposed boundary fails in that it omits an important locality that feels itself part of Old Aberdeen. This is a part of Tillydrone Avenue - COA S00089607.</p> <p>4/ The Policy should specifically name all the COAs that lie within the controlled area. A list by boundary is insufficient as in many cases the boundary has split a COA in two.</p> <p>5/ The Policy is based on the number of HMOs within each COA, so these must be identified and entire but, as drawn, some COAs are cut in half - this is unworkable.</p>
<p>There is a need to restrict licences.</p>
<p>This policy is unfair to students. Who have little or no means of income.</p>
<p>There must be recognition of the fact that HMOs change the character of a street or neighbourhood in any community. HMOs are nothing new and the issue is not about students who are often forced to use such accommodation by a lack of affordable alternatives</p>
<p>I live over Tillydrone Avenue. I can see that while the house is within the Old Aberdeen conservation area, it is not included within the census area. The group of houses at Tillydrone Avenue has been a nice community for a long time. We would really like to maintain this community and family friendly environment. I believe that any additional change to an HMO of any of these Tillydrone Avenue houses (Numbers 54 to 88) will heavily affect the family and community environment of these Tillydrone houses. It takes a long time (years) to build up a community but a few wrong actions and decisions to destroy it. The existing HMO already had a detrimental effect on the parking spaces available. Moreover, the student accommodation within the Tillydrone Avenue houses was empty for a number of months last year and it looks untidy/abandoned. I believe we should be within the HMO overprovision policy area. Please include the Tillydrone Houses (54 to 88) within the HMO overprovision policy area.</p>

## HMO Overprovision Consultation - Comments Received

### YES Responses - Individuals

(highlighted text suggests response intended as NO)

<p>I live over Tillydrone Avenue. I can see that while our house is within the Old Aberdeen conservation area, it is not included within the census area. The group of houses at Tillydrone Avenue has been a nice community for a long time. We would really like to maintain this community and family friendly environment. I believe that any additional change to an HMO of any of these Tillydrone Avenue houses (Numbers 54 to 88) will heavily affect the family and community environment of these Tillydrone houses. It takes a long time (years) to build up a community but a few wrong actions and decisions to destroy it. The existing HMO already had a detrimental effect on the parking spaces available. Moreover, the student accommodation within the Tillydrone Avenue houses was empty for a number of months last year and it looks untidy/abandoned. I believe we should be within the HMO overprovision policy area. Please include the Tillydrone Houses (54 to 88) within the HMO overprovision policy area.</p>
<p>Whilst not perfect, this draft provides a framework through which the needs of both the long-term resident, and the occupiers of HMOs, can be addressed to the mutual benefit of both groups. HMOs are necessary to fulfil the needs of short-term residents, student or young person starting out in a career, but the continued proliferation of HMOs for the short term financial gain of a few developers, cannot be allowed to further blight the affected areas of Aberdeen to the detriment of the environment, housing stock and those who choose to spend a lifetime in Aberdeen.</p>
<p>The absent landlords do not come and check on their properties. So letting Old Aberdeen down badly.</p>
<p>As a resident of Aberdeen City, I disagree with the proposed policy. Limiting the provision of HMOs will negatively affect the quality and provision of housing in the city, especially for students and young professionals who frequently choose HMO properties. The areas included in the proposed policy deliberately target students from universities in Aberdeen as they are located close to the main campuses. As a former student of the University of Aberdeen, I have experienced the difficulties associated with finding suitable HMO properties available for a liveable rent. This policy will further increase the rental premium associated with HMO properties at the expense of primarily students in Aberdeen and for the benefit of private landlords. We should be supporting students - who represent much of the lifeblood of the economy in the city - rather than exploiting them in this way. I appreciate that other local residents in these areas may feel there are negative effects of more HMO properties in the area, however I feel it is wrong to associate these with all those using HMO properties and this policy will do nothing to reduce anti-social behaviour.</p>
<p>I live at AB 8,10,12,14 and 16 are HMOs Similarly King Street at back of me has several properties and again on Orchard Street. I am sandwiched in between these HMOs!</p>

## HMO Overprovision Consultation - Comments Received

### YES Responses - Individuals

(highlighted text suggests response intended as NO)

<p>HMO s have the outward appearance of being abandoned - gardens full of weeds, front paths never swept, bins overflowing. King Street is a disgrace and any visitor walking there in the vicinity of the University must be appalled. Private landlords and students have no civic pride. Enough is enough. There seems to be a choice of purpose built student accommodation, so family houses should be for families for community balance.</p>
<p>I have stayed here since 1973 and like my son said in his letter. This is not the lovely area that I remember in 1973 far too much H-M-Os. To much turn over of people. No neighbourly feeling, very noisey for parts of the year &amp; then like a ghost town at other times. To many people not caring at all about the Auld Toon. To much rubbish bins everywhere people urinating in the street vomit &amp; rubbish in our path's. Enough is enough. No more H-M-O's</p>
<p>I am an owner occupier &amp; have still at my present address since 1973. It was a great &amp; lovely area for a long time then ... the swamping of H-M-O's. A lot of old neighbours &amp; friends have moved on or passed away. These properties were snapped up by some not all unscrupulous landlords who then filled these HMOs with people &amp; more than a few students &amp; most of the people would changing on a very regular basis. Most who had no intrest in the aera &amp; did not really care as they would move on &amp; be replaced by others &amp; so the cycle continued. Our once lovely aera the Auld Toon is being destroyed - bins not put out or left indefinatley, noisy house &amp; garden partys filthy streets broken glass everywhere propertys run down ... TO - MUCH - H-M-O's</p>
<p>My impression is that there is more than enough provision for students throughout the city. Students only contribute to the very local community for a limited time each year - sometimes not constructively. Old Aberdeen has a sense of community which should be preserved.</p>
<p>I agree wholeheartedly with the proposal to limit the number of HMO properties in the Old Aberdeen area. I have lived in this area for over 40 years and it saddens me greatly to have witnessed the deterioration of the 'family atmosphere' within the area. I feel strongly that a limit on the number of HMO properties would help greatly to regain the balance within the area before it is too late.</p>
<p>I think this is a *very important initiative as it's important not to change the nature of these areas - particularly the historical Old Aberdeen area.</p>
<p>Please be clear I am no anti student or I would not live here. I enjoy the interesting mix and youthful vibe in this area. However I do not want the area to be overwhelmed to the point where our own families are priced out of our area. Community is when you know your neighbours, look out and are for each other, watch your families grow up and get older. To feel safe and secure. This does not happen with transitional groups housed by landlords who care about nothing but profit for the main.</p>
<p>HMOs affect all communities and there is a need to place a limit on certain areas where over development has occurred</p>



**HMO Overprovision Consultation - Comments Received**

**Yes Responses - HMO Landlords**

(highlighted text suggests response intended as NO)

I feel like HMO properties are good as Aberdeen is very expensive for both students and non students.  
It is important to identify that it is not only students who live in HMO but a lot of professionals do as well.  
A newly qualified teacher could not afford to live alone therefore it is much better to live in HMO. Seeing as there is already a teacher shortage in Aberdeen removing HMO's would make it even more difficult to bring in teachers as well as keep current teachers.



**HMO Overprovision Consultation - Comments Received**  
**Yes Responses - Landlords**

<p>Excessive adaption of homes to HMO properties reduces number of homes suitable for families and thus overprovision control is a sensible approach to maintain a balance.</p> <p>The draft policy seems to be in favor of large developers who recently developed lots of student accommodation in Aberdeen.</p> <p>Council has to consider that not all the professional or even students prefer to live in the large halls and that means still private accommodation should be allowed to be available.</p>
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## HMO Overprovision Consultation - Comments Received

### YES Responses - Students

(highlighted comments - text would suggest respondent meant to vote NO)

<p>I think if the council will restrict the HMO in those areas, there will be an exodus of students to neighbouring communities that are considerably far from the university just to find a cheaper accommodation. It means that, students, especially those who have limited funds. They have to travel for a long time and spend more money in transportation instead of just walking from their home to the campus. If they want to limit the HMO licenses in a community, they must have an affordable accommodation facilities for students, in which we know, they don't have because student accommodation here is too expensive.</p>
<p>With two universities, it is time Aberdeen starts thinking as a student city. This will benefit neither students, neither the city itself. By having HMO's, Aberdeen allows students to be in the heart of the community, to be a part of it. By limiting the number of HMO's, not only is student accommodation choice reduced, but the price range as well. HMO's are often cheaper and their location can enable them to travel to both uni and their workplace. Having non-student neighbours is also enriching. This draft policy is a step backwards when Aberdeen should be going forwards. It doesn't do enough for it's students and this is a clear proof of it.</p>
<p>Yes--a limit to HMO would adversely affect the local communities. It would discriminate against and push students into more expensive halls that Unite &amp; Hello Student charge up to £12k per annum (compare that to my current rent is just over £2500, which is affordable for me as a mature student with family). Alternatively, it would mean more commuting across the city with associated increases in costs to the students themselves as well as increasing traffic, congestion and aggravating air pollution problems. This policy is targeting the areas of Old Aberdeen, Froghall/Powis/Sunnybank, and Garthdee – the three areas directly surrounding the two Universities in the city. Students give so much to the local community, please ensure that we are not shut out.</p>
<p>I think it's a good idea and should be implemented. We currently pay expensive rates for "rat holes". It will be great to have other options.</p>
<p>The proposed HMO policy is discriminating against students. Aberdeen is a thriving, vibrant city, largely due to the student scene. Young students are intelligent young people who are studying to make a difference for, not just their own future, but the futures of generations to come. Advances in medicine, engineering and the sciences are just a few of the specialities of Aberdeen students. To punish them by taking away their houses is disgraceful. Maybe those who chose to live so close to a University (which was founded over 500 years ago) should reconsider their choice of home if there is a great issue. Furthermore, taking limiting the number of HMO homes would mean that students would need to seek purpose build student accommodation which is over-priced. Exploitation of young people happens far too often by those who are obstinate on their opinion of student culture, and I for one, would not be proud to live in a city which backs the opinion of a small minded group of people who do not view the wider picture.</p>



**HMO Overprovision Consultation - Comments Received**  
**YES Responses - HMO Neighbours**

<p>Parking in sunnybank area is already very difficult as students not living in the area use the streets to park for free and walk to university. Also multiple occupancy buildings, particularly student ones can be very disruptive at the weekends. I understand that being within close quarters to the university that a degree of such housing is required. But planners must bare in mind this is also a long established residential area with families. A cap would be highly appropriate.</p>
<p>This consideration should cover the entire Aberdeen city area. Not just the area's highlighted. Roslin Terrace has a high level of HMO properties. Possibly as high as 50% of the accommodation in the street is accounted for by HMO. This is not conducive to normal neighbourly living. 10 years ago our street held regular street parties and barbecues where all the neighbours met and interacted. Gave support to the elderly neighbours and generally interacted with each other. We don't have a neighbourhood now due to the high turnover of people living in the street.</p> <p>Impact should be considered for the neighbours of such premises. Thus licenses for these premises should be evenly distributed throughout different wards of Aberdeen city, not only in the city centre and particularly not Roslin Terrace!</p> <p>The occupations of the tenants should also be considered. Students have a vastly different lifestyle to working people and families.</p> <p>The impact on the liveliehood of those neighbours needs to be strictly governed where students are concerned. High levels of concentrated HMO properties with student occupants have a major impact on local residents. I would suggest that HMO licenses where the occupants are students should be restricted to a low percentage and re-evaluated at least every year to allow any problems to be addressed and considered appropriately and swiftly. At present the standard three year licence doesn't allow for a re-evaluation and in turn leads to a potentially long period for neighbours to endure. I have first hand experience of a landlord unwilling to address problems with tenants until close to re-licensing time.</p> <p>HMO's were once an opportunity for working people to gain affordable housing in the city to allow them work. With so many new build student accomodation available I would suggest that students sharing an HMO property is a lifestyle choice. The council or HMO unit should manage the licenses on these properties appropriately and maybe place an additional fee on the license for doing this.</p>
<p>If there too many HMOs in a neighbourhood it is bad for the neighbourhood. There are issues with rubbish disposal, noise, and untended gardens all of which are detrimental to the amenity of the area. There is no real upside to having HMOs in an area.</p>
<p>I agree that it is right to prevent excessive concentrations of HMOs in Aberdeen. Too many HMOs in a given part of the city can, for a variety of reasons, have a negative impact on the environment and quality of life in that area.</p>
<p>It is essential that a limit is put on how many houses in Garthdee become HMOs. If not every time a house comes up for sale landlords will purchase and the area becomes a community of students and workers here for a short term. We are losing a sense of community and stability as relationships aren't formed as HMO tenants know they are moving on and don't feel any attachment to the area. There is also an issue with tenants who do not care for their gardens or put rubbish and recycling out. Once again Garthdee suffers to having RGU on its doorstep. ACC needs to consider the permanent residents in Garthdee and put their needs for a cohesive community before landlords whose aim is to run a business with no thought to the impact this has on Garthdee.</p>

**HMO Overprovision Consultation - Comments Received**  
**YES Responses - HMO Neighbours**

One of the maps is out of date. On the first one what used to be a factory on Froghall Terrace is now flats.

I agree with the draft policy that it is important to limit the number of HMO properties in specific areas. I speak as a resident of Old Aberdeen who is concerned about the impact of HMO properties on the long term future of the area and the community.

While the predominantly transitory residents who occupy HMO properties are welcome in the community, it is vital that they don't become the community. Homes that were built predominantly for families are now increasingly owned by property owners who don't live in the area (some not in Aberdeen, some - including businesses - not even in Scotland). I would argue that properties that are regarded as a means of making money are not going to be treasured in the way they would be if they were long term family homes. Similarly, residents who only occupy a property for a year or two will have no long-term interest in the long-term community value of that house or flat. Indeed, certain areas within the proposed areas for limiting HMOs are losing their sense of community. I speak from experience as a former resident of the area called The Orchard. It is my understanding that when this area was built, Aberdeen City Council rejected proposals to build designated student accommodation, opting instead for family homes. I believe the area has now become 60% HMO properties, effectively turning the area into a designated student accommodation area by the back door. We moved from the area when our twin girls were two years old, deciding that The Orchard was not an appropriate place to raise young children. A couple directly across from us also moved for the same reason when they had a baby. Yet another couple, with a girl the same age as our girls, moved away from Orchard Place for the same reason. These properties are then bought by landlords and turned into HMO properties. We currently live in Orchard Walk, near to where we used to live, though in our Walk there is a very strong sense of community. We like to live in the area, but we value long-term friendships and neighbours who we know will support us. If an overprovision policy is rejected, there will then be nothing to stop more and more homes being bought with the purpose of making profit, which will result in more families moving away. This is an historic area and the damage to it could be irreparable. There is a local community council and a Heritage Society run by local residents to help preserve what is best in the area - would landlords or transitory residents make such an effort?

I would also like to make comment on certain assumptions that this proposed overprovision policy is somehow an attack on students, as well as the argument that students have a right to live next to their place of study. Most of my neighbours are either former students or are associated with the university. We have nothing against students, we are simply trying to preserve a long-term community. It has been argued that students are important to the community, and I would wholeheartedly agree with this - providing there is a balance. There is an increasing assumption that the area around the university is "a student area" when in fact it is a residential area. There is also an increasing assumption that the area I live in with my family is part of the university campus. Again, this is incorrect. I would add that while students are as entitled as anyone to live close to the university, they do not have a right to do so simply because this is convenient for them. I appreciate that it can make life easier for them, but part of a university education is about becoming independent and realising that there are obstacles to overcome in life. Even with an overprovision policy in place, there should still be plenty of HMO properties throughout the city available for students. Having to travel to and from classes is not such a terrible hardship. Similarly, I don't believe landlords should have a right to buy up the bulk of properties in a residential area with the purpose of making money from them. Family homes are being altered in such a way that it will be very difficult for them to ever be suitable for families again.

I am aware that Aberdeen City Council is keen to promote a sense of community throughout the city. In my own area, Old Aberdeen, there is a still strong but diminishing community of long-term residents. An overprovision policy on HMOs would go a long way to helping to preserve the community into the future.

**HMO Overprovision Consultation - Comments Received  
YES Responses - HMO Neighbours**

<p>In my area there are far too many HMO, many more than marked on map. Often the gardens are not neatly kept. When they move out of the house their rubbish is dumped in the garden and landlords do not want to do anything to tidy it up . Their rubbish bin is often overflowing. More than 3 people in a house means more than 3 extra cars in the street which makes parking more difficult. Sometimes there are noisy parties ,in the house and outside in the gardens.</p>
<p>As there are 2 HMO properties close by I strongly feel that houses 54-88 Tillydrone Avenue should be included in the policy.</p>
<p>Houses 54-88 Tillydrone Avenue should be included within the Old Aberdeen area for consideration under this policy.</p>
<p>With reference to the Old Aberdeen area in particular, consideration should be given to the diminishing number of family homes in this area as a result of the growing number of HMO properties that are in the main occupied during the academic terms/on a seasonal basis. These properties are often neglected when unoccupied and leave the area run down and devoid of a community for almost half the year. The concentration of HMO in areas also produces a concentration of noise pollution, an excess of refuse and bins permanently on these streets and an excessive burden is put on the local Doctors surgeries where permanent and often vulnerable residents have to wait weeks for appointments.</p>
<p>I wholeheartedly support this policy for the following reasons. Having too many HMOs is going to detract from permanent families living here. Also some parts of Aberdeen are becoming deserted in the vacations</p>
<p>I have lived in Old Aberdeen for c25 years and over that period the number of houses let to students has increased considerably. I have been next door to a particularly difficult HMO and everyday life can be impacted considerably by a set of noisy tenants. The majority of let properties are fine but in my opinion, keeping the numbers within a certain percentage will lead to a more mixed community which is not dominated by one type of occupant</p>
<p>This is a good idea Thank you</p>
<p>This is needed Thank you</p>
<p>I stay in Orchard Rd where there are quite a number of HMOs. The road has become quite untidy looking over the past few years. Refuse bins are left on the pavement all the time, gardens are not looked after resulting in overgrown plants and weeds which spread seeds into neighbouring tidy gardens - more work for these owners trying to keep their gardens weed free. I am, therefore, very much in favour of no more HMOs being allowed in the area as they have a detrimental effect on the neighbourhood.</p>

## HMO Overprovision Consultation - Comments Received YES Responses - HMO Neighbours

<p>As a resident of Old Aberdeen and an employee of the University, I am of two minds on this. Obviously, students need a place to live and this gives a demand for HMO properties. On the other hand, large concentrations of very short term residents does affect the characteristics of the neighbourhoods, making it less likely for longer-term residents to want to locate in the neighbourhoods often because of an odd combination of students being too loud when they are present during term time and neighbourhoods being deserted when term is over.</p> <p>In addition, I think that HMO overprovision restrictions cannot be done in the vacuum of looking at overall rentals as well. My street (Orchard Place) has some HMO, but otherwise has a predominance of rental properties - very few residents actually live in the homes they own. Thus, HMO is an underestimate of the challenges about renting.</p> <p>I would certainly agree with such a cap on HMOs as proposed, as the community that once was in Old Aberdeen and elsewhere in the Census areas has all but gone. I myself have lived in Old Aberdeen for over sixty years and where there once was a vibrant community spirit, where family's grew up together and respected the area and each other, has sadly gone.</p> <p>With the spread of HMOs, the community has been blighted because when properties are on short term lets, tenants neglect the once tidy garden areas and certainly have no respect for their neighbours as they will be gone in a few months, so why bother.</p> <p>With respect to my particular area, Spital Walk, The Orchard, where families lived and grew up, now out of term time, is deserted for several months of the year and becomes a ghost town.</p> <p>There really has to be a limit set on HMOs, but perhaps a bit too late!</p>
<p>The main reason why I agree with the proposal is because the same policy has been very successful in Dundee where my daughter resides. There is stability, certainty with regards to the social make up in the areas as the landlords are happy because it gives a clear unambiguous message as to where to buy properties. When I first moved here in 2006 the area was very vibrant and mixed, students, academics, families, who all got on well with each other. It was an aspirational place for students and families to live here and students in particular liked the area. However over the last ten years the balance has tipped as there has been increasing disruption by a small population of students. Much of this is due to unscrupulous landlords who do not care about the socialisation of these students into a wider neighbourhood. There have been to my knowledge landlords who are not registered and who have let homes deteriorate. My own experience as a HMO neighbour involved time off my work with stress and exhaustion. A very poor landlord in the house above me illegally let the house to a group of very anti-social students. In turn this led me to let my own property for a short time. I now have it in writing from my own tenants that parties continued until 5am when the students term started, which stopped them getting sleep during a work week. It is disappointing the Students Union are framing this consultation as 'anti student' because no one will be disadvantaged. Besides many students work in town so do not have to be closer to the uni. Further they must know they cannot police anti-social students and this policy will not hinder</p>
<p>The area in which I live has altered considerably over the 30 plus years I have been a resident. Despite 'new' build housing in that period, it is not a 'family friendly' area any longer. This is due not only to HMO's but the number of properties which are now rented through lawyer's offices with the problems associated with absentee landlords.</p>

**HMO Overprovision Consultation - Comments Received**  
**YES Responses - HMO Neighbours**

There is too high a concentration of HMOs in the Old Aberdeen area. They are needed, certainly, but should be spread further afield through the city.



**HMO Overprovision Consultation - Comments Received**  
**YES Responses - Other Organisations**

**Ashley & Broomhill Community Council**

Is consideration to be given as to how many properties a landlord has? If a single landlord has control over a large number of houses in an area, if no more are allowed he/she could take advantage of this and charge more. Similarly a one house owner could find it impossible to do this.

If the owner genuinely occupies the property, a more favourable view could be taken.

Is consideration to be given to the number of residents? An influx of temporary dwellers with no ties to the area may alter the dynamics of the community and have an effect on local services, eg medical practices.

Would it be possible to say that if there are more than 4,6 whatever, there should be a live in factor? this could be a resident of the house who pays reduced rent.

Could it be made a condition of a licence being granted that they :

1- keep the property in good condition and the garden tidy

2-are liable to lose their licence if the residents cause distress to neighbours (say 3 complaints to the police)

Rental costs could be approved in advance of the licence being drawn up to avoid overcharging.

Licences should be valid for a fixed term only as an encouragement to landlords to look after the property. If they fail to do that they risk losing their licences.

**Garthdee Community Council**

The position of the Garthdee community council is to support the policy to limit HMO overprovision. It has always been our view that high levels of students in our community both in terms of students leasing flats, HMO's and larger traditional family homes - that a 10 and 15 percent maximum provision is accepted

The community becomes half empty when the students leave during holiday periods while with a regular change over of new residents our communities integrity and cohesion. Garthdee will soon have some 7000 dedicated student flats, which we support, but we believe our community cannot become a student village, where families lose out on gaining housing at the expense of more HMO's

**Old Aberdeen Community Council**

- 1/ The maps, as provided, are fundamentally inadequate as they do not show the full extent of the area.
- 2/ The policy uses Community Planning Neighbourhoods as the area designation. Community Council areas would be much clearer to the public as these are more widely known and understood and we recommend that these maps are used.
- 3/ The proposed boundary also fails in that it omits an important locality that feels itself part of Old Aberdeen. This is a part of Tillydrone Avenue - COA 500089607.
- 4/ The Policy should specifically list all the COAs that lie within the defined controlled area. A list by boundary only could raise complaints that the map was not clear etc.. further, some COAs are split by the drawn boundary - all COAs should be 'in' or 'out'. The maps (revised to show the complete areas of interest) should still be included, but there should be some means to permit the prospective landlord to find if a property of interest lies within a designated COA - perhaps a large scale map online, that can be zoomed in to identify what each COA encompasses?
- 5/ The incorporated maps show the existence of HMOs as red dots. This layer should be removed from the final policy document as some dots may become obsolescent.

**Kincorth & Leggart Community Council**

This should be put at a maximum of 10-15% of the population in an area

**Torry Community Council**

HMOs affect all communities and there is a need to place a limit on certain areas where over development has occurred

**Old Aberdeen Heritage Society**

Copy of the full response is appended to the report

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Individuals**

<p>Surely the area around a university is the ideal place for HMOs directed at students. As someone who previously lived in an area near a university I fully expected to be surrounded by student</p>
<p>I believe such a policy would discriminate against students and young people. As a young professional who moved to Aberdeen to study, and remains here, the availability of HMO properties is crucial. I currently share an HMO property with 2 others who live and work in Aberdeen, one of whom is a teacher (more of which Aberdeen is desperately in need of). Our neighbourhood is vibrant, and it is wonderful to live with a variety of people, from young families, to students, to old couples. The availability of HMO properties does not prevent families from moving in - only offers more options to those who cannot afford to rent alone, who are in Aberdeen to contribute to the city and make it the wonderful city it is. Perhaps those that have lobbied for this policy should rethink their decision to move close to educational institutions if they hold such hatred for young people.</p>
<p>Seems completely unreasonable to refuse HMO licensing to flats that may fulfill all safety requirements just because there are many other HMO properties in the area.</p>
<p>Students of both universities make up a large % of the community and contribute so much to the local economy and social value. I believe to restrict HMOs to 10% in the areas surrounding the universities would be extremely unfair.</p>
<p>There is so much to be gained with living with your friends at university, outside of the system of halls: learning the responsibilities of paying rent, of responsible energy usage and choosing a supplier, of splitting bills, setting up a wireless network. These are all skills which need to be taken in account for later lives and are vital for the development of young adults.</p>
<p>Student's living in the areas surrounding the universities are as much a part of the community, and contribute towards it, as much as the other residents and should not be penalised against the chance to live together and the personal development the responsibility of private renting brings. Purpose built student residences are restricting this freedom, taking away from the traditional responsibility of renting. Having lived in Aberdeen for 4 years, with my first year in student halls and subsequent 3 in an HMO flat, the opportunity to live with a group of my friends set me up with my flat hunt and the responsibilities it brings once I graduated from AU.</p>
<p>The areas in question are very near the universities. Students prefer to live as a group as opposed to with just one other which also is (certainly from my own experience at university) a more harmonious living arrangement and cheaper for splitting bills etc. Putting restrictions will limit options for young people who will end up paying more. Also, it will be harder for landlords to let out larger properties meaning they might sit empty and be prone to break-ins /disrepair. Landlords will have to take a hit on rents to subsidise costs if there is say only two occupants in a large property.</p>
<p>As a student I have lived for several years in HMO properties. I wouldn't support any limit on their provision, and am very much enjoying the current lower prices engendered by overprovision.</p>
<p>With the recent fall in private rental sector prices, HMO-licensed properties are far cheaper to rent than halls offered by purpose-built student accommodation providers such as Unite and Hello Student, which can charge up to £12,000 a year per room. Further, many students wish to live in flats/houses not only because they are more affordable than private halls but also because they often offer larger living spaces, feel more homely, and enable students to live as residents within the local community.</p>
<p>It would almost exclusively prevent the poorest students from being able to attend university as they couldn't have affordable housing.</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - Individuals

<p>This is Unfair. There is already a housing crisis in Aberdeen, limiting an already choked system which allows students to live on the university campus is not just!</p>
<p>The price of housing in Aberdeen is already extortionate. Rent is extremely high for flats that are in a rather poor condition. Finding an affordable place to live is already a struggle for Aberdeen students, and this policy will only make it harder for students to make ends meet. I live at home in Aberdeenshire and travel around three hours everyday to get to Uni and back home because I can't afford to live in the city as rent alone is higher than the loan SAAS is willing to provide. My only chance of moving out and being closer to Uni is if I can live in shared accommodation with friends as it will ease the bills needed to pay. Many of my friends already work around 20 hours a week on top of full time studying and it barely covers their living costs. The council needs to start taking student's priorities into consideration because we have been financially struggling for too long.</p>
<p>Such a policy would be appallingly unfair to students, who already face financial issues, and create an artificial market to further take advantage of this group's vulnerability. It would be predatory and immoral to proceed, selling out a vulnerable group in return for property owners' profit.</p>
<p>Yes this policy is directly targeted in student areas. It's shame worthy that the council is forcing students out of affordable and better living conditions to support the companies who have created student halls who extort students with there expensive rental demands. The worst part is that they think the community is stupid. The student and local community will not stand up for these bullying and oppressive tactics. The council exists and is a civil servant body, so serve the local constituency not big companies.</p>
<p>Yes, the policy reduces flexibility for property owners by preventing them from letting their property. It may also increase the number of illegally sublet properties which no longer have the protection of HMO inspections (i.e. if there are a number of spare bedrooms in a property which is rented these may be sublet. With an HMO this property would be subject to standards but this would no longer be the case.)</p>
<p>Arbitrary caps are unproductive, and only seek to allow landlords to tightly control the cost of living in the city. HMOs have no negative impact on the rest of the city, and it would be damaging to the city's economy to take students for granted in this way.</p>
<p>Aberdeen has a choice about whether it wants to be a forward looking city that attracts skilled workers and people, or a city that's on borrowed time from the oil industry that you can't afford to live in. This policy would signal the latter.</p>
<p>Limiting HMOs would mean some students having to live in more expensive accommodation, or spending more money travelling across the city to get to University. With the recent fall in private rental sector prices, HMO-licensed private sector flats and houses are far cheaper to rent than halls offered by purpose-built student accommodation providers such as Unite and Hello Student, which can charge up to £12,000 a year per room. Further, many students wish to live in flats/houses not only because they are more affordable than private halls but also because they often offer larger living spaces, feel more homely, and enable students to live as residents within the local community.</p>
<p>I believe that HMO licences should be available to all properties which meet the requirements. To restrict this would result in higher rents for students and other users of HMO properties, many of whom struggle with money.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Individuals**

<p>This is very bad for students!</p>
<p>Until you build more affordable housing it is unlikely that this will have a successful implementation. It will lead to more illegal tenancies and force multiple occupants into Slum landlord occupancies. If it is the matter that the council requests more council tax then there should be a reform on the council tax implementation, in that students should pay a subsidiary for water , waste and refuse instead of no council tax. Being a student doesn't negate that you have a duty to the environment and to ensure public services are paid. If students are not working they should be exempt but if they are working during education they should pay a contribution.</p>
<p>Students are an integral part of the communities in which they live and to this city, this policy would make Aberdeen an unattractive city for these students</p>
<p>Absurd attempt to drive prices up for students in the area. This appears to be nothing but an attempt to corner the market for private landlords and student accomodation agencies to charge whatever they like for prices. I would not move back into the area of this policy proceeds.</p>
<p>It drastically raises the cost of living for students which is not only unnecessary but also the neglect of the care of the reasonable rights of the large student community.</p>
<p>This draft policy is both shameful and hurtful to everyone. Students already suffer a bad image, which should be addressed by getting to know their neighbours better and encouraging more social mixture. Ostracising never did anyone any good, and limiting HMOs will only produce more frustration and unease amongst communities and neighbourhoods. Scrap this project immediately.</p>
<p>10% does not seem too much.</p>
<p>Complete nonsense. HMO itself doesn't create problems. You can have an entire block of buildings full of students in HMO and it's dead quiet - walk past Spring Gardens at night, you'll see what I mean. There should just be a noise ordinance like in most places on the continent, forbidding excessive noise at night (say between 10 pm and 6 am) unless permission is obtained from all neighbours. That way, I fail to see how anyone could be negatively impacted by HMO.</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - Individuals

I vehemently disagree with this policy. It seems pointless - what issue are you solving with this? There are real housing issues such as homelessness/adequate number of homes/landlords who flout the rules etc. which the council should be focusing on instead. Think about the number of students and other groups who currently live in HMO flats/houses in the areas you are proposing - do you really think there is enough space for all of them outside of these areas or in the 'student accommodation' premises? I think we can safely assume the answer would be no.

99.9% of students are courteous, great neighbours who add value and diversity to the community they live in. Don't advertise as a university/student friendly city if you're going to impose policies like this. Once again young people are the ones being disadvantaged for no good reason.

It's a good thing students and groups of friends etc. want to live in local communities in real accommodation. If this policy is imposed it will destroy the communities surrounding the universities - students will have to live further away for more money. I graduated recently and I cannot tell you how nice it was after having lived in purpose built student accommodation (which was small, expensive, overpriced and low standard - and I'm far from the only one who thought so) to live in a 'normal' (for want of a better word) flat in the heart of the city centre with my best friends. Rather than having mere 'accommodation' we had a HOME. And because we could all live together we had our own little family as well. I know many others who are/have been the same way during university. University can be tough, and being able to go home at the end of the day to a comfortable, large, airy, reasonably priced place filled with friends rather than no-one or random people (such as can happen in these 'student accommodation' buildings) makes all the difference in the world. By implementing this policy not only are you taking money out of young people's (and their parents) hands, you are also ripping friendship groups apart and denying students an essential part of the support system and social network which exists at university: friends. Living in a 'normal' flat with my friends has been the best few years of my life - don't stop others from having the same experience. Some might think this is over-dramatic but think back to a time when you lived with friends and how much fun and how pleasant it was. Students and other groups deserve to be allowed to live in normal flats/houses near to their studies with their friends. It's that simple. Please do not implement this policy - focus on more important issues/policies which solve an actual problem.

It is discriminatory

I don't think this is appropriate, either for the majority of the rental market in these areas and also for landlords as it will remove potential renters. These areas are predominantly student areas and lowering the number of HMOs will force them to move into overpriced purpose-built student accommodation such as Unite (which should never have been given such permission to build as many as they have). These accommodation companies are quite frankly predatory in the prices they charge for students with limited options, and penalise those looking to educate themselves.

From a landlord's perspective, with the number of professionals renting substantially reduced due to the oil and gas crash, students are a large part of their potential rental audience. Reducing the number of HMOs penalises landlords who rely on student rental income.

Such policy are only made to help out the owners of the large scale student accommodation and forcing students to pay for their investment is ridiculous. It should be left to the student to decide where he or she would like to stay, then forcing them to take on these expensive accommodation.

It will raise price of properties unaffected and penalise poor students and workers who cannot afford highly priced purpose-built accommodation. It will curtail the supply market, increase demand and raise prices. It will distort the economics of the market.

HMO Overprovision Consultation - Comments Received  
 NO Responses - Individuals

<p>There should be an open and transparent system for granting HMOs (and other licensing issues) and the local government should not be implementing further rules to try and restrict the freedoms of its citizens. In this case the economic freedoms of its citizens.</p>
<p>To 'future proof' the policy on the overprovision of HMO's it should apply to COA's in all neighbourhoods</p> <p>It doesn't just affect students its also unfairly affects young professionals who want to save to buy there own property but in the early years of there career shared accommodation with friends is the only way to balance the books to account for savings for future investments to set down roots in these community's. The proposal is short sighted in dealing with the long term problem of decreasing wages and increasing rents.</p> <p>A rent cap would be more effective in dealing with the problem in full and allowing young people to have the ability to save to buy property long term and invest in those community's.</p>
<p>This policy seems to have a disproportionate impact on students, with the focus on areas around Aberdeen University and Robert Gordon University main campuses. I live near Aberdeen University campus and appreciate that students are a big part of the local community.</p> <p>Purpose built student accommodation is often unaffordable for many students. But not only that, it has the effect of segregating them from the local community which is worse for the community and for students themselves. Where you have big blocks of 'student flats' like Ardmuir or Unite, you generally have more noise pollution compared to when students live in real houses and know their neighbours and are more considerate of them.</p> <p>I think st</p> <p>Aberdeen, as a city, benefits greatly from its two universities, and yet the council seems intent on punishing people who study here. You can't have universities in your city without expecting students to live near them.</p>
<p>The policy seeks to unfairly discriminate against individuals who have no option but to consider shared accommodation as a result of personal financial constraints. Aberdeen City is an expensive location in which to live due to relatively high rental prices, exacerbated by wage stagnation and the impact of inflation as a result of current economic conditions. The policy risks discriminating against those who cannot afford to rent accommodation as a sole or joint tenant and for whom a room in a HMO licensed property is the only feasible option. Furthermore, the policy risks impacting on individuals beyond the student community, particularly those who have moved to Aberdeen from other European countries to seek employment and those for whom high-paid employment is simple not a reality or an expectation. While the proposed measure does not seek to reduce the current level of HMOs, it does place an unnecessary restriction on the future accommodation offer in the identified areas and potentially risks denying access to low-cost housing for individuals who can afford it the least.</p>
<p>These HMO are there for a purpose and must be needed as an ex-student I would not of been able to study</p> <p>If I had to use student accommodation it would of cost me twice as much in what I pay in rent which is for and 3 bedrooms, own living room, kitchen and bathroom not a room and shared kitchen and bathroom</p> <p>Students don't get rent rebates on student accommodations but can if they are in a HMO or rent a house</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - Individuals

<p>Seeing as the university offers accommodation at rates that are not affordable for a significant number of students and seeing as the student influx to Aberdeen is a huge source of profit for the city I can not possibly agree to the fact of limiting opportunities for the housing of students at affordable rates.</p>
<p>As an international student, HMOs do not appear to be the warm, welcoming environment advertised to me when I first moved to Aberdeen. HMOs only make it difficult for international and domestic students to function effectively at the university.</p>
<p>Students do not have a full time job, they do not have a full pay, let them live instead of trying to make them poorer. Accommodation shouldn't be a luxury, the council has to honest, Unite and Hello Student are a mistake, too small, too expensive, not everyone has £12,000 a year per room, it is insane. Students in the city should be an opportunity for local businesses around not some shareholders and builders of useless buildings.</p> <p>You were happy and not complaining when the oil industry was at its peak, money was flowing and you didn't even prepare for the future of the city, now that the British government has injected 500 million of pounds for the city to counter the oil crisis you are asking students to pay. The rents 2/3 years ago did not reflect the market, they were high whereas in the city there are 50,000 students.</p> <p>Do not take a decision you are going to regret, many people are already struggling working and studying at the same time. Living shouldn't be a privilege but a right.</p>
<p>Surely this is an entirely inappropriate way to measure HMOs, 10% in specific areas. Areas with universities will naturally have more students requiring shared accommodation. This policy will have significant financial implications to landlords, in a climate that is already struggling with the oil downturn. There are implications to students in terms of access. Students actively support the economic prosperity around RGU and Aberdeen University and should not be made a target of through Council Policy.</p>
<p>Additionally, until the council decides to address the appalling state of public transport, and specifically the unaffordable monopoly that First Bus holds within the city, then close accommodation to the universities will always be required and should not become a target. The alternative will be higher poverty in an already challenged population.</p>
<p>Private landlords offering affordable accommodation to students should be praised and celebrated rather than companies such as UNITE and Ardmuir being given a free pass. This policy will result in high rent prices and large, concentrated, highly transient populations who can offer no contribution to the local community (as they are often only available on 9 month contracts). This will alienate students further from the Aberdeen community. These companies also request illegal non-refundable deposits and to see the council backing them is deeply sad. Private landlords tend to be local and the individual rent can then be reinvested in the community.</p>
<p>Aberdeen City Council should be ashamed at the blatant targeting of specific individuals in the formulation of this policy.</p>
<p>I think it is correct for HMOs to be managed correctly, however, it is a university area therefore a provision of university accommodation should be provided. Cities such as Edinburgh and Glasgow have an abundance of HMO properties whilst there is a real shortage in Aberdeen. I lived in a very small house which had an HMO. Living standards were not sufficient yet it was the only property we could find.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Individuals**

<p>I feel that introducing an overprovision policy in these areas of Aberdeen will have a serious and negative impact on the communities that live there. As a youth worker who has spent nearly 10 years working in various areas of England and Scotland (including, recently, Aberdeen) areas with high levels of students and HMO properties are rarely as high in levels of crime and antisocial behaviour as areas without. Beyond that, I feel it is important for the community as a whole to have a variety of people from different backgrounds making up that demographic. Students - particularly in Aberdeen, are diverse and multinational, something that only serves to reinforce the international, welcoming feel of the city.</p> <p>In addition, I believe an over provision policy in Aberdeen would force students who already pay exceedingly high rent, into poverty. Rarely do you find students who study full time, and who do not also have a part time job that is REQUIRED for them to be able to pay their bills and put food on the table. Forcing them into expensive single occupancy properties or purpose built housing will add additional expenses that they will struggle to afford. Not only is this unfair it works to discourage students from attending university in Aberdeen either at RGU or at the UoA.</p> <p>In my nearly 4 years of working as a Youth Worker in Aberdeen - our target age group ranged from 11 - 25 years of age. Considering most students are aged 17-24 , never once in that time was I called to a situation where students were involved. On occasion we worked in the Powys, Sunnybank, and Froghall areas, as well as occasionally in Garthdee, but the young people who needed extra support and help due to more antisocial behaviours were never the students who lived in these areas. Aberdeen City Council could spend significant time working in and addressing more serious problems in other parts of Aberdeen City, instead of targeting areas who traditionally have been harmoniously shared by students and members of the Aberdeen community.</p>
<p>It is discriminatory.</p>
<p>It discriminates against students.</p>
<p>It discriminates against students.</p>
<p>While useful for ensuring that areas around the universities do not become student suburbs, the actual concentration of students in these areas is currently pretty low compared to other university cities, and the proposal serves to maintain a market for the over-priced purpose built student accommodation.</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - Individuals

Surely this is an entirely inappropriate way to measure HMOs, 10% in specific areas. Areas with universities will naturally have more students requiring shared accommodation. This policy will have significant financial implications to landlords, in a climate that is already struggling with the oil downturn. There are implications to students in terms of access. Students actively support the economic prosperity around RGU and Aberdeen University and should not be made a target of through Council Policy.

Additionally, until the council decides to address the appalling state of public transport, and specifically the un-affordable monopoly that First Bus holds within the city, then close accommodation to the universities will always be required and should not become a target. The alternative will be higher poverty in an already challenged population.

Private landlords offering affordable accommodation to students should be praised and celebrated rather than companies such as UNITE and Ardmuir being given a free pass. This policy will result in high rent prices and large, concentrated, highly transient populations who can offer no contribution to the local community (as they are often only available on 9 month contracts). This will alienate students further from the Aberdeen community. These companies also request illegal non-refundable deposits and to see the council backing them is deeply sad. Private landlords tend to be local and the individual rent can then be reinvested in the community.

Aberdeen City Council should be ashamed at the blatant targeting of specific individuals in the formulation of this policy.

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - HMO Landlords**

An overprovision cap might have a negative effect in that it will limit the offer of shared accommodation and once the demand catches up, it will lead to increase on rental price as there are no more HMO properties available. This will also result in a drop in the quality of the HMO housing on offer as landlords won't have to try very hard to let their properties as there are no more available. HMO properties might become gold dust as it has happened in other parts of the country like Cambridge with detriment to tenants.

In my opinion it is a mistake-is arbitrary & discriminatory- treating such persons in effect as "undesirables".It will push rents up for the Public & Drive LANDLORDS out of the market. Where is "evidence" that this is needed?

We are active members of the Scottish Association of Landlords and we would agree with their response as below:"The policy is unlawful as it contravenes clause 131A (4)(b) of the Housing (Scotland) Act 2006 which states that the local authority must have regard to the need for housing accommodation in the locality and the extent to which HMO accommodation is required to meet that need in considering whether a licence should be refused due to overprovision. The policy as drafted does not have regard to the need for housing accommodation in the locality.If the policy is to be introduced, the local authority should publish on a monthly basis the number of properties, number of licensed HMOs, number of pending HMO renewal applications and the number of pending new HMO licence applications in each of the census output areas affected by this policy. This will allow landlords to make an informed decision on whether to invest in property/apply for a licence.Exemptions - properties which have previously held a licence in the last two years should also be exempt as this will ensure that properties where licence renewals have been refused or where landlords decide to allow the licence to lapse for a period to operate the property as a non-HMO can reapply at a future date without being affected by the policy."Additionally we would add:Accommodating students in HMOs near to their universities is more sustainable in reducing the need for travel and therefore the impact on the environment and the city's transport infrastructure. Any cap on numbers in a particular locality which is not based on demand/need could jeopardise this sustainability.Despite the often negative perceptions of the occupants of HMOs, there are many positive factors allied to this group, including the support they provide by patronising local shops and services and the extra employees they provide to the labour market. There is often an assumption that all HMO tenants are students but we have a number of young professionals in Aberdeen who cannot afford to live in non HMO properties and restricting the availability of HMO properties will affect the ability of this group to live/work in the city and contribute to the economy.If fewer HMOs are available near Universities then a larger number of smaller properties will be needed to accommodate tenants. These would fall outwith the HMO regime and therefore the local authority would have less control over standards of safety, accommodation and management. A higher density of rental accommodation with non-resident owners could also lead to a higher prevalence of difficulties in organising communal repairs and therefore a deterioration in the quality of the housing stock.Young people typically prefer to live in large groups of friends. By restricting the supply of properties large enough to accommodate such groups, there is a risk that they are driven underground. It is already common place for young people to rent two bedroom units and convert the living rooms into third bedrooms without the knowledge of the landlord. This leads to overcrowding which is not only a safety issue but can lead to more incidents of anti-social behaviour. This in turn has a far more negative effect on neighbourhoods, leading to greater resentment of the student population. Restricting the supply of HMO properties will also lead to rent inflation for any other properties that will accept young people/students, such as already licensed HMOs and purpose built student housing. This risks it being unaffordable for young people to live/study/work in the city with knock on economic impacts for the locality.

## HMO Overprovision Consultation - Comments Received

### NO Responses - HMO Landlords

This is a terrible idea.

HMO's are already the highly regulated. They have been brought in primarily for the SAFETY of people living in them. As a result of this they are extremely safe, where all aspects are regularly checked by a team at the council.

For example- fire doors, emergency lighting, smoke alarms, gas safe checks, PAT testing, minimum sizing of bedrooms.

Non HMO properties would not have all the above safety measure in place and checked by the council on a regular basis.

To put through this "Over Provision" policy, will only drive "rogue landlords" underground and would potentially put lives at risk. The council should concentrate of keeping the "good landlords" such as myself and clamping down on the "rouge landlords".

This over provision measure has been instigated by a highly vocal minority, who only agenda is to stop any property being tenanted by students, this is blatant discrimination by them.

If you decide to move to a property near a University, you should expect students to live near you.

Students have a right to live near their place of study.

This should not pass

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Landlords**

<p>These policies have demonstrated again and again lack of effectiveness preventing the spreading of HMO. Once an overprovision policy is in place, the illegal HMO start spreading even further because the council does not have the means to prevent them and effectively control them and secondly because the underlying cause is still there, which is lack of affordable accommodation close to Universities and city centre.</p>
<p>Exemptions from the Policy</p> <p>1. New-build, purpose built HMO accommodation such as student residences and developments covered by Section 75 agreements under the Town &amp; Country Planning (Scotland) Act 1997 which restricts their use to HMO accommodation.</p> <p>Instead of granting permission for more new builds in the City (Powis place, George street, Frogghall etc) Council should try and help improve the existing areas. New builds are adding chaos, parking and other issues however if the existing builds are granted permission instead and council focusses more on regeneration and improvement of these areas it would be deemed a better decision!!</p>
<p>These policies have demonstrate again and again lack of effectiveness preventing the spreading of HMO. Once an overprovision policy is in place, the illegal HMO start spreading even further because the council does not have the means to prevent them and effectively control them and secondly because the underlying cause is still there, which is lack of affordable accommodation close to Universities and city centre.</p>
<p>I do not agree with the draft policy. I do however believe that there should be more emphasis put on the quality and guidelines of HMOs in these areas. This would separate the good landlords from lazy landlords.</p>
<p>This policy would have a knock on effect of limiting student accommodation and cause rents to rise for this group who are the main class of tenants in these areas.</p>
<p>It discriminates against students</p>



**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>Limiting the number of HMO licenses will be greatly detrimental to students and others wishing to rent. Although new student accommodation has been built, its is insanely priced at over £600 a month for a room. Not many people in employment would pay that, let alone students who do not have the time to hold down a full time job whilst in their studies. There is a need for cheaper accommodation that HMO properties can fill. If HMOs are limited, this WILL price people out of university as living costs will be too high, and the number of students at universities in Aberdeen will fall as a result.</p>
<p>Why move students away from regions essential for getting to university. Will also push up already despicable prices for HMO properties. Instead focus on improving the quality of HMO properties as they are often of poor standard</p>
<p>This policy will discourage people from applying to the university of Aberdeen and RGU as it makes the council's anti-student stance clear. The council should be encouraging the student culture in Aberdeen to grow as it makes the city more vibrant, provides customers for local businesses and ultimately will be around longer than the oil workers will.</p>
<p>Think it is ridiculous to try and limit the number of HMOs in these areas. They are located near universities, and are in ideal location for students. It is hard enough for students to find accommodation in our city especially with rent prices so high, and taking away low rent locations is not helpful.</p>
<p>Finding HMO properties in Aberdeen is always difficult. Having been through the process twice now I know this policy would negatively affect student living standards and student satisfaction.</p>
<p>The areas mentioned offer some of the best, most affordable accommodation for students, especially students of the University of Aberdeen to live. Removing these HMOs will force students to look further away that they want to live, and possibly into worse accommodation.</p>
<p>Aberdeen should ditsy livable for students</p>
<p>This would only limit housing to students. Students that provide so much to the community. They volunteer and bring money into the Aberdeen economy. By driving them away with this HMO bill, you are taking a valuable part of the Aberdeen community away.</p>
<p>It is simply already too expensive to live in Aberdeen. Having less HMOs will mean less students can afford an education, this should definitely be opposed. Education is a fundamental right.</p>
<p>The cost of rental accommodation and private student halls in Aberdeen means that for many students the only affordable option is to share a private rental flat with multiple people. Limiting HMOs will make this harder, force students to live further away, or encourage students and/or landlords to lie to avoid having an HMO in the first place.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>I already have to cycle from Torry to Kings college every day because I can't afford a home nearer to campus, so decreasing the number of options students have to find an affordable home is definitely a step in the wrong direction.          It would be far more beneficial to strive to increase student engagement within the community, than attempt to limit there options of staying in the area surrounding the university, a university which hasn't exactly appeared in the community overnight.</p>
<p>Ridiculous idea. Supposed to be encouraging an influx of young minds to study at Aberdeen Universities, how does reducing the amount of flats open to them do this?? I speak from previous experience that it was difficult to find a HMO flat within proximity to the University (given the vast amount of students searching for such properties) so the idea to further reduce this is absolutely absurd.</p>
<p>This draft will make it even more difficult for students to find accommodation in this already over-expensive city. It is a direct attack for students and independent young people with less money. Most Students participate in the community, work and are a valuable part of the city.          In addition, this draft will potentially increase the price of accommodation in normal housing too, which really does not help the cities economy nor it's citizens.          Please consider carefully what you are doing and whose interests you are benefiting.</p>
<p>This policy would affect students negatively. Both halls and private accommodation in Aberdeen are very expensive and HMOs are far more affordable. Limiting their number will result in decrease of the affordable accommodation options for students.</p>
<p>HMOs enable students to afford to live in close proximity to the University campus with their friends.          The vast majority of students are friendly and do not cause disturbance to their neighbours.          Pushing students out of Old Aberdeen will cause problems for many people.</p>
<p>Why is this policy only being applied to the areas surrounding the two universities in the city? Surely this is just a way for the council to force students into student accommodation?          Private rental options should always be an option and this will reduce the amount of option for students.</p>
<p>Why is this policy only being applied to the areas surrounding the two universities in the city? Surely this is just a way for the council to force students into student accommodation?          Private rental options should always be an option and this will reduce the amount of option for students.</p>
<p>Clearly unfair to students, based on biased views of students "destroying communities" according to Old Aberdeen community councillors that help no one and do nothing to encourage community between students and other residents. Students are the main renters of HMO properties and this policy discriminates against them, they are also the main people buying and using goods and services in these areas and are of huge benefit to the local economy.</p>

HMO Overprovision Consultation - Comments Received  
 NO Responses - Students

<p>This would drive up the price of accommodation available to students, forcing up the price of private rental properties some of which are already over the average amount of student loan. For Aberdeen City Council to introduce such a policy would be outrageous and would be detrimental to the relationship between students and the community.</p>
<p>The HMO Overprovision Policy would limit the possibility for students to live in shared accommodation, shared by more than two people. This would mean that a large number of students would have to live in more expensive accommodation, often not affordable for them. This could cause them to accumulate even more student debt, or even make them leave Aberdeen. The housing prices in Aberdeen are already very high for students. Limiting the option of more affordable accommodation might hinder students to receive the quality education that is offered by the universities here in Aberdeen. Education is a fundamental right, and should not be reserved for those who have the privilege not to be held back by high housing prices.</p> <p>Students appreciate the great environment that Aberdeen offers them for their studies, and I believe that they contributing to the city's vibrant and active communities. This should be supported to benefit the whole city, and the overprovision policy is not an act of support.</p>
<p>This policy would be absolutely disastrous for Aberdeen's student community. The student community is what keeps Aberdeen vibrant, interesting and alive. How many cultural events, cafés etc. are sustained by the large student community? The student community, a large part of which is made up of foreign students, is being squeezed at the moment between university accommodation fees that are spiralling out of control and new regulations due to Brexit. The relatively low rent that we students are paying for private shared accommodation, HMO's, is one of the few things, apart from the university and the student community itself, that still makes Aberdeen attractive to more students.</p>
<p>I think it is going to really unfair and bad for the communities if implemented.</p>
<p>Disproportionate effect toward students. Private purpose build accommodation is grossly over priced and as such should not be encouraged as a long term solution for student housing</p>
<p>Limiting the number of HMO properties in areas surrounding the universities will make being a student in Aberdeen even more expensive. While purpose built student accommodation exists, it doesn't allow you to actually live in Aberdeen, limiting the time you can live here to only the academic year, and charging you far too much for it. HMO properties around the universities make being both a resident and student in Aberdeen a much better experience, and save students a lot of money.</p>
<p>As a student, living under not ideal financial conditions I find this appalling that it is deemed a good idea to decrease the amount of HMO, in areas which are close the to university and often dedicated for students, like me, who need cheapest rents that those offered by students accommodation such as Hillhead( cheapest is 99/week) or Don Street ( 121/week).</p> <p>Students are an important part of the community, they volunteer, organise events and are impact the local economy. By accepting this policy, we would make more difficult the already stressful task to find affordable rent.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>The policy aims to prevent "excessive" concentrations of HMOs around the universities, by imposing an arbitrary 10% limit, but does not explain the need for, or the benefits of such a policy.</p> <p>The current HMO scheme, requiring a paid licence, already raises rents and limits supply of student-accessible accommodation and restricting it further would affect the poorest students the most, as shared accommodation is currently cheaper than university or private halls of residence.</p> <p>Matters regarding overprovision would be better left to a housing market based on supply and demand rather than a decision of the council.</p>
<p>The whole idea seems unnecessary. Why would the council want to push students to a more expensive and less homey accommodation.</p>
<p>This proposal is clearly aimed at cutting off the ability for underfunded students in student rich areas to live within a community - something already lacking in Aberdeen compared with other University cities - and at a reasonable price. Likely this is a capitalist driven idea given the recent economic downturn in Aberdeen. Needless to say this is disgusting and targeting the poorest people in the city - the students, is something that I would expect from a Tory government, but not in Scotland. If the council is lacking in funds I would suggest it turn to those who have profited the most of their fortunate events and have the resources to give up rather than people trying to start a life for themselves in a failing country.</p>
<p>Limiting the amount of HMOs will drastically and negatively affect student experience and the possibility to make Aberdeen City Center vibrant.</p>
<p>Student life is expensive enough.</p>
<p>Although I do not live in Aberdeen currently I have spent 4 years in Aberdeen in rented housing in Old Aberdeen. I believe that an HMO Overprovision policy would be damaging to students and would be a deterrent for those wishing to move to Aberdeen for university. It is important to encourage students from low privileged backgrounds as everyone deserves a fair chance at university and to live in affordable and private rented properties.</p>
<p>Students are already struggling. What justifies a policy that makes life harder for students, who are the only reason why Aberdeen's night life runs</p>
<p>It doesn't take into account the needs of people and students living in the targeted areas.</p>
<p>Reducing/limiting HMOs will negatively affect student (and other people who wish to live in shared housing) in many different ways. Not only are student halls too expensive to be affordable over a period of 4 or more years but spaces in halls are limited. Not having the opportunity to live in a private flat rather student halls and not being able to live with other people may impact young people's wellbeing as well as their academic success (amongst others aspects). Having better housing opportunities- especially for young people- will increase the appeal of moving to or staying in Aberdeen rather than moving to other places that offer better housing opportunities. Ultimately Aberdeen, just like all other cities, relies on next generations to sustain it. If it does not provide good quality housing and living opportunities it will not be attractive for future generations.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

HMOs are bad enough as they are...
Finding suitable HMO properties in Aberdeen at the moment is difficult enough at an affordable price. There are two universities in Aberdeen and Colleges that require affordable and safe HMO properties. Introducing less HMO properties will make it even harder to find places to live.
As if students are hated enough by many local residents, this would further distance students from local communities.
Not fair on students who already have many costs especially those paying £9000+ for fees.
No
As someone who has been recently searching for a HMO property I found it near impossible to find a flat. The introduction of this overprovision would make it even harder and cause unnecessary stress for thousands of students. Aberdeen is a city that is highly populated by students and you would be failing them by introducing this.
Finding affordable housing in Aberdeen is already difficult and living close to university is already essential since public transport is not affordable for a student on an everyday base
Do not change the current HMO policies
Students need HMOs and it allows them to affordably live near the universities and integrate with the community.
Limiting HMOs in the mentioned areas will have the effect of forcing students to either: a) Use more expensive private accommodation e.g. Unite halls of residence, allowing the further exploitation of students' lack of choices regarding accommodation, or b) live further from University, resulting in higher travel costs. Aberdeen is already an expensive city to live in, let alone on a student loan. This policy will add unnecessary living costs.
Completely useless policy that directly targets students for no reason other than to not allow students to live together as if students living together is such a bad thing that a policy needs to be put in place to prevent this.
With Brexit, this policy is much same and students especially international ones are cutting back in number to other places, ie. Canada and Australia where policies are inclusive, diversity is opportunity and acceptance. This is so much Tory like.

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>This seems to be targeting students and an attempt to force them to live in more expensive accommodation and live further out of their campuses</p>
<p>This would directly and negatively affect university students, as the areas targeted are directly surrounding the university. It would increase the cost of living for students.</p>
<p>It would negatively effect students-most who already have enough stress financially. Education is vital and making it more expensive excludes a large group who have a lot to offer.</p>
<p>Limiting the number of HMO's will lead to rises in rental prices and discourage students from coming to Aberdeen. Aberdeen needs students to support the economy of the city as the oil industry cannot be solely relied upon. Students have been a part of the city of Aberdeen since 1495 and it would be an outrage to discourage people from being educated in this great city.</p>
<p>It would be very difficult for students to find good and affordable accommodation without being burdened by debt</p>
<p>it's not exactly great...I mean, it definitely screws over a lot of students (like myself) who want to move in to a flat for the coming year.</p>
<p>Restricting the ability for students to rent places around the University is not only ridiculous, but limiting for the city itself. So long as students follow the agreements made with landlords and pay their rents appropriately, there is no reason to limit anything. We provide a lot to the city, and being forced into more expensive accommodation because of some ridiculous law is not right. Those that think this is beneficial to Aberdeen have clearly not thought enough or only thought of themselves and the financial benefit they may gain from this.</p>
<p>This would place further financial limitations on students already struggling with budgeting for houses, food and other services, which are all becoming more expensive. This would only hurt the most vulnerable young people in society and the policy should be seriously re-thought.</p>
<p>Limiting HMOs would mean some students having to live in more expensive accommodation, or spending more money travelling across the city to get to University. With the recent fall in private rental sector prices, HMO-licensed private sector flats and houses are far cheaper to rent than halls offered by purpose-built student accommodation providers such as Unite and Hello Student, which can charge up to £12,000 a year per room. Further, many students wish to live in flats/houses not only because they are more affordable than private halls but also because they often offer larger living spaces, feel more homely, and enable students to live as residents within the local community. This policy is only targeting the areas of Old Aberdeen, Froghall/Powis/Sunnybank, and Garthdee – the three areas directly surrounding the two Universities in the city. Students give so much to the community, and we need to ensure that we are not shut out.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>This seems like a deliberate, callous attack solely on areas where there are more students living. With Aberdeen appearing to already be a city that is struggling to sustain shops and amenities, it seems both ridiculous and self-punishing to create what will basically be a city where no students will be able to come, because all accommodation will be private and at a cost of £12,000 a year. This is a policy which appears to only serve the private student accommodation sector, and would turn Aberdeen into a further mockery. It is also worth noting that HMOs are sought out by many different groups of people, not merely students.</p>
<p>The rent in Aberdeen is already high. By making it even more expensive, students will have to work more to afford it, which means less time to study and worse results. In extreme cases, students might have to drop their studies.</p>
<p>I pay a lot of rent already. I cant afford to pay more and will need to leave the university due to costs if this happens.</p>
<p>Its simply shutting doors of university on students, especially international students. I strongly oppose the policy.</p>
<p>It seems students are being disproportionately targeted by this policy. Private HMO properties are an affordable option for students who cannot afford inflated prices for earmarked student housing and wish to live close to the universities in the city. They also mean students are paying rent to local landlords as opposed to bigger corporations who divert rent money outwith the city.</p>
<p>HMO properties are currently the only way students can stay in relatively affordable accommodation, with companies such as unite charging extortionate prices. Giving them a partial monopoly in this sector will only drive their prices higher as students have no other options.</p>
<p>Why are the council actively targeting students? When we give so much to the city of Aberdeen. It's because of us your taxis are running, your city centre is sprawling and your parks are full. Aberdeen is long past it's hay day, no more oil companies and no more investment, so why are you targeting students? The one group that is a sureity year in year out. Why? Why? Why?</p>
<p>As a student this policy could hugely affect myself and friends in a detrimental way. Aberdeen is already an expensive city to live in, we don't need policies like this to increase the cost of living even more.</p>
<p>Without flats with a HMO licence I would not have been able to afford to live in aberdeen for university, as I supported myself, with no help from family throughout uni. Accommodation with HMO licenses also make the time at university more homely for students who may otherwise leave to transfer to other universities.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>The draft policy limits the ability of students to live in Aberdeen affordably and targets the student population close to the universities in the city. By enacting a policy that makes it harder for students to live outside of halls (which are already ridiculously expensive), this policy limits the possibility of student involvement in the community. Limiting student involvement in the city community means that students are less likely to put down roots outside of the university, and thus likely to leave the city after graduation, which means the city loses its bright young talent.</p>
<p>With the implementation of the policy, home owners who are entitled to HMOs would also increase their rental because of the decrease in supply of HMO entitled houses, and tenants, especially students, would suffer as a result. As there are many students living around the city of Aberdeen, especially in areas closer to the university or the hospital (medical students), the welfare of students should be considered in this case.</p>
<p>Reducing the amount of HMO properties in general would lead to a lot of part-time workers and students away from living in Aberdeen, hurting education and many businesses in the area.</p>
<p>Many students fall into low income categories and struggle financially through university as is. If creating further problems for these people is what the council is after, then it seems they're on the right track.</p>
<p>Housing is already too expensive in the city and you want to limit availability to pricing goes up even further! We need more property and more competition so that the consumer gets the best deals. Currently being ripped off as is.</p>
<p>I am afraid it will cause me to move out to a different part of the city that would be away from the university. Moreover, it was already hard to find accommodation close to university that wouldn't be overpriced. HMO policy in Scotland is already extremely strict compared to other parts of U.K., meaning that if me and my friends want to live together (just 3 persons) we need HMO flat. If the new policy will be introduced, a lot of students can struggle even more with the rent or have it harder to travel to university. In my neighbourhood all students are very responsible and quiet, we are also engaged in the local life, meeting with older neighbour, celebrating holidays together.</p>
<p>Rediculous policy, students in Aberdeen already suffer from high rental prices, lack of decency accommodation. Landlords are able to screw over students for insane amounts of money and this will further allow the exploitation of students ...</p>
<p>It's kicking students of the two universities out of affordable houses. Nobody should be forced to live in purpose built student halls which charge extortionate prices. Aberdeen is expensive enough as is, let alone for those students from poorer families/families that do not want to pay someone through uni.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>I believe HMOs are not necessary in the first place- why should a house containing 3+ students require a special license and safety modifications when a family home containing the same number of people does not? Shouldn't the same regulations apply regardless?</p> <p>Secondly, why is it considered "excessive" to have a lot of HMO properties in the city? What harm is this doing? It is more harmful to the city to prevent students from acquiring affordable accommodation; if living costs in Aberdeen are too high it will put off prospective students. Aberdeen's student population is essential to the livelihood of the city. We encourage development, keeping the city young and lively. We make up 1/5 of the population. We have built our own community there and that is made possible by our ability to live with our friends, and have enough money left over to re-invest into the city by using its facilities.</p>
<p>This policy would limit the amount of affordable private accommodation for students and that is unacceptable.</p>
<p>Will hit students from poorer backgrounds more - increasing inequalities in accessible education</p>
<p>Ridiculous. Not many students have cars with them when they live in Aberdeen during term time so lack of parking cannot be an adequate reason. Students give a lot to the local economy especially during the low oil prices and the impact this is having on the community in Aberdeen. Last thing council should be doing is deterring students from studying in Aberdeen.</p>
<p>Student have too much financial burding, and i hope this intension will make it worse, student give a lot to the city, this will make student lose interest in studying in this city.</p>
<p>IT IS COMPLETELY ANTI-STUDENTS AND A WAY OF UNDERMINING THE STUDENTS THAT ARE GIVING SO MUCH ALREADY.</p>
<p>I think it's disgusting. It's hard enough as it is for students to get affordable HMO accommodation, this is going to make it even harder. Halls are exorbitantly priced in Aberdeen and if this goes ahead, we are going to be forced to live in halls throughout our studies because HMO properties will barely be an option. It took months of searching against all the competition to get a 4 bed HMO this year on Clifton Road near Old Aberdeen. What's wrong with having many HMOs in one area? In areas around Old Aberdeen it's more appropriate for students to live anyway.</p>
<p>It is the most ridiculous draft policy. Not only is accommodation expensive enough and putting students into living on a very low income it also affects the students health. Having lived in uni halls already I know fine well how living in halls is very unhomely, lonely at times and uncomfortable/unsuitable living spaces. I couldn't think of anything worse than having to live in halls again especially with the rising price in accommodation for students!!!</p>
<p>There is no reason stated for the restriction of HMO licences. A larger number of HMO properties could improve the market and force slum landlords to improve their properties.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

Policy directly hits students, making finding a affordable place harder for those who very often struggle with their financial situation already
As a student I am worried that the policy could limit the availability of HMO licensed flats, which provide students with affordable housing. Since the policy targets areas around Aberdeen University, some students would either have to move farther away (thus spending a considerable amount of money on transport) or to student halls, which are often more expensive than private flats and even unaffordable to many students. I hope that our ability to live within the local community will be considered when deciding about this policy.
It is not correct to force student to live in the student-built accommodations that are much more expensive and less comfortable. Renting a private flat/house gives opportunities to interact with the consulate and community which is a big advantage for me as an international student
I don't understand the problem. There aren't enough HMO properties as it is!
I think the students have rights to decide which place to live , and the government should not intervene the choice made by students.
The Aim section is completely garbage. Groups of students living together can be annoying but that should not be dealt with this way.
Limits the number of affordable flats that students can rent near the University of Aberdeen. It's convenient for students (since more affordable) to live with their friends, and therefore this HMO policy would be harmful to me and other students.
Will only really drive up rental prices for students which are already ridiculous during the past 3 years I've lived in this city. It has been close to impossible to find rooms under £400 pm excluding bills
Application of this policy will raise the already high price of HMO accommodation especially for students.
A HMO is important to ensure humane loving standards and create clear communication between tenant and landlord. Limiting HMO provision puts tenants at risk of high costs and unsafe tenancies
It is not clear what communities and individuals will gain from introducing an HMO overprovision policy.

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>This policy would be an attack on those who are already financially vulnerable. If approved it will serve only to increase the economic divide. Furthermore, it would be yet another barrier to higher education for the socially disadvantaged.</p>
<p>Aberdeen is a city with a large student population, it is already a very expensive city to live in, and reduced HMO grants will mean students will most likely have to look for more expensive accommodation or have to travel further. This could affect the number of students coming to Aberdeen. It is also a ridiculous policy, and appears to offer no evident advantages, just discrimination.</p>
<p>It has the potential to create an unfair and unaffordable living situation for students as it could lead to increased prices on accommodation and a low availability of flats/homes that will accept students. In addition to this, it could cause the need for students to live further out of the city in Aberdeen, thus meaning that it would be expensive and time consuming to travel to and from university.</p>
<p>Having lived in Old Aberdeen (albeit in university accommodation) for one year and two different HMO properties in Sunnybank over the course of my studies, I feel that it is important that students are not shut out of private renting, which the suggested policy would certainly contribute to. As university halls are usually not on offer after the first year of study, students whom are not from the area need to find other accommodation. Not only are there not enough rooms available in places such as Unite for everyone to choose these options, but they are comparatively far more expensive than private rental. Living with others reduces the cost of rent in an already extortionate city. Unfortunately, living in two-bedroomed flats often doesn't reduce the cost enough. For many, even the maximum student loan does not cover the cost of living entirely and it is necessary to uphold a part-time job alongside full-time university. Limiting the number of HMOs would exacerbate this problem and the stressful, already competitive landscape of renting as a student in Aberdeen. Furthermore, there are simply not enough two-bedroomed flats at reasonable prices to accommodate all of the students in Aberdeen; by condensing ourselves into HMO properties, we're already largely doing the best we can to limit our impact on locals.</p> <p>It should also be said that it is perfectly reasonable to want to live with more than one other person you are not related to simply because you want to. We are not in a position where we are settled with family, yet. I did not want to live with just one other person as, having moved away from home only a year beforehand and lived with multiple people in halls, it would have been ridiculous to be expected to choose just one other person to commit to a year of private renting with. You simply don't know people well enough yet. It seems ridiculous to suggest that such an imposition would be made on other adults without objective good cause or extreme backlash.</p> <p>We are also human beings, and citizens. Many of us volunteer and give back to the area surrounding the University of Aberdeen and certainly sustain local businesses; on the whole, we are not nuisances and should not be deliberately targeted by policies as though we were. It is not too much to ask that our right to live a viable distance from our place of learning (as many of us do not own cars) and not pay a fortune to do so is respected.</p>
<p>Aberdeen does not need to try and push students away. Raising living costs through limiting accommodation would do just that.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>This policy is highly discriminatory against students which is absurd considering how much of the city's income derives from students. The benefits that students bring to the city should be recognised, not diminished. Aberdeen is known as one of the most expensive student cities to live in regarding living cost. Student halls alone are 102% of the student loan at the University of Aberdeen and removing the availability of HMOs just eliminates affordable housing.</p>
<p>I think that areas near the universities should not be targeted since many foreign students come yearly. Renting flats and rooms is a form of settling in the already present community, to feel home abroad. If you make it harder for students to find housing at reasonable prices, less people can actually afford enrolling to start with, making a separation in a community where backgrounds should no longer matter.</p>
<p>First what's wrong with the current situation, why do you want to hate student's like this, student purposes Accomodation has smaller room space, beds etc. This is where you should focus your effort to better students, lives.</p>
<p>It is hard enough to find a new affordable place to live in Aberdeen within walking distance of the university. This will only make things more difficult for students.</p>
<p>No arguments are given to support the overprovision policy. Why would it be a bad thing for there to be more HMOs around the university? The only explanation I can see is to force students to live in expensive, purpose built halls. Further, I was surprised to see on the map in the appendix how few there were to begin with, I would have thought those areas would have had more student occupiers. It is difficult enough to find somewhere to live as a student, having to start searching in February for September, this would only make it more difficult.</p>
<p>This policy targets living areas popular with students and introducing this policy would very likely force more students out of the targeted areas and into more expensive accommodation. Other options preferable to students (particularly UofA) would be the city centre area (since most students work in the city) or private student halls both of which are more costly but in regards to locations is more suitable. Introducing this policy would place students at a disadvantage especially those who want to share a living space in order for it to be affordable for them.</p>
<p>don't limit hmos</p>
<p><b>MAKE ACCOMMODATION CHEAPER AND AVAILABLE FOR STUDENTS</b></p>
<p>By reducing HMOs in the areas highlighted the council will effectively be forcing students to move farther away from the university, and into more expensive new-build student accommodation that many students cannot afford. This is hugely detrimental to the student population who are already struggling to afford rent and travel to university within the city.</p>
<p>outrageous attempts to make student everyday life even more expensive!</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>As a UoA student I am strongly displeased with this proposed policy. I lived in a HMO flat this year with 3 other students and I had a much better experience and enjoyed higher living standards while paying far less for student accommodation. Aberdeen is already one of the most expensive cities in Scotland, and limiting opportunities for affordable housing for students would limit the attractiveness of the city for the best and brightest incoming students, who can potentially work for UoA in the future, not to mention contribute to the community and enrich it. The exemption granted to student accommodation is similarly outrageous. They charge way over the private market and provide worse facilities and accommodations. My girlfriend had bruises from the mattress springs she was provided in Liberty Living, a student based accommodation. Please do not make Aberdeen a harder city to live in for students that it already is.</p>
<p>no</p>
<p>Students give so much to these areas and introducing this policy would punish students disproportionately.</p>
<p>It makes no sense to lose houses for students to live in as these are the areas targeted as Aberdeen is already an expensive city to rent and live in as a student and this policy will only make it harder for students. Also it seems to be a policy only targeting students.</p>
<p>I believe this policy is unfair to the students of Aberdeen who contribute a lot to the city and deserve affordable housing and to feel like an appreciated part of the Aberdeen community.</p>
<p>I agree that there should be some restrictions which properties can have HMO license or not; such as whether the property is suitable for 3 or more people and so on. But I do not agree that there should be a restriction in the number of the HMO properties a city or area can have when the properties agree with the other requirements and are suitable for 3 or more people without personal relationships.</p>
<p>This will make accommodation very expensive for students.</p>
<p>No</p>
<p>It would not be fair to students who want to live in peaceful and quiet accommodation. They would have to be randomly put in pricey halls with mosy likely noisy students. I think it is a very biased, interest-driven measure because the council is hand-in-hand with the student halls owners, which only think about their profit.</p>

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>I don't see any negatives to there being a concentration of HMO licensed houses in an area, certainly not around the universities. It's already difficult as students to find shared housing, and this would only make it more difficult.</p>
<p>I have lived in college bounds for the past three years as a student. We have always been respectful neighbours yet have previously been targeted by a few individuals in the area with passive aggressive and unpleasant notes as they do not like the fact that students live close to the university. By allowing the policy to go through you are condoning this behaviour and allowing students to be used as scapegoats. My mum previously lived in the old Aberdeen area when she attended Aberdeen university. It has a long history of students and residents living in harmony. I don't see why limitation of hmo's is necessary. It will influence dramatically the ability for students to live in proximity to the university with access to its facilities. It will likely increase the living costs for students as they will be pushed further afield and be forced to pay for transportation as a result. I don't agree with this policy in the slightest.</p>
<p>The rent for HMO licensed flats in Aberdeen relative to other cities in the UK is already quite high. Implementing such a policy in areas near the University would make living increasingly unaffordable and would push many students into halls. Halls are ridiculously expensive and are extremely hard to afford for the average student (e.g. The cheapest rooms in Causeway View go for approximately 150 a week).</p>
<p>I disagree with it because I already cannot afford to live in halls, and furthermore I overwork myself every week when I should be studying instead, just to be able to afford to live and study (ironically).</p>
<p>I believe that restricting HMO licences will have a direct and negative impact on students, whilst at the same time there is no guarantee that the new occupants will take better care of the neighbourhood. Neighbourly feelings are up to the individual and have nothing to do with whether one is a student or not. Students should have the right to live anywhere they want in the city they now call home and should be treated a valuable members of society.</p>
<p>One of Aberdeen's biggest groups is students, and we work/pay rent/contribute to local economy just as much as any other group. We deserve better than to constantly pay huge sums of money for rent (Aberdeen is already very expensive.)          Not just that, but I must also criticise the phrasing of the aim of this policy: "Excessive concentration of HMO". We are students. Our life revolves around university, and also (as many of us work) around town. Living close to university is essential for students, so of course some hmo will concentrate around university.          Limiting the number of available hmo for students is not just bad for students and anyone else directly or indirectly working for the University, but also for Aberdeen in general - Aberdeen relies on students. We are a core part of this city.</p>
<p>This policy feels unfair and clearly targeted at students who find it hard as it is to find affordable flats without the need to bleed our entire earnings/ student loan on living in Aberdeen.</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - Students

<p>It makes sense for students to live close to the universities so it does not make sense to me why this would be happening. My flatmates and I are part of the community in our area - we get on well with all our neighbours, even babysitting for them, and don't cause any trouble and it's people like us who would be being pushed out.</p> <p>I am outraged by this draft policy! Accommodation in Aberdeen is expensive enough at the moment. Students are only allowed to live in the university halls in their first year and even the prices for rooms there are steadily on the rise. Regarding private university rooms, such as provided by Unite, students are looking at costs of around 600pcm which is extremely high.</p> <p>Personally, I do not understand the need for HMO Licenses as a whole. They do not exist in any other European countries and I personally cannot see how the system in any way improves the standard of flats. In my second year of university, my friends and I struggled to find a flat with an HMO License. We, therefore, ended up living in a substandard apartment without heating, let by a private landlord we have not once encountered in person. The flat was in a very dodgy area and it was more than scary to wake home alone at night, especially as a girl.</p> <p>I believe that the city of Aberdeen benefits from its large student community. They provide the city with an international atmosphere, the universities give the city a good reputation and they overall make the city a livelier place. I can therefore not understand why the City Council wants to make the life for students harder.</p> <p>HMOs provide much needed affordable accommodation for students, particularly in a city with such high rental costs! There is a harmful misconception that all students have rich parents to pay their rent or bail them out - some of us are 'working class' and have to fend for ourselves. Yes, we don't need to pay council tax but in turn we cannot work the full-time hours needed to sustain a basic standard of living whilst also studying full-time at university (if we are to get the necessary grades in an increasingly competitive job market - i.e. it's not enough to just get a university degree anymore).</p> <p>I feel that many of the issues surrounding HMOs are largely the responsibility of letting agents/landlords and that students are being unfairly punished. Overflowing wheelie bins - students don't generate significantly more household waste than other people but when there are high densities of people at the same address, more wheelie bins are needed - the council should provide these! Messy gardens - since many HMO tenants are renting for short time periods there is little point purchasing an expensive lawnmower or planting up gardens, especially since gardens are shared by tenants and may be accessed by non-tenants - perhaps it should be the landlord's responsibility to carry out occasional (twice yearly) garden maintenance? Antisocial behaviour - I currently live in a 'non-student' part of the city and there is a large amount of antisocial behaviour, mostly from neighbours who do NOT live in HMOs and DO pay council tax!</p> <p>The Antisocial Behaviour Investigation Team (ASBIT), police and council should be able to tackle antisocial behaviour without discriminating against a specific demographic. It should be possible to find out who owns/lets out particular flats/properties so that direct complaints about antisocial behaviour can be easily made and followed up.</p> <p>It's not a good solution to the housing problem. Putting students into overpriced student accommodation comes with the flaws of "not getting your first house" and learning how to engage with the council (tax exemption), the energy suppliers (finding deals), internet hosts, labour workers (for those renting privately). Most of these facilities run free heating and desensitises people to the luxury of heating and just how expensive it is. It would encourage a "stupider" upbringing of students. It minimises the learning curve.</p>
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**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Students**

<p>The proposed HMO policy makes the council appear to be trying to satisfy the wants of big companies such as Unite and Hello Student, and not the needs of students. Unite and Hello Student typically charge more for accommodation, compared to private landlords. The fact that the new HMO policy will only affect areas that have a high percentage of private landlords with property catered towards university students is deeply suspicious and sends out the wrong message to students. Likewise, the fact that the policy will not affect Unite or Hello Student adds yet more suspicion. The number of affordable properties would decrease, and this is not what students need.</p>
<p>HMO provides students with a more affordable alternative to halls.</p>
<p>The policy would mean many, many students (myself included) would be forced to rent expensive flats (e.g unite, who's prices are way above the quality). By allowed a larger number of HMO proprieties in these areas it allows myself and friends (all students) to live together and overall have a better university experience. If this was taken away many students would not be able to afford the expensive flat and would either have to live alone or drop out of university - which is ridiculous.</p>
<p>Aberdeen is already tough with high accommodation prices near to the University that are also HMO licensed, it is not right to be able to limit this further.</p>
<p>Having sufficient properties with an HMO license is essential for Aberdeen to be able to support its student population, if nothing else, especially in these areas which are close to the university.</p>
<p>Ridiculous. Preventing students from easily accessing the university is discriminatory.</p>
<p>This policy is clearly designed to drive the living costs for students back up to their past 'standards', but it will be severely damaging for both the universities and the city itself. First, the student body is an important part of Aberdeen and they put a large amount of money into the community, this policy will only serve to drive up their living costs and place their money into the hands of richer landlords (who will be more likely to spend this income elsewhere), and the national companies who build the 'purpose built HMO accommodation'. The local economy would, in my opinion, suffer due to widespread loss of student disposable income. Second, prospecting students can and will look at this policy change, or at the very least its effects, and be put off coming to Aberdeen by it. The living cost is already a mark against Aberdeen for potential students, and putting this policy through is only going to exacerbate the issue. The areas outlined are known to be student hubs, they are immediately adjacent to the universities so it's to be expected, my fellow students and I are confused as to why this is seen as a problem. We have a right to live within the city the same as all residents and we have a unique need in that we need to live with fellow students and friends, and the HMO licencing is our ticket to do that. A restriction such as that proposed has a vast amount of potential for damage to Aberdeen's community and seemingly limited benefits, benefits not made clear to the public in any case.</p>
<p>This draft should be withdrawn immediately as it significantly harms students' rights to find affordable and accessible housing near campus.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>This is a poor motion that reduces the affordable property towards our student population, whom are a vital part of the Aberdeen City community. The passing of this would rise not only the price HMO properties, but also the prices of non HMO and private halling due to the increased demand. This is not a good or clever thing to do. I recommend that it does not go ahead and that such policies are properly thought about in future.</p>
<p>Dear Council,</p> <p>As a student of University of Aberdeen in 3rd year, I have been struggling to find a place every single time I used to come from my summer holidays. And if we used to find a place, the rent used to be affordable at the level that we could survive. However, if you introduce this plan while to find a job is really difficult in Aberdeen, it will cause frustration and stress in students' head despite the subjects they have to study. Furthermore, freshers will not be willing to come to Aberdeen since the accommodation of the companies such as Unit or Hello Student is way out of the pocket for a student. Moreover, no one wants to spend their time travelling to University while they should be able to live next to University. Thank you for your time and understanding how important is the accommodation for students.</p>
<p>This draft policy will directly affect students and it appears to me that this is the only group of people who will suffer from this policy if implemented. Students want to live in residential areas in Aberdeen, in real homes- to make this city their home. Many would be forced to live by themselves and rely on specific student accommodation, which is insanely overpriced and unaffordable for most students. If this policy is implemented I would at least hope more would be done to regulate or cap student accommodation/halls, which has been an issue students have been raising for years in this city. I can only assume that a reason for the introduction of this policy is because locals in residential areas do not wish to live next to students, as there is an assumption that we are noisy, drunken and inconsiderate. I think this assumption is an unfair generalisation, tarring tens of thousands of us with the same brush. This policy will only exclude students further from communities and from the city centre of Aberdeen. Many rental properties already stipulate 'NO STUDENTS' when applying. We will be unable to live with friends in order to save money and live happily, and many will be unable to live within a reasonable distance of their university. I believe students contribute a lot to Aberdeen city - to the businesses here, the communities and to the diversity. Many of us work in the city centre part time too. I believe this policy will only punish us as a group.</p>
<p>It is unfair to reduce the number of students flats in the area which the university is situated. Students struggle already with debt and causing students to move further out would lead to them having to pay more for transport and also affecting university attendance. It is normal for students to live in the area around the University.</p>
<p>This policy is designed purely the limit where students can live. Students are active members of the community and deserve to live freely in Old Aberdeen</p>
<p>I believe that the introduction of this policy would cause difficulties to students. Students should be able to share properties or parts of properties, which plays an important social role. Most importantly, students should be able to afford reasonably priced household rents and it would become less attainable if this policy got implemented.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>Students should be helped and encouraged in following their studies. The majority of us have part-time jobs so we can afford to live here and continuing our studies. Sharing an apartment it's a way of making it easier for saving some expenses but also for our social life. If they would care truly about the students, then this will not go forward.</p>
<p>It's crap.....it is obvious that not to many students go for the overpriced student halls so what other option is there than limiting HMO's.....give them no choice and they'll have to pay for the dorms....</p>
<p>As a student in Aberdeen it is very important for me to be able to live in a private flat or house with a friend together. Houses or flats are more homely and comfortable. Another aspect is, that in student accommodations are a lot of parties organized by freshers. If we would have to move back into student accommodations as second, third or fourth year students this partying would have a negative affect on our grades. For me, living in student halls was combined with a lot of stress due to different ideas of how the flat was supposed to look like and who was cleaning which part. This is why for me it is very important to find a flat close to University in which I can move with my good friend.</p>
<p>I was originally meant to be part of a flat of 4, but due to the lack of availability we've had to split into 2 groups of 2, and even as a 2, we are still struggling to find an appropriate flat</p>
<p>Many students are already working one or more jobs in order to just afford basic needs such as groceries besides their tuition fees and other costs for university. This policy will cost students a lot of money, either on housing or on travel to and from their campuses. They will have less time to work and/or study, which in the long run is bad for everyone.</p>
<p>It is not fair for students. Some of us cannot afford designated student flats because they cost more than any other accommodation in town. And why should we be forced to live in these halls with people we cannot choose and share facilities with them? HMO licence does not affect families - they can still live in a HMO house whereas a group of students cannot live in a house that does not have a HMO so I do not see any point in trying to reduce the amount of HMO licensed properties. Especially in areas where most students are orientated anyway.</p>
<p>This policy ultimately discriminates against students who are proportionally more likely to stay in properties with HMOs in a city with multiple education institutions, including two fantastic universities.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>I think this policy is reflective of the outdated mindset of the Aberdeen Council. Student accommodation is extortionate, and HMOs give older students (like myself who are in our 30s) who move to Aberdeen specifically for university somewhere to live whilst trying to survive financially. Instead of seeing students as the enemy, remember that they bring a lot to businesses in the area. You should instead be ensuring that HMOs landlords look after their properties to ensure neighbourhoods are well kept and "aesthetically pleasing". Enough with the war on students!</p>
<p>It's an anti-student policy. Aberdeen city council doesn't make any effort to make the public transport cheaper, so you cannot force students to live far from Uni.</p>
<p>This is discriminatory against students. Finding a place to live is hard enough as it is!</p>
<p>I think it's outrageous that you would consider making it harder for students to find a place to live! Imagine where Aberdeen would be if you didn't have two universities! It is expensive enough for students to live in Aberdeen as it is, and if you make it even harder for students to find affordable flats, then you will definitely see a decrease in people coming to study here. My current flat is not affected by this policy, however it would affect so many other students around the city and I think it's really sad that the targeted areas are just around the universities.</p>
<p>10% is a very low figure and would cause students to have to live a lot further out, or pay higher rental fees in private student accommodation.</p>
<p>Limiting HMOs would mean some students having to live in more expensive accommodation, or spending more money travelling across the city to get to University. With the recent fall in private rental sector prices, HMO-licensed private sector flats and houses are far cheaper to rent than halls offered by purpose-built student accommodation providers such as Unite and Hello Student, which can charge up to £12,000 a year per room. Further, many students wish to live in flats/houses not only because they are more affordable than private halls but also because they often offer larger living spaces, feel more homely, and enable students to live as residents within the local community.</p>
<p>The policy would have the outcome of making more difficult for students to find an affordable accommodation in a reasonable distance from the University facilities, business which is already difficult in Aberdeen, where rents are notoriously high.</p>
<p>There are something like 14,000 students at Aberdeen University, I know so many fellow students who have struggled to find suitable accommodation and of they have found a HMO flat near the university the rent has been much higher than other properties nearby. There is also no sense in pushing students into 'purpose built' student accommodation as these are also much more expensive than privately rented flats. If anything we need more HMOs in order to help stop students being ripped off.</p>

HMO Overprovision Consultation - Comments Received  
NO Responses - Students

<p>It will badly affect students at the University of Aberdeen and RGU.</p>
<p>It is already very difficult to find affordable 4 bedroom properties which have HMO licenses around the Aberdeen University area, don't think preventing more from being introduced is necessary.</p>
<p>I don't understand how their could be an "overprovision" - surely this housing would only be provided in areas that need it (such as near to universities).</p>
<p>Absolutely disgusting policy that will drive students away from Aberdeen to better priced Scottish cities like Edinburgh, Glasgow and Dundee.</p>
<p>WHAT IS THE FUCKING POINT! WE CAN BEARLY FIND A HMO HOUSE ALREADY! WHAT DO YOU WANT US TO DO LIVE ON THE STREETS!</p>
<p>A limit on HMOs would not be good for the student populations, as limiting student accommodations would either simply move HMO properties to other areas of the city, or force students to stay in prohibitively expensive student halls. Students are not the enemy - we want to encourage students to come to Aberdeen and spend money, etc not put them off living in the city.</p>
<p>Limiting HMOs would mean some students having to live in more expensive accommodation, or spending more money travelling across the city to get to University. With the recent fall in private rental sector prices, HMO-licensed private sector flats and houses are far cheaper to rent than halls offered by purpose-built student accommodation providers such as Unite and Hello Student, which can charge up to £12,000 a year per room. Further, many students wish to live in flats/houses not only because they are more affordable than private halls but also because they often offer larger living spaces, feel more homely, and enable students to live as residents within the local community. This policy is only targeting the areas of Old Aberdeen, Froghall/Powis/Sunnybank, and Garthdee – the three areas directly surrounding the two Universities in the city. Students give so much to the community, and we need to ensure that we are not shut out.</p>

## HMO Overprovision Consultation - Comments Received

### NO Responses - HMO Neighbours

(highlighted text suggests response intended as YES)

<p>HMOs are not the problem, not enough affordable housing for students is the problem, leading to students being spread into the far reaches of the city and having to hang out at each other flats instead of staying in with flatmates or having a central area to hang out at.</p>
<p>The overprovision of HMO properties is not an issue. Limiting the availability of HMO's will make accommodation more expensive as it will be used less efficiently. Students will be forced to live further away from the universities. HMO occupants are valuable members of the community and should not be limited.</p>
<p>It is a ridiculous attempt to restrict student housing; my neighbours are students and they are lovely. It is only fair that they are allowed to live near to the University. I would not prefer any longer commute than I have now.</p>
<p>I think it is an attack on the ability of students to find affordable homes in the city. Given the lack of suitable student housing, I believe the councils behaviour is reckless and disregards some 25% of the cities population. Restricting HMOs will push people into unregistered and unsafe homes. I live in a street which has many HMO's and it is a friendly, communal place to live. Such a shame the council seeks to destroy this.</p>
<p>I firmly believe we already have more HMO properties in the areas listed, I have lived in Orchard Road for 40 Years and every year the situation worsens, I have no issues when the HMO residents behave responsibly, however I have only ever witnessed this once in all that time. I have 4 HMO houses within 40 yards of my own property. About 2/3 weeks ago 3 properties were having parties outside, barbeques, music, guitar sessions, alcohol etc, I can live with that until it continues into the early hours of the morning, especially when my two sets of young grandchildren are over for sleepovers and cant sleep for the noise. The waste bins are always left in the street and the seagulls take advantage when the bins are filled to excess leading to the road covered in litter. I am a caring responsible resident who is gradually losing patience and when once I cleaned up the litter I no longer bother as its nearly a full time job.</p>



## HMO Overprovision Consultation - Comments Received NO Responses - Other Organisations

### RGU Students' Union

I do not believe there is a need for a HMO Overprovision Policy. HMOs are a useful, affordable option for students living in the local community. They help students integrate with the community in Aberdeen and with student accommodation and private housing still expensive for students, HMOs are a great housing opportunity. I do not believe there is an over provision of HMOs in the Garthdee area and feel that HMO provision should be extended both for the student population and the local community. Through allowing HMO licences we keep properties safe by covering regulations and being a valuable opportunity for affordable housing.

**Aberdeen University Students' Association (AUSA)** wishes to register its opposition to the proposed HMO overprovision policy. Community cohesion is a key tenet of AUSA's work, and we feel that limitations to HMOs – particularly in areas surrounding the University of Aberdeen – would have a detrimental impact on current efforts to harmonise students and non-student residents. Part of our efforts around community outreach centre on breaking down the dichotomy between students and local residents – as students are also local residents. We wish to create a united community for the benefit of all.

Students on the whole wish to be citizens within Aberdeen communities, rather than ghettoized into private purpose-built student halls. These accommodations, as noted, are exempt from the HMO Overprovision policy, and a limitation on HMOs in the areas directly surrounding the University could result in more students moving into these expensive providers – in turn making this type of accommodation more profitable and more common. The cost of private halls is far above the market average for private rental flats and houses in the city – with some costing as high as £12,000 per year. We fear an HMO overprovision policy will further increase the cost of living for students in the city through having to move into more expensive private halls, or incurring higher travel costs in having to seek HMO properties situated further away from campus.

HMO properties enable students to move in with their friends, and also offer a great opportunity for University staff to live with colleagues, helping to create a community feel in the residential areas on and surrounding campus. In addition, we welcome the stringent conditions HMO properties are subject to, and note that this drives up housing quality within Aberdeen's private rental sector. We share concerns raised by The University of Aberdeen that an HMO Overprovision policy could have the effect of increasing rogue landlordism within the city, leading to further insecurity and poorer conditions for those living in the private rental sector.

We are disappointed to see that this policy focuses solely on the areas surrounding the two Universities within the city – Old Aberdeen, Froghall/Powis/Sunnybank, and Garthdee. This policy disproportionately affects students, who are both more likely to move into HMO-licensed properties and to seek accommodation close to campus than those with other occupations. As such, any attempt to limit 'concentration of HMOs' in these areas is, by extension, an attempt to limit the concentration of students. We feel that such attempts would not be made to reduce the concentration of those with other professions/occupations – such as nurses, doctors, and lawyers, for example. Indeed, it is students that will be our future nurses, doctors and lawyers.

We note that living in Old Aberdeen, surrounded by an idyllic ancient University campus, is a great place to live, but wish to emphasise that such aesthetic beauty in the area only exists as a result of students – without whom the University would not exist. It is thus unfair to limit the ability for students to live near the University campus. We further note that there is little demonstrable evidence to suggest high demand for families wishing to move into Old Aberdeen.

We reject accusations made by Old Aberdeen Community Council, who in support of this policy have suggested that 'students destroy communities', in turn furthering common misconceptions that students are 'anti-social' without any tangible evidence to support this. We firmly believe that students in fact enrich our communities – through volunteering in local schools and community projects, supporting local businesses both as workers and customers, and raising money for charity – the Raising and Giving campaign consistently raises over £100,000 every year for local charities.

We believe that a cap of 10% on HMOs in Census Output Areas within the three specified areas would disproportionately impact on the ability of students to live affordably within the city and should therefore be refused on the basis that Aberdeen welcomes students and recognises their importance to the city.

Should you require any further information from Aberdeen University Students' Association, please do not hesitate to contact us on [ausa@abdn.ac.uk](mailto:ausa@abdn.ac.uk)

**HMO Overprovision Consultation - Comments Received**  
**NO Responses - Other Organisations**

**Scottish Association of Landlords**

I do not believe there is a need for a HMO Overprovision Policy. HMOs are a useful, affordable option for students living in the local community. They help students integrate with the community in Aberdeen and with student accommodation and private housing still expensive for students, HMOs are a great housing opportunity. I do not believe there is an over provision of HMOs in the Garthdee area and feel that HMO provision should be extended both for the student population and the local community. Through allowing HMO licences we keep properties safe by covering regulations and being a valuable opportunity for affordable housing.

**University of Aberdeen - Full response attached**

## Feedback on HMO Overprovision Proposal – June 2017

Thank you for the opportunity to comment on the proposal from the Communities Housing & Infrastructure (CHI) committee for the introduction of a Houses in Multiple Occupation (HMO) Overprovision Policy for the City of Aberdeen.

You will be aware that our stance has consistently been to query the need for such a policy. We continue to remain unconvinced of the benefits of such a policy. Our previous comments in support of the current HMO regime remain relevant and are appended below.

We note also the comments of the Aberdeen University Students' Association (AUSA), in particular their comments on the importance of HMO accommodation to the student community.

We are aware that there are strongly held views on both sides. We are also aware that some, but not all, Scottish cities have such policies. We acknowledge that a possible outcome of this process is the introduction of such a policy. We feel, however, that a number of critical issues need to be (re) considered before such a decision is taken. In particular, we feel that how such a policy is framed, how it is targeted, and the threshold it is set at need to be reviewed.

At the University of Aberdeen our mix of HMO licenses covers a number of staff housing units and purpose built student accommodation sites. As an HMO license holder we have a very positive relationship with the HMO licensing team and trust that this will continue regardless of the outcome of this consultation. We are aware that while the proposed over-provision policy has the capacity to impact on both these activities, these are not the types of accommodation the proposed policy is primarily directed at; rather private rental properties in certain localities are the focus of this initiative.

We are, however, concerned, about the wider impact of this proposal on student communities in Aberdeen. In the first instance we feel it is important that the potential unintended consequences of the introduction of such a policy be fully considered. This includes the potential for private landlords to seek to subvert the new provisions by letting smaller properties not subject to HMO regulation or, worse, being tempted to operate unregulated accommodation. Neither of these outcomes benefit the safety and security of tenants in Aberdeen.

We would be interested in any analysis of the prevalence of unregulated HMO accommodation in Aberdeen and the extent to which this contributes to the neighbourhood issues cited by some of your respondents. We note, for example, that the Scottish Housing Minister has spoken recently of the need for existing legislation to be better enforced. With resources limited, might the targeting of landlords who breach existing HMO regulation have a greater impact than applying a policy that could inadvertently encourage more to seek ways around the licensing regime?

We are concerned about the targeting of a policy against only those communities close to the city's two universities. We feel this over-simplifies any community issues being experienced in areas with higher densities of HMOs by simply pointing at student tenants. These are complex issues that involve all residents regardless of their domicile status.

The policy as currently framed singles out three locations (Froghall / Powis / Sunnybank; Old Aberdeen; and Garthdee). These three neighbourhoods include a number of Census Output Areas (COAs) where student lets are concentrated. However, the CHI paper shows that many of Aberdeen's COAs with HMO densities of 10% or above are outside these three neighbourhoods. Our analysis suggests that as many as 20 of the 50 COAs cited in the latest paper would not be covered by the proposed policy e.g. Willowbank Road (42.5%), King St / East North St (20%), and Union Glen (17.3%). If applied as framed, the policy would apply only to certain streets in wards 6, 8 & 11 but not to several other streets in those same wards, nor to a number of COAs in wards 5, 12 and 13 where density is also above 10%. This seems inconsistent.

We would also be keen to know what the evidential basis for a 10% threshold is. We note that the proposal in an earlier consultation was for a 15% threshold. We also note that there was no consensus in the subsequent survey to support an assumption that 10% emerged as a preferred option. Indeed, those who did respond were overwhelmingly in favour of a limit well in excess of 10% or no limit at all.

We are aware that several respondent comments on the recent CHI paper referred to Dundee as having a 10% threshold in its policy. This seems to be mistaken as Dundee City Council's website indicates a threshold of 12.5% applied city-wide except in the City Centre (where no threshold is applied and where we understand student lets are prevalent). Elsewhere in Scotland, Stirling uses 15% in those areas where it has deemed it appropriate to establish a higher density threshold.

We are also unclear how a threshold could be applied only in the three neighbourhoods cited. As indicated above, the list of COAs with HMO densities above 10% includes several areas outside these neighbourhoods. At best this makes for a complex and bureaucratic HMO licensing picture. At worst this inconsistency could leave the process open to legal challenge or judicial review on the basis that the policy (as currently framed) is being unevenly, unfairly, or unreasonably applied across Aberdeen.

By targeting only these areas, it tends to reinforce an impression that the policy is aimed at students, rather than seeking to tackle any wider concern about HMO overprovision.

In summary, our stance remains that we are unconvinced of the need for an overprovision policy. We feel that the current regime works well and that the benefits of well-regulated HMO accommodation far outweigh the dangers of an unintended increase in unregulated accommodation.

We acknowledge, however, that such a policy may emerge as a result of this latest consultation. Should that be the case, we believe that the 10% threshold is too low and has no clear basis in the evidence or precedent. We would strongly encourage the City to set any threshold at a *higher level*. This would address the concerns of those localities with the highest densities of HMOs while limiting the number of COAs this impacts.

We also believe that if an overprovision policy has to be introduced, it must be applied consistently across Aberdeen or not at all. We feel it is inconceivable that a threshold could be applied selectively only in predominantly student areas of the City but not in others where that threshold is exceeded.

We would be very concerned about a policy that, in its framing and application, could be interpreted as discriminating against student communities.

Please see below a lightly edited version of our earlier comments of 13 January 2017 which remain relevant.

Should you require any further information on this matter from the University, please do not hesitate to contact us.

Yours sincerely,

[Redacted signature]

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Director of Estates | University of Aberdeen | King's College | Aberdeen AB24 3FX

T: [Redacted]

E: [Redacted]

## UOA Response to January 2017 HMO Paper

From: [REDACTED]  
To: [REDACTED] Sent: 13 January 2017  
Subject: FW: HMO Paper CHI/16/121: Comment from the University of Aberdeen

Dear [REDACTED]

Thank you for the opportunity to comment on the HMO paper due to be considered at committee on 24 January.

You will be aware that we have previously made representation on this issue and support a continuation of the current arrangements for oversight of HMO provision in the City.

To that end we welcome and endorse the substantive recommendations made in the paper [i.e. not to introduce an overprovision policy]. We note that the paper contains a wealth of valuable data concerning the range and scale of HMO provision in wards and neighbourhoods across the city, alongside some analysis of likely changes in the housing market in Aberdeen. If anything we would suggest that the paper could be stronger in arguing that recent changes in the residential market undermine the argument for such controls.

We also note that the paper makes clear that there are strongly held views on both sides of this issue. For our part we felt it was appropriate to reiterate our view of the benefits of HMO provision as we see them. These include reflections from both the staff and student perspective:

- HMOs ensure properties are regulated resulting in better standards particularly relating to safety.
- HMOs contribute to an affordable housing market for staff and students.
- The capacity in University owned student accommodation is limited and many students must procure accommodation in the private sector for most of their studies
- University provided HMO accommodation is, however, more affordable for students in comparison with many private providers and landlords.
- International students and their families, who are not familiar with the city, want to stay close to the University and to mix with other students.
- University student accommodation provides a raft of other services, including 24/7 security, pastoral support, and mechanisms through which community issues such as anti-social behavior can be addressed.
- University student accommodation houses a high number of different nationalities, actively encouraging tolerance and diversity amongst the student population and creating a more multi-cultural community.
- The proximity of University accommodation reduces the need for vehicular traffic, with students (and staff) more likely to cycle, walk or use public transport.
- Students in particular first year undergrads want to live in University owned accommodation; this is apparent from the high number of applications we receive every year.
- The University's ability to offer guaranteed accommodation to first time students is a major element in our recruitment of students.
- The provision of HMO properties for University staff assists with recruitment and is positive for the City in terms of the provision of high-quality jobs and diversity.
- HMO properties offer affordable and appropriate accommodation for single and junior staff members, post-doctoral staff and PhD students.
- Many University staff tenants are overseas nationals, some receiving modest grants or bursaries and most with no transport. Local, affordable accommodation is vital for them.
- Many staff welcome the opportunity to share with other staff as this allows them to settle quickly into the area, creating a community feel in Old Aberdeen.
- Visiting staff and students can be here for short periods e.g. 3 – 6 months and prefer to live locally for that period.
- Demand for staff housing of this kind far exceeds availability and the University is turning away staff seeking such accommodation.

Yours sincerely, [REDACTED]





[REDACTED]

5<sup>th</sup> June 2017

HMO Consultation  
Business Hub 11  
Second Floor West  
Marischal College  
Aberdeen City Council

Dear Sirs,

**HMO Consultation Survey May/June 2017**

Due to lack of space on the HMO Consultation Form (which we enclose). We wish to state in this letter the Society's comments on the draft HMO Overprovision Policy which is to be considered at Full Council on 21<sup>st</sup> June.

Our comments are as follows –

1) **Threshold**

We agree with the 10% threshold.

We suggest, however, that it is made clearer in the wording of the Policy, that if the granting of an HMO licence to a property **would result** in a provision level exceeding 10%, then the Licensing Committee will consider this to amount to **overprovision** of HMOs in that COA and may not grant the licence. As the Policy stands, this is not clear, and this is important. Without this clause, the provision level could go above the 10%, which is exactly what the Policy is designed to prevent.

2) **Applicability**

(a) We agree that the policy should apply to Froghall, Powis and Sunnybank, Old Aberdeen and Garthdee areas, **but not based on the boundaries of "neighbourhoods"**. Community Planning Neighbourhoods are **not** the best way, or indeed an appropriate way, of delineating the boundaries of areas to be covered by the Policy.

**We strongly urge that the areas should be those delineated by Community Council boundaries, instead**, as these are the most commonly used boundaries, and are familiar to everyone, easy to understand, and easy for people to recognise.

(b) In particular, we speak not only for the Society, but also for the residents of **the pink and grey granite houses of the east side of Tillydrone Avenue (nos 54-88)** when we ask that these houses be **included** in the areas covered by the Overprovision Policy. These houses are the only ones **within the Old Aberdeen Community Council boundaries** which have been **excluded** from the Policy as it stands, and this exclusion does not make sense.

Conservation Area as well as the Old Aberdeen Community Council Area. On both counts, we, along with the residents of these houses, feel strongly that this is an important part of Old Aberdeen. Indeed, it is one of the oldest corners of the Old Aberdeen Conservation Area. Historically, it has always been part of Old Aberdeen, and these houses, built by the University in the mid-20<sup>th</sup> century, are clearly intimately connected with the activities of the University Community in Old Aberdeen, as much of the staff houses in the High Street.

Further, they have been designated as part of Old Aberdeen for all purposes for many years. We request that they be included, and note that this would automatically be the case if the boundaries of areas covered by the Policy were the Community Council boundaries.

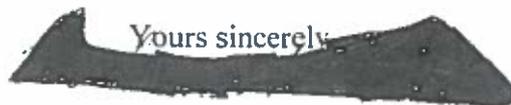
(c) The maps provided with the Report which are meant to illustrate the areas covered by the Policy, are incomplete. For instance, the map for Old Aberdeen cuts off the whole of the northern section.

(d) All Census Output Areas included should be clearly identified on a map of the areas to which the Policy will apply. The whole rationale of the Policy is founded on percentages of HMO numbers in each COA, and it is therefore imperative both for ease and transparency, that the Policy is accompanied by clear maps showing the exact boundaries of each COA, as well as their reference numbers.

(e) In this connection, it is vital that any COA which is partly within an area to which this Policy applies, should be shown in its entirety, and that this whole COA should then be included in the area covered by the Policy, for the sake of clarity, completeness, and the logical functioning of the system.

\* \* \*

To conclude, Old Aberdeen Heritage Society strongly agrees in general with the introduction of an HMO Overprovision Policy, subject to the comments made above. This Policy is long overdue, and the need for this policy is now urgent, to address a serious social issue, which has been outstanding now for years.

Yours sincerely  




Planning Secretary

**Private Rented Housing (Scotland) Act 2011**

## 131A Overprovision

- (1) The local authority may refuse to grant an HMO licence if it considers that there is (or, as a result of granting the licence, would be) overprovision of HMOs in the locality in which the living accommodation concerned is situated.
- (2) In considering whether to refuse to grant an HMO licence under subsection (1), the local authority must have regard to—
  - a) whether there is an existing HMO licence in effect in respect of the living accommodation,
  - b) the views (if known) of—
    - i. the applicant, and
    - ii. if applicable, any occupant of the living accommodation,
  - c) such other matters as the Scottish Ministers may by order specify.
- (3) It is for the local authority to determine the localities within its area for the purpose of this section.
- (4) In considering whether there is or would be overprovision for the purposes of subsection (1) in any locality, the local authority must have regard to—
  - a) the number and capacity of licensed HMOs in the locality,
  - b) the need for housing accommodation in the locality and the extent to which HMO accommodation is required to meet that need,
  - c) such other matters as the Scottish Ministers may by order specify.
- (5) Before making an order under subsection (2)(c) or (4)(c), the Scottish Ministers must consult—
  - a) local authorities,
  - b) such persons or bodies as appear to them to be representative of the interests of—
    - i. landlords,
    - ii. occupiers of houses, and
  - c) such other persons or bodies (if any) as they consider appropriate (which may include landlords or occupiers of houses)

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### Scottish Government Guidance

The Scottish Government provides Statutory Guidance on HMO Licensing for Scottish Local Authorities. This was updated in January 2012 to reflect these new powers.

#### “4.11 ASECTION 131A – OVERPROVISION

4.11 A.1 The local authority has the discretionary power to refuse to grant an HMO licence if it considers that there is, or that the grant of a licence would result in, overprovision of HMOs in the locality. It is for the local authority to determine the locality. In considering whether to refuse to grant a licence on this ground the local authority must have regard to whether there is an existing HMO licence in effect in respect of the living accommodation and, where known, the views of the applicant and any occupants. In considering whether there is overprovision, the authority must have regard to the number and capacity of licensed HMOs in the locality, as well as the need for HMO accommodation in the locality.

4.11 A.2 Generally an HMO licence is granted for three years. Where there are large numbers of HMOs it will be open to a local authority as to how it treats applications from existing owners. If it refuses an application from an existing owner it will reduce HMO numbers, but this will have an adverse impact on existing landlords and possibly tenants.

4.11 A.3 It will be for local authorities to decide whether and how to apply this power. Scottish Ministers would however expect local authorities who wished to use this power to develop, and consult on, an explicit overprovision policy. Local authorities may wish to jointly develop best practice guidance to facilitate this process.”

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