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To: All Members of the Council

Town House,
ABERDEEN, 21 June 2011

COUNCIL MEETING

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **WEDNESDAY, 29 JUNE 2011 at 10.30am.**

JANE G. MACEACHRAN
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

- 1 Declaration of By-Election results
- 2 Admission of Burgesses
- 3 Members are requested to resolve that any exempt business on this agenda be considered with the press and public excluded.
- 4 Requests for Deputations

MINUTES OF COUNCIL

- 5(a) Minute of Special Meeting of Council of 7th April 2011 - for approval (circulated separately)
- 5(b) Minute of Meeting of Council of 27th April 2011 - for approval (circulated separately)

MINUTES OF STANDING COMMITTEES

- 6(a) Pamphlet of Minutes - for information (circulated separately)

BUSINESS STATEMENT AND OTHER MINUTES

- 7(a) Business Statement (Pages 1 - 8)

REFERRALS FROM COMMITTEES

- 8(a) Housing and Environment Committee of 10th May 2011 - Security in Multi Storey Blocks Progress Report - Report by Director of Housing and Environment (Pages 9 - 16)
- 8(b) Housing and Environment Committee of 10th May 2011 - Temporary Accommodation Units - Smoking Policy - Exception - Report by Director of Housing and Environment (Pages 17 - 22)

GENERAL BUSINESS

- 9(a) Accounts Commission Findings - Progress - Report by Chief Executive (Pages 23 - 32)
- 9(b) Draft Financial Statements 2010/11 (Pages 33 - 66)
- (i) Draft Statement of Accounts 2010/11 - Report by Head of Finance
- Members are requested to note that the draft accounts will be circulated separately**
- (ii) Draft Pension Fund Financial Statements 2010/11 - Report by Head of Finance
- 9(c) Committee Places, Appointment of Conveners, Vice Conveners and Depute Provost and Representation on various Outside Bodies, Boards and Trusts - Report by Director of Corporate Governance (Pages 67 - 72)
- 9(d) Aberdeen City Council Business Plan 2011/12 - 2015/16 - Report by Director of Corporate Governance (Pages 73 - 124)
- 9(e) For Aberdeen's Children - Integrated Children's Services Plan 2011-15 - Joint Report By Directors of Education, Culture and Sport and Social Care and Wellbeing (Pages 125 - 176)

- 9(f) Treasury Management Policy and Strategy - Report by Head of Finance - referred by Finance and Resources Committee of 17th June 2011 (Pages 177 - 182)
- 9(g) Energy Cities Network - Report by Director of Enterprise, Planning and Infrastructure (Pages 183 - 192)
- 9(h) The Aberdeen City Council (Off-Street Car Parks) Order 2011 - Report by Director of Corporate Governance (Pages 193 - 196)
- 9(i) Formation of a Local Authority Trading Company - Report by Director of Social Care and Wellbeing (Pages 197 - 200)

MOTIONS

10(a) Councillor Graham

“That following the identification of the Haudagain Roundabout as the worst in Europe, that as a matter of urgency this Council calls on the Scottish Government (1) to identify its option for the Haudagain Roundabout; and (2) to bring forward the time period for the works at the roundabout to begin; and that this Council also writes to NESTRANS and Aberdeenshire Council asking them to write to the Scottish Government in support of Aberdeen City Council.”

10(b) Councillor Kevin Stewart MSP

“That this Council agrees that a referendum on the future of Union Terrace Gardens be held after the City Garden design competition is completed, calls on officers to produce a report about the practicalities and costings of holding a postal ballot of all Aberdeen electors and asks officers to investigate sourcing funding for the referendum from bodies other than the Council.”

10(c) Councillor Young

“Council instructs officers to liaise with the Ashwood Parade business community in the Bridge of Don to investigate ways in which better signage and better awareness of their businesses can be obtained to the betterment of both the residents of Ashwood Parade and to the business community of Ashwood Parade.”

10(d) Councillor Wisely

“That the Council review its decision CGL DS22 of 15.12.10 and consider reinstating the delivery service albeit on a reduced basis for those members who request it. The modest costs of approximately £5,000 to be met from reserves.”

BUSINESS THE COUNCIL MAY WISH TO CONSIDER IN PRIVATE

- 11(a) Transition Extreme - Report by Director of Enterprise, Planning and Infrastructure
(Pages 201 - 220)
- 11(b) National Housing Trust Initiative - Report by Director of Housing and Environment
(Pages 221 - 226)
- 11(c) Options Appraisal and Outline Business Case for item 9(i) (Pages 227 - 316)

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Should you require any further information about this agenda, please contact Martyn Orchard, tel. (52)3097 or email morchard@aberdeencity.gov.uk

**COUNCIL
BUSINESS STATEMENT
29 JUNE 2011**

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	<p>Council 16.12.09 Article 19</p>	<p><u>50m Swimming Pool</u></p> <p>The Council approved a number of recommendations regarding design and procurement issues relating to the 50m Pool. The Council agreed that the management of the project be transferred to Aberdeen Sports Village subject to (a) the provision of further legal and financial advice in respect of any potential risks to the Council; and (b) the other partners confirming their financial contribution to the project.</p> <p>The Council requested that Aberdeen Sports Village provide the Council with a report within four months on how they planned to drive the project forward. <u>This is still awaited.</u></p>	<p>At its meeting of 27th April, the Council agreed to delegate authority to the Education, Culture and Sport Committee to make all necessary decisions at its meeting on 2nd June 2011, in order to keep the project on track, and that officers report accordingly.</p> <p>The Education, Culture and Sport Committee of 2nd June 2011 approved the recommendations contained within the report, as outlined below, and added an additional recommendation at d(v) "subject to officers receiving clarification from Aberdeenshire Council that their revenue funding contribution remains intact".</p> <p>The report recommended:- that Committee:-</p> <p>(a) note the content of the report;</p> <p>(b) note that the development cost, based on the most economically advantageous tender for the 10 lane option is</p>	<p>Director of Enterprise, Planning and Infrastructure (Report to come from Aberdeen Sports Village)</p>	<p>24.03.10</p>	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
			<p>£21,918,104 and for the 8 lane option is £21,638,104 compared to the previously reported estimated costs of £23,347,259 for the 10 lane option and £22,726,794 for the 8 lane option;</p> <p>(c) note that the total funding available from the other partners as detailed in section 5.3 of the report has increased from the previous total of £10 million reported to Council on 15 December 2010 to £14 million. This being the result of the University of Aberdeen increasing their contribution from £5 million to £8 million and Aberdeen Sports Village Ltd. (ASV Limited) agreeing to underwrite the shortfall of £1 million for the 10 lane option to ensure that the funding package can be secured. The remaining balance of external funding coming from a £5 million grant from sportscotland; agree to approve funding of up to £8 million and this be met from the Non-Housing Capital Programme for the construction of a 10 lane</p> <p>(d)</p>			

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			<p>pool subject to:</p> <p>(i) the Corporate Asset Group, on behalf of the Corporate Management Team, managing the overall spend of the Non-Housing Capital Programme in 2011/12 to stay within approved spending limits and to take into account the future capital demand for this project in the budget process for 2012/13 and 2013/14;</p> <p>(ii) the revenue support for the ongoing costs of the project being capped at £250,000 per annum at 2010/11 prices with a review of future indexation once the facility is nearing completion of the construction phase;</p> <p>(iii) officers reaching an agreement with partners in regard to the use of the facilities in light of the potential</p>			

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			<p>(iv) migration of swimming clubs to the new facility; and officers reaching agreement on a Transfer Agreement Document, which will formalise the transfer of responsibility for the delivery and operational phases of the 50 metre pool project to ASV Limited.</p> <p>(e) note that the most economically advantageous tender for the 50 metre pool project was submitted by Contractor A, and subject to the Committee agreeing to approve funding on the basis of recommendation (d), to instruct officers to arrange, in conjunction with Aberdeen University and Aberdeen Sports Village Ltd., to appoint Contractor A as the Principal Contractor, based on their tender figure for the 10 lane option which results in an overall development cost of £21,918,104;</p>			

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			<p>(f) to instruct officers to report back to the next appropriate meeting of the Council in regard to the progress on the negotiations on items d(iii) and (iv) above; and to note that the provision of a 50 metre pool has been included within the scope of the Water Management Plan currently underway, and will also be included within the report to Committee, due on 15 September 2011. The Committee should be aware that historically there has been a recognition that the city has a greater number of swimming pools for the size of population than elsewhere.</p> <p>(g) sportsotland is providing support to model the existing water provision and future needs. The recommendations will also take full account of the reducing revenue and capital budgets and the costs associated with the 50 metre pool and are likely to include a reduction in the number and range of</p>	Director of Enterprise, Planning and Infrastructure	17.08.11	

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			facilities.			
2.	Council 30.06.10 Article 16	<u>The City Garden Project - Next Steps</u> The Council agreed to receive quarterly progress reports on the matter.	The matter was last reported to Council on 23 rd February 2011 and the Council's Project Monitoring Group had their inaugural meeting on 22 nd March. Minutes and associated papers for Project Monitoring Group meetings will be posted on the Council's website once approved. A report will be included in the Information Bulletin.	Director of Enterprise, Planning and Infrastructure Project Director, Economic and Business Development	29.06.11	29.06.11
3.	Council 15.12.10 Article 13	<u>Progress vis-à-vis the Accounts Commission Follow up Report</u> The Chief Executive advised that a report would be submitted to Council on 29 th June 2011 on the Council's progress since the publication of the Accounts Commission's follow up report in July 2009.	A report is on the agenda.	Chief Executive	29.06.11	29.06.11
4.	Housing and Environment 10.05.11 Article 20	<u>Modernisation of the Housing Service</u> The Housing and Environment Committee noted that a full detailed report, including area team structures and patch sizes, would be presented	This matter will now be reported to the Housing and Environment Committee on 25 th August 2011.	Director of Housing and Environment	29.06.11	Housing and Environment 25.08.11

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		to the meeting of Council of 29 th June 2011.				

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HOUSING AND ENVIRONMENT COMMITTEE

10 May, 2011

SECURITY SERVICES IN MAINSTREAM MULTI STOREY BLOCKS – PROGRESS REPORT

With reference to article 30 of the minute of its previous meeting of 1 March, 2011 the Committee had before it a report by the Director of Housing and Environment which provided an update in relation to the provision of security services in multi storey blocks.

By way of background the report reminded members that as per legislation (the Tenements (Scotland) Act 2004), the Council could not force any owner to pay for this work to be undertaken, as the security works were classed as an 'improvement'. The capital cost per owner was around £170 (£12,240 in total based on the original tender), and the annual operation and maintenance revenue charges would be between £37,400 and £56,000.

The report advised as to the consultation which had been undertaken with the seventy two owners in the affected blocks (Hutcheon Court, Greig Court, Bayview Court, Northsea Court and Marischal Court); and outlined the response of owners as follows:

- twenty two owners agreed to the proposals and agreed to contribute financially
- seventeen owners disagreed with the proposals and did not agree to contribute financially
- eleven owners agreed to the concept, but did not agree to contribute financially
- five owners returned other comments, mainly questioning the requirement for the works to proceed.

In addition to the above, thirteen owners had failed to respond, and four owners were still to be contacted.

It was suggested, by way of the report, that the security services could be withheld from those owners who chose not to pay (ie owners who did not pay would have no access to the control room operatives or the ASBIT team services, and would have no additional remote concierge services to vet visitors). The report highlighted that this course of action did pose a risk to the overall security to the building, and could weaken the whole scheme to an extent.

The report recommended:-

that the Committee –

- (a) notes the procurement timetable (as detailed within the report);

- (b) agrees that owners be provided with full access to the improved security services should they contribute financially to the cost of the service; and
- (c) agrees that owners will not be provided with access to the improved security service if they do not agree to contribute financially to the cost of the service.

The Convener, seconded by the Vice Convener, moved:
that the report's recommendations be approved, and to agree that the Convener and Vice Convener of this Committee would write to the new Minister responsible for housing to request that a review of the law be undertaken regarding the issues raised in this report, including repairs for Council properties that are part privately owned.

Councillor Fletcher, seconded by Councillor Hunter, moved as an amendment:
to instruct that the new security service be fully implemented, with the cost to be borne entirely from the Housing Revenue Account (HRA), noting that this is best value for the HRA in the long term; and to agree that the Convener and Vice Convener of this Committee would write to the new Minister responsible for housing to request that a review of the law be undertaken regarding the issues raised in this report, including repairs for Council properties that are part privately owned.

On a division, there voted: for the motion (7) – the Convener; the Vice Convener; and Councillors Cormie, Dunbar, Jaffrey, Noble and Robertson; for the amendment (6) – Councillors Allan, Collie, Cooney, Fletcher, Hunter and Yuill.

The Committee resolved:-
to approve the successful motion.

In terms of Standing Order 36(3), Councillors Allan, Collie, Cooney, Fletcher and Hunter referred this matter to Council for its consideration.

ABERDEEN CITY COUNCIL

COMMITTEE	Housing and Environment
DATE	10 May 2011
DIRECTOR	Pete Leonard
TITLE OF REPORT	Security Services in Mainstream Multi Storey Blocks – progress update

REPORT NUMBER:

1. PURPOSE OF REPORT

The purpose of this report is to provide an update to elected members on the provision of security services in multi storey blocks.

2. RECOMMENDATION(S)

It is recommended that the Committee:

1. Notes the procurement timetable
2. Agrees that owners will be provided with full access to the improved security services should they contribute financially to the cost of the service.
3. Agrees that owners will not be provided with access to the improved security services should they not agree to contribute financially to the cost of the service.

3. FINANCIAL IMPLICATIONS

A sum of £500K has been allocated in the 2011/2012 Housing Revenue Account capital budget to cover the capital purchase cost of the system.

Also, a sum of £444k per annum has been allocated in the Housing Revenue Account to cover the revenue cost of managing and maintaining the service.

4. OTHER IMPLICATIONS

Human rights impacts and implications have been outlined in previous papers on this project.

The implications of the Tenements (Scotland) Act 2004 have been outlined in the paper to Committee of 1 March 2011.

5. BACKGROUND/MAIN ISSUES

5.1 Procurement process

The timeline reported to Housing and Environment Committee 1 March was:

Advertise Pre-Qualifying Questionnaire: 22 February
Completed PQQs returned: 25 March
Invitation To Tender issued: 6 April
ITT responses: 20 May
Evaluation and preferred supplier identification: 3 June

Progress to date and the amended timeline is as follows:

Advertise Pre-Qualifying Questionnaire: 25 February
Completed PQQs returned: 28 March
Invitation To Tender issued: 29 April
ITT responses: 7 June
Evaluation and preferred supplier identification: 21 June.

Full installation of the system is likely to take around 6 months to complete after completion of the contract documentation.

The initial work will focus on setting up the core system and control room and there would follow a phased roll out of provision on a block by block basis, with priority given to those blocks with known problems.

5.2 Implications of the Tenements (Scotland) Act 2004

As required by the Tenements (Scotland) Act 2004, a consultation exercise was carried out with the 72 owners of the five blocks where the Council intends to introduce access control measures.

These blocks are:

- Hutcheon
- Greig
- Bayview
- Northsea
- Marischal

The consultation has been carried out using the following methods:

- Initially face to face visits

- A letter was hand delivered explaining the scheme and giving owners the opportunity to come to a planned time within their common room
- A further letter was issued enclosing a prepaid envelope with a date for return.

Three questions were asked of the owners as well as giving them an indicative cost for the project of between £10 - £15 per month. The questions asked were:

- Are you in support of the Centralised control Room monitoring the CCTV cameras within your block? Yes or No
- Are you in support of the Access Control Measures? Yes or No
- If you are in support of the measures would you be prepared to pay towards the maintenance of the system? Yes or No

To date we have received a total of 55 responses (76%).

22 owners agreed to the proposals and agreed to contribute financially
 17 disagree with the proposals and did not agree to pay
 11 agreed to the concept but did not agree to pay
 5 returned other comments, mainly questioning the need for the works
 13 failed to respond and 4 are still to be contacted.

It is clear, and perhaps not surprising, that the majority of owners have issues with the cost element. Interestingly, not one owner to date has raised any issues as regards the equality or human rights issues, which was a risk highlighted by the Council's legal team.

Conclusion

As previously reported to H&E Committee, the Tenements (Scotland) Act 2004 is very clear on the rights of owners in mixed tenure buildings. The additional security works are clearly an improvement as described in the Act and therefore the Council cannot at any time force the works upon the owners and demand payment. A decision therefore needs to be taken as to whether the cost elements of the proposal should be borne in total from the HRA, or those owners who have indicated a willingness to pay should be asked to do so.

The capital cost per owner is approximately £170, total value for all owners being around £12.24k (based on the original tender price) The annual operation and maintenance revenue charges would be somewhere between £37.4k and £56k.

The only way that the Council can legally continue with this proposal is if it accepts that the owners will not be charged for the installation and ongoing maintenance of the system unless they specifically agree to

this. It remains an option for the Council to choose to withhold services from those owners who do not pay, as follows:

- a) no access to the Control Room operatives e.g. not given the emergency contact number
- b) no access to ASBIT team services (unless for statutory noise nuisance complaints).
- c) no additional remote concierge services to vet visitors (door push button link to Control Room deactivated)

Whilst withholding these services may encourage some owners to contribute financially, it may also present some risks to the overall security of the building. For example, if there is antisocial behaviour going on in or around the building it is in the Council's own interests to receive reports on this whether from an owner or a tenant. Similarly, if an owner is not part of the remote access arrangements, this may weaken the whole scheme to an extent.

5.3 Location of Control Room

The initial plans were for the control room to be sited at Kittybrewster works depot in the first instance, with an option to relocate to a more suitable location in the future.

With the imminent move of additional staff to Kittybrewster as part of the Marishcal project, space at this site is at a premium. Alternative sites have therefore been examined and it has been decided to base the control room in the Tillydrone Housing Office. Use will be made of the space which was formerly used for rent collection activities and this will enable the CCTV control room staff to be co-located alongside the Anti Social Behavior Investigations Team (ASBIT), providing obvious operational benefits.

6. IMPACT

Corporate

The improvements to safety and security in the multi storeys will contribute to the achievement of one of the top ten strategic priorities outlined in the Community Plan update – namely

Safety

Violence and disorder – Reducing anti social, violence and drug and alcohol related problems

Adoption of the recommendations will also contribute to the achievement of National Outcome 9, as outlined in the Single Outcome Agreement 2008 – 2011 “we live our lives safe from crime, disorder and danger”

The recommendations also relate directly to the following policies outlined in Vibrant, Dynamic and Forward Looking 2007 –2011

Housing

Provide better secured controlled access to multi storey blocks

Public

There is likely to be interest in this report by members of the public

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7. REPORT AUTHOR DETAILS
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HOUSING AND ENVIRONMENT COMMITTEE

10 May, 2011

TEMPORARY ACCOMMODATION UNITS – SMOKING POLICY EXCEPTION

(H&E/11/042)

With reference to article 26 of the minute of its meeting of 13 April, 2010, the Committee had before it a report by the Director of Housing and Environment which requested that an exemption be granted to the Council's Temporary Accommodation Units from the Smoke Free at Work Policy.

By way of background the report reminded members that a report was presented to this Committee at the aforementioned meeting on this issue, and at this time, the Committee did not approve the recommendations of officers. Since this time, the Licensing Committee had granted an HMO licence for 77 – 79 Bon Accord Street and 95 Bon Accord Street (article (tbc) of the minute of meeting of the Licensing Committee of 22 March, 2011 refers) but at this time, a number of local residents had raised concerns in relation to residents of the units smoking and drinking around the street corner. At this juncture, a number of members intimated that this was a management issue, and not one that would be resolved through approval of the recommendations.

The report continued that the practice of not allowing smoking inside had led to a number of residents trying to smoke inside in a concealed way, and indicated that there had been several attempts to interfere with the fire detection system. Again, some members were of the opinion that this was a management issue that required to be tackled by officers.

The report recommended:-

that the Committee –

- (a) approves an exception to the Smoke Free at Work Policy as follows:
 - Smoking shall be permitted in designated areas (bedrooms) of the Homelessness Service Temporary Accommodation Units
 - The Homelessness Manager, in consultation with the Temporary Accommodation Senior Officer and Team Leaders of individual units will designate a proportion of individual rooms as smoking rooms; and
- (b) refers this report to the Corporate Policy and Performance Committee for its information.

At this juncture, Councillor Robertson circulated a letter from the Head of Community Safety at Grampian Fire and rescue, which set out the Service's strong opposition to the proposal to allow an exception to the Smoke Free at Work Policy.

The Convener, seconded by Councillor Fletcher, moved:
that the report's recommendations be approved, and that a detailed report be brought back to this Committee in six months.

Councillor Robertson, seconded by Councillor Hunter, moved as an amendment:
that this Committee does not agree that Temporary Accommodation Units should be exempt from the Smoke Free at Work Policy, and therefore instructs that the Policy is continued to be adhered to within the Council's Temporary Accommodation Units.

On a division, there voted: for the motion (7) – the Convener; the Vice Convener; and Councillors Cormie, Dunbar, Fletcher, Jaffrey and Noble; for the amendment (6) – Councillors Allan, Collie, Cooney, Hunter, Robertson and Yuill.

The Committee resolved:-
to adopt the successful motion.

In terms of Standing Order 36(3), Councillors Allan, Collie, Cooney, Hunter and Robertson referred this matter to Council for its consideration.

COMMITTEE: Housing & Environment

DATE: 10 May 2011

DIRECTOR: Pete Leonard

TITLE OF REPORT: Temporary Accommodation Units – Smoking – Policy Exception

REPORT NUMBER: H&E/11/042

1. PURPOSE OF REPORT

This report seeks approval for exception to the Smoke Free at Work Policy for the City Councils' Temporary Accommodation Units.

2. RECOMMENDATIONS

It is recommended that Committee

(a) approves an exception to the Smoke Free at Work Policy as follows:

- smoking shall be permitted in a designated areas (bedrooms) of the Homelessness Service Temporary Accommodation Units.
- the Homelessness Manager in conjunction with the Temporary Accommodation Senior Officer and Team Leaders of individual units will designate a proportion of individual rooms as smoking rooms; and

(b) refers this report to the Corporate Policy and Performance Committee for its information.

3. FINANCIAL IMPLICATIONS

There will be a requirement to install mechanical ventilation at these premises but this can be contained within the current budget. This will be funded through the Property costs - Repairs & Maintenance line.

4. SERVICE & COMMUNITY IMPACT

4.1. The proposal links to the Single Outcome Agreement and Vibrant, Dynamic & Forward Looking to 'increase the number of temporary homes for homeless people across the City' and 'retain the 24 hours contact point for homeless people'. It also links to the National Indicator and Target 'All unintentionally homeless households will be entitled to settled accommodation by 2012'.

- 4.2. Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- 4.3. The proposals will assist the Council to deliver against, in particular, one of the five key areas of activity – the services we provide and secure for the most vulnerable members of our community.
- 4.4. There are direct links to the Housing Service Plan 2009 – 2012 – Modernisation of Service, the Resettlement & Homelessness Strategy (2009 – 2013) and the Temporary Accommodation Strategy.

5. OTHER IMPLICATIONS

A policy will be devised to minimise risks to staff from passive smoking.


6. MAIN CONSIDERATIONS


- 6.1. Committee considered a report on this matter on 13 April 2010 and did not approve the recommendations.
- 6.2. However, the renewal of the HMO licences for 77-79 and 95 Bon Accord Street were heard by the Licensing Committee on 22 March 2011.
- 6.3. The Committee heard around 60 objections to the renewal of the licence.
- 6.4. A licence was issued for 18 months only because we outlined how we would tackle the issues which were causing concern to the objectors.
- 6.5. Issues which were raised by the objectors included residents of the Accommodation Units hanging around on the street corners causing fear to passers by. This included drinking and smoking. Agreeing to these recommendations would be one aspect of our commitment to lessening the impact of service users behaviours on our neighbours.
- 6.6. The current practice of not allowing smoking at all within the temporary accommodation unit forces people to smoke outside. This might be all right if these were individual dwellings but in the accommodation unit smoking can become a group activity sometimes causing nuisance to the neighbourhood.
- 6.7. The practice also has led to individuals trying to smoke in a concealed way with numerous attempts to interfere with the fire detection system. The overall risk to others could appear to increase as a result.
- 6.8. Smoking areas are available to the rear of our premises but when residents use these areas they can often do so noisily thus again negatively impacting on the neighbourhood.
- 6.9. The Smoke Free at Work Policy outlines the only exception to that policy will be in designated smoking areas in the Council's residential homes for adults and older people, as these are considered to be a dwelling place.
- 6.10. Temporary Accommodation Units would fall into the same category as it is the only home of the individuals at that time.

- 6.11. A full risk assessment for staff will be undertaken and discussed with staff and union officials.

7. REPORT AUTHOR DETAILS

Paul Hannan, Homelessness Manager

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8. BACKGROUND PAPERS

Smoke Free at Work Policy

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	29 June 2011
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Accounts Commission Findings – progress
REPORT NUMBER:	OCE/11/006

1. PURPOSE OF REPORT

At its meeting on 15 December 2010, the Council heard an oral report by the Chief Executive providing an update on the actions taken by the Leadership Board to address the findings and recommendations of the Accounts Commission for Scotland on *Aberdeen City Council: Reports by the Controller of Audit on the Audit of Best Value and Community Planning and the Property Sales Investigation*.

The Council resolved:-

- i) to note that a report would be submitted to the Council meeting on 29 June 2011 on the Council's progress since the publication of the Accounts Commission's follow up report in July 2009; and
- ii) to note that the Leadership Board would now be stood down, and that Group Leaders would meet once per committee cycle instead to review forthcoming Council business and any other matters of significance.

This report provides the progress update requested by the Council.

2. RECOMMENDATION

That the Council notes the content of the report and requests that the Chief Executive provides further reports as and when required to future meetings of the Council.

3. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from this report, but its subject matter relates directly and indirectly to all the arrangements made by the Council to ensure a sustainable financial future for the organisation and the services it provides.

4. OTHER IMPLICATIONS

There are no other specific implications arising from this report, but its subject matter touches directly or indirectly on all aspects of the Council's policy statement and the Single Outcome Agreement.

5. MAIN ISSUES

The Findings and Recommendations of the Accounts Commission on *Aberdeen City Council: Reports by the Controller of Audit on the Audit of Best Value and Community Planning and on the Property Sales Investigation* were before the Council at its meeting of 16 June 2008.

As reported to the Council at its meeting on 19 August 2009 (report number OCE/09/002), on Thursday 30 July 2009, Audit Scotland published its progress report on the Council's arrangements for best value and community planning. The report includes the Accounts Commission's findings and is available from the Audit Scotland website at <http://www.audit-scotland.gov.uk/>. Elected members each received a copy of the report at that time.

The Accounts Commission's findings were as follows:-

- i) When the Accounts Commission published its findings on the Best Value audit on Aberdeen City Council in May 2008 following a public hearing, it requested a further report from the Controller of Audit in 12 months' time. The Commission accepts this report as fulfilling that requirement. We recognise that the report gives a broad picture of the council's performance based on the work of Audit Scotland and service inspectorates and does not attempt a comprehensive review of all service delivery. We acknowledge the co-operation and assistance given to the audit process by elected members and officers of the council.
- ii) The Commission is encouraged by the prompt and decisive action taken by the council, and taking into account the timescale, commends the council on its progress across a range of activity. We welcome in particular the steps taken to establish new management structures and a new senior management team, the early signs of changes in organisational culture and the progress in implementing a corporate performance management process.
- iii) We are also pleased to note that the council has started to improve budget setting. It now needs to build on this to establish robust and sustainable financial management and monitoring, which will be vital in addressing the challenging financial position it continues to face. This is a key issue in any circumstances and will be all the more challenging for the council given the recession and the financial pressures facing local government.

- iv) In aggregate, the council has made a good start in addressing our findings on the initial Best Value audit report, and we believe that there is a very promising base for further improvement. Inevitably at this stage the council still has much to do and it needs to ensure that the progress is sustained and supported throughout the organisation. In doing so, it needs to mitigate the risks to its ambitious improvement programme arising from dependence on a small number of elected members and officers. The council also needs to maintain a broad consensus to support the overall direction of travel and pace of change.
- v) As part of the streamlining of scrutiny that the Scottish Government has asked the Accounts Commission to be involved in, Audit Scotland is currently working closely with other scrutiny bodies to deliver a shared risk assessment of councils. The Controller of Audit's report and these findings, showing a picture of encouraging initial progress but with some way to go, will feature in the next risk assessment of Aberdeen City Council which will, in turn, inform the nature and timing of future external scrutiny.

The relevant statutory provisions required the Council to consider the Commission's findings at a meeting of the Council within three months of receiving them. This duty must be discharged by the full Council and not by a committee, sub-committee or officer. After the Council has met, the Commission must be notified of any decisions made.

The Council meeting on 30 September 2009 considered a report by the Chief Executive on behalf of the Leadership Board (report number OCE/09/008) and agreed a response to the Accounts Commission, copied to the Cabinet Secretary for Finance and Sustainable Growth, based on the Leadership Board's consideration of the following matters. A progress update is now noted below each bullet point:-

- **new management structures**

The Council meeting on 30 September 2009 marks the end of the first cycle of meetings of the Council's new committee structure, introduced to clarify relationships, responsibilities and accountabilities within the Council. Work continues on the development of new Standing Orders, Financial Regulations, Schemes of Delegation and Codes of Conduct to underpin the new management structures and the Council has agreed that a review should be undertaken following the first six months of operation of the new committee structure.

update

In the intervening period since August 2009, the Council's Standing Orders, Financial Regulations, Schemes of Delegation and Codes of Conduct have been reviewed and updated; a

refreshed Local Code of Corporate Governance has been adopted and the envisaged review of the committee structure was reported to the Council meeting on 24 March 2010 (report number CG/10/031). All these matters remain under review and wherever necessary proposed improvements will be brought forward to the relevant committee for decision. The Chief Executive is in the early stages of giving consideration to revised decision-making structures to continue the improvements made in streamlining the work of the Council.

- **new senior management team**

The Director of Corporate Governance took up his post with the Council on 1 September 2009 completing the appointment process for the Council's new Directors. The Chief Executive and the Directors are now working jointly to agree and bring forward to Council recommendations for the sub-structure of Heads of Service across the five Directorates and the Office of Chief Executive. The Chief Executive will liaise directly with the Leadership Board and elected members to discuss the rationale behind the sub-structure as it is developed. The Council has agreed that the number of Heads of Service posts will be reduced from the current 25 to a maximum of 21 and that the posts will be advertised externally. It is envisaged that appointments will be made during November and December 2009.

update

In the intervening period since August 2009, the Council's Head of Service structure was finalised and agreed at the Council meeting on 18 November 2009 (report number OCE/09/012) with the resulting 16 posts being advertised externally and filled during the first half of 2010. At the Council's Budget Meeting on 10 February 2011, it was resolved that the Chief Executive be instructed to initiate a review of the Council's management structure in the context of the priority based budget options for the period 2011/2016. The Chief Executive will bring reports back to the Council at the appropriate time.

- **changes in organisational culture**

The Chief Executive and the Directors acknowledge the importance of setting and maintaining the Council's 'cultural tone' (as it is described in Audit Scotland's report). Work continues at both a corporate and directorate level to develop and actively make use of a range of communication tools to ensure that the Council's organisational culture is a positive influence in ensuring that the Council delivers the desired outcomes for those it serves. The structure agreed by the

Council at its meeting on 25 March 2009 saw communications transferred to the Office of Chief Executive, a clear indication of the importance of this work as the Council moves forward. A survey of all Council staff is due to take place in the coming months; this will establish a new baseline on staff views and opinions and indicate where work should be concentrated in order to enhance a positive cultural tone within the organisation.

update

The results of the 2010 staff survey were published in March 2011 along with an outline of the actions to be taken as a result of the feedback that the survey provided. In addition, the Council's draft five year business plan which is also on the agenda for today's meeting explicitly sets out the importance to its successful delivery of communication, community engagement and employee engagement. The Chief Executive is personally committed to a proactive and ongoing programme of staff visits across the Council. Directors and Heads of Service across the Council have held numerous staff briefings, workshop sessions and other fora to engage actively with staff.

- **corporate performance management process**

Given the centrality of clear responsibility and accountability in the Council's new organisational structures at both Committee and Directorate level, and given the fundamental requirement for robust self-assessment as national scrutiny arrangements are transformed the importance of the Council's corporate performance management processes are fully appreciated both by elected members and officers. In seeking to deliver against timescale and within budget the priorities enshrined within the Single Outcome Agreement and *Vibrant, Dynamic and Forward Looking* it is recognised that performance management arrangements within the Council must be kept continually under review. Each of the new Committees, the Corporate Management Team and each of the new Directorates will regularly receive, analyse and act on robust performance information.

update

Each of the service committees of the Council receives regular performance reports with the aim being that timely, relevant and robust information is presented to elected members. The system in place continues to be kept under review and proposed improvements are reported to the appropriate committees for decision. In addition, the How Good is Our Council model of self evaluation has been adopted as a means of supporting performance improvement.

- **improved budget setting**

The Finance and Resources Committee on 17 September 2009 received a report by the City Chamberlain on the proposed arrangements for setting the 2010/2011 budget. The intention is to ensure that the improvements noted by the Accounts Commission in the findings are secured and built upon.

update

At the Council's Budget Meeting of 11 February 2010, it was resolved that the 2011/2012 budget process should be undertaken on a priority based approach using zero based budgeting principles to provide the foundation for a fully-costed five year business plan for the council for 2011/2016. The subsequent priority based budget options were reported to Council at its meeting on 15 December 2010 (report number CG/10/202) with further decisions being taken at the Council's Budget Meeting on 10 February 2011.

- **robust and sustainable financial management and monitoring**

It is recognised that the quality of budget setting within the Council will be enhanced both by augmented to day-to-day financial management and monitoring and by improved medium to longer term financial planning. Work is underway on both. In particular on the former, the roll out across the Council of the Collaborative Planning tool will afford budget holders and those they report to at both officer and elected member level a much clearer insight into the operation of the budgets for which they are responsible and earlier opportunities to deal effectively with variances as they begin to occur.

update

The Corporate Management Team now receives a monthly finance performance report which provides a regular overview of the Council's financial position enabling discussion and action as appropriate. The report incorporates updates on revenue, capital, and treasury and savings information and provides for improved financial management and monitoring across the Council. The reporting of financial information to Committee has been similarly revised. The Council's draft annual accounts for 2010/2011 are also on the agenda for today's meeting. The Council has been an early adopter in publishing the revised annual governance statement and in terms of monitoring, the period since September 2009 has seen a significant shift in

focus for the Council's Internal Audit activity in order to ensure it more effectively supports the delivery of the Council's priorities.

- **progress to be sustained and supported throughout the organisation**

The Leadership Board, on behalf of the Council welcomed the Accounts Commission's findings when they were received on 30 July 2009. The Leadership Board, the Chief Executive and the Corporate Management Team are united in seeking the means by which the progress to date is built upon and owned throughout the Council in order to ensure that appropriate outcomes are successfully delivered to those the Council serves.

update

As noted above, at its meeting on 15 December 2010 the Council took the decision to stand down the Leadership Board. The Group Leaders now meet once each committee cycle to review forthcoming Council business and any other matters of significance. The most recent shared risk assessment: assurance and improvement plan for the Council produced by Audit Scotland on behalf of the Local Area Network (LAN) of inspection bodies notes:- "Evidence now shows an improving managerial leadership and performance picture although the council still faces some important challenges, notably that of making significant financial savings and maintaining improvement momentum at a time of considerable organisational change and in a highly charged political environment which presents risks to the efficient and effective conduct of business." Audit Scotland and other LAN colleagues will continue to monitor the situation as part of their ongoing engagement with the Council.

- **mitigate the risks of dependence on a small number of elected members and officers**

The establishment of the new committee structure with Conveners, Vice-Conveners, Group Spokespeople and committee members all with clarified responsibilities and accountabilities for a defined range of services assists in mitigating any risk there may have been in this regard. Similarly, with the new Director group now complete and working to a shared corporate agenda with the Chief Executive any risk on the officer side is nullified.

update

Appointments to the Heads of Service structure were completed during the first half of 2010 and subsequently each Directorate has revised its third tier structure. The priority based budget options and the draft five year business plan together provide the revised corporate agenda to be delivered by the Council on behalf of the people served in the City.

- **maintain a broad consensus to support the overall direction of travel and pace of change**

The Leadership Board was established by the Council to work on its behalf to own and drive forward the Council's improvement programme. The Board continues to fulfil this role.

update

As noted above, the Leadership Board has now been stood down with the Group Leaders taking on a role in relation to Council business and other significant matters. In agreeing the revised Local Code of Corporate Governance at its meeting of 25 November 2010 (report number OCE/10/021 the Corporate Policy and Performance Committee agreed that it would be helpful for the Council to work to the guidance contained in the Audit Scotland report *Roles and Working Relationships – are you getting it right?* It is intended that work on this is undertaken during the coming recess period.

6. IMPACT

As at paragraph 4 above.

7. BACKGROUND PAPERS

Aberdeen City Council: Reports by the Controller of Audit on the Audit of Best Value and Community Planning and on the Property Sales Investigation - Audit Scotland, May 2008

The Audit of Best Value and Community Planning, Aberdeen City Council Progress Report – Audit Scotland, July 2009

Roles and Working Relationships – are you getting it right? – Audit Scotland, July 2010

Shared Risk Assessment: Assurance and Improvement Plan 2010/2013 – Audit Scotland, July 2010

Shared Risk Assessment: Assurance and Improvement Plan 2011/2014 – Audit Scotland, May 2011

8. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE: Council

DATE: 29 June 2011

REPORT BY: Head of Finance

TITLE OF REPORT: Draft Statement of Accounts 2010/11

REPORT NUMBER: CG/11/079

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide to elected members a copy of the Council's draft 2010/11 Statement of Accounts, which are subject to audit.
- 1.2 The Council is required by statute to annually present a set of draft accounts to Audit Scotland by 30 June and for elected members to receive a copy of these draft accounts by this due date.
- 1.3 Following a report to the Finance and Resources Committee on 17 June 2011 on the full year outturn for the Council, this report provides an overview of the year-end financial position and the resources of the Council as at 31 March 2011.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Council:
 - a) note the Draft Statement of Accounts, and financial performance of the various Council accounts contained therein, which will be submitted to Audit Scotland by 30 June 2011;
 - b) note that the audited Financial Statements will be presented to the Audit and Risk Committee, along with the external auditor's report to members in the Autumn, and will come back to a Council meeting thereafter;
 - c) note that in accordance with the relevant strategies to maintain revenue balances the Council objective of retaining recommended levels of uncommitted balances has been achieved; and
 - d) note and approve the various transfers between Council accounts and earmarking of sums against the General Fund, Housing Revenue Account and Common Good as at 31 March 2011 as detailed in paragraphs 6.3.10 and 6.3.14.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of the Draft Financial Statements are detailed throughout the body of the report. Particular attention should be drawn to the 2010/11 year end working balances that exist on the three main accounts, the General Fund, the Housing Revenue Account and the Common Good, which show the extent of commitments set against the fund balances held. These details can be seen at section 6.3.14 below

4. SERVICE & COMMUNITY IMPACT

- 4.1 It is the aim of the Council to maintain working balances to a level that provides sufficient scope to deal with unexpected or unforeseen events in order that this does not have a detrimental and immediate impact on service delivery. At its meeting of 10 February 2011 the Council agreed that a sum, equivalent to 2.5% of net revenue expenditure and approximately £11 million, be maintained by the Council.
- 4.2 The budget each year is produced in light of the Council priorities currently outlined in Vibrant, Dynamic and Forward Looking.

5. OTHER IMPLICATIONS

- 5.1 Every organisation has to manage the risks inherent in the operation of services on the scale of the Council. These risks are minimised by the regular review of financial information by Services and corporately by Members. This report forms part of the end of year reporting cycle and seeks to clarify the overall operating conditions and outcomes that have resulted in the past year.

6. REPORT

- 6.1.1 There is a statutory requirement that an abstract of the accounts for each financial year be submitted to the Controller of Audit not later than 30 June in the next financial year.
- 6.1.2 In effect this means that Financial Statements for 2010/11, which are prepared in accordance with the relevant Accounting Codes of Practice, require to be submitted by 30 June 2010 to Audit Scotland.
- 6.1.3 There is also a requirement that the draft accounts be presented to Elected Members by 30 June each year.

6.1.4 For ease of reference the report is broken down into the following sections:

- 6.2 Link between the Statement of Accounts & General Fund Position
- 6.3 Revenue
- 6.4 Capital
- 6.5 Inspection and Audit of Accounts

6.2. Link between Statement of Accounts & General Fund Position

- 6.2.1 In the 2007 Budget the Chancellor announced that there would be a requirement for Local Authorities to adopt International Financial Reporting Standards from 2010/11.
- 6.2.2 The Statement of Accounts have been prepared in accordance with the International Financial Reporting Standard (IFRS) based *Code of Practice on Local Authority Accounting in the United Kingdom 2010/11 (the Code)*, with specific reference to IFRS 1 (First-time Adoption of IFRS), except where interpretation or adaptation to fit the public sector are detailed in the Code. The Statement of Accounts are also based on the *Best Value Accounting Code of Practice 2010/11 (BVACOP)*.
- 6.2.3 The adoption of IFRS represents a major change in the way in which financial statements are presented, previously the Statement of Accounts were prepared in accordance with the previous *Code of Practice 2009/10: A Statement of Recommended Practice (the SORP)*, which is largely based upon United Kingdom, Generally Accepted Accounting Practice (UKGAAP).
- 6.2.4 In reading the Statement of Accounts members are asked to note the difference between the figures shown in the Comprehensive Income and Expenditure Statement and the actual performance of the Council against which it can be measured by the Council Tax payer, which is presented in the Movement in Reserves Statement.
- 6.2.5 The figure to be aware of is the one described as “(Increase) / Decrease in the Year”, which is the actual movement on the individual Funds.
- 6.2.6 The importance of the difference cannot be over emphasised, the reason being that the Comprehensive Income and Expenditure Statement shows the financial performance for the year, measured in terms of the resources consumed and generated over the last 12 months. It takes account of the requirements of the IFRS based accounting standards.

6.2.7 The impact of compliance with accounting standards is that many accounting entries are made which remove the obvious linkage between the figures presented in the Comprehensive Income and Expenditure Statement and the way in which the Council is required to account for itself within a framework of raising Council Tax.

6.2.8 The main differences are that in the Comprehensive Income and Expenditure Statement capital investment is accounted for as fixed assets are consumed, rather than as investment is financed; and retirement benefits are charged as future benefits are earned, rather than as amounts become payable to pension funds and pensioners.

6.2.9 The General Fund Balance compares the Council's spending against the Council Tax that it raised for the year, taking into account the use of reserves built up in the past and contributions to reserves earmarked for future expenditure. It is upon this basis that the regular monitoring reports are prepared for Members' consideration during the year.

6.3. Revenue

6.3.1 Members are requested to draw their attention to the Explanatory Foreword in the Statement of Accounts which summarises the financial position of the Council across its various accounts and provides commentary on the performance of the Council during the Financial Year.

6.3.2 All of the figures are subject to the external audit process.

6.3.3 In summary, the actual performance against budget of the Council was:

	2010/11 Budget £'000	2010/11 Actual (Surplus) / Deficit £'000	(Favourable) / Adverse Movement £'000
General Fund	(2,353)	(7,850)	(5,497)
Housing Revenue Account	0	(700)	(700)
Common Good	452	(279)	(731)

6.3.4 The actual movement on the reserves for the year is influenced by use of reserves and balances in year, transfers between accounts and IFRS accounting changes that were not part of the approved annual budgets.

6.3.5 For the Common Good, transactions relating to proper accounting practice are applied to reflect the actual change in value from year to year. This represents the sale of fixed assets and the revaluation of the investment properties that comprise the Common Good.

6.3.6 The movement on the accounts is as follows:

	2010/11 Actual (Surplus) / Deficit £'000	2010/11 Use of Reserves £'000	2010/11 IFRS Changes £'000	2010/11 Accounting Transactions £'000	Actual (Favourable) / Adverse Movement on Account £'000
General Fund	(7,850)	2,420	(691)	-	(6,121)
Housing Revenue Account	(700)	-	(123)	-	(823)
Common Good	(279)	0	0	(3,427)	(3,706)

6.3.7 The balance on the various accounts (prior to earmarking sums) at 31 March 2011 can therefore be summarised as:

	1/4/10 Balance £'000	Movement in Year £'000	Transfers £'000	31/3/11 Balance £'000
General Fund	(29,345)	(6,121)	-	(35,466)
Housing Revenue Account	(8,653)	(823)	2,597	(6,879)
Common Good *	(63,477)	(3,706)	-	(67,183)

* The Common Good figures shown represent the value of investment properties held plus cash balances. The value of cash balances at 31 March 2011 is £6.441 million.

6.3.8 The transfers column referred to in the table reflects a transfer approved by the Housing and Environment Committee in January 2011. This transfer was made to the General Fund, but is not shown in the above table against the General Fund as the sum was then transferred to the Capital Fund.

6.3.9 The Council can operate a Capital Fund, under the Local Government (Scotland) Act 1975 and make specific withdrawals – to pay for capital expenditure or the repayment of loan debt principal. It may also receive contributions from the sale of property and any other sums as directed by the Council.

6.3.10 In 2010/11 a value of £6.884 million has been transferred to the Capital Fund in order to mitigate risks and to capture funding allocated as part of the budget for financial year 2011/12. It is recommended that the Council approve this transfer as part of the year end closure of the accounts.

6.3.11 The balance on the Capital Fund as at 31 March 2011 is £11.929 million.

6.3.12 The earmarking of the account balances is important to ensure that the funds associated with specific projects and for specific purposes are recognised and set aside for that use. Each year the Council has set aside funds in this way.

6.3.13 The General Fund, Housing Revenue Account and Common Good all have balances that require to be earmarked and these fall into specific categories – financial risks; specific contingent risks; unspent grant income; specific projects; and for the Devolved Education Management scheme.

6.3.14 A summary of the recommended earmarked sums as at 31 March 2011, included in the draft Statement of Accounts is (note, commitments on the Common Good are set against its cash balances):

	General Fund £'000	Housing Revenue Account £'000	Common Good £'000
Balance as at 31/3/11	(35,466)	(6,879)	(6,441)
Earmarked Sums			
Financial Risks:			
Equal Pay Costs	956		
Workforce Reduction Costs	61		
Service Redesign Costs	7,919		
Contingent Risks:			
De-risk contingent liabilities	7,060		
Central Heating Leases		197	
Unspent Grant Income:			
Various grants received not yet spent	940		
Specific Projects:			
Energy Efficiency Fund	457		
Queens Links Reinstatement Fund	100		
Ward Budgets	73		
City Development Company	1,354		
'The Green' Townscape Project	507		
Roads Maintenance	1,000		
Scottish Secure Tenancy		250	
Repairs & Maintenance		1,916	
Greenfern Development			296
Gordon Highlanders Statue			89
Devolved Education Management			
Schools	1,620		
Community Education Centres	2,130		
Total Earmarked balance	24,177	2,363	385
Total Uncommitted balance	(11,289)	(4,516)	(6,056)
Recommended uncommitted balance	(11,272)	(3,770)	(4,800)

6.3.15 Recommended uncommitted balances are presently defined as:

- General Fund - the approved level is 2.5% of net (2011/12) revenue expenditure,
- Housing Revenue Account – 5% of (2011/12) gross expenditure;

- Common Good – cash balances should be maintained by using the Consumer Price Index (CPI) to annually uplift a sum previously approved by the Council.

6.3.16 It is recommended that the earmarked balance, as detailed at 6.3.14, is approved and set aside as at 31 March 2011.

6.4. Capital

6.4.1 Capital expenditure is undertaken by the Council having regard to the Prudential Code for Finance in Local Authorities and considerations, in all years, of affordability and sustainability.

6.4.2 Total capital expenditure in 2010/11 was £116.393 million, of which £52.991 million was spent on the Housing (HRA) programme and £63.402 million on the General Fund programme

6.4.3 The main service elements within the General Fund Capital programme comprise approximately £5.9 million on Education projects, £6.2 million on infrastructure improvements to Roads & Transportation, and £32 million on Corporate Accommodation projects, including £28 million on Marischal College. The remaining balance of £19.3 million being spent on various other capital projects

6.4.4 Examples of some of the main projects undertaken in 2010/11 included work on Marischal College, the Data Centre, equipment for the new schools, roads resurfacing works, 'Ness' landfill site, vehicles and work on the crematorium. Specific housing related projects included the construction of new affordable housing, extra care adaptations, and the modernisation programme.

6.4.5 The majority of costs were funded from a combination of finance through net borrowing (£72.1 million), the proceeds from the sale of assets, and income from grants and contributions, with the remainder being contributions from the revenue accounts (housing) (£22 million).

6.5. Inspection and Audit of the Accounts

6.5.1 Following submission of the draft accounts, upon being so requested by Audit Scotland, a notice of inspection will be placed in the press giving at least 14 days' public notice of the commencement of the period during which the accounts and other documents will be available for public inspection. The accounts and other documents require to be made available for a period of not less than 15 full days during ordinary business hours.

- 6.5.2 It is anticipated as in previous years, following the required timetable and notices, that the draft accounts will be available for public inspection in late July/early August.
- 6.5.3 It should be noted that the unaudited accounts are prepared according to the requirements of the IFRS based Code of Practice on Local Authority Accounting (the Code) and as a result are more complex and detailed than monitoring reports provided to Committee throughout the year.
- 6.5.4 An analysis of the accounts will be presented to the Audit and Risk Committee and Council once the audit process has been completed, along with the external auditor's report. The audit process is scheduled for completion by 30 September 2011.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

Draft Financial Statements for Financial Year 2010/11;
Financial ledger data extracted for the period;
Redetermination letters received from the Scottish Government;
Previous reports to Finance and Resources Committee on General Fund
Financial Monitoring for 2010/11.

Agenda Item 9(b)(ii)

ABERDEEN CITY COUNCIL

COMMITTEE:	Council
DATE:	29 June 2011
REPORT BY:	Head of Finance
TITLE OF REPORT:	Draft Pension Fund Financial Statements 2010/11
REPORT NUMBER:	CG/11/080

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide to elected members a copy of the Pension Fund's draft 2010/11 Statement of Accounts, which are subject to audit.
- 1.2 Following the introduction of new statutory requirements the Council is now required annually to present a set of draft Pension Fund accounts to Audit Scotland by 30 June separate from the accounts prepared by the City Council and for elected members to receive a copy of these draft accounts by this due date.
- 1.3 Following a report to the Pensions Panel on 6 June 2011 on the full year outturn for the Pension Fund, this report provides an overview of the year-end financial position and the assets of the Pension Fund and Transport Fund as at 31 March 2011.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Council:
 - a) note the Draft Statement of Accounts, and financial performance of the Pension Fund, Main Fund and Transport Fund contained therein, which will be submitted to Audit Scotland by 30 June 2011;
 - b) note that the new statutory requirements further require that the Financial Statement will be included in an Annual Report to be prepared and submitted to external audit review by 30 September 2011
 - c) note that the audited Financial Statements will be presented to both the Audit and Risk Committee, and the Pension Panel along with the external auditor's report in the Autumn, and will come back to a Council meeting thereafter;

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of the Draft Financial Statements are detailed throughout the body of the report.

4. SERVICE & COMMUNITY IMPACT

None

5. OTHER IMPLICATIONS

- 5.1 Every organisation has to manage the risks inherent in the operation of services on the scale of the Pension Fund. These risks are minimised by the regular review of financial information by the Head of Finance and corporately by the Pensions Panel. This report forms part of the end of year reporting cycle and seeks to clarify the overall operating conditions and outcomes that have resulted in the past year.

6. REPORT

- 6.1.1 There is a statutory requirement that an abstract of the accounts for each financial year be submitted to the Controller of Audit not later than 30 June in the next financial year.
- 6.1.2 In effect this means that Financial Statements for 2010/11, which are prepared in accordance with the relevant Accounting Codes of Practice, require to be submitted by 30 June 2010 to Audit Scotland.
- 6.1.3 There is also a requirement that the draft accounts be presented to Elected Members by 30 June each year.
- 6.1.4 For ease of reference the report is broken down into the following sections:

- 6.2. Accounting Requirements
- 6.3. Accounts
- 6.4. Annual Report Requirements
- 6.5. Inspection and Audit of Accounts

6.2. Accounting Requirements

The Pension Fund financial statements should be prepared in accordance with proper accounting practices set out in the *Code of practice on local authority accounting in the UK* (the Code).

The Code requires authorities to account for pension funds in accordance with *IAS26 Retirement benefit plans*. IAS26 provides guidance on the form

and content of the financial statements prepared by pension funds. It compliments *IAS19 Employee Benefits* which deals with the determination of the costs of retirement benefits in the financial statement of employers.

6.3. Accounts

6.3.1 Members are requested to draw their attention to the Explanatory Foreword in the Statement of Accounts which summarises;

- the statutory framework of the Pension Fund and Transport Fund,
- the scheme membership,
- its accounting policy with regard to the Fund's investments and;
- the Fund's attitude to risk.

The purpose of the Fund is to provide a sustainable and affordable final-salary pension to its members, both present and future;

The aim of Aberdeen City Council as the administering authority is to;

- Maintain employer contributions as nearly constant as possible and at reasonable cost to the taxpayers, scheduled and admitted bodies, having regard to the benefits being paid and those due to be paid at a future date;
- to manage employers' liabilities effectively through regular review of contributions and additional contributions for early retirements which lead to a strain on funding;
- to encourage membership;
- to ensure that sufficient resources are available to meet all liabilities as they fall due;
- to maximise the returns from investments within reasonable risk parameters;
- to achieve excellent customer care;
- to continually improve service delivery.

6.3.2 The financial statement reflects the income and expenditure of the Fund's and the value of the Funds investment assets. The key items of note are the fall in employee contributions to the Fund as the number of new scheme members joining the Fund fall, in comparison to the rise the employer contribution rates to meet the long term fund deficit. As at 31 March 2010 the funding position as assessed by the scheme actuary was 89% funded for the Main Fund and 90% funded for the Transport Fund. A triennial valuation of the Fund is due as at 31 March 2011 and will be completed by the autumn. The triennial valuation will set the employer contribution rate for all admitted and scheduled bodies for the period to 2012 to 2015.

6.3.3 The Funds saw an increase in asset value over the 12 month period to 31 March 2011 for the Main Fund of £226 million and £7 million for the Transport Fund. Full details of the investment performance of the Fund will be given in the new Pension Fund Annual Report.

6.4. Annual Report Requirements

6.4.1 Local authorities responsible for administering a pension fund (administering authorities) forming part of the Local Government Pension Scheme (LGPS) are required by a recent amendment to the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008 to publish a pension fund annual report from 2010/11.

6.4.2 The annual report is a publication separate from the authorities own statutory accounts and contains financial statements in respect of each pension fund maintained by an authority. Authorities are required to publish the annual report by 1 December.

6.4.3 Until 2009/10, pension fund financial statements were included in the administering authorities accounts and were therefore covered by the audit opinion of those accounts. From 2010/11, pension fund financial statements are no longer included in the authorities' accounts, and auditors are required to give a separate audit opinion on the financial statement in the Pension Fund annual report.

6.4.4 In addition to the financial statements and notes, the report is required to contain;

- A report about the management and financial performance of the funds during the year, a report explaining the authority's investment policy and reviewing the performance during the year of the investments of each fund, and a report of the arrangements made during the year for the administration of the funds
- A statement by the actuary of the level of funding disclosed by their valuation
- The governance compliance statement, funding strategy statement, and statement of investment principles (or details where these can be obtained)
- The extent to which levels of performance set out in the pension fund administration strategy have been achieved
- Any other material which the authority considers appropriate

6.5. Inspection and Audit of the Accounts

6.5.1 The audit of the Pension Fund accounts is not subject of a separate audit appointment. The appointed auditor to the City Council (the administering

authority) will be required to issue a separate audit opinion on the abstract relating to the Pension Fund.

6.5.2 The deadlines that apply to the Pension Fund financial statements (as an abstract) are the same as those for the main accounts of the City Council i.e. they must be prepared and submitted for audit by 30 June. The audit deadline set by the Accounts Commission of 30 September also applies. As stated above authorities are required to publish the Pension Fund annual report by 1 December

6.5.3 However the following transitional arrangement apply for 2010/11

- The financial statement element of the pension fund annual report requires to be prepared and submitted for audit by 30 June 2011
- The remainder of the pension fund annual report requires to be prepared and submitted to auditors by 30 September 2011
- Auditors are required to complete the audit process by 30 November 2011

6.5.4 Following submission of the draft accounts, upon being so requested by Audit Scotland, a notice of inspection will be placed in the press giving at least 14 days' public notice of the commencement of the period during which the accounts and other documents will be available for public inspection. The accounts and other documents require to be made available for a period of not less than 15 full days during ordinary business hours.

6.5.5 It is anticipated in line with the City Council financial statement, that the Pension Fund following the required timetable and notices, that the draft accounts will be available for public inspection in late July/early August.

6.5.6 An analysis of the accounts will be presented to the Audit and Risk Committee and Pensions Panel once the audit process has been completed, along with the external auditor's report. The audit process is scheduled for completion by 30 November 2011.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

Draft Financial Statements for Financial Year 2010/11;

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**DRAFT
FINANCIAL STATEMENTS**

1 APRIL 2010 TO 31 MARCH 2011

**ABERDEEN CITY COUNCIL, ADMINISTERING
AUTHORITY FOR THE NORTH EAST
SCOTLAND PENSION FUND**

CONTENTS

	Page No.
1) Explanatory Foreword	
Fund Structure	1
Membership	2
Investments	3
Risk	4
Actuarial Valuation	5
Restatement of the 2009/2010 Accounts	5
2) The Main Fund Accounts	6
3) The Transport Fund Accounts	7
4) Notes to the Accounts	
Note 1. Actuarial Valuation	8
Note 2. Contributions receivable and Benefits Payable	10
Note 3. Transfer Values	11
Note 4. Investment Income Breakdown	11
Note 5. Investment Assets	12
Note 6. Derivative Contracts	14
Note 7. Breakdown of Sundry Debtors and Creditors	15
Note 8. Purchases and Sales	15
Note 9. Stock Lending Arrangements	16
Note 10. Transaction Costs	16
Note 11. Related Party Transactions	16
Note 12. Private Equity, Outstanding Commitments	17
Note 13. Additional Voluntary Contributions (AVC)	17
Note 14. Compliance with the Code	18
Note 15. Investment Principles	18
Note 16. Post Balance Sheet Date Events	18

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

Explanatory Foreword

FUND STRUCTURE

The North East Scotland Pension Fund (The Main Fund) and the Transport Fund are administered by Aberdeen City Council within the Local Government Pension Scheme regulations.

The Scheme was established under the Superannuation Fund Act 1972, it is a statutory scheme and is contracted out of the Second State Pension. The scheme is open to all employees of the scheduled bodies, except for those whose employment entitles them to belong to another statutory pension scheme (e.g. Police, Fire and Teachers).

Employees of admitted bodies can join the scheme subject to their individual admission criteria which are out with the control of Aberdeen City Council.

There are 13 scheduled bodies:

Aberdeen City Council	Aberdeenshire Council	The Moray Council
Grampian Fire and Rescue (Non Uniform)	Grampian Joint Police Board (Non Uniform)	
Scottish Water	SPSA	Visit Scotland
Aberdeen College	Banff and Buchan College	Moray College
Northern Community Justice Authority	Grampian Valuation Joint Board	

The Transport Fund was created in October 1986 for employees of the former passenger Transport Undertaking who transferred to the limited company now known as First Aberdeen, which was created at that time.

A list of the admitted bodies is available from the office of the Head of Finance, Aberdeen City Council, The Town House, Broad Street, Aberdeen, AB10 1AH and is also contained with in the Annual Pension Fund Report.

The Funds are built up from contributions from both employees and employing bodies, together with interest, dividends and rent from investments, out of which pensions and other benefits are paid.

Transfer of pensions into and out of the Fund's are reflected in the accounts on a cash basis.

The Main Fund Accounts do not take account of liabilities to pay future pensions and benefits but rather summarises the transactions and net assets of the scheme.

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

Orphan liabilities will be managed under the termination policy of the Fund as set out by the Scheme Actuary.

Employee contributions are fixed by statute, with employer contributions being assessed every three years by an independent Actuary to determine the level of contributions necessary by employing bodies to ensure that the fund is able to meet all future benefits.

With effect from 1 April 2009, employee contributions are based on a tiered rate as detailed below.

Band	Range	Contribution Rate
1	On earnings up to and including £18,000	5.5%
2	On earnings above £18,000 and up to £22,000	7.25%
3	On earnings above £22,000 and up to £30,000	8.5%
4	On earnings above £30,000 and up to £40,000	9.5%
5	On earnings above £40,000	12%

MEMBERSHIP

The Main Fund:

The active membership of the Main Fund decreased from 24,419 employees at 31 March 2010 to 21,268 as at 31 March 2011 and the number of pensioner and deferred members increased from 26,418 at 31 March 2010 to 28,710 as at 31 March 2011.

The Transport Fund:

The contributing employees of the Transport Fund decreased from 136 as at 31 March 2010 to 120 as at 31 March 2011 and the number of pensioner and deferred members increased from 530 at 31 March 2010 to 535 as at 31 March 2011.

INVESTMENTS

The monies belonging to the Main Fund and the Transport Fund are entirely managed by appointed Investment Fund Managers and are held separate from any of the employing bodies, which participate in the Main Fund, with the exception of a small investment in the Aberdeen City Council's Loan Fund, which varies year on year and represents surplus cash from contributions not yet transferred to the Fund Managers.

After meeting the cost of current benefits, all surplus cash is invested and the increasing value of investment is then available to meet further liabilities to employees within the fund. In addition to a contingent liability to meet future pension benefits payable to existing employees, the funds must also provide for the future payment of deferred pension benefits which have been preserved by former employees in respect of service prior to their leaving.

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

The funds have been invested in accordance with the investment controls laid down in the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010, and quoted investments of the fund have been revalued to market value at 31 March 2011 with the gain/loss on revaluation being credited to the fund.

Valuation of Investments

All investments are valued at their market value at 31 March 2011 determined as follows:

All stocks within the FTSE 100 are valued on the basis of the last traded price recorded on SETS (the Stock Exchange Electronic Trading Service), while all other listed securities are valued on the basis of the market conventions where primarily traded which is either last traded or bid market price.

Investments held in foreign currency have been valued on the above basis and translated into sterling at the rate ruling at the balance sheet date.

Managed funds including unit trusts are stated at the bid price of the latest prices quoted or the latest valuation by the Fund custodian.

Private equity assets are independently valued by the appointed fund manager and general partners. Fair value is calculated by applying Private Equity and Venture Capital Valuation Guidelines.

Unlisted investments are valued using one of the following methodologies:

1. Earning Multiple (based on comparable quoted multiples and significant third party transactions)
2. Price of Recent Investment
3. Net Assets
4. Discounted Cash Flows or Earnings from Underlying Business

When applying as Earning Multiple the Fund Manager/General Partner will use the best estimate of maintainable earnings. In accordance with guidelines, discounts have been applied for size, quality of earnings, gearing and dependency on one customer where appropriate. A Marketability Discount will also have been applied to reflect liquidity.

Direct property investments are valued by an external valuer, in accordance of the Valuation Standards issued by The Royal Institution of Chartered Surveyors.

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

The valuer's opinion of Market Value was primarily derived using:

Comparable recent market transactions on arm's length terms.

A full copy of the valuer's report including all general assumptions and definitions, is available on request from the Head of Finance, Aberdeen City Council, The Town House, Board Street, Aberdeen, AB10 1AH.

Quoted Investments are valued at the bid price at the reporting date less a Marketability Discount to reflect the size of the holding and any formal restriction on trading in the relevant securities.

Further information on the Main Fund and Transport Fund investments and other details are available in the annual report, which is available on request from the Head of Finance.

RISK

A key element to risk management is the structured delegation of powers from the Council to the Pensions Panel and then to senior officers. To complement the delegation to senior managers, there is an extensive and detailed accountability back to committee on how these delegations have been exercised. Full details of the structure of delegated powers are contained in the **Pension Fund Governance Statement**.

Investment risk is recognised as falling into distinct areas: market risk (beta) and manager skill (alpha). The structure of the investment strategy reflects this and is designed with the support of external expert advice. Details are contained in the **Statement of Investment Principles** and the **Funding Strategy Statement**.

The operational management of investment risk forms the basis of quarterly reporting to the Pensions Panel and the Joint Investment Advisory Committee.

The Fund's approach to risk is dynamic, and can be revised in response to short term market events such as the credit crunch.

Benefits risk is recognised as falling into distinct areas: operational risk (regulation compliance and staffing) and IT risks. The risks associated with the operational payment of benefits and recording of pensioner records produces a complex set of risks, which are mitigated with the use of a dedicated Pension Fund administration system that is thoroughly and regularly tested, combined with the technical hierarchy checking of output by pension staff.

It is recognised that all Fund services are very dependent upon third party contracts ranging from IT through to investment managers. All are subject to regular review and monitoring.

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

ACTUARIAL VALUATION

Detailed in the notes to the accounts, is the outcome of the 2008 Actuarial Valuation reflecting the future employer contribution rates required to meet the Main Fund and Transport Fund future liabilities.

All employers with the effect from 31 March 2009 have the same employer contribution rate unless specified in the 2008 Actuarial Valuation or have been admitted to the Scheme after the 2008 Actuarial Valuation.

RESTATEMENT OF THE 2009/2010 ACCOUNTS

The Main Fund and the Transport Fund accounts have both been restated due to the inclusion of the Strain on the Fund income accrual.

Barry Jenkins CPFA, Head of Finance 29 June 2011

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

THE MAIN FUND ACCOUNTS

Contributions Receivable	Notes	2009/2010 £'000	2010/2011 £'000
Employee's Contributions	2	26,515	26,417
Employer's Contributions	2	92,955	98,144
Transfer Values	3	6,335	4,243
Other Income		157	42
		<u>125,962</u>	<u>128,846</u>
Benefits Payable			
Retirement Pensions	2	63,649	67,636
Retirement Allowances	2	18,250	24,550
Death Gratuities	2	2,023	3,064
Contributions Refunded		430	604
Transfer Values	3	4,471	4,502
Fund Administration		1,745	1,593
		<u>90,568</u>	<u>101,949</u>
Net additions from dealings with members		<u>35,394</u>	<u>26,897</u>
Return on Investment			
Investment Income	4	32,532	42,574
Change in market value of investments		512,556	165,476
Investment management expenses		(4,629)	(8,853)
Net return on investments		<u>540,459</u>	<u>199,197</u>
Net increase in the Fund during the year		575,853	226,094
Opening net assets of the Fund		<u>1,416,061</u>	<u>1,991,914</u>
Net assets of the Fund at the end of the year		<u>1,991,914</u>	<u>2,218,008</u>
NET ASSETS STATEMENT			
Investment Assets			
Fixed Interest, Public Sector		43,962	40,670
Fixed Interest, Corporate		15,421	17,085
Fixed Interest, Overseas		103,422	106,459
Equities, UK		481,882	546,147
Equities, Overseas		423,703	483,590
Pooled Vehicle		656,619	720,918
Property, Unit Trusts		600	392
Property, Direct		119,890	123,080
Unit Trust, Other		6,032	9,085
Derivative Contracts (including, Futures, Options, ⁶ Forward Foreign Exchange Contracts and Swaps)		(77)	(1,826)
Other, Private Equity		80,806	97,332
Funds held by Investment Managers		41,499	57,462
Net Investment Assets	5	<u>1,973,759</u>	<u>2,200,394</u>
Current assets	7	28,491	28,374
Current Liabilities	7	(10,336)	(10,760)
Net assets of the Fund at the end of year		<u>1,991,914</u>	<u>2,218,008</u>

Barry Jenkins CPFA, Head of Finance, 29 June 2011

THE NORTH EAST SCOTLAND PENSION FUND ACCOUNTS

THE TRANSPORT FUND ACCOUNTS

Contributions Receivable	Notes	2009/2010 £'000	2010/2011 £'000
Employee's Contributions	2	284	265
Employer's Contributions	2	2,629	3,271
Transfer Values	3	0	0
Other Income		259	250
		<u>3,172</u>	<u>3,786</u>
Benefits Payable			
Retirement Pensions	2	2,121	2,254
Retirement Allowances	2	972	653
Death Gratuities	2	0	0
Transfer Values	3	86	73
Fund Administration		6	64
		<u>3,239</u>	<u>3,044</u>
Net additions from dealings with members		<u>(67)</u>	<u>742</u>
Return on Investment			
Investment Income	4	1,380	1,566
Change in market value of investments		15,321	4,830
Investment management expenses		17	22
Net return on investments		<u>16,718</u>	<u>6,418</u>
Net increase in the Fund during the year		16,651	7,160
Opening net assets of the Fund		<u>44,085</u>	<u>60,736</u>
Net assets of the Fund at the end of the year		<u>60,736</u>	<u>67,896</u>
NET ASSETS STATEMENT			
Investment Assets			
Fixed Interest, Public Sector		8,665	11,732
Fixed Interest, Overseas		1,858	1,944
Equities, UK		16,682	21,167
Equities, Overseas		6,186	5,578
Pooled Vehicle		19,953	22,611
Property, Unit Trusts		47	51
Indexed Linked Securities		2,191	1,915
Funds held by Investment Managers		4,232	1,816
Net Investment Assets	5	<u>59,814</u>	<u>66,814</u>
Current assets	7	1,139	1,226
Current Liabilities	7	(217)	(144)
Net assets of the Fund at the end of year		<u>60,736</u>	<u>67,896</u>

Barry Jenkins CPFA, Head of Finance, 29 June 2011

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 1. ACTUARIAL VALUATION REPORTS

Actuarial reports for both the North East Scotland Pension Fund and the Transport Fund were provided as at 31 March 2008.

Information from the 2008 Actuarial valuation is detailed below:

	Main Fund	Transport Fund
Market value of assets at valuation	£1,769,900,000	£53,100,000
Liabilities	£2,142,200,000	£71,500,000
Deficit	£ 372,300,000	£18,400,000

Employee's contributions to 31 March 2011 are based on a tiered rate detailed in the explanatory notes to the accounts.

Common Employer contribution rates as a percentage of pensionable payroll from 1 April 2009.

1 April 2009 to 31 March 2010	19.1%	24%
1 April 2010 to 31 March 2011	19.2%	24%
1 April 2011 to 31 March 2012	19.3%	24%

Employer specific rates are detailed in the 2008 actuarial valuation reports, in addition to regular contributions, First Aberdeen are required to make annual individual adjustments.

Valuation Assumptions

Pension Increase	3.3% p.a	3.6% p.a
Discount Rate	6.2% p.a	5.9% p.a
Salary Increase	5.1% p.a	5.1% p.a
Price Inflation	3.6% p.a	3.6% p.a

The Projected Unit method was used for the valuation of the Main Fund. The Transport Fund used the Attained Age method for the employing body First Aberdeen, to reflect that this scheme was closed to new entrants from 31 March 1994.

The level of funding in terms of the percentage of assets available to meet liabilities was;

Funding Level:	83%	74%
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The Administering Authority's long term funding target is to achieve and then maintain assets equal to 100% of projected accrued liabilities, assessed on an ongoing basis.

THE NORTH EAST SCOTLAND PENSION FUND NOTES TO THE ACCOUNTS

The Administering Authority has adopted the following objectives to achieve the funding target:

1. A Stepped increase over 3 years for employers in the Main Fund.
2. A deficit recovery period of 25 years for the Main Fund.

In determining the deficit recovery period the Administering Authority has had regard to:

1. The responses made to the consultation with employers on the Funding Strategy Statement (FSS).
2. The need to balance a desire to attain the target as soon as possible against the short term cash requirements which a shorter period would impose, and
3. The Administering Authority's views on the strength of the participating employers covenants in achieving the objective.

The full Actuarial Report for both Funds are available from the office of the Head of Finance, Aberdeen City Council, The Town House, Board Street, Aberdeen, AB20 1AH.

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 2. Contributions Receivable and Benefits Payable.

	2009/2010	2010/2011	2009/2010	2010/2011
	Conts £'000	Conts £'000	Benefits £'000	Benefits £'000
Main Fund:				
Administering Authority	35,853	40,473	35,531	39,980
Scheduled Bodies	70,623	71,526	38,788	45,224
Admitted Bodies	12,994	12,562	9,603	10,046
Total	119,470	124,561	83,922	95,250
Transport Fund	2,913	3,536	3,093	2,907

Main Fund:

Employers

Normal	80,319	79,376
Special	12,636	18,768
Additional	0	0

Members

Normal	26,515	26,417
--------	--------	--------

Total	119,470	124,561
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Transport Fund:

Employers

Normal	979	902
Special	1,650	2,369
Additional	0	0

Members

Normal	284	265
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Total	2,913	3,536
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**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 3. Transfer Values

	Main Fund		Transport Fund	
	2009/2010 £'000	2010/2011 £'000	2009/2010 £'000	2010/2011 £'000
Transfer Values Received				
Individual	6,335	4,243	0	0
Transfer Values Paid				
Individual	4,471	4,502	86	73

Note 4. Investment Income Breakdown

	Main Fund		Transport Fund	
	2009/2010 £'000	2010/2011 £'000	2009/2010 £'000	2010/2011 £'000
Fixed Interest	6,184	9,221	461	693
Equity Dividends	21,121	21,501	994	860
Property, Unit Trust	42	4	0	0
Rent	8,621	8,119	0	0
Cash Deposit Interest	477	219	12	19
Other (including P/L from Currency and Derivatives)	(2,214)	5,322	6	80
	34,231	44,387	1,473	1,652
Non Recoverable Tax	(1,699)	(1,812)	(93)	(86)
Total	32,532	42,574	1,380	1,566

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 5. Investment Assets

Market Value of assets for the Main Fund and the Transport Fund, the value and proportion which are under the management of each Fund Manager.

The Main Fund				
31 March 2010	%	Investment Assets	31 March 2011	%
£'000			£'000	
656,620	32.9	State Street Global Advisors	713,589	32.2
399,040	20.1	Baillie Gifford	474,547	21.4
341,102	17.2	Blackrock Asset Management	381,184	17.2
182,142	9.2	AAM Global Ex UK	198,494	8.9
164,399	8.2	Baring Asset Managers	172,636	7.8
137,275	6.9	Aberdeen Property Investors	130,880	5.9
38,798	1.8	HarbourVest	45,536	2.1
36,993	1.9	Standard Life	52,743	2.4
7,436	0.4	Global Custodian	24,953	1.1
7,434	0.4	ACCPF	5,440	0.2
2,187	0.1	AAM Segregated Fund	0	0.0
600	0.0	RREEF	392	0.0
264	0.0	Capital International	0	0.0
(531)	0.0	Rogge	0	0.0
1,973,759	99.1		2,200,394	99.2
Net Current Assets				
0	0.0	ACC Loan Fund Deposit	8,370	0.4
10,169	0.5	Bank Account	(317)	0.0
7,986	0.4	Sundry Debtors less Creditors	9,561	0.4
1,991,914	100.0		2,218,008	100.0

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Transport Fund

31 March 2010 £'000	%	Investment Assets	31 March 2011 £'000	%
59,814	98.4	Aberdeen Asset Managers	66,814	98.4
Net Current Assets				
889	1.5	ACC Loan Fund Deposit	644	1.0
2	0.0	Bank Account	2	0.0
31	0.1	Sundry Debtors less Creditors	436	0.6
60,736	100.0		67,896	100.0

Investments – Market Value Movement Analysis

The change in the value of investments during 2010/2011 is set out below:

The Main Fund					
	Value at 31 March 2010 £'000	Purchases £'000	Sales £'000	Change in Market Value £'000	Value at 31 March 2011 £'000
Fixed Interest	162,805	90,834	(83,621)	(5,804)	164,214
UK Equities	481,882	126,479	(115,343)	53,129	546,147
Overseas Equities	423,703	74,187	(65,108)	50,808	483,590
Pooled Vehicles	663,251	359,237	(352,851)	60,758	730,395
Property	119,890	8,702	(3,200)	(2,312)	123,080
Private Equity	80,806	18,381	(12,501)	10,646	97,332
FX Contracts	(77)			(1,749)	(1,826)
	1,932,260	677,820	(632,624)	165,476	2,142,932
Cash	41,499				57,462
	1,973,759				2,200,394

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

The Transport Fund

	Value at 31 March 2010 £'000	Purchases £'000	Sales £'000	Change in Market Value £'000	Value at 31 March 2011 £'000
Fixed Interest	12,714	10,203	(7,402)	76	15,591
UK Equities	16,682	5,337	(2,859)	2,007	21,167
Overseas Equities	6,186	1,454	(2,464)	402	5,578
Pooled Vehicles	20,000	3,935	(3,618)	2,345	22,662
	55,582	20,929	(16,343)	4,830	64,998
Cash	4,232				1,816
	59,814				66,814

Details of the investment assets between UK and Foreign, and Listed and Unlisted.

	Main Fund		Transport Fund	
	2009/2010 £'000	2010/2011 £'000	2009/2010 £'000	2010/2011 £'000
UK Listed	874,261	969,387	28,938	45,443
UK Unlisted	125,558	126,544	0	0
Foreign Listed	857,380	961,542	26,644	19,555
Foreign Unlisted	75,139	87,285	0	0
Other, Cash	41,421	55,636	4,232	1,816
	1,973,759	2,200,394	59,814	66,814

Note 6. Derivative Contracts (including Futures, Options, Forward Foreign Exchange Contracts and Swaps).

	Main Fund		Transport Fund	
	2009/2010 £'000	2010/2011 £'000	2009/2010 £'000	2010/2011 £'000
Derivative Contracts	0	0	0	0
Futures	0	0	0	0
Options	0	0	0	0
FX Contracts	(77)	(1,826)	0	0
Swaps	0	0	0	0
Total	(77)	(1,826)	0	0

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

The Fund has used Forward Foreign Exchange Contracts to hedge the currency exposure on certain overseas investments and take strategic foreign currency positions.

Note 7. Breakdown of Sundry Debtors and Creditors.

	Main Fund		Transport Fund	
	2009/2010	2010/2011	2009/2010	2010/2011
Sundry Debtors	£'000	£'000	£'000	£'000
Contributions	8,842	8,638	29	24
Fund Manager Income	3,625	6,236	104	291
Temp Loan Interest	17	20	1	1
Debtors	3,881	2,818	11	95
Vat	0	0	1	0
Bank	10,169	(317)	2	2
Deposits with Council Loan	0	8,370	889	644
Fund				
Strain on the Fund	1,957	2,609	102	169
Total	28,491	28,374	1,139	1,226
Sundry Creditors				
Prepaid Rent	2,814	2,462	0	0
Custody Fees	32	6	0	0
Fund Manager Fees	1,076	2,928	0	0
Creditors	1,400	752	127	60
Vat	1,250	901	0	0
Tax, Refund	11	20	0	0
Tax, Payroll	0	987	0	0
Lump Sum	762	0	0	0
Retirement Benefits	2,710	2,670	90	84
Other	281	34	0	0
Total	10,336	10,760	217	144

Note 8. Purchases and Sales 2010 /2011.

	Main Fund	Transport Fund
	£'000	£'000
Purchases	677,820	20,929
Sales	632,624	16,343

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 9. Stock Lending Arrangements.

	Main Fund £'000	Collateral Percentage	Transport Fund £'000	Collateral Percentage
Stock on Loan				
Equities	51,100		421	
Fixed Interest	25,288		1,319	
Total Exposure	76,388		1,740	
Total Collateral	80,450	105.32	1,802	103.56

Stock Lending is the lending of stock from one investor to another that entitles the lender to continue to receive income generated by the stock plus an additional payment by the borrower.

Collateral is held at a minimum of 102% in respect of each borrower, consisting of UK and Overseas Gilts, UK Equities, Certificates of Deposit and Letters of Credit.

Note 10. Fund Manager Transaction Costs.

	Main Fund		Transport Fund	
	2009/2010 £'000	2010/2011 £'000	2009/2010 £'000	2010/2011 £'000
Fee/Tax	802	546	16	26
Commission	748	450	9	10
Total	1,550	996	25	36

Note 11. Related Party Transactions.

Aberdeen City Council provides administration services for the Pension Fund, the costs of which are reimbursed by the Fund.

The costs of the services for the Main Fund amounted to £1,063,242 (2010 - £1,058,754) and for the Transport Fund £32,883 (2010 - £37,398).

Prior to the remittance of excess cash to the Investment Fund Managers, surplus cash is invested as a temporary loan with the Council. At the year end this amounted to £8,370,000 (2010 - £0m) and for the Transport Fund £644,000 (2010 - £889,000).

Interest was received from the Council of £48,426 (2010 - £51,823) for the Main Fund and for the Transport Fund, £1,114 (2010 - £2,563).

**THE NORTH EAST SCOTLAND PENSION FUND
NOTES TO THE ACCOUNTS**

Note 12. Private Equity – Outstanding Commitments as 31 March 2011.

As at 31 March 2011 the Main Fund had outstanding commitments in respect of Private Equity:

	£
HarbourVest	14,644,873
Standard Life	32,180,760
NESPF	1,566,213
Total	48,391,846

Note 13. Additional Voluntary Contributions (AVC).

Additional voluntary contributions are not included in the Pension Fund Accounts in accordance with regulation 5(2)(c) of the Pension Scheme (Management and Investment of Funds) Regulations 2010

The amount of additional voluntary contributions paid by members during the year is shown as income in the tables below. The closing net assets values represent the value of the separately invested additional voluntary contributions. These closing values are subject to revaluation and are not a calculation of the opening value together with the total income and expenditure.

Standard Life – Financial statement for the period 6th April 2010 to 5 April 2011.

	£
Opening Net Asset Value	2,700,277
Total Income	104,687
Total Expenditure	372,166
Closing Net Asset Value	2,628,383

Prudential – Financial statement for the period 1 April 2010 to 31 March 2011.

	£
Opening Net Asset Value	17,673,527
Total Income	2,779,123
Total Expenditure	2,395,432
Closing Net Asset Value	18,153,190

THE NORTH EAST SCOTLAND PENSION FUND NOTES TO THE ACCOUNTS

Note 14. Compliance with the Code.

The North East Scotland Pension Fund Accounts have been prepared in accordance with proper accounting practices set out in the *Code of practice on local authority accounting in the UK* (the Code).

Note 15. Investment Principles.

A Summary of the Statement of Investment Principles is available on the Pension Fund Website www.nespf.org.uk. A full version of the Statement of Investment Principles is available on request from Head of Finance, Aberdeen City Council, The Town House, Board Street, Aberdeen, AB10 1AH.

The Statement of Investment Principles is reviewed on an annual basis by the Pensions Panel and in the light of any change to the investment strategy of the Pension Fund.

Note 16. Post Balance Sheet Date Events

There have been no material events that have occurred since the balance sheet date that require to be included in the statements.

COMMITTEE:	Council
DATE:	29 June 2011
DIRECTOR:	Stewart Carruth
TITLE OF REPORT:	Committee Places, Appointment of Conveners, Vice Conveners and Depute Provost, and Representation on various Outside Bodies, Boards and Trusts
REPORT NUMBER:	CG/11/081

1. PURPOSE OF REPORT

This report asks the Council to consider the composition of its Committees following the recent by-election results, and to take a number of decisions on outstanding issues relating to various positions.

2. RECOMMENDATION(S)

That the Council:-

- (a) agree the composition of the various Committees, being guided by the indicative calculations as outlined in section 6.2 of the report;
- (b) agree the composition of the Urgent Business Committee;
- (c) appoint members to those Committees;
- (d) approve the appointments of the Depute Provost, Conveners and Vice Conveners as set out in section 6.3 of the report, suspending Standing Order 1(3) where applicable; and
- (e) appoint replacement members for the vacant positions as outlined in section 6.4 of the report.

3. FINANCIAL IMPLICATIONS

The financial implications associated with this report are minimal. Approval of the various changes to Conveners, Vice Conveners and the Depute Provost will require to be reflected in the Senior Councillor allowances.

4. SERVICE & COMMUNITY IMPACT

Approval of the report will ensure that the Council's decision making body will reflect the political landscape following the by-elections. Filling the various vacancies on outside bodies, boards and trusts should satisfy the wider

community, where such bodies, boards and trusts request the presence of elected members.

5. OTHER IMPLICATIONS

Officers in Corporate Governance will undertake the various tasks associated with the changes to be made as a result of this report.

6. REPORT

6.1 By-election Results

As members will be aware, the Council held a by-election on 19th May 2011, and on 20th May, Councillor Neil MacGregor was elected to Aberdeen City Council in the Dyce/Bucksburn/Danestone ward.

A further by-election is to take place on 23rd June 2011, and on 24th June, a new Councillor will be elected to Aberdeen City Council in the Airyhall/Broomhill/Garthdee ward.

Following these by-elections, the political make-up of the Council will have altered as discussed below.

6.2 Composition and Membership

Standing Order 29(1) provides that in appointing Committees and Sub-Committees, the Council shall, so far as possible, give effect to the principles regarding political balance set out in the Local Government and Housing Act 1989. Although the statute itself is not in force, this Council has always considered it a matter of best practice to adhere to the principles.

Section 15 of the Act provides that in allocating seats on ordinary Committees to political groups, three principles are to be observed:-

- (a) not all the seats of the body are to be allocated to a particular group;
- (b) the majority of seats on the body are to be allocated to the group having a majority of seats on the Council; and
- (c) the number of seats on ordinary Committees which are allocated to each group bears the same proportion to the total number of seats on those Committees as the number of seats held by the group on the Council does to the whole membership of the Council.

Current position (prior to second by-election result):-

SNP	- 14 members	(14/43 = 32.6%)
Liberal Democrat	- 13 members	(13/43 = 30.2%)
Labour	- 10 members	(10/43 = 23.3%)

Aberdeen Conservative	- 2 members	(2/43 = 4.7%)
Conservative	- 2 members	(2/43 = 4.7%)
Independent	- 1 member	(1/43 = 2.3%)

The Act does not require that the allocation of seats in any particular Committee should follow these proportions, so long as the aggregate allocation across all of the Committees is correct.

The Council at its meeting of 19th August 2009, agreed the following sizes for its Committees.

<u>Committee</u>	<u>Size</u>
Social Care and Wellbeing	15
Education, Culture and Sport	18
Enterprise, Planning and Infrastructure	15
Development Management Sub Committee	11
Housing and Environment	15
Audit and Risk	15
Corporate Policy and Performance	15
Finance and Resources	15
Appeals	9
Licensing	<u>15</u>
Total	<u>143</u>

The total Committee places available relating to this report is 143, therefore, the following political calculation illustrates the number of Committee places available to each political group and the independent member on the Council - this is on an approximate basis as figures are rounded to the nearest whole number. It is important to emphasise that these are only indicative figures, and the position will change once the result of the second by-election is known.

<u>Political Group</u>	<u>Calculation</u>	<u>Number of Places</u>
SNP	(14/43) x 143	47
Liberal Democrat	(13/43) x 143	43
Labour	(10/43) x 143	33
Aberdeen Conservative	(2/43) x 143	7
Conservative	(2/43) x 143	7
Independent	(1/43) x 143	<u>3</u>
		<u>140</u>

This leaves approximately three places vacant for the last remaining member, depending on the outcome of the second by-election.

The Pensions Panel is regarded as one of the Council's Regulatory Committees, however the report does not propose any changes to the number of members on it nor its composition.

The Urgent Business Committee currently has 13 members and the Council may wish to consider its composition.

It is up to the Council to determine the allocation of the Committee places, and thereafter the political groups to notify the Head of Legal and Democratic Services of their changes to reflect the results of the by-elections.

6.3 Appointment of Depute Provost, Conveners and Vice Conveners

Following the election of Councillors Mark McDonald and Kevin Stewart as Members of the Scottish Parliament, as a result of the Scottish Parliament election on 4th May 2011, the SNP Group on the Council has proposed changes to its Senior Councillor positions. These are outlined below - where there is a change to the position holder (indicated in bold) this requires to be approved by the Council via the suspension of Standing Order 1(3).

Committee Conveners

Finance and Resources

Education, Culture and Sport

Social Care and Wellbeing

Licensing Board

Councillor McCaig

Councillor John West

Councillor Kiddie

Councillor Jaffrey

Vice Conveners

Corporate Policy and Performance

Enterprise, Planning and Infrastructure

Housing and Environment

Licensing Committee

Grampian Fire and Rescue Board

Councillor Noble

Councillor Corall

Councillor Dunbar

Councillor Kirsty West

Councillor Wendy Stuart

Other Positions

Depute Provost

Baillie

Councillor Cormie

Councillor Jaffrey

6.4 Appointments to Outside Bodies, Boards, Trusts and Groups

A number of changes also require to be made in relation to Outside Bodies, Boards, Trusts and Groups.

Councillor Kevin Stewart MSP has resigned as a member of the following Boards, and requires to be replaced by the Council:-

- NEM (SITA) Management Board
- City Garden Project Management Board
- Aberdeen Business Improvement District Board

Councillor Leslie has resigned as a member of the following Outside Bodies, and requires to be replaced by the Council:-

- Northern Community Justice Authority (substitute member)
- Community Health Partnership
- Alcohol and Drugs Partnership

- Alcohol Support Limited

Former Councillor Clark requires to be replaced in relation to the following positions:-

- Licensing Board
- Older People's Advisory Group (Chairperson)
- Sports Ground Advisory Group
- Taxi Consultation Group
- Aberdeen Airport Consultative Committee (as local member)
- Aberdeen Committee for Older People (Council appointment)
- Aberdeen International Football Festival
- Aberdeen Outdoor Access Forum (substitute) (Council appointment)
- General Committee for Older People's Week (Council appointment)
- Gordon Highlanders Museum Board (Council appointment)
- Grampian Joint Older People's Strategy (Council appointment)
- National Society for Clean Air and Environmental Protection
- Royal Aberdeen Workshops for the Blind (Council appointment)

Former Councillor Cassie requires to be replaced in relation to the following position:-

- Garthdee Alpine Sports Board (as local member)

7. REPORT AUTHOR DETAILS

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Senior Committee Services Officer
Tel (01224) 523097
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8. BACKGROUND PAPERS

None.

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ABERDEEN CITY COUNCIL

COMMITTEE: Council

DATE: 29 June 2011

DIRECTOR: Stewart Carruth

TITLE OF REPORT: Aberdeen City Council Business Plan 2011/12 - 2015/16

REPORT NUMBER: CG/11/078

1. PURPOSE OF REPORT

This report seeks Council approval of the Aberdeen City Council Business Plan 2011/16.

2. RECOMMENDATION(S)

It is recommended that the committee:

- i. Approve the Business Plan for 2011-16;
- ii. Instruct the Director of Corporate Governance, in conjunction with the Corporate Management Team, to report to Corporate Policy and Performance Committee on a six-monthly basis on the progress with the delivery of the Business Plan.

3. FINANCIAL IMPLICATIONS

A financial plan is included at Section 6 within the Business Plan, which is attached as Appendix 1. In summary, the Council approved its 2011/12 General Fund Revenue Budget on 10 February 2011 which set the budget for that financial year and agreed the implementation of a number of service options.

The assumptions on which the medium-term financial plan has been based are included within the Business Plan together with high level scenario planning / sensitivity testing showing the impact of changes in key variables.

In accepting the grant settlement position for 2011/12, a number of conditions were met to secure the full funding package on offer. Such wide-ranging requirements have not been so specifically tied in the past to the level of funding received and it is unclear whether this will continue in the future.

Based on the above the Council has ensured that a suitable budgetary provision is allowed for in the financial year 2011/12 to ensure that, in principle, the Council meets the commitments set out above. It provides a framework for delivering the Council's business and can be amended as factors impact on the Council.

The full five-year position will become clearer when the financial settlement is announced towards the end of this year and work will continue on the options for future years.

4. SERVICE & COMMUNITY IMPACT

Preparation of the Business Plan started in 2010 and has included systematic appraisal and evaluation of options, against the Council's key strategic priorities. The proposals included within the Business Plan are also founded on extensive engagement with the community and other key stakeholders. The impact on communities of interest has been considered through the completion of Equalities and Human Rights Impact Assessments for each option.

5. OTHER IMPLICATIONS

The Business Plan sets a route map to customer-centred, efficient services within the current financial and social context. The proposals will have wide-ranging implications for customers and staff. Direct and significant implications from actions included within the Business Plan will be reported as necessary to the Council's committees.

6. REPORT

The Aberdeen City Council Business Plan covers a five-year planning cycle from 2011-16 and will be subject to ongoing review and update.

The period covered by the Business Plan will be one of significant change. The Plan sets out the social, political, economic and technological challenges ahead and maps out how the Council will respond by focussing its activity around the needs of its customers, embedding quality across its services and delivering increased efficiency.

The Business Plan reflects the Council's strategic priorities and details specific, priority-based actions. Performance monitoring will be built around the delivery of these priorities and will sit alongside the Business Plan focussing on delivery of the Plan. This will ensure that progress with the delivery of strategic options and the impact these have on the achievement of the Council's strategic priorities will be monitored and regularly reported to elected members.

7. AUTHORISED SIGNATURE

Stewart Carruth
Director of Corporate Governance
Tel 01224 522550
Email scarruth@aberdeencity.gov.uk

8. BACKGROUND PAPERS

- Priority Based Budgeting: Final Draft Report (version 1.4b) – December 2010
- General Fund Revenue Budget 2011/12 and indicative 2012/13 to 2015/16 Budget - February 2010

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ABERDEEN
CITY COUNCIL

Aberdeen City Council Business Plan 2011/12 – 2015/16 The Next Five Years



Contents

- 1. Executive summary..... 3**
- 2. Vision and strategy 4**
- 3. Sector analysis 5**
- 4. Communication and community engagement 8**
 - 4.1 Our approach to communication and community engagement 8
 - 4.2 Community engagement 9
 - 4.3 Who are our customers? 10
 - 4.4 Partnership working..... 11
- 5. Service overview 12**
 - 5.1 What services will we deliver? 12
 - 5.2 How will we deliver? 34
 - 5.3 The team to deliver..... 36
- 6. Financial plan 39**
 - 6.1 How we are funded 39
 - 6.2 Assumptions..... 39
 - 6.3 Funding, spend and savings..... 41
 - 6.4 Sensitivity analysis 42
- 7. How will we measure our performance? 45**
- 8. How do we manage risks which might impact on the delivery of the business plan? 47**

1. Executive summary

Aberdeen City Council's business plan covers the five-year period from 2011/12 – 2015/16. It is a rolling five-year plan and will be subject to annual review and update in line with changes in the council's priorities and emerging external factors which impact on the delivery of its objectives.

The business plan identifies those factors which influence the needs, development and delivery of our services. The plan outlines the activities and initiatives which we will undertake to achieve our strategic objectives which, in turn, reflect the national priorities set by the Scottish Government, the Concordat and the Single Outcome Agreement.

The business plan sets out the council's key priorities and gives details of the main actions within each of the council's five services. These are supported by our priority-based approach to establishing our budget.

Regular reporting on the delivery of the business plan will be made at committee and council level and will form a key part of the council's public performance reporting.

The council is committed to continually improving its communications and active engagement with stakeholders, including Aberdeen citizens, visitors, the business community, partners and its employees. We seek a significant change in modernising the way we work and deliver our services. Self-evaluation is an important element in achieving this and over the lifespan of this plan there will be a focus on increasing our capacity to self-evaluate, taking an evidenced approach, building upon good practice already in place and learning through benchmarking against the private and public sector.

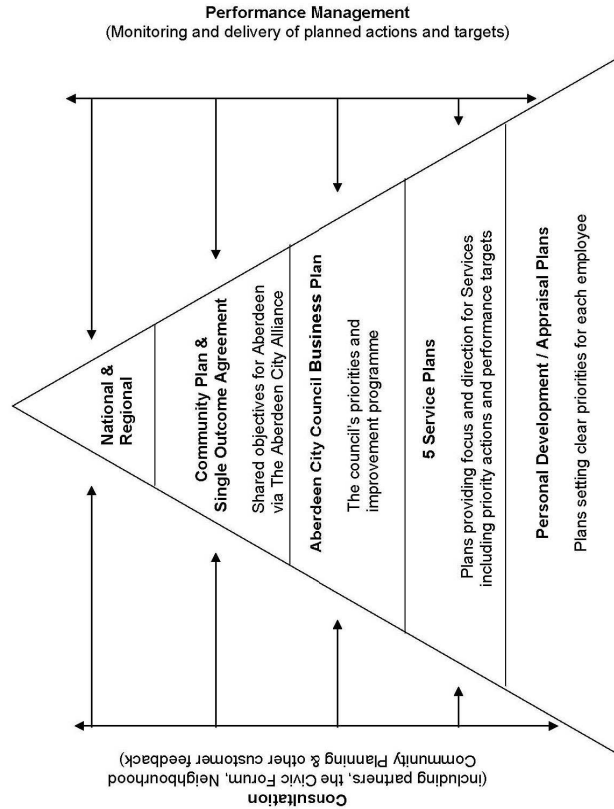


Fig. 1



John Stewart
Council Leader



Valerie Watts
Chief Executive

2. Vision and strategy

Vision

Our vision is for Aberdeen to be a vibrant, dynamic and forward looking city.

‘An even better place to live and work, where people can expect high quality services that meet their needs’.

Strategic priorities

The council’s priorities for the next five years to deliver this vision are focused on six key areas:

- Provide for the needs of the most vulnerable people;
- Help to ensure that all schoolchildren reach their potential;
- Manage our waste better and increase recycling;
- Encourage the building of new affordable housing;
- Ensure a sustainable economic future for the city;
- Ensure efficient and effective delivery of services by the council and with its partners.

Delivering our strategic priorities

In order to deliver these priorities we will:

- Make best use of the financial resources available to us, ensuring best value for the public purse;
- Have a flexible, skilled and motivated workforce;
- Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed; and
- Work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen.

The council’s action and financial plans, included in this business plan, are built on the delivery of these priorities, and we will measure our performance in terms of our success in their achievement.

3. Sector analysis

Figure 2 below shows a high level analysis of issues which will impact on the council throughout the period of this plan.

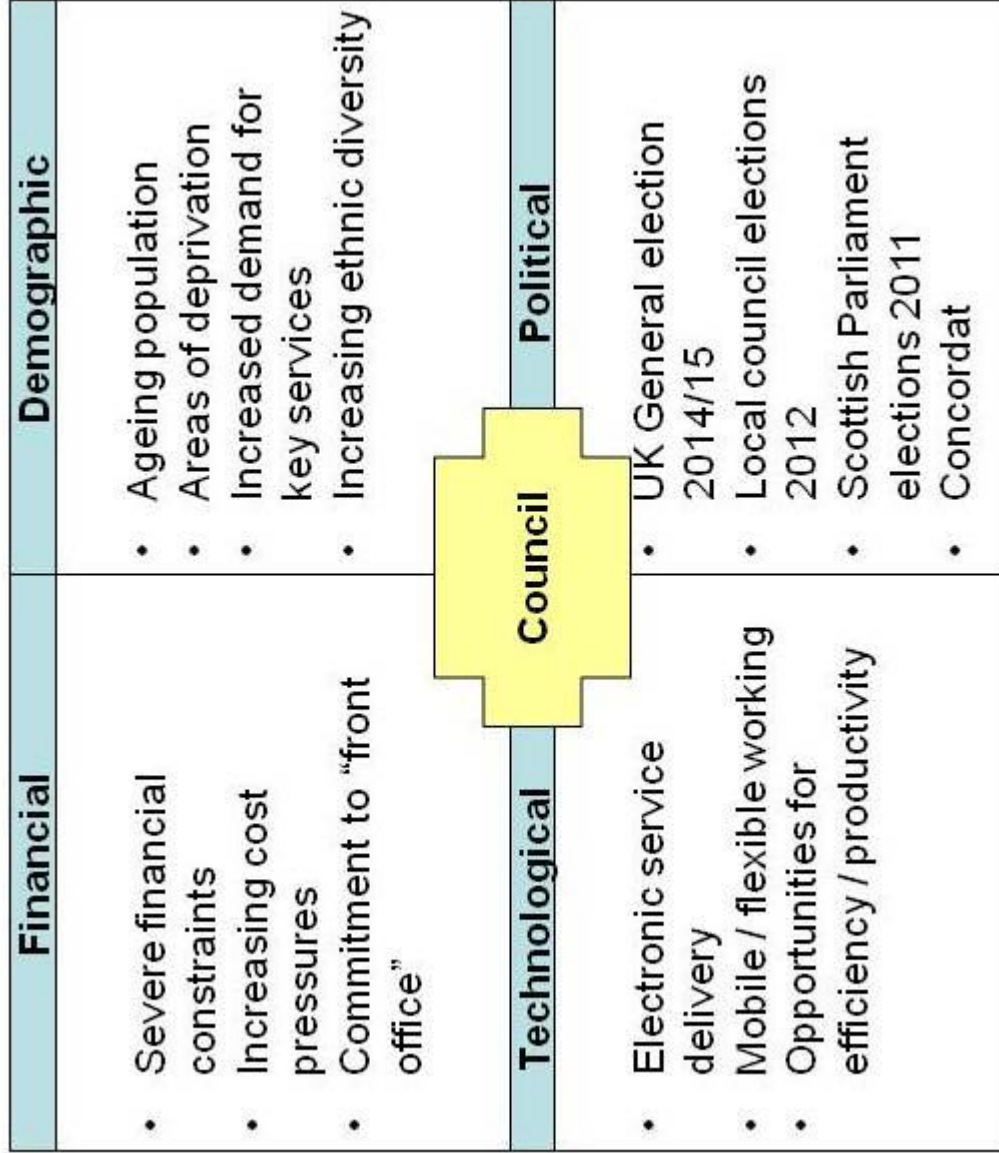


Fig. 2

Over the next five years the council has a key role in addressing each of these issues.

(i) Finance

The overall economic outlook and fiscal position for the period of the business plan is expected to be extremely challenging. Public sector net borrowing (excluding financial interventions) was £139.4 billion in the year 2010/2011. Public sector net debt (excluding financial interventions) was £910.1 billion (equivalent to 60.1 percent of GDP) at the end of April 2011. This compares to £763.5 billion (53 per cent of GDP) at the end of April 2010. This will impact directly on the Department Expenditure Limit for the Scottish Government over the period of the Comprehensive Spending Review which will mean a reduction in budget for the council. The council has received a reduction in the cash it receives by way of General Revenue Grant for 2011/12 – something that is unprecedented in the history of Aberdeen City Council.

There is also a clear relationship between the public and private sector. In Scotland, public services account for approximately 47% of GDP which will mean that any downturn in public sector buying power will have a multiplier effect throughout the whole economy. There will inevitably be a reduction in the public sector workforce and the Independent Budget Review published in 2009 predicted between 5.7% to 10% reduction in public sector jobs in Scotland over the next five years. Moreover, the possibility of council tax being frozen will create further added pressure on the council's financial position. There are also significant cost drivers over the next five years including costs and penalties associated with waste, an increase in the uptake of universal services, workforce costs and infrastructure costs, particularly in relation to roads.

The council receives the second lowest funding in Scotland and it will be important for the council to continue to press for the best settlement possible in light of these financial pressures.

(ii) Demographics

There are significant demand pressures on services within Education, Culture and Sport and Social Care and Wellbeing arising from projected demographic trends. The population within the age range 0-15 is expected to fall in Scotland from 908,004 (2010) to 907,456 (2015). However, the projections for Aberdeen suggest an increase in the same period from 33,281 to 34,501. This will have an impact on primary school rolls which are expected to rise by 10% in the period 2010 to 2015. At the same time, secondary school rolls are expected to fall by almost 6%. The population in the 65+ age group is projected to rise in Scotland from 880,937 to 990,929 in the period 2010 to 2015. In Aberdeen, this age group is projected to rise by 11%. This has a significant impact on the council's future planning for care of the elderly which is a major driver of demand for social care and wellbeing services. The city historically attracted new Scots with overseas migrants especially from eastern Europe in search of employment opportunities. This trend is likely to continue over the next five years and will impact on a range of services including housing, waste, education and social work. There are also areas of deprivation within the city and in 2009 the Scottish Index of Multiple Deprivation identified 28 areas in Aberdeen which are particularly disadvantaged. These are distributed throughout the city and not confined to particular neighbourhoods.

(iii) Political

The political environment in which the council will operate over the next five years is to be shaped by a series of elections at Scottish Parliament, local government and at UK level. The outcome of these elections will have an effect on a range of factors which contribute to the delivery of local services. It is important that the council is in a position to flex its services depending on the outcome of these elections and the impact that this has on policy either at a national or local level. Current national policy discussions and initiatives are pointing at radical changes in the model for delivery of social services, moving away from universal, and state-defined, services towards models based on social citizenship where individuals and local communities have more responsibility for defining their needs and controlling how the money is spent. Potential early impacts of this approach include a need to build increasing and open engagement with citizens; a need to support social capacity at the local level; and the transfer of government powers and control to local level, with the accountability and responsibility that this entails.

(iv) Technology

Technology has a key role to play in the delivery of council services over the next five years. The move to Marischal College, the use of telecare and the implementation of self service will all demand investment in technology and require closer working with the private sector. In education, we will widen access to learning for all through the flexible use of technology. Whilst investment will be required, this will be on the basis of spend to save (or spend to constrain growth in costs of older people's services) by promoting citizens' independence. Technology will also fundamentally contribute to shifting the balance of power and responsibility to the citizen rather than the state/public services, by facilitating a more personalised and flexible approach to how citizens engage with public services. This gives citizens greater choice and control rather than being passive recipients of services.

4. Communication and community engagement

4.1 Our approach to communication and community engagement

This business plan has been prepared following, and taking account of, extensive communication and community engagement. This included:

- A corporate stakeholder briefing with around 100 city stakeholders and directorate stakeholder briefings;
- A public survey with over 1,100 responses received;
- A City Voice survey with over 700 responses received;
- Internal communications with a series of staff briefings, workshops and use of the council's intranet, as a focus for information on business plan activity;
- The council's website providing information and encouraging members of the public to give their views;
- 100 city-wide 'front doors' – the city's information points were used to promote and encourage members of the public to complete a questionnaire.
- Community-led public meetings – the Council Leader, Deputy Leader and directors participated in a series of public meetings convened by a number of the city's community councils.
- Follow-up corporate, directorate and public stakeholder events.

Continuing good communications with meaningful, active and ongoing dialogue with the citizens of Aberdeen will be central to the approach which the council takes as it delivers its overall business plan objectives.

The council's principle aim is to create a better awareness and understanding of all the council's activities and services which we, along with our partners, deliver for the citizens of Aberdeen, our future investors and our visitors and to encourage active participation and engagement with us as we deliver our plans.

Our objectives are:

- To offer accessible and timely information about all council services and activities;
- To provide opportunities for all to engage in dialogue with us, especially face to face;
- To listen and respond to the views of our partners, citizens, staff and other stakeholders with an interest in the city; and
- To share our plans and aspirations for the city.

The council will do this through creating a variety and wide-ranging means of communications and engagement including:

- Open meetings on the transaction of our formal business;
- Face-to-face and timely public meetings on specific issues and activities;
- An effective and efficient customer contact service through our network of information points and by telephone or email;
- An interactive and easily accessible website;

- Providing appropriate and cost-effective information and advice on council services, decisions and achievements;
- Sharing communications and engagement opportunities with our partners in detailing joint activities;
- Continuous and ongoing dialogue with our delivery partners in other public sector organisations, the city's `academic institutions, the city's business community, others in the private sector, voluntary

- and charitable organisations and social enterprise companies; and
- Paid advertising of engagement events, where appropriate.

The council will also place an emphasis on excellent communications with our employees and we plan improvements to the way in which we inform and engage with all members of staff and our elected members.

4.2 Community engagement

The fundamental importance of good and worthwhile dialogue between the council and its wide variety of stakeholders was brought into renewed focus during the formation of this business plan with the council adopting a proactive and inclusive approach to make sure that as many people as possible participated in the process and had an opportunity to contribute their own views on service priorities during the next five years.

This inclusive and positive approach was widely welcomed and resulted in a significant number of individuals, community groups, local businesses and partners actively engaging with the council to 'have their say' on future service priorities.

The council will continue with this approach which provides for:

- Individual members of the public, community groups, local businesses and other public and voluntary sector partners, to have the opportunity to make a direct input into the design and delivery of the council's services; and
- Elected members and city council officers to listen closely and consider the views of colleagues, citizens, members of the local business community and partners in other public organisations and the voluntary sector.

During the period of this five-year plan, the council will strive to continually improve the way it engages with all those who have a stake in council services now and in the future.

4.3 Who are our customers?

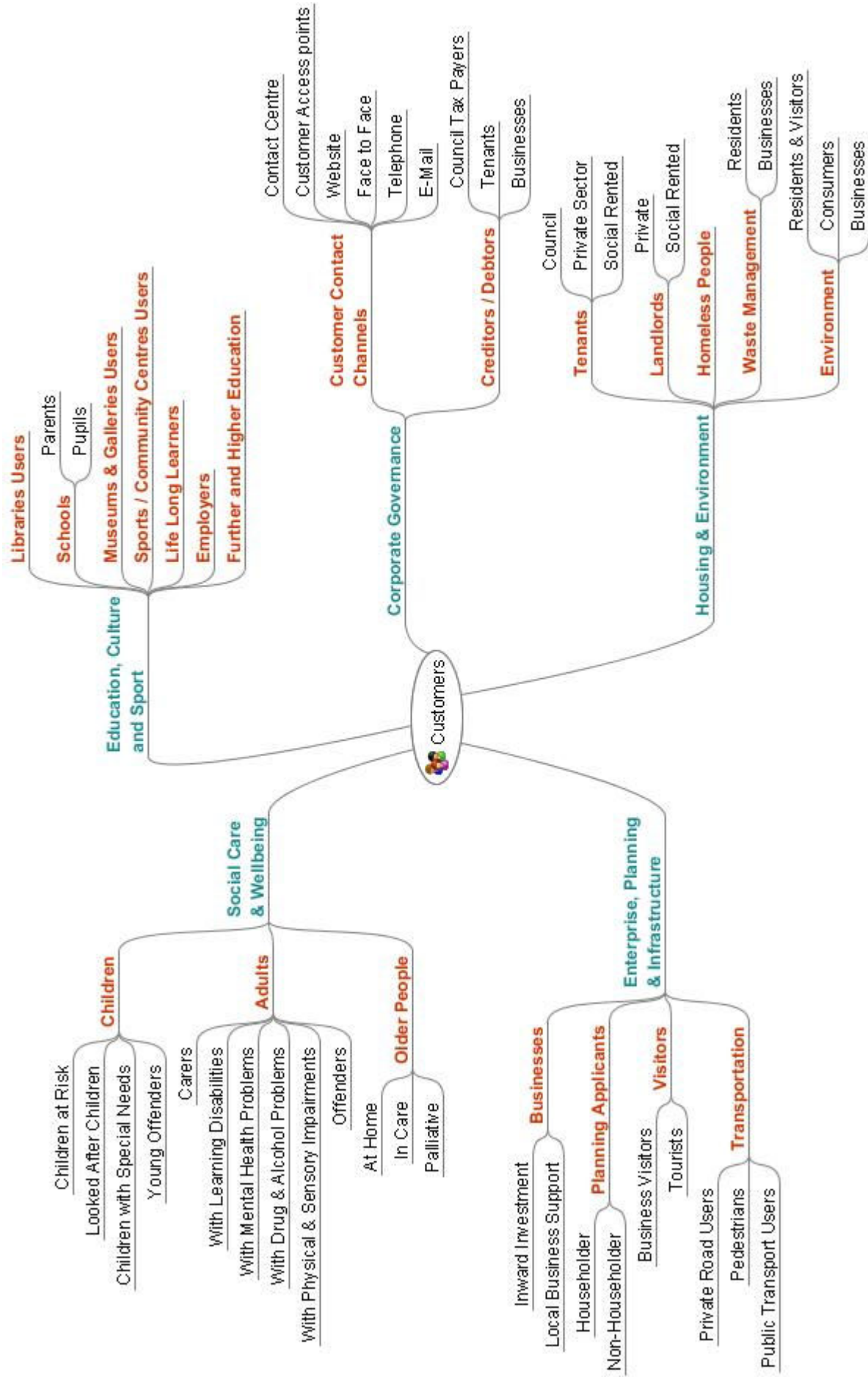


Fig. 3 Showing an indicative representation of many, but not all, of the council's customers.

4.4 Partnership working

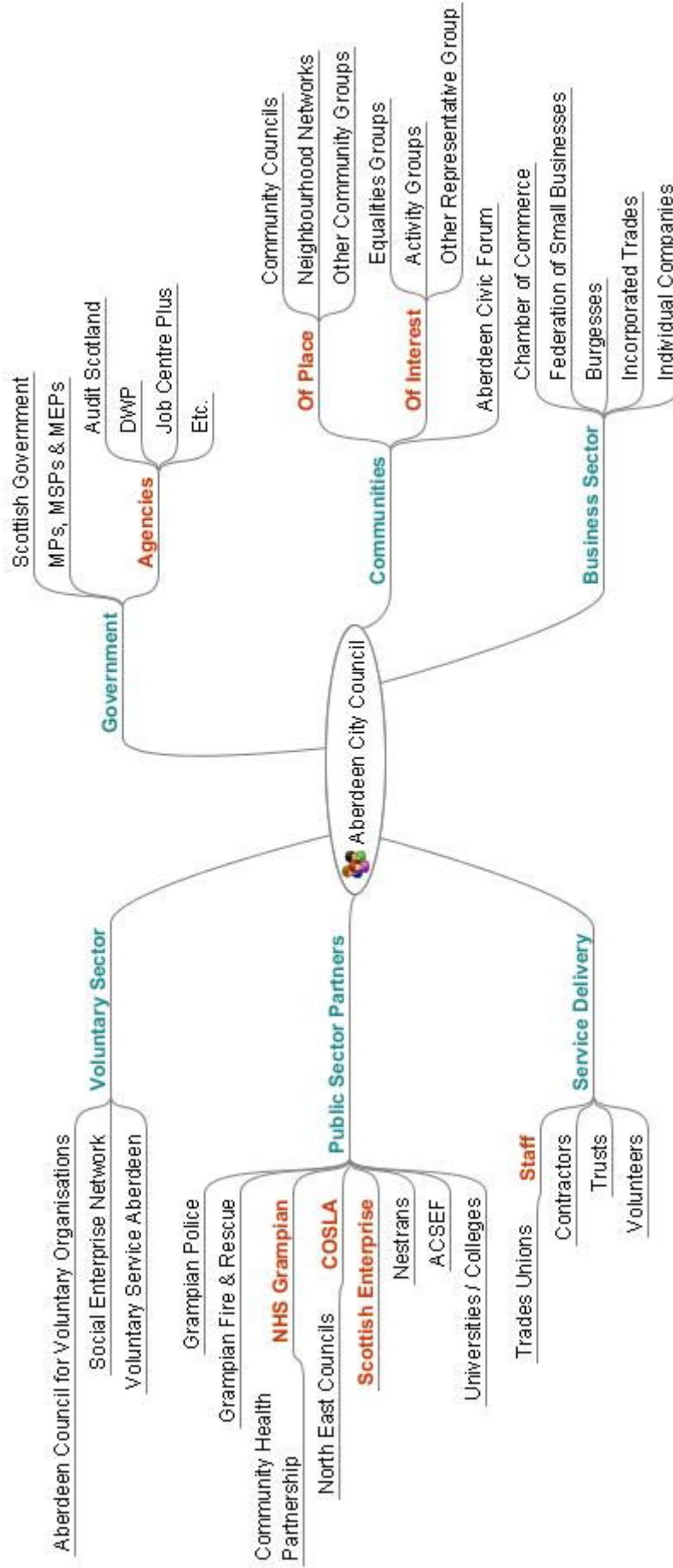


Fig. 4 Showing an indicative representation of many, but not all, of the council's partners.

5. Service overview

5.1 What services will we deliver?

The council currently employs over 10,000 staff working across the city delivering a wide range of services and has an annual net budget of £450m which is distributed between five functional directorates:

- Education, Culture and Sport
- Social Care and Wellbeing
- Enterprise, Planning and Infrastructure
- Housing and Environment
- Corporate Governance

Education, Culture and Sport



Annette Bruton
Director

Over the next five years Education, Culture and Sport will see significant change. Building on our strategies for learning, culture and sport, we will work in an innovative and creative way to provide flexible and high-quality education in schools, support community development and adult learning where it is most needed and enhance the cultural and heritage provision in the city of Aberdeen.

The focus of our directorate is, through new ways of working, to contribute to building a 'city of learning' which empowers individuals to fulfil their potential and to contribute to the economic, social and cultural wellbeing of our communities. Our priorities reflect the national priorities set out by the Scottish Government, the Concordat and the Single Outcome Agreement and encompass the activities and initiatives which we will undertake in order to achieve the council's key strategic objectives. These priorities are set out in the following ten themes:

- Curriculum for Excellence: implementing the new curriculum for schools;
- Fit-for-purpose schools / learning centres: making sure that we have the right facilities in the right place;
- Learning in the wider community: lifelong learning for everyone;
- Technology: using technology for learning;
- Health and wellbeing: helping people to make the right lifestyle choices from an early age and throughout their lives;
- Engagement in arts, culture and heritage: improving the quality of and impact of arts, culture and heritage provisions across the city;
- Helping those with different needs: helping everyone reach their potential;
- Better performing/value for money: demonstrate our commitment to continuous improvement;
- Skilled and trained staff: continually developing our staff through training opportunities; and
- Working together: making sure services work together in the interests of the learner.

Underpinning our ten priority themes are the objectives to improve attainment and achievement for all our learners and to close the gaps in learning, health, participation and employment outcomes that exist within the city. Our key priorities are met through the provision of a range of services and activities.

Pre-school and school education

In our pre-school setting within primary schools and through our partner providers we will:

- Continue to invest in leadership and management development at all levels;
- Adjust the early years training programme to prioritise self-assessment training and guidance;
- Increase the involvement of private partners in joint training and development with local authority practitioners in relation to the implementation of curriculum for excellence assessment, reporting and transition;
- Improve networking and communication between pre-school settings and primary to deliver improved breadth and depth, progression and continuity of learning; and
- Introduce nursery induction programme for senior leaders in primary schools.

Additional support needs (ASN)

We will seek to improve our inclusion practice and meet the needs of those with additional support needs in the following ways:

- Develop a better understanding of the needs of specific groups of learners who have additional support needs in order to further improve the quality of services/provision;
- Finalise a more coherent approach and strategy for social, emotional, and behavioural needs;
- Improve the effectiveness of the pupil support service;
- Continue to focus on attainment and achievement within the ASN sector by ensuring that good practice is identified and adopted more widely across the city;
- Build upon our current work to develop effective transitions, particularly for post-16/18 year olds with additional support needs;
- Ensure effective use of our staged intervention approach to meeting additional support needs;

- Finalise our review of inclusion and develop a refreshed strategy;
- Develop a more robust, outcome-based approach to the improvement of additional support needs services/provision, with a stronger focus on the collection and intelligent use of performance, attainment and achievement data to ensure all learners achieve their full potential;
- Redevelop Cordyce School as a centre of excellence for young people with social, emotional and behavioural needs;
- Establish a more thorough process to gather pupil and parent/carer views of services and to use those views to inform and improve service delivery;
- Explore and develop the emerging model of learning partnerships and hubs in order to further improve the experiences and outcomes for all learners, but particularly those with additional support needs;
- Develop a commissioning strategy for additional support needs service/provision, including seeking greater opportunities for joint working with voluntary organisations; and
- Ensure additional support needs are reflected in our approach to and implementation of Curriculum for Excellence.

Curriculum for Excellence

We have made good progress in this curriculum reform whilst recognising that much still needs to be done. Our current position involves building up capacity again and implementing major curriculum developments. Our priorities for curriculum improvement will:

- Increase pace and provide clear guidance and policy including learning and teaching, literacy, numeracy, health and wellbeing, science, assessment, reporting and moderation;
- Improve pupil transitions from nursery to primary and from primary to secondary school;
- Provide personal support for all pupils;
- Make better use of GLOW;
- Provide good quality and effective professional development;
- Ensure that the support and challenge of quality improvement officers is having a significant impact;
- Develop support for curriculum development including secondary schools curriculum networks; and
- Highlight and share good practice.

Alongside the introduction of a curriculum for excellence for all pupils we will deliver more flexible routes to learning in the upper stages of secondary school and beyond through our Aberdeen virtual campus strategy.

We will focus on the senior phase arrangements for schools and learn from, and build upon, the flexible and open approaches to progression and choice already developed in the colleges and universities in the city and region. The idea of a virtual campus could be built around four main strands of work and would develop pace and challenge for many senior

students in our school, could open up choices and build flexible pathways for learners. The proposed four strands of work for the education authority and partners are:

- In the short term, aligning school day arrangements and enable coursing across establishments;
- To develop innovative and IT based ways of learning which complement face-to-face teaching and learning;
- To develop an open coursing approach to learning which could take place at school, college or university in a 'virtual campus'; and
- To develop a clear approach to the senior phase curriculum in secondary schools.

Communities, culture and sport

In developing the services in community learning, heritage, arts, culture and sport we will build on existing strong partnerships and will seek to provide services through those partnerships and through arms length organisations and trusts. This will include the following actions:

- Continue to work with the Aberdeen Sports Trust – Sport Aberdeen and Aberdeen Sport Village – to deliver efficient and effective provision of sport and leisure activities throughout the city;
- Investigate development opportunities within community learning and development and through other learning providers to enhance learning opportunities within schools and learning establishments;
- Continue to promote the participation of the private, public and voluntary sectors in our planning and development particularly in relation to children's services; community learning and development; neighbourhood planning and within arts and cultural activities;

- Establish a network of ten learning partnerships across the city to enable outcome-focused learning discussions within a partnership environment;
- Establish a network of community learning hubs and related partnership activity;
- As part of our multi-disciplinary approach to child protection, implement the joint child protection action plan and continue joint working to improve the effectiveness of child protection services and to meet the needs of vulnerable children and families;
- Ensure that young people are able to access work placements in a more personalised way;
- Develop 16+ learning partnerships in every secondary school;
- Enhance our youth voice and further develop youth participation through schools and Aberdeen Youth Council;
- Facilitate high quality adult learning services with a particular focus on youth and adult literacy and numeracy;
- Agree city-wide strategies to close the opportunities gap;
- Engage with 'hard to reach' communities and individuals working with front line services and agencies to identify and assess needs;
- Implement 'Vibrant Aberdeen' – a cultural strategy for Aberdeen;
- Implement the 'Fit for the Future' strategy for physical activity and sport;
- develop partnership networks and links with both cultural and non cultural bodies e.g. tourism; and

- Recruit, develop and retain volunteers to support delivery of cultural, arts and heritage type activities.

Learning and cultural estate and facilities

We will continue to develop and implement the learning estate strategy to ensure an affordable and sustainable learning estate which makes best use of resources, ensuring focus on areas of greatest need. Continuing the work already begun on community facilities and the secondary school estate we will also review the condition, suitability and efficiency of the primary school estate and bring forward a short, medium and long-term plan for action. We will develop proposals for the viable redevelopment of Aberdeen Art Gallery and the storage of the city's reserve collections. In addition, and within available budgets we will:

- Develop a technology strategy for Education, Culture and Sport;
- Further develop online learning within communities; and
- Ensure new and existing venues are fit for purpose and have the capacity for development of lifelong learning and cultural activities.

Education, Culture and Sport – service overview

	Priority 1: Provide for the needs of the most vulnerable people	Priority 2: Help to ensure that all schoolchildren reach their potential	Priority 3: Manage our waste better and increase recycling	Priority 4: Encourage the building of new affordable housing	Priority 5: Ensure a sustainable economic future for the city	Priority 6: Ensure efficient and effective delivery of services by the council and with its partners.
Children and young people access positive learning environments and develop their skills, confidence and self esteem to the fullest potential	X	X				
We will improve the outcomes for all our children and young people	X	X				
Everyone will have access to high-quality learning environments and facilities supporting them to achieve their full potential		X				
We will encourage people of all ages to play an active role in their learning in order to maximise their potential		X				
We will enable an economically active population		X			X	
We will encourage active and appropriate use of technology to widen learning opportunities					X	X
We will encourage people to get involved in recreational activities, leisure pursuits and a wide variety of sports maximising the social, educational, health and economic benefits		X			X	
We will promote environmental sustainability			X		X	
We will improve the quality and impact of arts, culture and heritage provision across the city		X			X	
We will develop meaningful and successful partnerships that increase opportunities available to engage in cultural, arts and heritage activities					X	
We will enable creative opportunities for practitioners and artists to retain creative individuals within the city					X	
We will create and celebrate a cultural identity which is recognised locally, nationally and internationally		X			X	
We will support vulnerable children to achieve their full potential	X	X			X	
We will ensure our services and facilities are accessible to all		X				X
We will simplify and standardise service provision targeting resources to the right areas and helping to balance budgets						X
We will demonstrate our commitment to continuous improvement						X
We will foster a skilled workforce with the knowledge, understanding and expertise required to carry out their duties						X

Social Care and Wellbeing



Fred McBride
Director

Over the next five years the Social Care and Wellbeing directorate will provide services in the following three areas:

- **Children and young people.** These services meet the needs of vulnerable children including: children at risk of harm; children who require child protection services; children who are looked after; children needing permanent families; children who have a disability and; young people who have offended or are at risk of offending.
- **Adults.** These services meet the needs of vulnerable adults including: those who are at risk of harm and abuse; who have mental health problems; substance misuse problems; a learning disability and; those who have offended or are at risk of offending i.e. criminal justice services.
- **Older people and rehabilitation.** These services meet the needs of older people; people with a disability or sensory impairment; those in need of rehabilitation; services for adults at risk of harm and; services which meet the needs of carers.

In addition, over the next five years the directorate will ensure that where people's needs and services cross the boundaries of these three areas, the service shall operate in a coherent and effective way. This will include where there are cross-service considerations such as:

- Young people moving into adulthood;
- Commissioning, contracting and care management;
- The impact of substance misuse; and
- The wellbeing and protecting people agendas.

The directorate has a clear responsibility for the wellbeing of the citizens of Aberdeen, particularly those who are vulnerable. This includes leading the council's contribution to public health promotion and preventative services.

Social Care & Wellbeing vision

- We believe that all the citizens of Aberdeen should have the opportunity to be in control of their own futures and destinies and to achieve their ambitions and aspirations;
- We acknowledge that people will require varying degrees of support to achieve this and the direct role of Social Care and Wellbeing will be to provide that support to the most vulnerable members of our community on a fair basis;
- We will work closely with other partners to ensure that support is provided early enough to prevent people requiring more intrusive forms of support and intervention;
- We will identify and respond to the social care needs of people living in Aberdeen, supporting them where they need assistance in their daily lives. Often working in partnership with others, we aim to respond with cost-

effective, quality services which support and promote the wellbeing and safety of people who are in greatest need; and

- We will respect and promote people's rights, support their independence and their inclusion in their own community and respect their choice wherever it is possible.

We want a social work service that:

- Helps staff to work in a person-centred way with individuals;
- Treats everybody with respect;
- Listens and communicates with others in the organisation and values people's ideas;
- Supports staff to do their job and makes sure that they have the chance to build their skills and knowledge;
- Encourages new ideas and welcomes challenge;
- Achieves value for money, works efficiently and challenges any rules that aren't needed;
- Is happy for feedback and listens to complaints and tries to make things better;
- Knows how important it is to check the quality of services and is always trying to improve services; and
- Is getting better at communicating and listening to all people who we serve.

With these guiding principles we believe that we can deliver services that have a real and lasting impact.

Social Care & Wellbeing guiding principles

Our guiding principles are that we:

- Give clear and easy-to-understand information to people about what we can and can not do;
- Help people to have as much choice and control as possible over their lives;
- Work with others to address the issues some people have when using ordinary services, like health, housing, leisure and work;
- Make sure that the services we offer are the best they can be and if services need to be better, work to make them better;
- Listen to what people say, are open to new ideas and are there when people need us;
- Listen to what carers say, find out what they need, and support them to feel confident in their role; and
- Deliver on our stated intentions.

Social Care & Wellbeing strategic outcomes

The strategic outcomes for Social Care and Wellbeing, for adults and children, reflect the national and local priorities.

- People are protected from abuse, neglect and harm and feel safe in their environment;
- People are supported and cared for in their own home or in accommodation appropriate to their needs for as long as this is possible;
- People are enabled and supported individually or in groups to find and put in place the right solutions for their care; and
- Citizens of all levels of need and ability have access to the facilities of Aberdeen that will support them to maintain their health and wellbeing.

Social Care and Wellbeing – service overview

<p>We will take steps to protect the vulnerable including actively involving vulnerable children, adults and their carers in decisions affecting their care; effective supervision and management of offenders; and taking into account the safety and wellbeing of children living in families affected by substance misuse</p> <p>We will shift the balance of care enabling people to live as independently as possible without compromising their care, safety or protection</p> <p>We will promote the personalisation of services, creating opportunities for self-directed support and individualised budgets to empower people in the delivery of their own care</p> <p>We will implement our commissioning strategy ensuring cost-effective and high-quality services that are fairly purchased and monitored</p> <p>We will improve the use of resources with clear eligibility criteria with all referrals receiving consistent, high-quality responses based on thorough, evidence-based assessments of need and leading to care plans that will be subject to monitoring and review</p> <p>We will work closely with all partners implementing the Integrated Children's Services Agenda and ensure that we do "Get it Right for Every Child" so that children and young people get appropriate support at the right time</p> <p>We will continue to deliver effective management of the workforce by investing in leadership training to encourage the development of flexible and creative working; supporting staff to gain the skills and knowledge to provide person centred services; and implementing service delivery structures that seek to intervene in proportionate and timely ways, to ensure services are delivered to manage and reduce risk</p>	Priority 1: Provide for the needs of the most vulnerable people	Priority 2: Help to ensure that all schoolchildren reach their potential	Priority 3: Manage our waste better and increase recycling	Priority 4: Encourage the building of new affordable housing	Priority 5: Ensure a sustainable economic future for the city	Priority 6: Ensure efficient and effective delivery of services by the council and with its partners.
	X	X				
	X	X		X		
	X	X				
	X					
	X					
	X					
	X					

Enterprise, Planning and Infrastructure



Gordon McIntosh
Director

The Enterprise, Planning and Infrastructure directorate employs over 1,050 staff, working across the city to deliver the following three services:

- Economic and Business Development;
- Planning and Sustainable Development; and
- Asset Management and Operations.

In developing an effective service plan for the directorate, we recognise that the city's enterprise, planning and infrastructure issues are closely related to wider issues in the north east of Scotland as well as Scotland and the UK as a whole. The Enterprise, Planning and Infrastructure service must therefore provide the strategic direction for Aberdeen city within a wider geographical context, whilst continuing to engage with local people to ensure that we meet the stated needs of communities and individuals.

Over the period of the business plan we will see the continuing development and strengthening of the Enterprise, Planning and Infrastructure directorate, so that it continues to engage with managers across all council services and external partners, on key issues effecting communities.

The main aim of the directorate is to:

- enable Aberdeen city to achieve increased sustainable economic growth for the benefit of all citizens

We will do this by:

- ensuring people and communities are genuinely engaged in decisions relating to enterprise, planning and infrastructure issues in the city, and
- working with, and obtaining commitment from, partner organisations to provide better and more efficient Enterprise, Planning & Infrastructure services across the city.

We have set ourselves key targets in our service areas. These are set out in detail below and are essential in ensuring the effectiveness and efficiency of our services, now and for the coming years.

Delivering these outcomes will be the responsibility of the senior management team of Enterprise, Planning and Infrastructure.

Vision and priorities

Aberdeen is one of the world's major energy cities.

The challenge for Aberdeen over the next 30 - 40 years is to ensure that it remains a global energy city. Our strategic priorities are therefore to:

- Encourage future economic and business development in the city;
- Deliver an up-to-date development plan for the city;
- Protect and enhance our high quality natural and built environment;
- Support the delivery of a fully integrated transport network;
- Ensure the council's physical assets are managed and maintained in a cost-effective manner; and
- Deliver our statutory responsibilities effectively and efficiently.

In pursuing these priorities we will contribute to the following National Outcomes:

- We live in a Scotland that is the most attractive place for doing business in Europe;
- We realise our full economic potential with more and better employment opportunities for our people;
- We are better educated, more skilled and more successful, renowned for our research and innovation;
- We have tackled the significant inequalities in Scottish society;
- We live in well-designed, sustainable places where we are able to access the amenities and services we need;
- We value and enjoy our built and natural environment and protect it and enhance it for future generations;

- We take pride in a strong, fair and inclusive national identity; and
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Over the next five years we plan to deliver our services in a different way with a greater focus on income generation and delivering what we do in partnership with other organisations or businesses. In particular we will be re-examining how we best use and manage the council's assets to both reduce costs and create income.

We will encourage the development of Aberdeen over what will be a critical five-year period for the city and its economy. We will finalise, and then do everything we can, to deliver the content of the Local Development Plan.

Diversification of the economy is vital and Aberdeen is well placed to participate in the renewable energy revolution that is currently underway, but we will need to actively promote Aberdeen alongside our partners in the Aberdeen Renewable Energy Group (AREG) and Aberdeen City and Shire Economic Future (ACSEF). Indeed, it is our intention to be one of the leaders in the UK in developing a proactive, pragmatic approach to encouraging all aspects of a carbon neutral economy and to play a lead role within the European Union and, in particular, the North Sea Commission, in this regard.

We will continue to promote business tourism and to attract more new events to the city whilst investigating new ways to generate funding to help with this important work. We will, in the meantime, continue to support the Aberdeen Exhibition and Conference Centre as an international-class venue in

which to hold major exhibitions and conferences such as Offshore Europe and All Energy.

In the oil and gas sector, we will be working with our partners in ACSEF and others, including Oil and Gas UK, to maximise the investment in the North Sea whilst further developing Aberdeen as an international energy hub, including vital transportation links by air, road, rail and sea.

International trade development has been at the core of our work for over 25 years since the oil price dropped in 1986. We will continue to promote trade development through a number of means, including the Aberdeen City and Shire Export Survey, hosting inward visits, trade missions and seminars as well as our various international development partnerships, including the World Energy City Partnership, our programme of memoranda of understanding and twinning agreements with cities such as Stavanger.

We are currently developing a City Centre Framework to guide future developments in that area and we look forward to taking some significant steps to revitalise what many people see as being one of the most crucial parts of the north east economy. This will, undoubtedly, be a challenging task in the predicted financial climate but we aim to do all that we can to facilitate the redevelopment of Union Street and its immediate environs.

In the meantime, we are almost unique as being a city with its harbour coming right into its centre. The harbour is a vital part of our economic mix and we will work closely with the harbour board to help develop and deliver a master plan for the future success of the wider harbour area and its integration with the city centre and to other adjacent communities.

There are several key projects which we aim to have at various stages of completion during the life of this five-year budget. In the first year we will see the completion of the renovated Marischal College as the council's new corporate headquarters whilst we will also see the completion of the £120m schools 3Rs Project. In the middle years we will see progress with the Energetica corridor from Aberdeen Airport to Peterhead and hopefully the commencement of the Western Peripheral Route. By the end of the five years, the seascape should also look different with the establishment of the Offshore Wind Deployment Centre in Aberdeen bay.

We will be doing things differently and fiscal conditions will be challenging but the foregoing demonstrates that we will be working hard as an Enterprise, Planning and Infrastructure Team to deliver continued economic success and prosperity for the economy despite the relative lack of resources provided to us by our funders.

Enterprise, Planning & Infrastructure – service overview

	Priority 1: Provide for the needs of the most vulnerable people	Priority 2: Help to ensure that all schoolchildren reach their potential	Priority 3: Manage our waste better and increase recycling	Priority 4: Encourage the building of new affordable housing	Priority 5: Ensure a sustainable economic future for the city	Priority 6: Ensure efficient and effective delivery of services by the council and with its partners
We will work with our partners to attract visitors, workers and investment to protect the economic future of the city	X		X		X	
We will encourage the growth of local businesses through support of existing business sectors and development of new sectors	X				X	
We will facilitate new development projects to improve Aberdeen's living and working environment		X		X	X	
We will provide effective marketing and graphic design services, attract major events and maintain international twinning links to make the city an attractive place to visit and live		X			X	X
We will maintain an up-to-date development plan for the city to give an appropriate strategic context to development within the city	X	X		X	X	
We will protect and enhance our high-quality natural and built environment through support of initiatives including open space, nature conservation, the city's granite heritage and carbon management			X	X	X	
We will support the delivery of a fully integrated transport network to support movement and economic growth	X				X	
We will ensure the council's physical assets are managed and maintained in a cost-effective manner to deliver maximum effectiveness and efficiency in support of our strategic priorities and improve accessibility to our customers	X	X	X		X	X
We will deliver our statutory responsibilities effectively and efficiently					X	X

Housing and Environment



Pete Leonard
Director

Environment services

Aberdeen Scientific Services Laboratory

This service works closely with public health bodies across the north east of Scotland to help to keep the public safe from illness from foodborne disease and other environmental health risks. The service operates as a cost-neutral (£18k surplus over a gross investment of £876k) statutory service provider of comprehensive, yet highly specialised, testing and advisory service to the public sector, private businesses and members of the public throughout the north east of Scotland. The laboratory meets quality standards and is accredited by UKAS. It is an official control laboratory for food and feed, chemical analysis and microbiological examination. It is also an appointed agriculture analyst and offers a competitive public analyst service.

The five-year business plan for this service is to review business modelling in order to maintain its cost-neutral status and create income generation by identifying efficiency projects; high-value work streams; and to tender, capture and maximise service provision to current and future clients and the private sector.

Trading standards and environmental health service

This service works to keep the public safe from illness from foodborne disease and other environmental health risks. It has a key role in ensuring the health and safety of people employed in shops, offices and other premises not covered by the Health and Safety Executive. These city-wide services include:

- Food and animal feed regulation
- Infectious disease control
- Planning and licensing liaison
- Public health & statutory nuisance
- Pollution control
- Contaminated land
- Pest and dog control
- Mortuary provision
- Port health
- Animal health and welfare regulation
- Control of counterfeit goods and intellectual property
- Regulation of underage sales
- Weights and measures regulation
- Product safety
- Petroleum, fireworks and explosives licensing

The council invests £802k a year in these services. The majority of activities are related to fulfilling a statutory duty.

Trading Standards monitor approximately 3,000 trading premises whilst the Environmental Health/Commercial Team monitor approximately 2,000 registered food businesses a year and 4,000 workplaces where the service has a statutory role in health and safety monitoring and enforcement.

The five-year business plan for this service is to review operations and structure to save money and to provide an agile workforce with flexible teams that are able to respond to emerging and evolving pressures. Potential partnerships other local authorities and government agencies are being explored.

Street scene services

This service works to maintain and improve the high standard of greenspace and streetscape environment for the citizens of Aberdeen. It includes design and maintenance of parks and gardens, amenity land including, arboriculture, countryside services and woodland, play areas, bereavement services including crematoria and cemeteries, allotments, street cleansing, beach cleansing, graffiti and fly-tipping removal and public conveniences. The council invests £8.5 million in grounds maintenance, £3.25 million in street cleansing and £360k in public toilets. Bereavement services' gross budget is £1.265 million and this is covered by income with a £493k surplus.

Current assets/liabilities are: 18.4 million sq m of grass cut between 3 - 14 cuts per year, 1.8 million linear metres of channel to sweep, 13,000 street trees and over 384 hectares of woodland (est. 400,000 trees) plus additional current planting of 200,000 trees, 1,200 litter bins, 800 dog bins, over 170 play areas, 17 cemeteries and the crematorium (approximately 300 burials a year and 2,250 cremations), nine public conveniences, four hectares of beach.

Other assets including benches; footpaths; drainage systems; steps; signs; memorials; walls; fencing; railings; fountains; ponds; statues; and other structures. There are also a number of buildings associated with the service.

The five-year business plan for this service is to look at all opportunities to maximise income generation, drive out service efficiencies and to identify services and assets which can be stopped or reduced. Together with some services from the EP&I directorate alternative delivery models are being explored, such as straightforward contracting out and outsourcing via a public/private partnership or arm's-length management organisation.

Waste services

This service includes the following service areas: waste disposal, four household waste recycling centres, 50 household recycling points, household waste collections, recycling collections, food and garden waste collections, commercial waste collections and special waste collections.

In 2009/10 the council invested £15.1m net in waste management services (£6.6 collection, £8.4m disposal). This delivered service to 110,796 households and 2,200 trade customers, managing 123,000 tonnes of municipal solid waste, 9,400 tonnes of which was commercial waste, recycled 26.8% of waste equating to 14,720 tonnes of recycle, composted 12,445 tonnes of kitchen and garden waste, provided recycling collections to 72,000 households (fortnightly), provided food and garden waste collection to 51,000 households (fortnightly), provided some on-street paper to tenement properties. The council through its waste management services contractor (SITA UK Limited) manages its waste through a number of facilities in the north east. The

closed landfill site at Ness Farm is currently subject to a £17 million restoration project.

There are a number of major cost pressures affecting the waste budget over the next five years: National Policy - Zero Waste Plan work towards 70% Recycling, 5% landfill by 2025 and 60% recycling by 2020, Landfill Tax Escalator – rise by £8/tonne per year to £80/tonne in 2014/15, change of landfill disposal point (additional transport costs £13/tonne) potential fines from Scottish Government for exceeding landfill allowances, landfill bans, restrictions on inputs to energy from waste plants and the adoption of a national carbon metric for assessing recycling performance.

The five-year business plan for this service is to review the current waste strategy and develop a number of priced scenarios for implementation of the most effective way to divert waste from landfill and to meet national targets. This is to include potential joint working and investment opportunities with Aberdeenshire and Moray councils, exploring the potential for a single waste service provision possibly via a public/private partnership.

Housing services

The council owns and manages approximately 23,000 council houses. There is a separate, ringfenced budget and costed business plan for council housing and therefore social housing does not feature in this five-year business plan.

Homeless service

The council has a statutory responsibility for services to the homeless and invests a net £935k in these services. There are presently three hostels and 250 temporary furnished flats,

the latter utilised from the council's social housing stock. There has been a substantial increase in homeless presentations compared to recent years. Currently the council requires to use a substantial amount of bed and breakfast accommodation to meet its statutory duty, which is unacceptable both in cost and the impact on the quality of life of individuals and families. Key issues for this service include:

- Unsustainable cost pressures for temporary accommodation;
- Impending changes in 2012 to rules around priorities which will bring increases in demand;
- Changing emphasis from accommodation to prevention and advice; and
- Pressures on local authority estates.

The five-year business plan for this service is to:

- Reduce demand by investing in additional resources dedicated to early intervention and prevention and support activities; and
- Meet the current demand more cost effectively whilst delivering a better quality of temporary accommodation experience by introducing a private sector leasing scheme designed to relieve pressure from both the use of bed and breakfast accommodation as well as our own housing resources. This may also have a positive impact on reducing demand.

Private sector housing

This service works to protect the public from poor quality private sector housing and maintain the built environment and granite heritage. The service monitors the condition of buildings, provides financial support for disabled adaptations

and where necessary enforces repairs. The service works to raise the standard of private rented accommodation by enforcing Houses in Multiple Occupation (HMO) legislation. The service also manages the statutory registration process for private sector landlords which is self-financing from the registration fees received.

The council currently invests £2,649,603 in private sector housing whilst the HMO license fee income supports the cost of HMO activity. Aberdeen currently has 870 HMO licences in operation.

The five-year business plan for this service is to:

- reduce the costs of the scheme of assistance as part of the transition to new funding arrangements under the Housing (Scotland) Act 2006 with the ending of serious disrepair notices and the associated grants; and
- invest in additional resources to investigate and reduce the number of landlords operating without a HMO license

Community safety

This service provides a customer-focused, highly-visible service to help ensure safety, cleanliness and a free flow of traffic in our communities. Service priorities are:

- To achieve high standards of customer care and satisfaction;
- To improve cleanliness, making effective use of enforcement powers when appropriate;
- To enforce parking regulations to ensure the free flow of traffic and improve road safety;

- To reduce antisocial behaviour, crime and the fear of crime;
- To work in partnership with our communities and partner agencies; and
- To maintain a high profile within our communities.

The city warden service operates across the city and is a net provider of funds for the city through their parking enforcement and other duties. They issue around 46000 penalty notices and around 350 fixed penalty notices for littering and dog fouling.

The city wardens work closely with key partner agencies, providing a high profile community presence, enforcing parking and some environmental regulations, proactively tackling antisocial behaviour by coordinating council services and external partners to focus their resources at identified individuals, families or locations. Early intervention, crime reduction measures and diversionary activities are the main tools used to reduce the antisocial behavior blighting communities.

Safety is one of the ten priority challenge forums for The Aberdeen City Alliance (TACA), which carries out the statutory role of Community Planning Partnership and the council facilitates the multi-agency Aberdeen Community Safety Partnership to proactively identify and tackle the priority issues across the city. The partnership has produced strategic assessment plans to ensure an intelligence-led business plan approach. The five priority areas identified for 2010 to 2013 in the city are:

- Violence including, alcohol-related violence and domestic violence;
- Community fire safety;

- Antisocial behaviour;
- Road safety; and
- Commercial sexual exploitation.

The five-year business plan for this service is to:

- Review the operation and structure of the community safety service and
- Continue to invest in the Community Safety Partnership strategic priorities within the context of reducing public sector finances.

Emergency planning / civil contingencies

This service provides emergency planning and expertise and support to Aberdeen, Aberdeenshire and Moray councils on a shared services basis. Aberdeen City Council is the employing authority for four staff. The team also has a role in coordinating business continuity activities.

The three local authorities invest £255,612 in these activities. Aberdeen City Council's investment is £96,948

The team works closely with the Grampian Strategic Command Group (SCG) support team, which is managed by the police.

The five-year business plan for this service is to reduce costs by reviewing effectiveness, improving joint working and exploring potential market testing opportunities.

Housing and Environment – service overview

	Priority 1: Provide for the needs of the most vulnerable people	Priority 2: Help to ensure that all schoolchildren reach their potential	Priority 3: Manage our waste better and increase recycling	Priority 4: Encourage the building of new affordable housing	Priority 5: Ensure a sustainable economic future for the city	Priority 6: Ensure efficient and effective delivery of services by the council and with its partners.
We will develop our housing services to be flexible to support the needs and aspirations of our tenants	X	X				
We will improve cleanliness and security in our multi-storey blocks	X					
We will work to protect the public from poor-quality, private sector housing and to maintain the built environment and granite heritage	X	X				X
We will reduce homelessness by improving provision and prevention activities	X	X		X		
We will play our part in partnership working on community safety, protecting vulnerable people, health and wellbeing and other community planning priorities	X				X	
We will retain a large stock of quality, well-maintained affordable housing matching the highest of standards	X			X		
We will build new houses to increase provision of affordable houses for the council	X	X		X		
We will create a Property Services LLP to deliver strategic housing priorities and to raise additional income	X			X		
We will contribute to the regeneration of the city	X				X	
We will develop the waste management services to increase the amount of waste being diverted from landfill			X		X	X
We will contribute to a Greener, Cleaner and Safer City through developing and improving our Grounds Maintenance and Street Cleaning services			X		X	X
We will protect the health, safety and rights of consumers and the public through developing a more focused and improved Environmental Health & Trading Standards service and Public Analyst service	X				X	X

Corporate Governance



Stewart Carruth
Director

Over the next five years Corporate Governance will see significant structural and cultural change which will result in a high-value, smaller directorate. Many of the services currently provided by Corporate Governance will be delivered in a different way in conjunction with other public and private sector organisations with a continued emphasis on improving the quality of services provided and realising savings. The imperative is clear in so far as the greater the efficiency and effectiveness of support services the more the council can channel its focus and budget on delivering frontline services for the citizens of Aberdeen. The services over the next five years will be delivered within an estimated budget of £30M.

Over the next two years we will continue to implement the internal transformation of Corporate Governance services and move to externalise in particular, though not exclusively, transactional services in Human Resources and Organisational Development, Finance, ICT and Customer Services. This will bring badly needed investment in technology, give opportunities for transferred staff to build

their skills and develop their careers, provide access to tried and tested processes, expertise and know-how for the council and lay the foundation for a broad base of potential customer growth in the public sector for other providers.

It is not without risk and the role of the retained elements of the council within Corporate Governance will have an important part to play in managing the interface between the rest of the council and the externalised organisation, decision-making in many of the service areas provided externally, analysis and strategy which dovetails with the rest of the council. The changes by other services which are reflected within the business plan will impact directly on the type and scale of services provided by Corporate Governance. It is possible that in future other services could decide to commission support services from other organisations and this will drive a greater focus on customer service, price and quality of the service delivered.

In addition, we will develop a framework agreement for legal services and aim to share legal and democratic services with other public sector organisations. There are opportunities to work together within the public sector. However the pace and scale of change requires to be incrementally increased particularly against a background of public sector reform and financial challenges which are impacting on frontline services.

Community planning will also have a key role to play in bringing partners together and there is the need for a greater emphasis on how to deliver more effective delivery which requires all key partners to understand and make best use of the combined resource of partners. There needs to be greater clarity on the purpose of community planning at a time when in many cases services are being developed and delivered organically at service and community level.

The impact on staff of these changes will be significant, both for transferred and retained staff. This will mean that communication and engagement with staff will be highly important over the period. The Corporate Governance Communications Group has a key role in facilitating this engagement which will be delivered by a variety of means including briefings, drop-in sessions and podcast sessions. Other stakeholders too will require to be engaged on the way ahead and an engagement plan for Corporate Governance will be developed for all our stakeholders including partners, trades unions, and other services.

The delivery of all of this change will place demands on Corporate Governance services. At a high level, the services will simultaneously continue to deliver its business as usual services, support other services and manage its own change. In order to support the delivery of services, service level agreements will be established between Corporate Governance and other services to manage demand, provide clarity and enable performance to be measured. In addition, the establishment of the Programme Management Office will also be key to supporting other services albeit with support from external providers if there is a gap in capacity or capability which is impinging on our ability to deliver.

In summary, public sector reform and financial challenges will over the next five years see significant change within the public sector and this will impact on the council and in the way that Corporate Governance services will be delivered. It will be a challenging time for all staff as well as one that will provide opportunities for staff to build on their skills and experiences. There will be a scaling down in numbers of staff within the directorate and as far as possible this will be managed

through redeployment or natural turnover. Leadership will be required from senior, as well as other staff to ensure that these changes are managed, that staff and other stakeholders are engaged and that opportunity for improved services is grasped.

5.2 How will we deliver?

Over the next five years the delivery of the services within the council will change significantly. As we respond to the changing demands, increasing financial constraints, a greater understanding of customer requirements and emerging technological advances, the type, level and shape of service will be altered to meet these demands.

The council will move from an organisation which predominately delivers services to an organisation which strategically manages or commissions services. However, it will continue to deliver certain services in house where it believes that it is in the best position to ensure value for money and deliver a positive impact on citizens.

The shift in the operating model of the council will be characterised by a move to greater use of alternative delivery mechanisms across a range of services. The nature of these mechanisms will be determined and delivered as part of a programme to implement the key actions arising from this business plan. A programme office to take these actions forward will be formed late in 2010/11 for 2011/12.

An important factor of the success will be an integrated approach where dependencies between services are recognised and incorporated in delivering services. In addition, it will mean developing new and building on existing relationships with the public, voluntary and private sectors to ensure that the market is ready to provide services.

As this type of transformational change takes time to deliver, it is likely that significant benefits will be delivered in later years, which means that we will seek to drive out early year benefits

through internal transformation, efficiencies in procurement and income generation.

A great deal of work is already taking place to restructure, review capacity and capability and streamline internal processes to drive out inefficiencies to ensure that the council is best placed to move to external delivery of services. This will continue in the early years of the plan to deliver benefits.

All services will undergo significant change and over the next five years citizens are likely to see changes in the location and style of school, learning and teaching in the classroom, the way our galleries and museums are managed, the manner in which our waste is disposed of, different models of managing housing, investment in our roads, a shift in the way we support our elderly, young people and adults with different needs and the approach taken to delivering key support services.

The council will also lead a collaborative approach, and with our partners deliver services on a city-wide basis.

All of this activity will have a major impact on staff, and with this in mind we will put in place systematic engagement with staff in order that they are informed and involved in the design, development and delivery of services.

In order to deliver, the council will move from a project to a programme-based approach, encompassing only those projects in all services that are contributing to the new delivery model for the council. Our performance indicators will be more meaningful and will provide a focus for the delivery of the business plan.

With this as context, the implementation of this business plan and delivery of services will be based on the following five principles:

1. Transform the way public services are delivered

- To provide better value for public sector spending across the city, which is focused on better services delivering outcomes more efficiently and effectively. This will be achieved by developing new ways of delivering services and rewarding and recognising good performance as well as challenging poor performance;

2. Focus investment for long-term sustainable economic growth of the city and surrounding area

- To secure new long-term, private sector investment hand in hand with developing our own assets to deliver affordable housing, to reshape the delivery of education and culture and to develop sustainable communities;

3. Support people and communities to help themselves

- To support individuals and local communities to deliver services, by building capacity within communities which will encourage them to become involved and to take responsible for these services;

4. Deliver services which meet people's needs

- To understand the needs of citizens who live and work in Aberdeen, and reduce the culture of dependency and expectancy on council services except where there is real need; and

5. Work in partnership with other public sector organisations, the private and voluntary sectors

- To foster integrated working between sectors to optimise public, voluntary and private spend for the benefit of the citizens, communities and organisations working within the city.

5.3 The team to deliver

Our vision sets out the need for a highly skilled and motivated workforce which will deliver high-quality, cost-effective and customer-centric services. Building on the knowledge and ability which we already demonstrate, we are committed to learning from others and developing our skills further. The management structure of the council is shown in Figure 5 below together with areas of responsibility. During the next five years we commit to a review of the structures within the council to ensure our resources are best matched to deliver our vision.

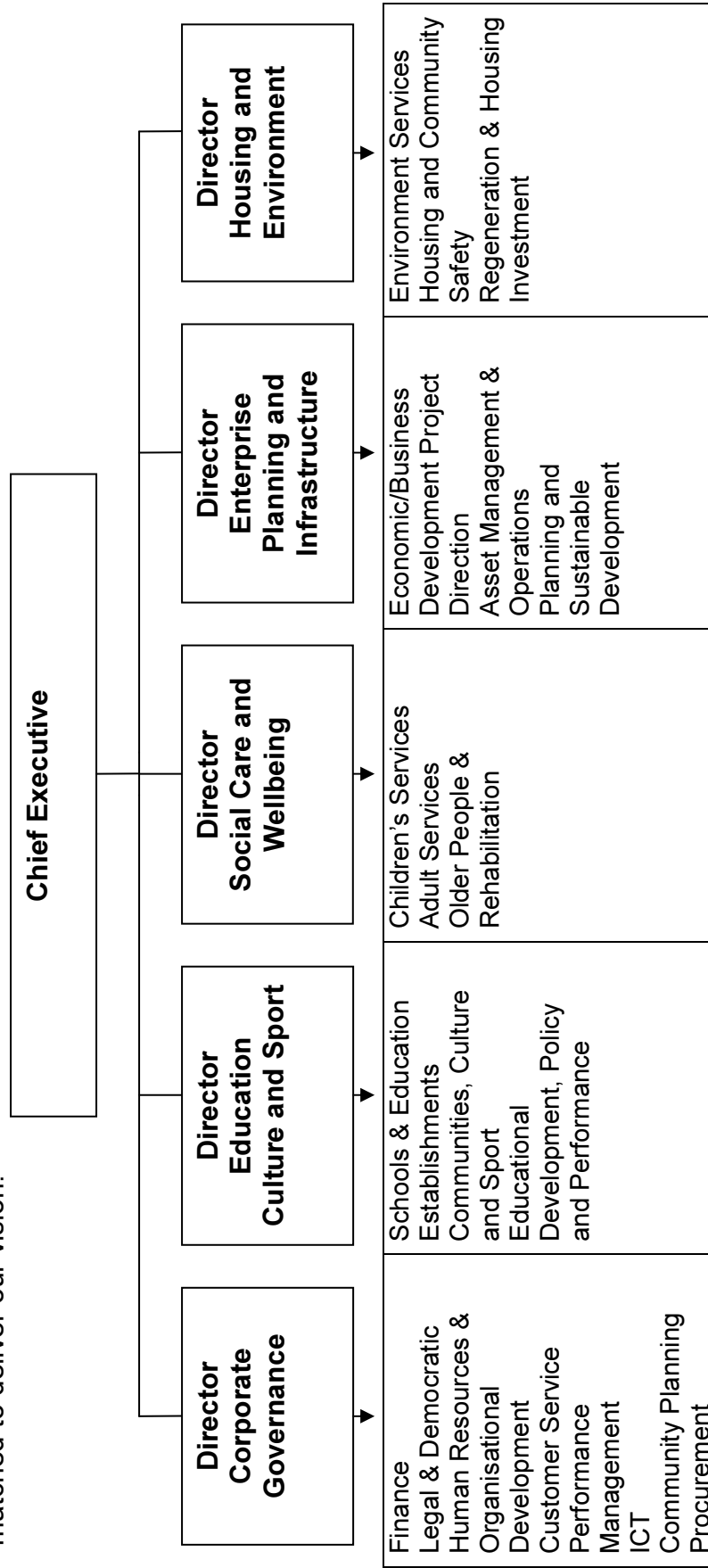


Fig. 5

(i) Our approach to employee engagement

Successful delivery of the service options outlined in the business plan is dependent on the quality and commitment of our employees. We recognise that we already have a workforce which has a strong public sector and work ethos and is motivated to do a good job for the citizens of Aberdeen.

The challenge over the next five years will be to continue to deliver high quality services with a smaller core workforce, a restricted budget and increasing customer expectations. This will depend on how well we engage our employees and will require a much greater emphasis on and understanding of employee engagement.

‘Engaged’ employees understand the business needs, are committed to their work and add value to the organisation. Effective employee engagement has been shown to benefit organisations through increased performance and retention. It also benefits employees through greater job satisfaction and ultimately customers through positive impact on service delivery.

Engagement depends on how the organisation deals with a number of factors including:

- How we communicate
- How we work together as colleagues, teams, services and with partners
- The quality of our leadership and management
- How we treat our employees in terms of being fair, flexible and family friendly
- How we manage performance and reward our employees
- How well we manage our employees’ health, safety and wellbeing
- The availability of training, development and career opportunities
- How satisfied employees are with their work and with their employer.

The level of current satisfaction with the above was measured through the 2010 Employee Opinion Survey. An action plan has been put in place to build on the positive outcomes of this survey and at the same time bring about improvements in areas such as performance and appraisal, communication and job satisfaction.

As part of this action plan, and in delivering on the business plan, we are also committed to providing:

- Strong, visible leadership
- Clarity of vision and direction
- Open and honest communication on decisions affecting employees at as early a stage as possible

- Mechanisms for employees to feedback views, suggestions and innovations
- Consultation and involvement, where this is possible, information where it is not and clarity of which is being offered.
- Ongoing and regular monitoring of employee engagement through a range of means including focus groups, briefings and technology.

6. Financial plan

6.1 How we are funded

The council receives funding through a number of sources, which include:

- General Revenue Grant;
- Council tax;
- Non-domestic rates;
- Fees and charges.



Fig. 6

Figure 6 shows the percentage of council funding by source.

6.2 Assumptions

The following assumptions have been made (and are by no means exhaustive) within the five-year business plan.

- General Revenue Grant is assumed to fall as follows:-

Year 2	Year 3	Year 4	Year 5
2.5%	2%	1%	static

- A small increase in the number of properties on the council tax charge is budgeted for in 2011/12 but thereafter remains static;
- No pay awards have been built into the business plan for years 1 or 2 for any staff group, and thereafter 1% has been assumed;
- Demographic changes in the elderly population have been modelled within Social Care and Wellbeing;

- Increased kinship carers allowances have been factored in over the five-year model;
- The full-year impact of the unitary charge in relation to the 3R's Project has been built into the model;
- Additional cost pressures and reductions for additional waste disposal costs and Landfill Allowance/Tax net impact is estimated based on current legislation;
- It is assumed that the council will be subject to the new carbon accounting regulations and this has therefore been factored in;
- Increased cost of homelessness and the increasing trends of people presenting themselves as homeless;
- Provisions and specific allowances are captured within the model for items such as non-domestic rates, capital financing charges, utility bills etc.
- An allowance for alternative, service-delivery models has been made;
- Any cost of redundancy associated with service options based on a voluntary scheme is inherent within the model and based on the current profile of employees within the council;
- A capital programme of £40 million in 2011/12, £27 million in 2012/13 and £17 million thereafter has been assumed;
- An average Loans Pool Rate of between 5.25% and 6% has been used over the period of the business plan.

It can be seen that the complexities of an organisation that provides a wide-ranging list of services does require a great deal of estimation to project into the future. This is done in a time of economic uncertainty within both the United Kingdom and world economies.

Indeed, the council has received a reduction in the cash it receives by way of General Revenue Grant for 2011/12 – something that is unprecedented in the history of Aberdeen City Council. This gives an indication of the difficulties in trying to project with certainty into the medium term.

6.3 Funding, spend and savings

The council's expected funding, spend and savings which are based on these assumptions are:

	Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
	£'000	£'000	£'000	£'000	£'000
Funding	(450,311)	(441,662)	(434,959)	(431,560)	(431,354)
Other funding	(10,276)				
Current spend	476,164	491,655	511,500	526,276	536,717
Indicative shortfall	15,577	49,993	76,541	94,716	105,363

Fig. 7

(Note: Brackets demonstrate income)

The council approved its 2011/12 General Fund Revenue Budget on 10 February 2011 which set the budget for that financial year and agreed the implementation of a number of service options. The following service options were approved in 2011/12 and the net savings from these options are:

Service options accepted:	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
Corporate Governance	(1,856)	(7,529)	(8,863)	(9,227)	(9,991)
Social Care and Wellbeing	(1,384)	(10,276)	(14,201)	(14,725)	(15,390)
Education, Culture and Sport	(2,767)	(8,606)	(11,330)	(13,960)	(13,453)
Housing and Environment	(688)	(3,626)	(5,370)	(8,731)	(11,798)
Enterprise, Planning and Infrastructure	(1,498)	(3,172)	(9,416)	(10,116)	(11,432)
Council-wide options	(7,384)	(6,527)	(8,015)	(8,549)	(9,511)
Total service options	(15,577)	(39,735)	(57,195)	(65,308)	(71,575)

Fig. 8

This clearly demonstrates the council's commitment to implementing a fully-costed business plan over the medium term, with some £72 million of savings being delivered by 2015/16.

Notwithstanding the service options in Figure 8 that have been accepted by council, the resulting gap will be filled by further service options which will be considered as part of the iteration process of reviewing the business plan. In addition, it is likely that over the period of the five years, there will be significant changes in the level of funding and spend which will impact on the level of savings required.

6.4 Sensitivity analysis

The following sensitivity analysis shows the impact on the funding shown in Figure 7 if the assumptions on grant funding and council tax are varied as detailed in the table.

	Year 2 (2012/13) £'000	Year 3 (2013/14) £'000	Year 4 (2014/15) £'000	Year 5 (2015/16) £'000
1% increase in grant	11,785	21,752	28,404	31,873
Grant frozen at 2011/12 level	8,418	14,984	18,201	18,201
Freeze year 2/3, 1% year 4/5	0	0	6,435	9,684
1% increase in council tax	1,066	2,143	3,231	4,330
0.5% increase - council tax properties	533	1,605	2,687	3,780

Fig. 9

What this analysis shows is that if the grant to the council was to be increased, in cash terms, by 1% per annum from the 2011/12 grant settlement by year 5 the council would be in receipt of an additional £31.873 million or £18.201 million compared to the grant being frozen over the period. Clearly this can be varied to reflect, say, a frozen grant settlement for years 2 and 3 and, say, a 1% increase in years 4 and 5. This shows the council to be in receipt of an additional £9.684 million.

Similarly a 1% increase in council tax over the business plan period will result in the generation of additional income over the period as will an assumption that the number of Band D properties will grow by 0.5% per annum.

What this sensitivity analysis shows is that a small movement in the level of council tax or grant funding will have quite a significant impact on the overall business plan model. The council is currently awaiting further details on the likely settlement for the financial year 2012/13.

A similar analysis can also be applied to the council's cost base over the same period. This examines the major areas of spend that is subject to increasing costs over the business plan period to determine the impact of these assumptions varying.

The largest cost the council faces is in relation to staff costs. As such a sensitivity analysis has been applied to the application of pay awards. At present no pay award has been factored into the model for 2011/12 and 2012/13 based on current government announcements around public sector pay. A 1% pay award is then factored in for future years.

The table below illustrates how the cost base would vary annually given a different set of assumptions:

	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
	£'000	£'000	£'000	£'000
1% per annum	4,442	4,486	4,581	4,577
0% years 2/3, 2% thereafter	0	(4,442)	(1)	4,347

Fig. 10

A 1% pay award each year increases costs annually by approximately £4.5 million where extending the pay freeze for an additional year results in a saving for year 3 while this cost increases in year 5, assuming a 2% pay award.

The other major cost the council incurs is in relation to the capital programme and the revenue impact on additional borrowing. For every £1 million of additional borrowing the result is an additional charge of approximately £750,000 per annum. Therefore, this clearly demonstrates the need for the council to maintain the current projected level of capital investment.

To put this in context, an additional £3 million of investment from year 2 to 4 will result in increased capital financing charges in year 5 of approximately £7 million.

Finally, there are a number of factors which the council is required to comply with, either through legislative requirements or because they are formed by national agreements.

There are a number of examples that relate to legislative requirements such as waste penalties which are placing an increased burden on the council's cost base as national and international targets are imposed upon local authorities. This places an additional revenue burden on the 2011/12 revenue budget of £2.2 million.

Conversely, there are a number of national agreements that the council has entered into which need to be reviewed as they are no longer sustainable or affordable in the medium term. Again, as an example, this would include the McCrone Agreement which directly impacts on teaching staff. This agreement influences and shapes the number of contact hours teaching staff have with pupils as well as their overall arching terms and conditions all of which are aimed at improving the standard of teaching.

Again putting this in context if the contact time was increased within all primary and secondary schools the council would be able to achieve over £7 million of reduced costs annually. This is now being addressed through the settlement agreement with the Scottish Government.

In summary, as the sensitivity analysis demonstrates, it is highly likely that the levels of funding, costs and shortfalls will change, resulting in a further review of the service options.

7. How will we measure our performance?

This impact of the delivery of this business plan will be measured in the following ways:

1. Public service value

Measuring public value focuses both on the public investment in services and on the delivery of improved results for citizens and communities. Through the evaluation of outcome measures we will demonstrate the impacts, benefits and consequences of the activities driven through the business plan and through the recording of whole system accounting we will show the cost of those activities. Following the formal agreement of the council's budgetary options in February 2011, a model of public service value will be populated for this business plan, linking our priorities to local outcomes each of which will be monitored through the appropriate metrics.

2. Self-evaluation

The council has begun, and is developing, a programme of self-evaluation using the model 'How Good is Our Council?' As well as being an important tool to manage improvement, self-evaluation by councils is a requirement of phase two of Audit Scotland's arrangements for The Audit of Best Value and Community Planning (BV2).

3. Regulation and inspection

The various bodies responsible for inspection and regulation of the council's service, operating as a Local Area Network, currently undertake an annual rolling evaluation of the council and develop a risk-based assurance and improvement plan (AIP). The AIP has three elements to it:

- An assessment of performance against outcomes
- An assessment of the performance of individual services
- An assessment of corporate management arrangements

The inspection and regulation timetable for 2011/13 is shown overleaf:

Assurance and Improvement Plan

2011-12 (Year 2)	
Issues for scrutiny /improvement	Scrutiny bodies / Council potential involvement
Shared Risk Assessment/ revised Assurance and Improvement Plan	Local Area Network (LAN)
Financial strategy	LAN (scrutiny and /or supported self-evaluation), Aberdeen City Council (self-evaluation)
Corporate Improvement Plan: subject to annual external audit	Regular monitoring throughout year – appointed external auditor
2012-13 (Year 3)	
Issues for scrutiny /improvement	Scrutiny bodies / Council potential involvement
Shared Risk Assessment / revised Assurance and Improvement Plan	Local Area Network (LAN)
Audit Scotland Best Value 2 – targeted corporate assessment work around the council's change agenda – including leadership, culture, governance arrangements, scrutiny, performance management and improvement, and the strategic use of resources (financial, people and assets).	Audit Scotland/Henderson Loggie
Competitiveness	LAN (scrutiny and /or supported self-evaluation), Aberdeen City Council (self-evaluation)
Corporate Improvement Plan: subject to annual external audit	Regular monitoring throughout year - appointed external auditor

8. How do we manage risks which might impact on the delivery of the business plan?

Risk management is central to strategic planning and operational delivery within the council. As with any plan, there are current, and there will be future, risks which impact on the delivery of this business plan. An assessment of business; political; finance; technological; legislative; people; customer / citizen; environmental; partnership; social; management / professional risk has been carried out and risks have been identified and evaluated in terms of the likelihood of their occurrence and the impact these could have. Significant actions to mitigate these risks have been put in place and further mitigation will follow. Specifically 'political' risks, which might impact on the delivery of the business plan, have been identified and are to be considered by all members of the council.

The overall level of risk will be continuously reviewed, reported to and considered by senior managers and elected members. Each project within the overall programmes of work initiated to deliver the business plan will consider and actively manage project risk.

The overall governance arrangements for risk management are shown in Figure 11 overleaf.

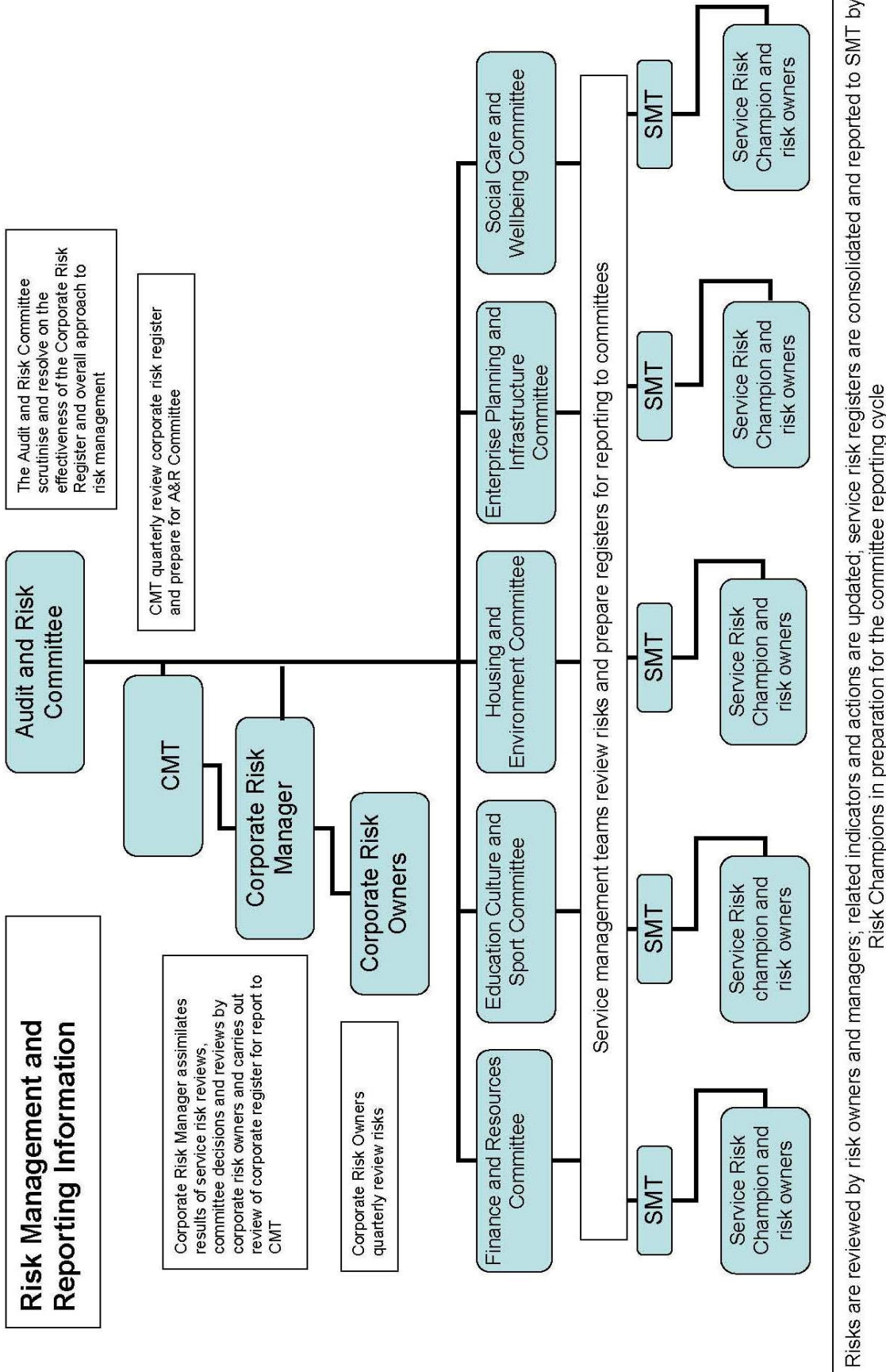


Fig. 11

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	29 June 2011
DIRECTORS	Annette Bruton and Fred McBride
TITLE OF REPORT	For Aberdeen's Children - Integrated Children's Services Plan 2011-15
REPORT NUMBER:	ECS/11/042

1. PURPOSE OF REPORT

- 1.1 *For Aberdeen's Children* is the Integrated Children's Services Plan for 2011-15. It sets out our vision, mission and priorities for children and young people's services in Aberdeen over the next four years.
- 1.2 Every local authority in Scotland is required to publish a plan which sets out how it will improve the outcomes for children and young people through the services that are delivered by the council and its partner agencies. The Integrated Children's Services Plan is a statutory report, required under the Children (Scotland) Act 1995.
- 1.3 The Integrated Children's Services Plan has been developed by the Integrated Children's Services Partnership which represents all the key public and third sector agencies that deliver services for children and young people in the city. It was agreed by the Integrated Children's Services Partnership on 23 May 2011. The partnership welcomed additional final comments on the plan during the consultation period.

2. RECOMMENDATION(S)

- 2.1 It is recommended that council considers and formally approves the Integrated Children's Services Plan 2011-15, For Aberdeen's Children, on behalf of the council; and
- 2.2 That the report be submitted to The Aberdeen City Alliance (TACA) for ratification by all community planning partners.

3. FINANCIAL IMPLICATIONS

- 3.1 The Integrated Children's Services Partnership is committed to protecting the quality of services to children and young people despite the current pressures on resources.

- 3.2 The resources required to deliver the priorities set out in the Integrated Children's Services Plan 2011-15 will come from all partner agencies. Within the council, most resources have already been identified from existing budgets and there are no further financial implications at this time.
- 3.3 Section 8 (page 38) of the Integrated Children's Services Plan 2011-15 provides a breakdown of the planned spend for the year 2011-12 to give an indication of the level of expenditure on children's services in Aberdeen. This section will be updated annually.

4. OTHER IMPLICATIONS

- 4.1 The planning and delivery of high quality integrated services for children and young people will contribute to them being safe, nurtured, healthy, active, included, respected and responsible, as outlined in our vision for the children and young people of Aberdeen. It should also reduce the risk of children falling through the system and not having their needs met effectively.

5. BACKGROUND/MAIN ISSUES

- 5.1 Every local authority in Scotland is required to publish a plan which sets out how it will improve the outcomes for children and young people through the services that are delivered .by the Council and its partner agencies. The Integrated Children's Services Plan is a statutory report, required under the Children (Scotland) Act 1995.
- 5.2 In 2009, the Children and Young People's Strategic Planning Group undertook a review of the governance and planning to support the delivery of integrated children's services. The purpose was to ensure we had the joint governance and leadership in place to oversee the delivery of the local children's services priorities set out in the Integrated Children's Services Plan and the Single Outcome Agreement. The review focussed on how well services had worked together, the way we worked and how we reported our progress.
- 5.3 As a result of the review a new partnership structure was approved by the council in April 2010 and then ratified by our community planning partnership. The structure provides a focus on improving outcomes for children and young people and supports the implementation of the 2011-2015 Integrated Children's Services Plan.
- 5.4 All partners are committed to strengthening leadership and governance to developing the shared plan and delivering integrated

children's services. The structure we have in place will help us work in a more collaborative way to achieve our key aims and priorities.

- 5.5 The Integrated Children's Services Plan 2011-15 is the high level plan that sets out partners' commitment to work together to deliver high quality public services, improve outcomes and achieve better value in areas that are a priority locally.
- 5.6 Our Vision:
We are working towards the day when every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible. We will do this by coming together as workers, parents and carers to make sure every child and young person achieves their full potential and is supported to participate in decisions that affect them.
- 5.7 Our Mission:
We will promote and deliver integrated services of the highest quality that are accessible to all. We are committed to the UN Convention on the Rights of the Child and will promote the rights and responsibilities of all those who use services for children. Our aim is to 'Get It Right for Every Child' and in so doing improve the outcomes for all children and young people in the city by raising achievement and attainment and reduce inequality by ensuring a common, co-ordinated approach across all agencies that supports the delivery of appropriate, proportionate and timely help to all children as they need it.
- 5.8 The plan has been agreed by all partners and will be overseen by the Integrated Children's Services Partnership. It was agreed by the Integrated Children's Services Partnership on 23 May 2011. The partnership welcomed additional final comments on the plan during the consultation period.
- 5.9 The plan is intended for staff working in services for children and young people and those who work in services that will impact on children and young people in the council, Grampian Police, NHS Grampian and in the Third Sector. It will be of interest to other bodies with a specific interest in services for children and young people such as the Children's Hearing System, the Children's Panel, and the North East Scotland Child Protection Committee. The plan will also be of interest to inspectors of children's services, other local authorities and the Scottish Government. We will produce a summary version for parents and young people.
- 5.10 The plan sets out the strategic objectives and high level actions for services for children and young people over the next four years. It focuses on five key outcome themes for children and young people that we want to see improved and which will help us achieve our vision. The five outcomes themes are

- Getting the Best Start in Life
 - Achieving their Potential
 - Responsible and Included Citizens
 - Safe and Protected
 - Successful Transitions to Adulthood
- 5.11 The Integrated Children's Services Partnership is committed to improving outcomes for children, young people and their families and closing the gap between children in need and their peers. In order to reduce that gap partners will focus on improving outcomes for children in the early years, children who are looked after, have additional support needs, disabilities, or social emotional and behavioural needs and those young people not in employment, education or training.
- 5.12 An important aspect of delivering improved outcomes for children and young people will include implementing the third phase of the national Getting it Right for Every Child programme. The Getting it Right implementation plan was approved by the Integrated Children's Services Partnership in February 2011.
- 5.13 Getting it Right for Every Child provides us all with a common approach to working together to deliver better outcomes for children and to measuring success across all eight wellbeing indicators set out in our vision for Aberdeen's children. The Integrated Children's Services Partnership will oversee the delivery of the Integrated Children's Services Plan 2011-2015 and the Integrated Children's Services Management Team will oversee the delivery of key processes to support multi-agency working, including the Getting it Right Implementation Plan.
- 5.14 The Integrated Children's Services Plan 2011-15 includes:
- Our vision
 - Our mission
 - Our governance structure and planning arrangements
 - A profile of Aberdeen and the position of children and young people
 - Involving children and young people
 - Getting it right for every child in Aberdeen
 - Key themes and priorities
 - Information on workforce, training and development and resources.
- 5.15 The Integrated Children's Services Plan 2011-15 will be updated annually to monitor performance and to show how working together to provide services has made a difference to improving the lives of children and young people in the city.
- 5.16 The word version of the Integrated Children's Services Plan

2011-15 is attached. The final printed version will include illustrations and graphs from the Children and Young People's Audit.

- 5.17 It is recommended that council considers and formally approves the Integrated Children's Services Plan 2011-15, For Aberdeen's Children, on behalf of the council. It will then be submitted to The Aberdeen City Alliance (TACA) for ratification by all community planning partners.

6. IMPACT

- 6.1 The Integrated Children's Services Plan supports the delivery of the Council's commitments set out within 'Vibrant, Dynamic and Forward Looking', with particular reference to actions 1-13 under Education and 1-14 under Health and Care.

- 6.2 It will also support progress towards meeting the National Outcomes outlined within the Single Outcome Agreement, with particular reference to the following:

- National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- National Outcome 5 – Our children have the best start in life and are ready to succeed.
- National Outcome 8 – We have improved the life chances of children and young people and families at risk.

- 6.3 An Equalities and Human Rights Impact Assessment (EHRIA) was carried out on 10 May 2011. Positive impacts were identified for all children and young people in the city, but specifically:

- Children and young people in need
- Children in their early years
- Children who are looked after
- Children with additional support needs, disabilities, or social emotional and behaviour needs
- Young people not in employment, education or training.

7. BACKGROUND PAPERS

7.1 Key National Policies / Reports:

- Children (Scotland) Act 1995
- Equality Act 2010
- National Care Standards
- For Scotland's children
- Getting it Right for Every Child
- Early Years Framework
- Health for all Children (Hall 4)
- A Curriculum for Excellence
- Education (Additional Support for Learning) (Scotland) Act 2004 (as amended 2009) and respective codes of practice
- Supporting children's learning: code of practice 2010
- Disability Discrimination Act
- Delivering Healthy Futures (2007)
- Equally Well (2008)
- National Delivery Plan for Specialist Children's Services
- National Guidance for Child Protection in Scotland (2010)
- Protecting Children and Young People: Framework for Standards
- Looked After Children: We Can and Must Do Better
- Looked After Children (Scotland) Regulations 2009
- The Adoption and Children (Scotland) Act 2007
- Housing (Scotland) Act 2001
- Homelessness etc (Scotland) Act 2003
- The Children's Hearings (Scotland) Bill 2010
- Preventing Offending by Young People: A Framework for Action (2008)
- More Choices, More Chances: A Strategy to Reduce the Proportion of Young People Not in Education, Employment or Training

7.2 Key Local Strategies / Reports:

- Aberdeen City: Children and Young People's Audit 2010/11
- Aberdeen City Council Vibrant, Dynamic and Forward Looking
- Aberdeen City Council 5-Year Business Plan
- Aberdeen City Single Outcome Agreement
- Aberdeen City Council Corporate Parenting Policy
- Aberdeen Learning Strategy
- Aberdeen City Child Protection Action Plan
- Aberdeen City Operational Guidance for Getting it Right for Every Child
- Aberdeen Inclusion Strategy
- Early Years Framework Implementation Plan 2010
- More Choices More Chances Local Strategy 2010-13

- NHS Grampian Local Health Plan
- NHS Grampian Our Children Our Future: A Strategy for Protecting Children (2010)
- Youth Justice Strategy 2010-13

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Foreword

Welcome to *For Aberdeen's Children 2011-15*. The plan sets out our vision and priorities for children and young people's services over the next four years.

The plan has been developed by the Integrated Children's Service Partnership which represents all the key public and third sector agencies that deliver services for children and young people in the city.

As a partnership we are committed to improving outcomes for children, young people and their families and closing the gap between children in need and their peers. In order to reduce that gap we will focus on improving outcomes for children in the early years, children who are looked after, have additional support needs, disabilities, or social emotional and behaviour needs and those young people not in employment, education or training.

We are committed to protecting the quality of services to children and young people despite the pressures on resources.

We recognise the crucial role of parents, carers, families and volunteers in improving outcomes for children and young people and the need to support them to do so. We also recognise that all children and young people need to have a sense of belonging and all communities must value the positive contribution young people can make to their localities.

Our Vision

We are working towards the day when every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible. We will do this by coming together as workers, parents and carers to make sure every child and young person achieves their full potential and is supported to participate in decisions that affect them.

Our Mission

We will promote and deliver integrated services of the highest quality that are accessible to all. We are committed to the UN Convention on the Rights of the Child and will promote the rights and responsibilities of all those who use services for children. Our aim is to 'Get It Right for Every Child' and in so doing improve the outcomes for all children and young people in the city by raising achievement and attainment and reduce inequality by ensuring a common, co-ordinated approach across all agencies that supports the delivery of appropriate, proportionate and timely help to all children as they need it.

We hope that you find this plan both interesting and informative.

Aberdeen City Council
Aberdeen City Youth Council
Aberdeen Council of Voluntary Organisations
Grampian Police
NHS Grampian

Contents	Page
1. Introduction	3
2. Partnership Working – Governance Structure and Planning Arrangements	6
3. Profile of Aberdeen and the Position of Children and Young People	10
4. Involving Children and Young People	16
5. Getting it Right for Every Child in Aberdeen	19
6. Key Themes and Priorities	21
7. Workforce Training and Development	36
8. Resources - What we spend on services	38
Appendices	
1. Key National Policies and Reports	40
2. Key Local Strategies and Reports	41
3. Membership of the Integrated Children's Services Partnership	42
4. Membership of the Integrated Children's Services Management Team	42
5. List of Consultees	43

1. Introduction

1.1 Why do we have a plan?

Every local authority in Scotland is required to publish a plan which sets out how it will improve the outcomes for children and young people through the services that are delivered by the council and its partner agencies. The Integrated Children's Services Plan is a statutory report, required under the Children (Scotland) Act 1995.

The Integrated Children's Services Plan 2011-15 is the high level plan that sets out the council and our partners' commitment to work together to deliver high quality services, improve outcomes and achieve better value in areas that are a priority locally. The plan is overseen by the Integrated Children's Services Partnership. It will be updated annually to show how working together to provide services has made a difference to improving the lives of children and young people in the city.

1.2 Who is this plan for?

The plan is intended for staff working in services for children and young people and those who work in services that will impact on children and young people in the council, Grampian Police, NHS Grampian and in the Third Sector. It will be of interest to other bodies with a specific interest in services for children and young people such as the Children's Hearing System, the Children's Panel, and the North East Scotland Child Protection Committee. The plan will also be of interest to inspectors of children's services, other local authorities and the Scottish Government. We will produce a summary version for parents and young people.

1.3 What is its purpose?

The community planning partnership's single outcome agreement with the Scottish Government sets out the most important priorities for local people in the city. The priorities that are relevant to children, young people, and families are included in the Integrated Children's Services Plan. The progress we make towards delivering those outcomes will be monitored by the Integrated Children's Services Partnership and will be reported to our community planning partnership - The Aberdeen City Alliance and the Scottish Government via the single outcome agreement.

The plan sets out the strategic objectives for services for children and young people over the next four years. It focuses on five key outcome themes and action plans for children and young people that we want to see improved and which will help us achieve our vision. The five outcomes themes are:

- Getting the Best Start in Life
- Achieving their Potential
- Responsible and Included Citizens
- Safe and Protected
- Successful Transitions to Adulthood

1.4 Getting it Right for Every Child

An important aspect of delivering improved outcomes for children and young people will include implementing the third phase of the national 'Getting it Right' programme. Our Getting it Right Implementation Plan was approved by the Integrated Children's Services Partnership in February 2011.

Getting it right for every child provides us all with a common approach to working together to deliver better outcomes for children and to measuring success across all eight wellbeing indicators set out in our vision for Aberdeen's children. The Integrated Children's Services Partnership will oversee the delivery of the Integrated Children's Services Plan 2011-2015 and the Integrated Children's Services Management Team will oversee the delivery of key processes to support multi-agency working, including the Getting it Right Implementation Plan.

1.5 Self Evaluation

The HMIE document 'Improving services for children: A Guide to Evaluating Services for Children and Young People Using Quality Indicators' published in October 2006 emphasises the need to focus on impact and outcomes when evaluating services. We will use those quality indicators to support our assessment of performance and to highlight areas for improvement as we move towards further integrated provision of children's services.

We will introduce this programme of self-evaluation using one common theme per year, as part of a 3-year continuous cycle as follows:

Year 1 – How well do we meet the needs of our stakeholders?

Year 2 – How good is our management?

Year 3 – How good is our delivery of services for children and young people?

In addition we will evaluate one aspect of 'How good is our leadership?' and one aspect of 'What key outcomes have we achieved?'. This programme will begin in May 2011. In addition to this, each of the outcome groups will evaluate the impact of key processes on outcomes for children according to their priority development themes.

1.6 Inspections

During 2010-11, considerable self-evaluation activity has taken place across integrated children's services during the inspection process: INEA 2 follow through inspection of the education function of the council; SWIA follow-up inspection of the social work function of the council; Scottish Housing Regulator follow-up inspection of the housing function of the council; and most recently HMIE undertook a joint multi-agency child protection inspection which included an inspection of the fostering and adoption service.

As a result of the inspections we have agreed specific areas of focus for action for the council and our partners. These include:

- Raising attainment and increasing expectations in order to improve the life chances of all young people;
- Further develop leadership at all levels in taking forward *Curriculum for Excellence*;
- Implementing the significant improvements identified in the city-wide review to better support the needs of all children and young people, particularly those with social, emotional and behavioural needs;
- Clarifying the role and function of the different screening groups;
- Reviewing approach to the initial assessment of risk and ensure any approach used is appropriate, evidence based and consistently used;
- Completing work on social work performance management;
- Developing a commissioning strategy for children and families; and
- Implementing actions from the HMIE multi-agency child protection inspection.

1.7 Communications

Effective partnership working and service delivery relies on good communication. We have agreed a shared communications plan to support the work of the Integrated Children's Services Partnership and Management Team and the five outcome groups.

The communications plan focuses on the strategic communication requirements of all partners delivering integrated children's services.

The objectives of the communication activity across integrated children's services will be to:

- Develop an information sharing approach to support the work of all partners engaged in planning and delivering integrated children's services;
- Develop a partnership approach to stakeholder engagement by using partners' existing communication channels and processes;
- Develop consistent messages and presentations to ensure there is coherence to the communication activity that takes place across integrated children's services and in line with the Integrated Children's Services Plan;
- Use new technologies and social media platforms to best advantage;
- Raise awareness of integrated children's services activity internally and externally;
- Communicate with children, young people, families and communities in using existing and new communication tools; and to
- Monitor national developments and undertake future scanning to ensure that our approach remains fit for purpose, innovative and responsive.

2. Partnership Working - Governance Structure and Partnership Planning Arrangements

2.1 Background

In 2009, the Children and Young People's Strategic Planning Group undertook a review of the governance and planning to support the delivery of integrated children's services. The purpose was to ensure we had the joint governance and leadership in place to oversee the delivery of the local children's services priorities set out in the Integrated Children's Services Plan and the single outcome agreement. The review focussed on how well services had worked together, the way we worked and how we reported our progress.

As a result of the review a new partnership structure that would focus on improving outcomes for children and young people and support the implementation of the 2011-2015 Integrated Children's Services Plan was approved in April 2010 by the council and our community planning partnership.

All partners are committed to strengthening the leadership and governance to developing the shared plan and delivering integrated children's services. The structure we have in place will help us work in a more collaborative way to achieve our key aims and priorities.

2.2 Integrated Children's Services Planning Groups

The Integrated Children's Services Partnership is the high-level strategic planning group responsible for ensuring that we improve services and deliver the better outcomes for children and young people in the city that are set out in the Integrated Children's Services Plan 2011-2015 and in the single outcome agreement.

The role and remit of the partnership is to lead the integrated children's services agenda and planning process; provide leadership and governance; set and agree policy and strategy; set and agree budget; ensure effective communication at all levels and among all partners; to ensure effective stakeholder engagement; and to remit priority work programmes to the Integrated Children's Services Management Team.

The Integrated Children's Services Management Team will lead the operational implementation of integrated children's services and the national 'Getting it Right' for every child programme. The group will develop and deliver the key themes and priorities as set out in the Integrated Children's Services Plan; quality assure and performance manage integrated children's services; develop workforce, training and development to support integrated working; consult and engage with children and families; deliver the children and young people's audit; and remit priority work programmes to the five outcome groups.

2.3 NHS Grampian

NHS Grampian provides both universal and targeted services to expectant mothers, children and their families. These services have a key role in delivering on the five outcomes themes.

Maternity services will work closely with children's services to deliver on the Early Years Framework ensuring the best start in life. Local guidance has been refreshed on HALL 4 supporting good health for every child in the early years. A national pathway for vulnerable families will be progressed in the city along with an examination of the family nurse partnership pilot and how it applies to our approach in supporting successful teenage mothers and fathers.

NHS Grampian is working in partnership with the Health Boards of the North to develop improved specialist services for young people with the most complex mental health problems. This will include a better community service in Aberdeen as well as improved patient services locally and in Dundee over the life of this plan.

Working with the Scottish Government Health Department significant developments are progressing across a range of specialties based at the Royal Aberdeen Children's Hospital. This includes an increase in the numbers of specialist nurses who will support children and young people at home and in school with lifelong conditions such as cystic fibrosis in order that they achieve their full potential.

NHS Grampian is working with Aberdeen City Council to support the role of corporate parent. Over the life of this plan we hope to ensure that looked after children gain better access to universal and targeted health services. This will build on the improvements already achieved in accessing dentistry. Our Board is committed to better understanding the needs of this group of children and young people.

2.4 The Children & Young People's Voluntary Sector Providers Forum (CYPVSPF)

The Children & Young People's Voluntary Sector Providers Forum is the key reference group for the third sector that enables voluntary organisations, community groups, charities and social enterprises a route to engaging with the planning and delivery of integrated children's services in the city.

Jointly these groups will:

- Ensure effective planning and governance of services to children and young people and for the single outcome agreement priorities; and
- Support progress towards meeting the national outcomes with particular reference to:

National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

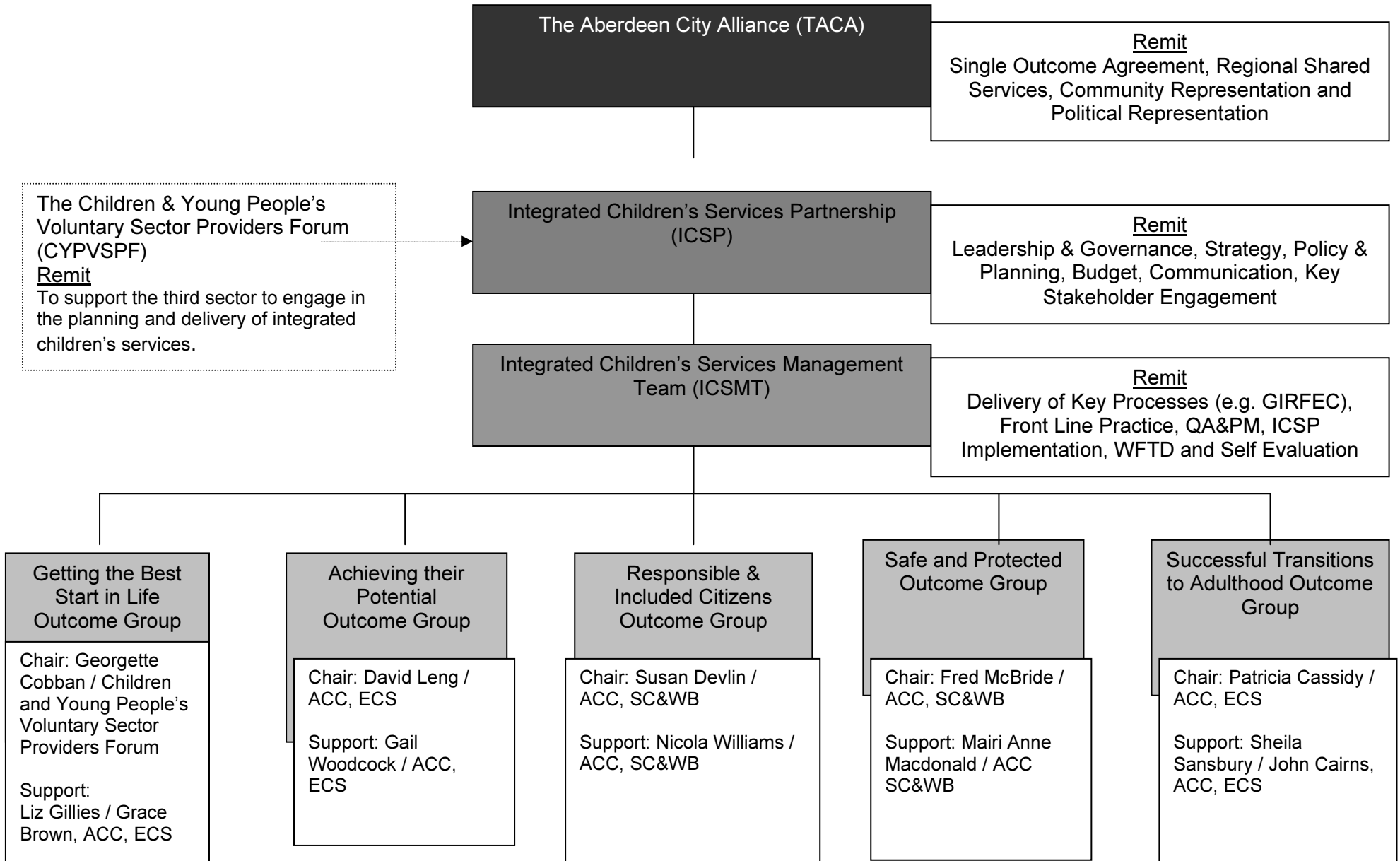
National Outcome 5 – Our children have the best start in life and are ready to succeed.

National Outcome 8 – We have improved the life chances of children and young people and families at risk.

**For Aberdeen's Children
Integrated Children's Services Plan 2011-15**

Final Draft – 14.06.11

The Governance Structure for Integrated Children's Services in Aberdeen



3. Profile of Aberdeen and the Position of Children and Young People in Aberdeen

3.1 Profile of Aberdeen

Aberdeen is the third largest city in Scotland with a population of around 210,000. It is a city of international significance. It is the commercial hub that drives the regional economy of the North East of Scotland. The influence of the oil and gas industry over the past 30 years has been considerable, helping to raise living standards in the city and contributing to income levels that have been considerably above the UK and Scottish averages. Aberdeen has developed into a vibrant and cosmopolitan city. It is a premier centre for business, education, retailing, leisure and culture. It is served by established road and rail links, a modern harbour and airport. It has a wealth of important listed buildings, conservation areas and other cultural and artistic assets.

Aberdeen is however a city of contrasts, it is ranked the 14th most deprived local authority in Scotland. There are significant health, social, educational and economic inequalities across the city and these pose challenges to the way we plan and deliver services for children and young people to ensure we have good quality universal services and targeted services for those most in need.

3.2 Position of Children and Young People in Aberdeen

There are nearly 67,000 people in Aberdeen aged 0-25 (31.3% of the total population). In the period to 2033, this figure is expected to fall to just below 60,000, a decrease of 9%. The 0-7 age group will initially rise, and then decline for the remainder of the period to 2033. The 5-14 age group is projected to increase until 2023, after which it will fall to its 2008 level by 2033. The 12-19 age group will be relatively stable, while there is projected to be a significant decline in the 20-25 age group.

Changes within the 0-25 age group will have implications for the future delivery of services for children and young people. However, although decreases are expected in some age groups, it should not be assumed that this will necessarily mean a lower demand for children's services. Several factors suggest that the demand for services will change rather than decline – for example, the impact of substance misuse and the increasing number of substance misusers who are parents, the rise in the number of children on the child protection register where substance misuse is identified as impacting on their capacity to parent and the rise in the number of children with permanent plans for alternative care as a result of parental substance misuse.

Apart from services for the elderly, the 0-25 age group uses, or has the potential to use, virtually all of the services provided by the Aberdeen City Council, NHS Grampian and the other public and third sector agencies in Aberdeen. However, the 0-25 population is unevenly distributed across the city and local service provision does not always reflect an area's demographic profile or the needs of service users.

3.3 Getting the Best Start in Life

There are 15,522 children in Aberdeen aged 0-7 (7.3% of the total population). There has been an increase in the pre-school population in 2009-10 and 2010-11. This has implications for pre-school provision and eventual demand for mainstream primary education.

Evidence shows that giving young children the best start in life, by ensuring they have the best health, care, learning and play experiences, will improve the outcomes for them as adults, and as a consequence will make a significant contribution to society. The economic return on early years investment is significantly higher than at other stages by improving their personal and societal outcomes.¹ The quality of the child's relationships with its parent or carer and the experiences they have in their home is also critical to the child's physical and mental health and educational attainment.²

Children's health is determined, in part, by their environments and the health behaviours of their parents and carers. Studies have shown there are significant variations among communities in the city and that the life circumstances of children and young people who live in more deprived areas may be contributing to poorer long term outcomes.

Low birth weight rates in Aberdeen are higher than the Scottish average. A variety of social and environmental factors have been shown to be associated with low birth weight. These include: maternal smoking, maternal age, deprivation and drug and alcohol use. Neighbourhoods with the highest smoking rates among pregnant women are in the most deprived areas of the city. These neighbourhoods also have the highest rates of teenage pregnancies.

We are committed to giving young children the best start in life. The joint Early Years Framework Implementation Plan sets out the actions we have agreed to allow us to deliver integrated universal early years services to all families with young children and to provide additional support for families and children most in need.

Priorities include: implementing pre-birth-3 training, infant mental health training and awareness; improving informal community based childcare and childcare for working parents; identifying health and additional support needs early; improving access to play for all children; improving the quality of children's and parents' engagement in learning, service planning and community engagement/life long learning; Implementing early levels of curriculum for excellence and improve assessment across all sectors; continuing to improve all services and to support the development and expansion of the early years workforce.

¹ OECD Starting Well 2

² Annual Report 2006 Chief Medical Officer

3.4 Achieving their Potential

The pupil population (aged 3-18) of the Aberdeen City Council schools is 26,578 (Census, 2009) but this is predicted to fall slightly in the period to 2012. Based on the 2009 census, approximately 12% of those pupils attend an independent school. Approximately 9% of pupils have English as an additional language. In 2009, 16.9% of pupils in primary schools were entitled to free school meals, slightly lower than the overall Scottish entitlement rate of 17.4%. In secondary schools, 10.9% of Aberdeen pupils were entitled to free meals compared to a Scottish average of 12.9%.

The number of pupils attending primary schools decreased in 2009 but the rate of decrease has been very small in the last 4 years. The number of pupils attending secondary schools has also decreased in 2009 although the rate of decrease has slowed. The number of pupils attending special schools increased in 2009 although numbers have been stable in the last few years.

High level priorities will include improving literacy and attainment for S4 pupils; implementing the *Curriculum for Excellence*; ensuring that learning and teaching is consistently at a high standard across all schools; refining approaches to ensuring continuous improvement; increasing our pace of progress to support children and young people with Additional Support Needs; providing high quality and efficient school buildings and building on the work on learning communities and the approach to learning hubs.

In March 2009, there were 701 looked after children - 1.6% of the city's total 0-18 population. Most of these children are looked after in the community, including 220 who were at home with their parents. The percentage of children looked after at home in Aberdeen in 2009-10 was 61%. The number of children looked after away from home was 39%. A child is 'looked after away from home' when they do not live with their parents and live in foster care or residential care. Around one in eight looked after children are in residential accommodation, mostly in a residential school or in a local authority children's home.

The number of looked after children in Aberdeen is higher than the national average, but more children are now being looked after at home than in previous years. In 2009-10, 9.42% of children looked after away from home had experienced three or more placements in the current care period. This is a reduction of 23.5% from the previous year. Further efforts are being made to reduce the number of moves children experience during each care period.

Although school rolls have decreased in the last few years, the number of school pupils who are looked after has increased. Achieving their whole potential is a high level priority for looked after children and looked after and accommodated children.

Fostering and adoption services for looked after children obtained good or very good evaluations from the Care Commission in 2009 and 2010.

3.5 Safe and Protected

The Aberdeen City Child Protection Sub-Committee, in conjunction with the North East of Scotland Child Protection Committee (NESCPC), is responsible for improving the work that agencies do together to make sure that children are protected in Aberdeen.

As at 31 March 2010 there were 119 children from 72 families in Aberdeen with a Child Protection Plan. This is 3.4% per thousand of the population of children in Aberdeen. This means that professionals had concerns about the safety of these children and agreed that they needed a multi-agency protection plan. The names of all the children who have a protection plan are on the Child Protection Register. Over 60% of these children were significantly impacted by parental alcohol or drug misuse.

In November 2008, HMIE inspected how well services work together to protect children in Aberdeen and in June 2009, an interim follow-through inspection report was published.

The report found that chief officers of the agencies involved had responded positively to the main points for action in the original inspection report. We have embarked on a major restructuring of services, including the social work and education services, to provide the foundations on which to build and make sustainable improvements.

A further inspection of services to protect children took place in March 2011. This was completed by the new inspection agency Social Care and Social Work Improvement Scotland (SCSWIS). The inspection report was published on 9 June 2011 and indicated that there had been significant improvements in the way that agencies work together to protect children in Aberdeen. Aberdeen has met the Scottish Government requirement for a positive child protection inspection.

The inspection evaluations were as follows:

Children are listened to and respected	Good
Children are helped to keep safe	Satisfactory
Response to immediate concerns	Satisfactory
Meeting needs and reducing long term harm	Satisfactory
Self-evaluation	Weak
Improvements in performance	Good

While much has been achieved, there is still work to do, and the inspection report helpfully suggests some actions which the Aberdeen City Child Protection Sub-Committee will take forward, along with the North East of Scotland Child Protection Committee (NESCPC). These actions are to:

- Ensure that vulnerable children and families get the help they need quickly.
- Make it easier for people to report concerns about children and ensure that staff respond to these concerns without delay.

- Improve the help and support for children to recover from abuse and neglect.
- Develop and put in place effective ways of reviewing the quality of services to improve key processes and outcomes for children.

The inspection report is available to read or download on the SCSWIS website at http://www.scswis.com/index.php?option=com_docman&task=cat_view&gid=288&Itemid=378

3.6 Responsible and Included Citizens

Between 2004-05 and 2006-07 there was a 13% increase in the number of young offenders in Aberdeen from 1483 to 1680. However, between 2006-07 and 2008-09 the number of offenders decreased by 16% with there being 1403 young offenders in 2008-09. This is the lowest number of young offenders in Aberdeen since data started being collected in 2004-05.

For two years in a row there has been a reduction in the overall number of young offenders in Aberdeen, the number of crime files and charges. There has also been a reduction in the number of referrals to SCRA on offence grounds and the number of persistent offender offence referrals. This may suggest that some of the steps that have been taken to work with young offenders at an early stage are starting to have an impact.

The one area which saw an increase between 2007-08 and 2008-09 was the number of children referred to SCRA. The implementation of police warnings and restorative justice warnings was one of way of dealing with offenders early and to try and reduce referrals to SCRA. However, this data would suggest that more effective ways of dealing with young people early need to be introduced to try and further reduce referrals to SCRA so that only those in need of compulsory measures are being reported. This is currently being implemented via multi agency Pre Referral Screening meetings. Although there was an increase in number of children referred there was a decrease in number of offence referrals received.

3.7 Successful Transitions to Adulthood

The destinations that young people move onto post secondary education are a key indicator of success in adult life. There is a growing body of research that shows young people who disengage from school between the ages of 16 and 19 are significantly more likely to be economically inactive adults which has both an economic and human cost. Vulnerable school leavers, such as those from more deprived areas, with additional support needs, or looked after children, are less likely to enter positive destinations.

The number of school leavers in the city moving into a positive destination in 2009-10 increased from 82.7% to 85.6%. The figure compares well with our comparator authorities average of 85.8%. Ten out of our 12 secondary schools have demonstrated an increase in positive destinations compared to 2008-09, including 2 secondary schools in areas of deprivation. The number of young people who are in the 'unknown' category fell from 4% to 1.4% which is still higher than the national figure of 0.6%, but is a considerable improvement and evidence that our More Choices More Chances partnership approach is having a positive impact on some of our most vulnerable young people.

There has been an increase in the number of young people entering higher education (HE), further education (FE), training placements, employment & volunteering - 1516 young people compared to 1431 in 2008-2009. The numbers entering higher and further education in Aberdeen increased from 61.4 to 63.8% in 2009-2010, higher than the national average of 62.8%. HE and FE destination values in secondary schools ranged between 46.5% and 83.7%. The proportion of young people entering employment remained stable in Aberdeen and nationally at 18.5%, a reflection of the current difficult economic climate. The proportion of young people classified as unemployed and seeking employment reduced slightly and is now 12%, slightly higher than the national figure of 11.3%. The proportion classified as unemployed and not seeking employment increased very slightly to 1.1%, with small numbers causing fluctuations. This is still lower than the national figure of 1.3%.

The introduction of 16+ Learning Choices programme and Activity Agreements will build on the good practice that is evident locally. These programmes ensure that all young people receive an appropriate, relevant, attractive offer of learning, well in advance of their statutory school leaving date. It also contributes to the delivery of *Curriculum for Excellence* entitlements, which includes support for positive and sustained destinations, with a particular focus on improving the skills and life opportunities of all school leavers.

4. Involving Children and Young People

4.1 Aberdeen City Council

Aberdeen City Council has a leadership role to promote engagement and has established a range of structures to formally involve children and young people in the democratic life of the city. They include:

- Aberdeen City Youth Council
- Student Forum
- School Councils
- Issue based forums such as Grade A peer education project, LGBT, Young Carers, Parkour Network
- Neighbourhood Youth Forums
- Young people on the Civic Forum, Licensing Forum and ADP
- Community Councils

In addition, consultation is embedded into day to day practice from pre-school children to secondary pupils and all services consult and involve children and young people in service design and development.

The Children's Rights Service offers an 'arm's length' support to children and young people who are looked after by the local authority. Services include: the promotion of children's rights; advocacy and representation; helping young people to use the complaints procedure; and monitoring of services for looked after children and young people and those moving on.

The Education, Culture and Sport Directorate of Aberdeen City Council monitors the position of children and young people in Aberdeen on an annual basis through the Children and Young People's Audit.

The Chair of Aberdeen City Youth Council is an active member of the Integrated Children's Services Partnership.

Partners also have a role to consult and engage with children and young people about the planning and delivery of their services.

4.2 High Level Consultations

Recent examples of high level consultations undertaken with children and young people in Aberdeen include:

- Online voting and election event for Aberdeen City Youth Council.
- Aberdeen City Council: 5 Year Business Plan.
- Open Space Strategy and Local Development Plan.
- Student Forum consultation day.
- Learning Strategy. The Aberdeen City Council Arts Education Team led on the design and delivery of a range of consultation events on learning where children and young people use different art forms to gather ideas and opinions.

- Strategic Music Partnership. The Arts Education Team worked with Aberdeen City Council, Aberdeenshire Council and 60 local music providers to develop and overarching strategic music partnership and vision for music with children and young people in the North East of Scotland.
- Projects and individuals supported by the Arts Education Team received seven nominations across five categories in the Aberdeen City Council Children's and Young People's Services Awards, winning in four.
- An online survey monkey of the views of children and young people about how safe and protected they feel. Over 2000 young people completed the survey.

The Aberdeen City Youth Council held a 'Hear My Voice' Consultation event in November 2010 as part of its annual consultation with children and young people. The purpose of the event was to re-evaluate the previous manifesto and issue based priorities which were laid out in the manifesto document named 'Read My Lips'.

The Youth Council plans to establish an action plan over the next five years (2011-2016) provisionally called 'Hear My Voice'. All secondary schools, community based youth provision and third sector partners were invited to encourage young people to participate in the 'Hear My Voice' consultation. The following themes were presented at the event with questions to debate and tease out from young people what the important issues are for them.

- Drug and alcohol education
- Employment and volunteering
- Education and children's services
- Crime and youth justice
- The community and youth rights
- Transport and infrastructure
- Equality and democracy
- Open space and the environment
- Media and stereotypes
- The budget

After an initial pilot consultation period the themes have now been updated and approved by Aberdeen City Youth Council. In addition, a consultation target on 5000 responses has been set by the Youth Council to provide a stronger mandate and help the Youth Council set priorities around:

- Drugs and crime
- Employment and education
- Community
- Transport and open space
- The Budget

Recent examples of involvement by Aberdeen City Youth Council and Scottish Youth Parliament members include:

- Picture the Change Manifesto consultation: Scottish Youth Parliament Manifesto consultation for 2011
- Scottish Children's Commissioner Right Blether Project - this sets out the new Commissioner's work plan for the next three years
- British Youth Council election and annual meeting attendance
- Young Scot local investigation team national initiative which will report back to the Scottish Government Drug Policy Unit
- General Election awareness campaign.
- Integrated Children's Services conference
- Licensing Forum representation and attendance at meetings
- Civic Forum representation
- Women's Alliance representation
- Local Housing Strategy 2012-17.

5. Getting it Right for Every Child in Aberdeen

The 10 Core Components of the national Getting it Right programme are:

- A focus on improving outcomes for children, young people and their families based on a shared understanding of well-being.
- A common approach to gaining consent and to sharing information where appropriate.
- An integral role for children, young people and families in assessment, planning and intervention.
- A co-ordinated and unified approach to identifying concerns, assessing needs, agreeing actions and outcomes, based on the well-being indicators.
- Streamlined planning, assessment and decision-making processes that lead to the right help at the right time.
- Consistent high standards of co-operation, joint working and communication where more than one agency needs to be involved, locally and across Scotland.
- A lead professional to co-ordinate and monitor inter-agency activity where necessary.
- Maximising the skilled workforce within universal services to address needs and risks at the earliest possible time.
- A confident and competent workforce across all services for children, young people and their families.
- The capacity to share demographic, assessment and planning information electronically, within and across agency boundaries, through the national eCare programme where appropriate.

The local Getting it Right Implementation Plan identifies the actions required by all partners to implement the third phase of the programme. It sets out the detailed programme of change to ensure we continue to deliver integrated services, improve the responsiveness of services, ensure that our services are accessible but more importantly that we better meet the individual needs of children, young people and their families.

The plan identifies how we will take a common approach to assessing and planning with children, young people and their families so that they can be enabled to reach their full potential. It also describes how we will deliver joint training to ensure all partners have a shared understanding of language and practice so that we can work better together with families to improve outcomes for the most vulnerable children and young people. It also sets out how we will know that what we are doing is making a difference to those who use our services.

The impact of early intervention and a more coordinated approach that places the child and their family at the centre of our approach should allow us to demonstrate improved outcomes for children and young people and signs of progress against key indicators.

We will monitor the overall position of children and young people in the city annually. In addition, data will be collated across the following key areas to measure the impact of implementing the Getting it Right approach.

Success Indicators
Increased attainment and achievement for all children and young people in Aberdeen
Meeting the Performance Indicators as set out in the Aberdeen Learning Strategy
Increased proportion of health targets for 0-5 year olds up to 100% by 2013
Reduced rate of recorded accidents
Increased attainment for lowest 20% attaining in schools
Increased attainment of looked after children
Decrease in exclusions from secondary schools
Increased proportion of school leavers moving into positive and sustained destinations
Increased proportion of social work reports completed within time intervals
Reduced offence referrals to the reporter
100% of young people will be seen by a supervising officer within 15 working days
Reduced length of time for children being accommodated
Reduced number of children offending in residential placements
Reduce time for LAC waiting for adoptive / permanence placements
Reduced rate of LAC (away from home) per 100,000
Reduced number of welfare referrals to the reporter
The number of children re-registering on the Child Protection Register within two years of a previous episode of registration
% of looked after young people and families at risk supported to stay together within their own communities
% of children looked after away from home with 3 or more placements in the current care episode
% of children in Kinship Care whose carer's needs are being met
% of children who are looked after away from home who have a Pathway Plan
% of children and young people looked after away from home given an exit interview on the service they received.
% of review meetings for which social work reports were completed within agreed timescales
% of pre-school, partner provider, school, learning community, multi-agency and thematic inspections with a positive report
Number of days that children are placed in bed and breakfast accommodation
Provision of respite services, under 3's provision and support for young carers meets demand

6. Key Themes and Priorities

In order to achieve our vision, we will focus on the following five key outcome themes and action plans for children and young people over the next four years:

- Getting the Best Start in Life
- Achieving their Potential
- Responsible and Included Citizens
- Safe and Protected
- Successful Transitions to Adulthood

6.1 Getting the Best Start in Life

The Getting the Best Start in Life Outcome Group will co-ordinate the delivery of the Early Years Framework Implementation Plan 2010.

Its priorities are:

- A coherent approach
- Capacity building and engaging children, families and communities to secure outcomes for themselves
- Breaking cycles of poverty, inequality and poor outcomes in and through the early years
- Engagement and empowerment of children, families and communities
- using the strength of universal services to deliver prevention and early intervention
- Putting quality at the heart of service delivery
- Services that meet the needs of children and families
- Improve outcomes and children's quality of life through the plan
- Simplifying and streamlining delivery
- Ensuring more effective collaborations.

Why? (The purpose of the outcome group)

The purpose of the Getting the Best Start in Life Outcome Group is to work together to:

- Ensure that consistently high quality, affordable, accessible childcare services are available to meet the changing needs of families in the city
- Ensure the continuing development of quality childcare services
- Identify gaps in provision
- Support the childcare workforce
- Continue to promote equality and inclusion across all services
- Promote better outcomes for children, young people and families
- Promote cross-sector investment in learning through play
- Ensure accessible, comprehensive up-to-date information on all services for children and young people is available to parents and professionals.

What? (How will service meet the needs of children and families?)

- Monitoring and evaluation returns will inform development and delivery of high quality services
- Consultation with children and parents / carers will inform ongoing development of services
- Comprehensive training programme provides core training, continuous professional development and accredited qualifications opportunities for the early years and childcare workforce
- The Best Start in Life Outcome Group and sub groups offer opportunities to gather information from practitioners on the needs of children and families
- Play, childcare and learning opportunities engage our youngest citizens helping to build capacity within their own communities.

How? (How working together will improve the quality of services)

- Effective, efficient inter-agency communication will result in seamless delivery of services to children and families
- Robust and comprehensive evidence base will be developed to inform service delivery
- All services are engaged with quality improvement processes to improve service quality
- Provision for children with complex needs being developed including wraparound childcare.

So What? (How will we know we have made a difference?)

- Improved inspection grades (SCSWIS/ HMIE)
- GIRFEC principles embedded in all early years and childcare services resulting in better outcomes for children.
- Attainment levels increased.
- Children entering primary 1 are confident learners
- Parents engage positively with their children
- Communities demonstrate increased capacity
- Successful outcomes for vulnerable children and hard to reach families
- Children and family achievements and successes are celebrated
- Parents training, volunteering and employment opportunities contribute to the economic growth of the city.

Illustration of Good Practice - Hazlewood After School Club

Hazlewood After School Club is run by VSA and funded by Aberdeen Early Years and Childcare Partnership. It supports parents of children with complex needs to access a specialist afterschool / holiday provision service to enable them to work or attend college. This very specialised service is for children who would not manage within a mainstream setting due to the size, staffing ratios and training of the team.

Susan is 9 years old, has complex needs, is on the autistic spectrum and requires very specialist care and support. She started attending the afterschool club when she was 5. Susan appears content in the setting, parallel playing along side her peers and seems happy to initiate her own activities. Although she does not play with the other children she will often ask where the other 'girls' are. She is not reliant on any one member of staff but will on occasion call all staff members 'Dorothy'.

At a recent full day holiday session Susan's behaviour became extremely difficult to manage, with her screaming and lashing out. The afterschool club arranged for observations to be done. These were analysed by VSA's behaviour specialist who suggested a few things to try to help reduce these outbursts and make Susan's full days less stressful for everyone. These suggestions were discussed in detail and agreed with Susan's school.

The specialist recommended:

- Making Susan a schedule using pictures that she could recognise
- Using a CD player at transition times to minimise any environmental sound for her.

After putting this into place Susan managed to cope with full days allowing mum to continue with her job.

Mum's quote

"Without the help and support of the afterschool club I would be unable to work to support my family. I have felt very isolated in the past as I have no family in this country to help. The afterschool club gives my child a very rare chance to be with her friends which is very important to us as a family".

6.2 Achieving their Potential

The Aberdeen Learning Strategy lists Aberdeen City Council's 10 learning priorities. These are to:

- Implement the *Curriculum for Excellence*
- Rebuild or refurbish schools and learning centres to ensure they are fit for purpose
- Make sure services work together in the interests of the learner
- Deliver learning in the wider community ensuring lifelong learning for everyone
- Improve the use of technology for learning
- Focus on health and wellbeing
- Engage communities in arts, culture and heritage
- Help those with different needs and ensure everyone reaches their potential.
- Improve our overall performance and deliver value for money
- Recruit, support and retain skilled and trained staff.

The Achieving their Potential Outcome Group will lead on five of these priorities.

Why? (The purpose of the outcome group)

The purpose of the Achieving their Potential Outcome Group is to work together to monitor, provide overview and challenge in relation to strategies, plans and their implementation in the context of:

- Curriculum for Excellence and engagement of partners
- Learning Partnerships
- Supporting schools and Learning Partnerships to Get it Right for Every Child
- Health and wellbeing
- Helping those with different needs and ensuring everyone reaches their potential.

What? (How will service meet the needs of children and families?)

We will monitor how well services meet the needs of children with particular reference to the relevant actions within the single outcome agreement:

- Our children have the best start in life and are ready to succeed
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

We will work in partnership to design and implement initiatives which contribute to the achievement of the national outcomes.

How? (How working together will improve the quality of services)

- Effective, efficient inter-agency communication will result in seamless delivery of services to children and families
- Robust and comprehensive evidence base will be developed to inform service delivery
- All services are engaged with quality improvement processes to improve service quality.

So what? (How will we know we have made a difference?)

- Improved inspection grades
- GIRFEC principles embedded in all schools resulting in better outcomes for children
- Attainment levels increased
- Successful outcomes for vulnerable children and hard to reach families
- Achievements and successes are celebrated
- An effective network of Learning Partnerships is in place
- Positive performance management information about health and wellbeing initiatives.

Illustration of Good Practice – Jane's Story

I am Jane, I am 14 years old and I have been in care since I was nine because my mum and dad weren't able to look after me. That means I was a looked after child and they say that the council is my corporate parent. I didn't really know what that meant until a few years ago but the council have started to do more things to support me and make sure I am doing well at school and at home. My social worker says it means that all of the council and other people that they work with are going to do for me what every good parent would do for their own child.

I feel safe now because I live in place where I am supported well by other adults and they make sure I am home at a safe time, that I feel safe and secure in my home, I know how to keep myself safe when I am out with friends and they also teach me how to use the internet safely too.

I know I am healthy because I get regular health assessments and I also have a dentist that I see regularly. I was struggling to cope with how I felt about having to leave my family so I now speak to a counsellor. I'm starting to feel better about the past and I am now able to think about what I would like to do when I leave school.

I used to really struggle at school, I wasn't getting any qualifications and I felt I wasn't achieving very much. Mrs Watson started to notice I was struggling, she is the designated senior manager for looked after children in school. I was a bit worried when she first talked to me because I thought everyone would find out I didn't live with my family but she told me that only she knew and that she was there to help me. I met with her a few time so I could decide what help I needed and this was written up in my individual education plan. This also meant that I joined a community group after school so I could do things that would help my confidence and school work. I'm doing much better at school now, I got an achievement award last year for a project I did in school and Mrs Watson said she is confident that I am going to do well because I am have worked through lots of the goals I set myself to achieve in my plan.

My social worker meets with me regularly and I feel that people do care about me and I can see that lots of people are trying to help me achieve what I want from my life. It's not the same as being able to stay with my family and I really miss them but I do get to see them more regularly as we have family contact visits and that time is special because we don't argue so much anymore.

I am much more active that I used to be as I go on group activities and I have joined some community clubs so we do things outdoors a lot. I also go to school much more than I used to so I do lots in between classes.

I know I am more responsible now and I show more respect for others. I sometimes used to get into trouble when I was younger but I have made new friends and make better choices about what I do with my time. When I got into trouble the last time I went to work with a local project and I have been doing more with the community. I got to go on a trip to develop my confidence and skills. It was so good I now know what I want to achieve when I leave school.

I met with the carers advisors and spoke to my throughcare worker and they are speaking to the 16+ Learning Choices Team in school so I can get access to the right college course so I can achieve my potential and be economically independent when I leave care.

6.3 Responsible and Included Citizens

The Responsible and Included Citizens Outcome Group will co-ordinate the delivery of the Aberdeen Youth Justice Strategy 2010-13.

Its priorities are:

- Prevention
- Early and effective intervention
- Managing high risk
- Victim and community confidence

Why? (The purpose of the outcome group)

The purpose of the Responsible and Included Citizens Outcome Group is to work together to:

- Reduce the number of young people (under 18's) involved in anti-social behaviour, drug and alcohol use and offending
- Monitor and evaluate services to ensure the development of quality services to meet the needs and manage the risks of these young people
- Identify gaps in service provision
- Ensure access to comprehensive training to provide the workforce with key knowledge and skills for undertaking assessment and intervention
- Promote multi-agency working to ensure an appropriate, proportionate and timely response to meet young people's needs and risks
- Consult with children, young people and parents/carers to inform ongoing development of services
- Engage with victims and communities to ensure their needs are being met
- Promote better outcomes for children, young people and families.

What? (How will service meet the needs of children and families?)

- Provision of prevention and diversionary activities
- Education for young people on risk and consequences of becoming involved in alcohol/drug se, anti-social behaviour or offending;
- Work with communities to build a supportive environment for children and young people
- Provide early intervention processes and services to meet the needs of young people at risk
- Divert young people away from formal measure (Reporter/Court) where appropriate
- Provide high quality services for young people and families to meet their needs and risks.

- Develop effective ways of working with young people whom are difficult to engage
- Provide wrap around support especially for high risk young people
- Provide integrated processes and services across children and adult systems
- Ensure young people have access to education, training and employment opportunities
- Improve access to appropriate accommodation for young people
- Ensure victims have access to a range of services to meet their needs.

How? (How working together will improve the quality of services)

- Intervene in a appropriate, proportionate and timely way to reduce escalation of needs and risks
- Provide high quality assessments and interventions to meet the needs and manage risks of children and young people and families
- Work in a multi-agency way to provide a wrap around package of support to meet the needs and manage the risks of young people
- Improve transitions between the youth and adult systems
- A range of services will work together to meet the needs of victims.

So what? (How will we know we have made a difference?)

- Reduction in number of young people using drugs and/or alcohol
- Reduce demand for specialist drug services
- Reduction in number of young people involved in anti-social behaviour
- Current level of anti-social behaviour by young people maintained
- Reduction in number of young people committing crimes
- Reduction in the volume of youth crime
- Increased victim and public confidence.

Illustration of Good Practice - A better outcome for Keira

Grampian Police picked up 12-year old Keira late one evening in the city centre, where she had been drinking alcohol for several hours – putting herself at considerable risk. They took her home and talked to her and her parents. The officers decided that this was a one-off incident. Their usual next step would have been to refer her to the children's reporter to consider the need for compulsory measures. From this point it would have taken a few months before a children's hearing was held, if one was considered necessary. This would have been a lot of waiting and uncertainty for Keira and her parents.

Instead, using the Getting it right approach, officers completed a concern form and agreed with Keira and her parents that the information would be shared with her school. A plan to support her was prepared where her parents agreed to monitor her activities more closely and her guidance teacher explored with her what she had done. Keira deeply regretted her behaviour, accepted the support offered and understood that the school would also be monitoring her behaviour.

The Getting it right approach avoided bureaucracy, resulted in improved outcomes and speedier action. Referral to the children's reporter would still be an option but was not needed at this point.

Nine months later there had been no further reported incidents and Keira had settled down very well. She was safer, taking more personal responsibility and not putting her health at risk.

Aberdeen Youth Justice Development Programme

The Aberdeen Youth Justice Development Programme, funded by the Scottish Government, is an improvement programme involving all youth justice partners in Aberdeen that work across the 8 – 18 age group.

The aim of the programme is to reduce re-offending by young people through delivering appropriate interventions. This involves a review and re-design of the way in which youth justice services are planned and delivered to make sure they are more flexible and responsive to the needs of young people, available when needed and as early as possible.

This supports the aim of the Responsible and Included Outcome Group to prevent youth offending by making sure all services for children and young people meet their needs in the right way and at the right time through the Getting it right for every child approach.

The programme is being delivered through three workstreams:

Early and Effective Intervention

Pre-referral screening (PRS) was established in May 2010 to ensure that young people will receive the appropriate intervention in a timely manner, while at the same time being diverted away from formal and statutory systems where appropriate. This will improve outcomes for young people, and will free up capacity within SCRA, Social Work, Youth Justice, Health and Education and other agencies to concentrate on undertaking assessments and delivering interventions to young people and their families.

Aberdeen is the first area in Scotland to include diversion from prosecution for under 18s in the pre-referral screening process so that more young people are diverted away from court, where, based on the level of seriousness or of the offending, court is not considered the most appropriate course of action. Since pre-referral screening has been established there has been a significant decrease in the number of reports being sent to the children's reporter for both welfare and offence grounds.

This approach has seen a reduction in inappropriate referrals to the reporter on offence grounds of 40%. It has also seen an increase in diversion from prosecution of 16 and 17 year olds from 11 cases in 2010-11 to 86 cases from June 2010 to February 2011.

Effective Court Case Management

From June 2010 improved working practices were introduced by the police, crown office and procurator fiscal service, the summary criminal courts and social work to ensure cases of young people are dealt with quickly through the courts.

The time taken from first court appearance to making a decision whether to impose a sentence or not has reduced by a third (from 147 days to 92 on average). In addition, the post of court support worker was established within Sacro in October 2010 to provide a visible presence within the courts to offer support, guidance and assistance to young people going through the court process and signpost them to appropriate services.

Integrated Services

This workstream is delivering effective community based integrated services to support children and young people under 18 to prevent the use of custody and secure accommodation or where young people are being reintegrated into their community. Service providers are working in collaboration to provide intensive support including mentoring, one to one learning, family support, offending work, mental health support, movement restriction support, respite care and recreational activities.

Activity around the programme is scheduled to run until March 2012 and the challenge will be to embed the changes introduced into on-going services to become business as usual. Work is ongoing with all partners to create capacity within current services in order to maintain the current activity at a time when resources are reducing.

6.4 Safe and Protected

The Aberdeen City Child Protection Sub-Committee co-ordinates the delivery of the Aberdeen City Child Protection Action Plan.

Why? (The purpose of the outcome group)

The purpose of the Aberdeen City Child Protection Sub-Committee is to:

- Work in partnership with the North East of Scotland Child Protection Committee (NESPC) to promote the protection of children as per the Memorandum of Understanding dated September 2009
- Arrange the delivery of services to children to protect children that meets local need
- Exercise effective quality assurance and governance of services to protect children in Aberdeen.

What? (How will service meet the needs of children and families?)

- Delivery of effective integrated services
- Children and young people who have been abused are protected from further harm, and supported to achieve their potential
- All those working with children, young people and families protect them from harm effectively and have the knowledge, skills and capabilities to do so
- The wider community exercises its responsibility to contribute to the safety and protection of children through taking action when children are at risk
- Our services change and develop to meet evidenced need
- We know when our services are effective in improving outcomes for children, and we take action when this is not happening.

How? (How working together will improve the quality of services)

- Embedding a shared approach to addressing substance misuse across adults and children's services so that children at risk because of parental alcohol and drug use are known, supported and protected as a result of services working together
- Ensuring that staff from all agencies know and understand their responsibilities in relation to the key child protection processes and can evidence that they can use them appropriately
- Listening to children's views about how helpful services are in supporting them to be safe
- Making sure that children who need protection have outcome based plans which result in them being safer
- Ensuring that children who have experienced abuse are supported to recover from the impact of abuse
- Encouraging the development and implementation of partnership and strength-based approaches to working with families
- Raise public awareness of child protection and develop more effective mechanisms for the public reporting of child protection concerns.
- Evaluating the effectiveness of our work and using this to improve what we do to make sure that children are protected.

So What? (How will we know we have made a difference?)

- All children who experience reduced parenting capacity as a result of parental alcohol or drug use are identified by the Named Person, an assessment of need is completed and a support plan is written
- All children and young people who are affected by parental alcohol or drug use have a support plan, and those who require it have a protection plan. The support and protection plans meet their needs.
- Children and young people report that the services they receive as part of a support or protection plan resulted in them being safer
- Staff from all agencies report that they are confident in recognising and responding to child protection concerns and supporting children who need protection

- Children return to stay with their parents more quickly after being looked after away from home for the first time when it is safe for them to do so
- More relatives are supported to look after children and young people when their parents are not able to do this safely
- More members of the public recognise when children are not safe and know how to share their concerns so that the child or young person's safety can be assessed.

Illustration of Good Practice - Making sure that Tommy is safe

Tommy is 8 years old. He attends primary school, but recently he has been late and has had some unexplained days off. Tommy sometimes comes to school without a jacket when it is cold and he is often hungry. Tommy has stopped talking about his mum and dad very much and hasn't got many friends.

Tommy's teacher noticed that he was sad and quiet and that he was absent or late and made time to speak to him. Tommy was reluctant to tell his teacher much about his home life, but she spent some time with Tommy every week encouraging him to talk. Eventually Tommy told his teacher that he thought that his mum and dad were using drugs and that he sometimes had to look after his 4 year old sister. Tommy told his teacher that he loved his mum and dad and wanted them to keep looking after him, but he didn't want to be afraid any more. Tommy's teacher had been to Getting It Right training and knew that she needed to do something to support Tommy.

Tommy's teacher asked Tommy's parents if she could refer him to the Pre-Referral Screening Group for information and support from all the agencies. The Pre-Referral Screening Group gathered all the information they had from Grampian Police, NHS Grampian and Social Care and Wellbeing and gave this to Tommy's teacher. The Pre-Referral Screening Group suggested that Tommy's teacher arrange a meeting with everyone involved to talk about the support that Tommy needed.

Tommy teacher arranged a meeting with the health visitor, the school nurse, the social worker and Tommy's mum and dad and invited a worker from the drugs service to come along. They talked about the things that were worrying Tommy, and his mum and dad decided to ask for help about their drug use. Tommy's teacher wrote a support plan for Tommy about what everyone, including his mum and dad, would do to help him feel safer.

Tommy's parents found it difficult to get help for their drug use and look after their children at the same time. Tommy told his teacher that he sometimes saw drugs and needles lying around the house, and there were adults fighting in the house sometimes. He said that he had to get himself up for school. Tommy's teacher became more concerned about Tommy's safety and asked for a Child Protection Case Conference to be arranged. Tommy and his parents went to the case conference and talked about what was happening at home.

Everyone at the case conference agreed that Tommy and his sister needed to have a protection plan. This plan said that:

- Tommy and his sister should go and stay with their granny until his mum and dad got help with their drug use;
- Tommy's mum and dad should have someone to work with them to help them reduce their drug use and to help them to understand more about what Tommy and his sister needed from them;
- Tommy should have a befriender who would spend time with him each week and take him swimming; and
- Tommy should have a social worker to make sure that the plan was working.

Tommy was pleased with this plan because he was staying with people he knew, he felt safe and he was still able to see his mum and dad. Tommy was also pleased that he was able to learn to swim. Tommy went to school more often and he enjoyed being there. He made more friends and told everyone that he was happier.

It took a long time but Tommy's mum and dad managed to stop using drugs so much. Tommy and his sister went home to stay with them during the week and continued to stay with his Granny at the weekends. Eventually Tommy didn't need a protection plan any more, but he still needed some support.

Tommy had a support plan which said that he would continue to have a befriender and Tommy knew that he could tell his teacher if things at home got worse. Tommy's Granny and his teacher both knew what signs to look for which would tell them that Tommy might not be safe and knew that they could ask for another child protection case conference if this happened. Tommy's mum and dad knew what they had to do to provide Tommy with support and make sure that he felt safe. Tommy's teacher, the school nurse, the social worker, the befriender and the Drugs Service worker had review meetings with Tommy and his parents every few months to check how things were and make sure he was safe.

Services worked well together with Tommy, his parents and his Granny to make sure that Tommy and his sister were safe. His teacher knew that something was wrong and encouraged Tommy to talk about it. She took responsibility for involving other agencies and writing a support plan for Tommy. When the support plan was not working well, a child protection case conference was held and a protection plan was written. Once the protection plan had worked well and was no longer required, Tommy continued to receive the support that he needed.

6.5 Successful Transitions to Adulthood

The Successful Transitions to Adulthood Outcome Group will co-ordinate the delivery of the More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Aberdeen City 2010-13.

Its priorities are to:

- Develop an effective partnership to ensure local leadership, planning and delivery through joint commitment and action
- Improve information management to support timely, proportionate and appropriate multi-agency information sharing
- Ensure early identification of, and support to, young people in need of more choices, more chances to stem the flow of school leavers moving onto negative destinations
- Deliver a universal offer of 16+ Learning Choices to all young people in advance of their statutory school leaving date
- Ensure the right levels of support and provision to enable young people in need of more choices, more chances to take up offers and sustain positive destinations in education, employment or training.

Why? (The purpose of the outcome group)

The aim of the Successful Transitions to Adulthood Outcome Group is to work together to:

- Reduce the number of young people disengaged from learning before completing compulsory education
- Ensure that robust processes and practices are in place locally to offer more opportunities for all young people
- Increase the number of young people entering positive and sustained destinations in education, employment and training
- Provide targeted support to those young people in need of more choices, more chances.

What? (How will service meet the needs of children and families?)

There has been significant progress to develop a robust approach and a renewed focus on how to support local services to drive forward improvements and ensure we improve outcomes for children and young people. These include:

- Leadership and dedicated support for the agenda within the council's Education, Culture and Sport directorate
- A dedicated team to support the development and delivery of the MCMC strategy and plan with 1.5 new posts funded by the Scottish Government to coordinate the implementation of 16+ learning choices for all school leavers in the city
- Direct representation of youth justice and social care and wellbeing services.

- Establishment of multi-agency 16+ Learning Choice Teams in all secondary schools
- Implementation of 16+ Learning Choices in all secondary schools
- Development of a local eProspectus that includes all local providers of 16+ Learning Choices.

How? (How working together will improve the quality of services)

Successful progress in reducing the number of young people in the MCMC category will be dependent on local partners across the employment, training, education and vocational sectors working together to:

- Develop and enhance opportunities for the young people for whom we have responsibility;
- Help maintain opportunities for young people during in the current economic downturn;
- Increase opportunities for young people who have additional support needs or physical and mental health needs; and
- Improve outcomes for young people leaving the care of the local authority, young parents or young carers, and young people who present particular challenges arising from their involvement in substance misuse and/or offending behaviour, thus requiring a coordinated and multi-agency approach.

So what? (How will we know when we have made a difference?)

- Increased proportion of school leavers in positive and sustained destinations, a key priority set out within our single outcome agreement
- Reduction in the number of young people unemployed (16-19).

Illustration of Good Practice - Story of a Christmas Leaver

Aimee attended Hazlehead Academy from first year until she left school at Christmas. She initially enjoyed school but started to lose interest in many of the subjects around about the time she started her third year. Aimee likes being active and particularly enjoyed Physical Education and Dance classes: she was a committed member of the school trampoline club and girl's football team. However, she struggled to engage in subjects which were orientated around the classroom. Although Aimee was still attending school every day as she got closer to leaving school, she occasionally skipped the classes that she wasn't interested in.

Guidance staff in the school recognised that Aimee would benefit from an alternative pathway to further learning at this stage of her development and recommended that she enquire about the Transition Extreme group which was running an open day for potential school leavers. This would allow Aimee to explore options for her to pursue her interest in sports through Transition Extreme's 'Alternative Academy'. Aimee was keen to join the Academy as it was environment in which she felt she could be herself and where she could develop as an individual.

One of the main objectives of the Academy is to enable young people to gain the skills, confidence and capacity to progress in learning, life and work. Being part of the Academy is helping Aimee re-engage with the learning process by tapping into her passion and enthusiasm for action sports, art and music. She is a keen in-line skater and during her time at the Academy she is hoping to gain a Sports Leader certificate with the view to becoming a volunteer coach in the Transition Extreme team.

Aimee is a confident individual and is now much clearer about what she wants to achieve in the coming months: her next step will be a sport & fitness course at Aberdeen College which she should start in August. This will enable her to follow her passion for sport and develop the important coaching skills to help her progress in this field.

Through 16+ Learning Choices, Aimee has access to the opportunities that best meet her needs and has the support to help her progress into further learning, training or employment. Hazlehead Academy, Skills Development Scotland and other partners are continuing to monitor Aimee's progress and future development with interest and she knows that on-going support is available to help her make the most of the opportunities available to her.

7. Workforce Training and Development

The contribution of the workforce is critical to the success of integrated and high quality children's services.

Our priorities include:

- Recruitment in critical areas
- Retention of skills in a shifting workforce
- Skills development – what we all need to be trained on to achieve common practice and language.

7.1 Continuous Professional Development (CPD) and Workforce Development Programme 2011

The multi-agency training programme delivered during 2008-10 introduced and supported the inauguration and implementation of Aberdeen's multi-agency 'Getting it Right for Every Child' procedures. We now need to recognise and build on the progress that has been made towards implementing the 'team around the child' model of working and to the embedding of GIRFEC core principles into practice and process.

It has been agreed that the city will move to a closer alignment and compatibility with the Highland Pathfinder model. To successfully achieve this move we need to develop and deliver the next phase of training, this will build on the current good practice recognising the progress that has been made and will be supported by an updated, reviewed version of the Operational Guidance.

We need to raise the profile of the 'GIRFEC questions', to introduce the 'Named Person' role and to ensure that practitioners feel supported as the demands and responsibilities on them change. Throughout all the work and training it will be essential to ensure that the child and young person remains the centre of all practice design and delivery.

The training programme will have to ensure that all training delivered to all and any colleagues in both services for children and young people as well as those services that are closely associated or influential in their lives (such as Housing Officers or Youth workers) has been designed incorporating GIRFE Core principles and that it uses GIRFEC language. All the training delivered must underpin and support the multi agency approach and language promoted by the 'Highland Pathfinder model'.

There is a need to identify the training requirements of practitioners and services across the city, to raise awareness of the costs associated with the delivery of the training, and to quantify the risks of not providing an updated training programme. It is also necessary to highlight shortfalls or unmet need, gaps and or shortfalls in resources.

The aims of the training programme are to:

- Embed GIRFEC core principles into practice ensuring that they are central to the delivery of services and supports to children and young people.
- Raise the profile of the ten agreed national questions.
- Build on good practice – including the links to both Child protection and to Consent and confidentiality.
- Introduce the new role and the modification to the established roles.
- Highlight the changes in process and practice.
- Raise awareness of the 'Pre referral Screening group'.
- Develop support systems for colleagues both through the availability of mentoring as well as through dedicated training.

7.2 Continuous Professional Development and Training Audience

The training will be accessible to anyone who works and or who has direct contact with children, young people or their parents or carers.

This will include the universal services of health and education (teachers, head teachers, health visitors or General Practitioners) as well as those who can have a less consistent or regular contact such as out of school care workers, early years staff, practitioners in child and adolescent mental health services. It must also include staff in services who work with adults who are either parents or carers, and services who come into contact with children such as community wardens, housing assistants or breakfast club workers.

Some of the practitioners in the universal services have a good understanding of GIRFEC as implemented in the city in 2009. Other practitioners have a much more limited understanding of both the process and the implications of GIRFEC for them and their responsibility within the system. Others who are experienced in supporting children within the current model will need introduction to the changes in role and may require training in others aspects of supporting children and young people if they are to carry out the enhanced responsibilities of the named person, for example chairing a multi agency meeting may be a new experience or building a single multi agency plan may cause a degree of anxiety that should or could be addressed through training.

8. Resources - What We Spend On Services

Our objective is to ensure that we protect the quality of public services with a diminishing budget in order to achieve the best possible improvement in outcomes for our children and young people. This section of the plan provides a breakdown of the planned spend for the year 2011-12 for the council and some of its partners to give an indication of the level of expenditure on children’s services in Aberdeen.

Expenditure from services such as education can be identified easily as these services directly support children and families. Children and families do of course also benefit from services that are provided for the whole population e.g. police and housing but resources specifically on children from these services is not as easy to quantify because of the way these budgets are organised. Nevertheless, services have proportioned their budgets in an attempt to illustrate how much of their expenditure is for children and families work.

Expenditure on Children’s Services

£

Aberdeen City Council

(Source: POBE return for Scottish Government)

Education, Culture and Sport (Total budget of Pre-School, Primary, Secondary, Special Education and Community Learning and Development)	147,564,000
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Social Care and Wellbeing (Total budget of Children and Family Services)	34,915,000
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Housing (Total of 2 projects – Family Project and Single Homeless)	529,000
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Grampian Police

(Source: Outcome Budgeting Project for Community Planning Partnership)

(Includes spend for whole population including children and young people)

Community Safety - Local Policing	18,877,000
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Community Safety - Dealing with the Public	936,000
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Community Safety - Criminal Justice	1,775,000
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NHS Grampian

It has not been possible to disaggregate the NHS Grampian budget to provide details of spend on children and young people in Aberdeen at this time.

Total for 2011-12

£204,596,000
=====

Other services not listed also have an impact on the lives of children and young people such as the fire service, local leisure facilities, museums and galleries, public libraries, and the plethora of third sector and community organizations working in the city. Similarly many services directed at adults like criminal justice and mental health, contribute to the care and support of children but again to attempt to quantify this would be a difficult task to undertake.

The Third Sector

A report on the economic impact of the third sector, undertaken on behalf of ACVO in 2007, suggested that the third sector contributes an estimated income of £217.9 million to the local economy in Aberdeen. 31% of this income is generated by fees and charges for services and approximately 33% is obtained through grants. This figure will include grant from the local authority.

In addition, there are approximately 44,000 volunteers committing, on average, around 83 hours each per annum. The estimated number of volunteer hours contributed annually is 3.7 million and the economic value of volunteer activity equates to almost £52 million.

Appendices

1. Key National Policies and Reports

- Children (Scotland) Act 1995
- For Scotland's children
- National Care Standards
- Getting it Right for Every Child
- Equality Act 2010
- Early Years Framework
- Health for all Children (Hall 4) and Hall 4 Update 2011
- A Curriculum for Excellence
- Education (Additional Support for Learning) (Scotland) Act 2004 (as amended 2009) and respective codes of practice
- Supporting Children's Learning: code of practice 2010
- Scottish Schools (Parental Involvement) Act 2006 and Guidance to the Act (September 2006)
- HMIE Educational Psychology in Scotland: Making a difference
- HMIE Learning in Scotland's Communities
- Disability Discrimination Act
- Delivering Healthy Futures (2007)
- Equally Well (2008)
- National Delivery Plan for Specialist Children's Services (2008)
- The Healthcare and Quality Strategy for NHS Scotland (2010)
- The Mental Health of Children and Young People: A Framework for Promotion, Prevention and Care (2004)
- Active Schools Programme
- Healthy Eating, Active Living
- National Guidance for Child Protection in Scotland (2010)
- Protecting Children and Young People: Framework for Standards
- Looked After Children: We Can and Must Do Better
- Looked After Children (Scotland) Regulations 2009
- The Health of Looked After and Accommodated Children and Young People in Scotland
- The Adoption and Children (Scotland) Act 2007
- Getting our Priorities Right
- Housing (Scotland) Act 2001
- Homelessness etc (Scotland) Act 2003
- The Children's Hearings (Scotland) Bill 2010
- Early and Effective Intervention
- The Young People who Offend
- Preventing Offending by Young People: A Framework for Action (2008)
- More Choices, More Chances: A Strategy to Reduce the Proportion of Young People Not in Education, Employment or Training
- 16+ Learning Choices – Policy and Practice Framework 2010
- Skills for Scotland Strategy
- Sweet 16 – Scotland's Commissioner for Children and Young People

2. Key Local Strategies and Reports

- Aberdeen City Children and Young People's Audit 2010-11
- Aberdeen City Council Vibrant, Dynamic and Forward Looking
- Aberdeen City Single Outcome Agreement
- Aberdeen City Council 5-Year Business Plan
- Aberdeen City Getting it Right for Every Child Implementation Plan
- Aberdeen City Operational Guidance for Getting it Right for Every Child
- Aberdeen City Council Corporate Parenting Policy
- Aberdeen City Council Social Care and Wellbeing Eligibility Criteria
- Aberdeen Learning Strategy
- Aberdeen City Child Protection Action Plan
- Aberdeen City Alcohol and Drugs Partnership Alcohol Strategy
- Aberdeen City Alcohol and Drugs Partnership Drug Strategy (Draft)
- Aberdeen Inclusion Strategy
- Early Years Framework Implementation Plan 2010
- More Choices More Chances Local Strategy 2010-13
- NHS Grampian Local Health Plan
- NHS Grampian Our Children Our Future: A Strategy for Protecting Children (2010)
- Parental Involvement Strategy
- Volunteering in Aberdeen: A Rewarding Experience 2008-12
- Youth Justice Strategy 2010-13

3. Membership of the Integrated Children's Services Partnership

- Director of Social Care and Wellbeing, Aberdeen City Council (Chair)
- Director of Education, Culture and Sport, Aberdeen City Council
- Director of Housing and Environment, Aberdeen City Council
- Chair of Aberdeen City Youth Council
- Chief Executive, Aberdeen Council of Voluntary Organisations
- Chair of Children's Panel
- Reporter to the Children's Panel
- Chief Superintendent and Divisional Commander, Grampian Police
- Depute General Manager, Aberdeen City Community Health Partnership, NHS Grampian
- Strategic Co-ordinator Child Health, NHS Grampian
- General Manager - Combined Child Health Services, Royal Aberdeen Children's Hospital

4. Membership of the Integrated Children's Services Management Team

- Director of Education, Culture and Sport, Aberdeen City Council (Chair)
- Head of Communities, Culture and Sport, Aberdeen City Council
- Head of Schools and Educational Establishments, Aberdeen City Council
- Head of Children's Services, Social Care and Wellbeing, Aberdeen City Council
- Service Manager – Vulnerable Families and Learners, Education, Culture and Sport, Aberdeen City Council
- Children's Services Manager (Planning and Development), Social Care and Wellbeing, Aberdeen City Council
- Housing Manager, Housing and Environment, Aberdeen City Council
- Youth Participation Officer, Education, Culture and Sport, Aberdeen City Council
- Integrated Children's Services Officer, Aberdeen Council of Voluntary Organisations
- Assistant Director of Barnardos Aberdeen
- Detective Inspector, Intelligence / Public Protection, Grampian Police
- Service Manager – Combined Child Health Service, Royal Aberdeen Children's Hospital, NHS Grampian
- GP Lead and Cluster Lead for Central South Aberdeen, NHS Grampian
- Health Visitor Team Lead, NHS Grampian
- Public Health Team Lead, NHS Grampian
- Director of Children and Families Services (Young Carers), Voluntary Service Aberdeen
- Chair of 'Best Start in Life Outcome Group
- Chair of 'Achieving their Potential' Outcome Group
- Chair of 'Responsible and Included Citizens' Outcome Group
- Chair of 'Safe and Protected' Outcome Group
- Chair of 'Successful Transitions to Adulthood' Outcome Group

5. List of Consultees

- Members of Integrated Children's Services Partnership
- Members of Integrated Children's Services Management Team
- Members of Getting the Best Start in Life Outcome Group (Aberdeen Early Years and Childcare Partnership)
- Members of Achieving their Potential Outcome Group
- Members of Respected and Included Outcome Group (Youth Justice Strategy Group)
- Members of Aberdeen City Child Protection Sub-Committee
- Members of Successful Transitions to Adulthood Outcome Group (More Choices, More Chances Implementation Group)
- All Elected Members, Aberdeen City Council
- Chief Executive, Aberdeen City Council
- Director of Education, Culture and Sport, Aberdeen City Council
- Director of Housing and Environment, Aberdeen City Council
- Director of Social Care and Wellbeing, Aberdeen City Council
- Director of Enterprise, Planning and Infrastructure, Aberdeen City Council
- Director of Corporate Governance, Aberdeen City Council
- Head of Communities, Culture and Sport, EC&S
- Head of Schools and Educational Establishments, EC&S
- Head of Education Development Policy and Performance, EC&S
- Head of Children's Services, Social Care & Wellbeing, Aberdeen City Council
- Head of Adult Services, Social Care & Wellbeing, Aberdeen City Council
- Head of Housing and Community Safety, Aberdeen City Council
- Quality Improvement Officers, Education, Culture and Sport, Aberdeen City Council
- Service Manager – Policy and Performance, Education, Culture and Sport
- Service Manager – Vulnerable Families and Learners
- Service Manager – Communities
- Service Manager – Culture and Sport
- Service Manger - Schools
- Service Manager – 0-7 and School Improvement
- Service Manager – 5 -14 Education and ASN
- Principal Educational Psychologist, Education, Culture and Sport
- Children's Service Managers - Social Care and Wellbeing, Aberdeen City Council
- Lead Officer Child Protection, Social Care and Wellbeing, Aberdeen City Council
- Housing Manager, Housing and Environment
- Youth Participation Officer, Education, Culture and Sport
- Strategic Co-ordinator Child Health, NHS Grampian
- General Manager - Combined Child Health Services, Royal Aberdeen Children's Hospital
- Service Manager – Combined Child Health Service, Royal Aberdeen Children's Hospital, NHS Grampian
- Lead Nurse – School Nursing, NHS Grampian
- Health Visitor Team Lead, NHS Grampian

- Public Health Team Lead, NHS Grampian
- Aberlour Childcare Trust - Children's Services Training and Assessment Centre
- Aberdeen City Youth Council
- Aberdeen Children and Young People's Voluntary Sector Providers Forum
- Aberdeen Children's Panel
- Aberdeen Children's Service Network,
- Aberdeen Council of Voluntary Organisations
- Aberdeen Foyer
- Barnardos
- Grampian Police
- Homestart
- NHS Grampian
- Reporter to the Children's Panel
- Sacro
- VSA

ABERDEEN CITY COUNCIL

COMMITTEE:	Finance and Resources
DATE:	16 June 2011
REPORT BY:	Head of Finance
TITLE OF REPORT:	Treasury Management Policy and Strategy
REPORT NUMBER:	CG/11067

1. PURPOSE OF REPORT

To update the Committee on Treasury Management activities undertaken during financial year 2010/11.

2. RECOMMENDATION(S)

It is recommended that the Committee :

- a) Notes the Treasury Management activities undertaken in 2010/11 as detailed; and
- b) Notes that the report will be presented to Council on 29 June 2011.

3. FINANCIAL IMPLICATIONS

Treasury Management activities influence the loans pool interest rates and aims to minimise the cost of borrowing. This directly impacts upon costs chargeable to the Council's revenue budgets through the interest rates that are applied to capital financing costs. Whilst the level of borrowing a Council can undertake is now devolved from the Scottish Government to individual Councils, it will still be constrained by the requirement for capital investment to be affordable, sustainable and prudent. The main test of affordability will be whether the capital financing costs can be contained within the revenue budgets.

4. SERVICE AND COMMUNITY IMPACT

None

5. OTHER IMPLICATIONS

If an active Treasury Management policy is not undertaken and implemented there may be future budgetary implications for the Council through greater than budgeted capital financing costs.

6. REPORT

6.1 Introduction

The Council previously approved Treasury Management policy for 2010/11 to 2012/13 on 17 June 2010. Part of this policy is to report a year-end review to committee on Treasury Management activities undertaken during the financial year 2010/11.

With effect from 1 April 2004, Councils are now required by regulation to have regard to the Prudential Code (the Code) when carrying out their duties under part 7 of the Local Government in Scotland Act 2003.

Historically, the Council's annual programme of capital investment has been funded by Treasury Management activities, such as additional long-term borrowing.

It is a requirement of this Code that Treasury Management is carried out in accordance with good professional practice. The Code requires the Council to comply with CIPFA "Code of Practice for Treasury Management in the Public Services", which this Council does.

This "year-end" review on activities undertaken is also in line with new reporting requirements from the latest update of the CIPFA Code of Practice.

6.2 Treasury Management 2010/11

The following is a summary of the significant Treasury Management activities which were undertaken during 2010/11: -

6.2.1 Loans Pool Rate The Council's average Loans Pool Rate takes account of all loan interest and expenses paid, as well as investment interest received during the financial year.

The Loans Pool Rate for 2010/11 was 4.65%, which can be broken down to 4.62% for interest, and 0.03% for expenses.

This is a reduction from the 2009/10 rate which was 4.83%, a reduction of 0.18% which equates to £957k in interest charges.

6.2.2 Long Term Borrowing

Six new PWLB (Public Works Loans Board) loans totalling £40 million were borrowed at an average rate of 3.42%, in order to finance the Council's capital programmes. These new loans were borrowed over a range of repayment terms, from 3 to 50 years, with the Council's existing debt Maturity Profile in mind.

PWLB Interest Rates As a direct result of the Government Spending Review in October, there was a major change to PWLB public sector lending rates. There was an immediate increase to all PWLB borrowing rates by some 90 basis points. The rationale behind this major change is that HM Treasury will now set the rates at an average of 100 basis points over the relevant gilt price.

This change presented the Council with 2 challenges.

The first of these was to minimise any rise in borrowing costs. During the 2010/11 financial year, this was achieved using a combination of factors - due to the previously undertaken borrowing at relatively low rates, and by reducing the repayment term of new loans. (e.g. borrowing for up to 10 years, rather than 20-50 years).

The second problem was that, as reported last year, the PWLB introduced "penalty rates" which discourages debt rescheduling by Councils. This reduced the Council's ability to make rescheduling savings, as it had in the past. However, the "Spending Review" 90 basis point rise in rates was not similarly reflected in the penalty rates; thereby further reducing opportunities for the Council.

This discourages the use of PWLB loans and forces the Council to look increasingly to other forms of long term borrowing, such as LOBO loans (Lenders Option Borrowers Option) from financial institutions.

6.2.3 Short Term Borrowing

Short-term borrowing rates for periods of up to 1 year continued at relatively low levels. The Council's borrowing strategy during the year was to borrow short-term where possible, to take advantage of these lower rates. After the Spending Review related rise in PWLB rates, short-term borrowing rates also rose slightly, but were still much lower than the comparative PWLB rates. To illustrate this, as at 31st March 2011, the Council had some £70m of Temporary Loans from other Local Authorities, at an average rate of 0.90%. Compared to similar PWLB rates of 1.89%, this represents a savings of £693k in interest costs.

6.2.4 Investments

Over the last few years, the downturn in the global economy has seen many financial institutions removed from the Council's Counterparty list as their credit ratings fell. The list is compiled using credit rating information supplied by the major credit rating agencies to Sector Treasury Services; the Council's appointed Treasury Management advisors.

Reviews of the Council's Counterparty list were undertaken and approved by Committee during the year. This meant reducing the lending periods to certain institutions, and increasing the lending limits and periods for the UK Nationalised Banks, as their stability and profitability returned. This gave the Council some flexibility to maximise returns on short-term cash balances.

As at 31st March 2011, the Council had temporary investments totalling £19.8m at an average rate of 0.74%. These were invested in line with the current Counterparty list to the following institutions -

- Santander £ 6.0m
- Clydesdale Bank £ 6.7m
- Royal Bank of Scotland £ 7.1m

6.2.5 Member Training Session

A Treasury Management workshop was held for members and key officers on 1st February 2011. The purpose of this session was to fully explain Elected Members' and Officers' roles and responsibilities within the Treasury Management environment, and how to maintain effective scrutiny of the Treasury Management framework.

The session was conducted by Sector Treasury Services, and was well received. The latest update of the CIPFA Code of Practice for Treasury Management actively encourages this type of session and it is the intention to hold another of these sessions in the near future.

7. **AUTHORISED SIGNATURE**

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8. **REPORT AUTHOR DETAILS**

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9. BACKGROUND PAPERS

CIPFA "Code of Practice for Treasury Management in the Public Services",
Sector Treasury Services "Treasury Management Annual Investment Strategy", Scottish Government "The Investment of Money by Scottish Local Authorities".

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	29th June 2011
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Energy Cities Network
REPORT NUMBER:	EP&I /11/180

1. PURPOSE OF REPORT

This report seeks approval for Aberdeen City Council to join the Energy Cities Network.

2. RECOMMENDATION(S)

That the Council:

1. Approves the Council joining the Energy Cities network
2. Notes that this may involve future travel for the Lord Provost and an officer to represent the City and attend relevant meetings, conferences, events, draft and candidate projects, etc. and that such travel arrangement will be approved in the normal manner, once the detail of any such travel requirements become apparent.

3. FINANCIAL IMPLICATIONS

The annual subscription is based on the population size of member cities, in accordance with the following table.

ANNUAL SUBSCRIPTION (in euros)

Population	Fees Special Fees*	
Less than 100,000	1250	625
Between 100,000 and 300,000	2500	1250
Between 300,000 and 500,000	3750	1875
More than 500,000	5000	2500
Associations of local authorities	2500	1250

**New Member States (until 2011), other East-European countries, non EU cities.*

The annual subscription of Euros 2,500 (£ 2,197.00 approximately) will be met from the Enterprise, Planning and Infrastructure budget (Projects, Partnerships and Funding)

The costs for the Lord Provost to attend relevant meetings will be met from the Lord Provost's travel budget.

The costs for an Officer accompanying the Lord Provost or attending relevant membership meetings will be met by the E P & I budget (Projects, Partnerships and Funding)

4. OTHER IMPLICATIONS

- **Travel**
The Director of Enterprise, Planning and Infrastructure or a nominated Officer by the Director will represent Aberdeen City initiatives and projects. As far as possible, measures relevant to the destination will be taken to reduce any risks in line with Council Policy.
- **Risk Management**
It is important that Aberdeen is fully represented in all European matters; especially those dealing with energy issues, and that all opportunities for influencing policy and the development of transnational projects for the City's benefit are grasped in order that opportunities are maximised. This level of participation will help to increase the understanding of the new programmes and will assist in developing the capacity to successfully develop new projects and work with other European cities that will benefit Aberdeen City.
- **Human Rights/Equalities/Diversity**
European Policy takes full account of the Equal Opportunities Policy of the Council.
- **Sustainability**
Aberdeen City Council has a clear contribution to make to sustainable development with an emphasis on enhances productivity through improved resource efficiency, new business opportunities in the developing market for sustainable technologies and delivering better and more efficient Council services. By attending these events, it will give us the opportunity to look at the possibilities of best practice and drawing down more funds from EU programmes to raise the quality of life through increasing economic opportunity for all on a socially and environmentally sustainable basis. Also, this membership will help Aberdeen to be internationally recognized as an energy efficiency hub and pool for generating innovative solutions.

- **Environmental**
European activities are implemented in line with the aim of achieving a quality and sustainable environment.
- **Social**
The principles of Social inclusion underpin European cohesion policy.
- **Economic**
European representation and inter-regional networking contributes to the City's overall effort to maximize opportunities and to promote its interests, both at home and overseas with the aim of creating sustainable economy and energy efficient environment.

5. BACKGROUND/MAIN ISSUES

A. Energy Cities

Energy Cities is the **European Association of local authorities** inventing their energy future. The association created in 1990 represents now more than 1,000 towns and cities in 30 countries. Close to 200 local authorities among them are individually Members of Energy Cities. There are 284 actions and 272 projects within the Energy Cities members. From April 2009 to April 2011, Energy Cities is under the Presidency of the City of Heidelberg (DE) with a Board of Directors of 11 European **cities**: Bielsko-Biala (PL), Braşov (RO), Cork County (IE), Delft (NL), Heidelberg (DE), Helsinki (FI), Leicester (UK), Pamplona (ES), Paris (FR), Salerno (IT), Växjö (SE). Energy Cities' premises are located in Brussels (BE) and Besançon (FR). The full list of members can be found at http://www.energy-cities.eu/cities/members_in_europe_en.php

Energy Cities has succeeded in building expertise, both at political and operational level, in its sphere of activity and is now recognized as an indispensable partner by an increasing number of organisations. Its co-operation with the EU institutions since the early beginning has enabled Energy Cities to acquire a sound knowledge of Community mechanisms.

The network is driven by a team of 18 people representing 7 nationalities with multidisciplinary skills in energy, environment, geography, local administration, economics, sociology, logistics, communication, documentation and information.

Main objectives are:-

- To strengthen members' role and skills in the field of sustainable energy,
- To represent members' interests and influence the policies and proposals made by European Union institutions in the fields of energy, environmental protection and urban policy and

- To develop and promote members' initiatives through exchange of experiences, the transfer of know-how and the implementation of joint projects.

Why should Aberdeen City Council join Energy Cities?

- Discover new practices and enlarge our partnership with other local authorities
- Input opinion on European Community proposals and future policy directions
- Be involved in projects supported by the European Commission (almost 400 municipalities have been involved in various projects aimed at improving their energy efficiency)
- Disseminate information regarding the City on an international scale
- Benefit from exclusive services: individual assistance in the preparation of projects, general and current awareness and information researches upon request, organization of study tours, conferences, etc.
- Obtain a greater chance of securing EU programme support in relation to the funding of energy related projects and programmes, due to the fact that membership of Energy Cities is one of the factors taken into account when determining successful funding applications.

As 75% of all energy consumption in Europe occurs in urban areas, local authorities more than ever have a pivotal role to play. Taking action at local level will help cities to reduce the energy consumption and energy bill whilst reducing local emissions and effluents, stimulate local growth by making use of locally available resources, and be recognized as an innovative town or city.

Benefit from European innovative initiatives and projects!

Energy Cities coordinates a number of ongoing initiatives and projects involving local authorities from EU Member States as well as Candidate countries, such as:

DISPLAY: This is the campaign currently supports around 400 local authorities in their efforts to make public buildings more energy efficient. Since 2003, Display® encourages its participants to display the energy performance of their buildings and to initiate awareness-raising amongst the building users.
www.display-campaign.org

IMAGINE: In 2006, Energy Cities launched the "*IMAGINE the Energy Future of our Cities*" initiative to help local authorities prepare for their future. This initiative gives local authorities a framework to initiate a participative multi-stakeholder dialogue process around the territorial energy future issues. Also, an exhibition, a series of thematic workshops and an annual seminar allow

exchange and discussion to take place around the concept of low energy cities with high quality of life for all.

www.energy-cities.eu/imagine

MODEL: This initiative aims at helping local authorities to become models for both the citizens and the other European municipalities. Its main objective is to improve the practical capacities of local authorities and/or local energy management agencies from 10 New Member States plus Croatia to better deal with intelligent energy issues at both individual (municipalities) and collective (national networks or embryos of networks) levels.

www.energymodel.eu

Free services (exclusive to members):

Members receive the following services for free as part of their membership:

- The bi-annual **magazine** Energy Cities Info
- **Information** on European policies, programmes, calls for proposals on a regular basis via the twice monthly NEWS and through personalized contacts
- Support and **personal advice** from the association's staff for the realization of projects
- **Promotion of your local actions thanks to Energy Cities' numerous communication supports:** Energy Cities' website, blogs, best practice database, magazine, newsletters and social networking websites, etc.
- **Participate for free** at the Annual Rendezvous, in the Display® Campaign, in European projects and in other partnership-building opportunities

Discounted services for members

The following services are available to members at discounted rates:

- Participate with Energy Cities' tailor-made **study tours:** use others' practices as a source of inspiration for implementing projects, whether at European level or in your own city (<http://www.energy-cities.eu/-Study-Tours->)
- Get the **IMAGINE exhibition** in the language of your choice (www.imagineyourenergyfuture.eu/exhibition)
- Have a **permanent representation in our Brussels' office** as well as the use of a meeting room
- Benefit from our expertise and assistance in **organising international conferences** in your city

Energy Cities members commit to?

As a member of Energy Cities you engage:

- To make energy efficiency, renewables and sustainable planning an integral part of **your local policies**
- **To carry out initiatives** and actions on your territory so as to (contribute to) reach the EU 2020 objectives
- **To give your opinion** on European decisions (in consultation processes, etc.)
- **To share your experiences**, ideas and information with the network
- **To provide support** to other members upon request
- **To inform our personal contact** at Energy Cities about our initiatives & projects by sending one or more local action(s) using the template we will provide you; these will be promoted via our communication channels such as EC website, EC INFO, etc.
- **To establish a link** between Aberdeen City website and the Energy Cities website www.energy-cities.eu
- **To promote our Energy Cities membership** when talking about your sustainable energy activities
- **To participate in Energy Cities' Annual Rendezvous** and the General Assembly

Justification

Energy Cities is leading, in cooperation with **Climate Alliance, CEMR, Fedarene** and **Eurocities, the Covenant of Mayors Office** and is an official Supporting Structure. **Moreover, 90 Energy Cities members are involved as signatories in the Covenant of Mayors** which will provide a multiplying effect of the membership Aberdeen City has in other networks (the Covenant of Mayors) by strengthening partnerships, increasing the influence and importance of Aberdeen City and by joining and applying the most advanced projects and policies especially in the new initiatives coming out of the European Union such as the SMART CITIES / REGIONS Initiative.

As leader of the Covenant of Mayors Office, Energy Cities is committed to facilitate networking activities within the Covenant, support the promotion of the Covenant of Mayors, monitor the implementation of the Covenant by signatories, provide technical support, support liaison with other actors in the Covenant, and support liaison with other relevant EU initiatives and policies.

As a supporting structure, Energy Cities is committed to encourage the highest possible number of its members to join the initiative, enhance the exchange of experiences and know-how on tools and methodologies helping cities to put in place their SEAP's (**Sustainable Energy Action Plan**), promote its members' activities and SEAP's as to inspire and show the way to other European cities, set up a "Covenant Task Force" within its Board of Directors aiming to better respond on the cities' expectations and formulate the proposals for improvements, and promote the Covenant of Mayors in Europe and beyond.

In relation to this, "Aberdeen City Council has a strong track record of tackling carbon emissions. The council was one of the first to sign up in 2004 to the Carbon Trust Local Authority Carbon Management Programme (LACMP), which aims to reduce emissions from our buildings, vehicles, street lighting and landfill sites. We committed ourselves at that time to a carbon reduction target of 10% by 2010, and a further 15% by 2015. We surpassed that four years ago in 2006, when we achieved a 31% CO₂ reduction. We now want to build on our impressive achievements so far and strive even harder to do all we can to combat climate change. Last year the council signed up to the LACMP programme again, setting an ambitious target of further cuts of 23% by 2015 and 42% by 2020", as stated in the **Carbon Management Plan (2010-2015)**.

On the Energy Cities website one can find a list of projects, conferences, study tours, cities actions, events and the newsletter. Energy Cities benefits from its experienced team's project management skills and participates in numerous European campaigns and projects in the framework of programmes such as **INTERREG, CONCERTO or Intelligent Energy Europe (IEE)**. Aberdeen City will certainly take advantage of this membership in order to establish new partnerships and receive practical information when applying projects to these programmes. Also, Aberdeen City can really promote itself as the Capital of Energy Efficiency, Renewable Energy or Urban Mobility projects and events.

Although Aberdeen belongs to the **World Energy Cities Partnership (WECP)** which represents collaboration of 18 "energy cities" around the world, Energy Cities offer more than 200 local authorities as individual members which will give way for the new partnerships and projects.

Having in mind that it is very difficult to reduce energy consumption and to increase energy efficiency by standing alone by working with other local authorities and stakeholders and by exchanging best practices, debating our successes and failures, pooling our resources and our ideas Aberdeen City would multiply the effect of the local projects, activities, events and policies. Energy Cities regularly publishes opinions on the various Community legislative documents in relation with its fields of action. Whereas a municipality alone has little influence, Energy Cities is able to combine the forces of all to take more appropriate action. Since Energy Cities knows the work, targets and initiatives of each member city and the targets of different European Union programmes, and directives, it is easy for them to organise or help to organize fruitful joint projects which will benefit as many member cities as possible. We are aware of the fact that the City is investing itself, but external funds should also be used as much as possible by establishing stronger and broader partnerships with the pioneers in this field. This will provide Aberdeen City with new know-how and expertise in this field and also raise Aberdeen's international profile. Energy Cities can be a very good channel for dissemination of our own experience which means that our work will not have effects only locally. When speaking about Energy Cities one cannot forget extremely well organized Annual Conferences and meetings. These occasions offer all members a possibility to hear about highly topical

issues, good experience of other cities and have interesting discussions with others working with the same issues and deepen relationship with other cities.

B. Sustainable Energy Europe Campaign

Energy Cities is an Official Associate of the **Sustainable Energy Europe Campaign** which showcases activities dedicated to energy efficiency and renewable energy solutions. The focus is on spreading best practice in sustainable energy technology, build alliances and inspire new energy ideas and actions. Any activity, be it a project or event carried out to encourage the use of renewables or energy efficiency is welcome. There are no limits except to support the overall goal: to spread inspiring stories and be coordinated from Europe. More than 250 new projects join each year and the Campaign promotes around 450 events. Also, more than 1, 200 organizations across Europe are involved in the activities of Campaign and their membership has no financial implications.

Fore example, one of the projects Sustainable Energy Europe Campaign promotes is the **Energy Day**, organized in order to promote renewable energy or energy efficiency. Moreover, by signing up to the Covenant of Mayors, local authorities commit to reduce their CO2 emissions by at least 20% across their territories. Covenant signatories pledge to organize local Energy Days once a year to promote the support of citizens and local stakeholders needed to meet this challenge. Therefore, Aberdeen City, already being one of the **Covenants of Mayors signatories**, can get additional visibility to energy efficiency projects by organizing such an event.

Aberdeen City Council can join Sustainable Energy Europe Campaign by submitting projects which **must make a significant and demonstrable contribution to the EU 2020 objectives with regards to energy efficiency and renewable energy sources**. This implies the need to present concrete facts and figures which demonstrate the energy savings and/or the increased use of renewable energy sources which are a direct result of the project. Also projects should be an outstanding example in its area. Once accepted, the project summary will be edited and published on the Campaign website but there are more communication tools in place to promote truly inspiring stories – for example the monthly media news alert, the Awards Competition and featured articles.

Thus, by joining the Sustainable Energy Europe Campaign Aberdeen City will improve the visibility of all energy projects implemented in the City, receive information about the best practices and most daring breakthroughs worldwide and enlarge the number of partnerships.

6. IMPACT

European policy, representation and best practice supports the Council's objective of representing the interests of the people and organizations of

Aberdeen within North East Scotland, the UK, and Europe. The Europe 2020 Strategy aims for a Smart, Sustainable and Inclusive Europe which is reflected in the Council's 2011-2016 5 Year Business Plan.

Energy Cities takes note of the Public consultation on **Smart Cities and Communities** which is of particular interest of Aberdeen City. Energy Cities welcomes Smart Cities and Communities, and will actively contribute to its success, for instance by promoting the upcoming Call for Proposals and accompanying its members in their project preparation and implementation.

Several of the challenges of the Community Plan identified in the Single Outcome Agreement are also supported, such as: Leading the City, Being Informed, Getting Involved, Land Use and the Environment and Clean City, Transport and Connections, Prosperity and Jobs, and Aberdeen's Image.

7. BACKGROUND PAPERS

Energy Cities Membership pack 2010

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	29 June 2011
DIRECTOR	Director of Corporate Governance
TITLE OF REPORT	The Aberdeen City Council (Off-Street Car Parks) Order 2011
REPORT NUMBER:	CG//11/077

1. PURPOSE OF REPORT

This report confirms that no objections (to date) have been received in light of the statutory advertisement of the proposed removal of the recently-introduced overnight charge of £1.50 in off-street car parks, and that it be replaced by extended operational hours in the most straightforward sense (i.e. 8.00am until 10.00pm instead of 8.00am until 8.00pm). The statutory notice is attached as an appendix.

2. RECOMMENDATION(S)

It is recommended that Council resolve to make The Aberdeen City Council (Off-Street Car Parks) Order 2011 as contained in the Appendix to this report.

3. FINANCIAL IMPLICATIONS

The revised proposals will not reduce the revenue generated by the current charge, and there will be minimal costs associated with the promotion of a new traffic regulation order and the replacement of the tariff plates on the parking machines.

4. OTHER IMPLICATIONS

None.

5. BACKGROUND/MAIN ISSUES

Since the overnight charge was introduced in September, 2010 a number of issues have been experienced. Complaints had been received from members of the public who had had difficulties paying the overnight charge, the problems occurred particularly in the evenings during the transition between the day rate and night rate at 2000 hours.

The complaints had been about the amount of text contained in the operating instructions, the size of the text and the difficulties understanding the instructions.

The operating instructions on the parking ticket machines had been reviewed and subsequently revised, however the detail which must be included was perceived by the general public as complicated and lengthy. Complaints had also been received regarding the way in which the overnight charge was applied, where drivers must pay the £1.50 for parking at any time between 2000 – 0800 hours. This meant that tickets bought just before 2000 hours would expire at 2000 unless the overnight charge was paid, similarly night tickets bought just before 0800 hours would expire at 0800 hours unless additional daytime hours were purchased. The result was disproportionately high parking rates for short periods of parking around the changeover between day rate and night rate or vice versa.

Ticketing information indicated that only 10% of overnight tickets were purchased after 2200 hours, therefore replacing the complicated overnight charge of £1.50 with two hours of charging at the newly approved rate of £1 per hour, would offset the removal of the overnight charge.

On consideration of the above, the Enterprise, Planning and Infrastructure Committee at its meeting on 15 March, 2011 recommended that the recently-introduced overnight charge of £1.50 in off-street car parks be removed, and that it be replaced by extended operational hours in the most straightforward sense (ie 8.00am until 10.00pm instead of 8.00am until 8.00pm, and requested that officers commence the traffic order process to introduce this.

The statutory advertisement of the above traffic order which provides for revised operational hours for charging in Off-Street car parks has now been undertaken and to date no statutory objections have been received. The matter is a straightforward one and there are no legal or procedural issues of note. Therefore, it is recommended that the order be approved and made as envisaged.

6. IMPACT

The changes provided for by these orders have merits from some points of view and disadvantages from others.

7. BACKGROUND PAPERS

No background papers were used as a point of departure for writing this report (other than the statutory objection itself).

8. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

ROAD TRAFFIC REGULATION ACT 1984

THE ABERDEEN CITY COUNCIL (OFF-STREET CAR PARKS) ORDER 2011

Aberdeen City Council proposes to make "The Aberdeen City Council (Off-Street Car Parks) Order 2011" in terms of its powers under the Road Traffic Regulation Act 1984.

The effect of the order is to restate all the Council's existing off-street car parking arrangements and to make changes to those arrangements.

The changes are that (1) the existing overnight charge of £1.50 (which comes into effect at 8.00pm when the normal daytime tariff ends) is being dropped, but (2) the daytime tariff will now apply until 10.00pm.

After 10.00pm vehicles can be left free of charge until the beginning of the next day's daytime tariff.

Also, any period of time paid for on any day shall be taken to continue into (and expire) during the *next* day's charging hours wherever it has not already expired during the charging hours on the day it was purchased. This restores the old arrangement where "unused residue" from one day could be carried forward into the next, something which (at present) is conditional upon payment of the overnight fee.

A final consequence of these changes is that, in the Council's long-stay car parks, an extra tariff level (for parking for 10-14 hours) will be established, at a cost of £14.00.

The schedule below presents the new charging arrangements at a glance.

The draft order, together with an accompanying statement of the Council's reasons for promoting it, may be examined during normal office hours on weekdays between 25 May, 2011, and 14 June, 2011, in the offices of the roads officials in the Enterprise, Planning and Infrastructure department, at 74-76 Spring Garden, Aberdeen.

It is recommended that anyone visiting Spring Garden to view any of the documents should make an appointment to do so, in order that a member of staff can be present to offer an explanation if necessary. Anyone unable to visit Spring Garden can telephone (01224 538069) to speak to one of the officials.

Anyone wishing to object to the proposed order should send details of the grounds for objection in writing to the undersigned during the statutory objection period which also runs from 25 May, 2011 until 14 June, 2011, inclusively.

Any person who submits an objection should note that the Committee agendas are public documents, available in libraries and also distributed to the press. Objectors' names and addresses, perhaps with summaries of their observations, may be able to be found in these agendas. Also, although the original letters of objection will not ordinarily be copied as part of the agenda, they are available for inspection by Councillors and are essentially in the public domain. To that extent, however, they are redacted, with e-mail addresses, telephone numbers and signatures blanked out.

Jane MacEachran
Head of Legal and Democratic Services
Aberdeen City Council, Town House, ABERDEEN

SCHEDULE

<u>Off Street Car Park</u>	<u>Period</u>	<u>Charges (£)</u>
Gallowgate Summer Street East North Street Golden Square Jack's Brae St. Nicholas House car parks (Saturdays and Sundays only)	up to 2 hours	2.00
	2 to 3 hours	3.00
	3 to 4 hours	4.00
	(maximum stay - 4 hours)	
Chapel Street Multi-Storey Denburn Multi-Storey West North Street Multi-Storey Virginia Street	up to 2 hours	2.00
	2 to 3 hours	3.00
	3 to 4 hours	4.00
	4 to 5 hours	5.00
	5 to 6 hours	6.00
	6 to 10 hours	10.00
	10 to 14 hours	14.00
(maximum stay - 14 hours)		
<ul style="list-style-type: none"> • Denburn Multi-Storey only - special additional short-stay option of £1.00 for <u>one</u> hour 		
Broomhill Road and the car park adjacent to Ferryhill Library	up to 1 hour	1.00
	1 to 2 hours	2.00

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ABERDEEN CITY COUNCIL

COMMITTEE:	COUNCIL
DATE:	29 June 2011
DIRECTOR:	Fred McBride
TITLE OF REPORT:	Formation of a Local Authority Trading Company
REPORT NUMBER:	SCW/11/059

1. PURPOSE OF REPORT

The purpose of the report is to seek approval from Council to take forward the implementation of a Local Authority Trading Company (LATC), to include older people and rehabilitation services. The report presents the results of an options appraisal on models of service delivery and an Outline Business Case for the alternative delivery of services.

2. RECOMMENDATION(S)

It is recommended that members note the information in this report and:

- (i) approve the request to progress to implementation of the LATC;
- (ii) accept the Outline Business Case as the basis for development of a full business case and a plan for the implementation of the LATC;
- (iii) agree that support be provided from within the Council's Corporate Governance directorate to ensure that the Council's requirements on financial, legal and HR matters are met;
- (iv) agree that external, expert support for implementation be engaged through an appropriate procurement process, with associated costs to be met from the Social Care & Wellbeing budget; and
- (v) agree to accept a further report on the plan for implementation of the LATC.

3. FINANCIAL IMPLICATIONS

3.1 The LATC would be a company with around £25 million turnover, based on the current service budget for the following services proposed for inclusion in the LATC:

- older people's resources;
- occupational therapy and rehabilitation resources;
- learning disability resources (one day centre and one supported accommodation complex); and
- learning and development.

- 3.2 The LATC will have powers to trade and, through this, the ability to generate income. The Outline Business Case demonstrates that the LATC has the potential to generate a trading surplus that will provide a basis for investment in services for the future and/or redistribution back to the Council.
- 3.3 A Value for Money comparison demonstrates that, at constant demand, the Council will be £3 million better off after 5 years compared to continuing as at present with the services that would transfer to the LATC.
- 3.4 The details of the financial forecast, with financial and operating assumptions, are set out in the Outline Business Case.

4. OTHER IMPLICATIONS

- 4.1 The LATC will be wholly owned by the Council and the Council will exert influence through a contractual relationship that will define arrangements for robust performance management.
- 4.2 The Outline Business Case assumes that all service staff and managers will transfer from the Council to the LATC under TUPE. A contract mechanism will be required for the resolution of cost allocation in relation to any future redundancy or pension strain costs.
- 4.3 It is proposed that Council property occupied by services in the LATC will be subject to a lease arrangement.
- 4.4 The LATC provides an opportunity for the Council to ensure that services are flexible and adaptable so that they remain sustainable for the future. The expected benefits of the LATC are:
- improved value for money through a formal contractual relationship that incentivises services to improve;
 - efficiency savings, providing the Council with a reduction in costs or opportunity to invest to meet increasing demand;
 - opportunity for the workforce to secure a stake in their own future in an entrepreneurial culture that rewards performance;
 - services that are more flexible and adaptable so that they remain sustainable, respond to current and future demand and deliver improved outcomes;
 - promotion of choice and potential to generate income through trading; and
 - retention of the vital function for the Council of provider of “last resort”.
- 4.5 The LATC supports the policy agendas of shifting the balance of care towards community based services and reshaping care for older to meet growing demand through new ways of working.

5. BACKGROUND/MAIN ISSUES

- 5.1 In February 2011, the Council approved a Priority Based Budget (PBB) proposal that Social Care & Wellbeing should prepare a business case for the establishment of a LATC.
- 5.2 Social Care & Wellbeing contracted with consultants Ernst & Young to assess the feasibility of establishing a LATC as a mechanism to enable the Council to achieve efficiencies while improving outcomes for vulnerable people.
- 5.3 Ernst & Young is familiar with the Council and the business of Social Care & Wellbeing, having acted as consultants to the Council for PBB. In addition, Ernst & Young provided expertise of consultants who have recent experience of establishing a LATC with similar services for an English council.
- 5.4 Social Care & Wellbeing worked with Ernst & Young on the detail of the business case and participated in an options appraisal exercise with key stakeholders.
- 5.5 The options appraisal considered the five options against a set of nine design criteria, using paired comparison of options. The options considered were: in house provision, outsource provision, social enterprise, LATC, shared service or joint venture.
- 5.6 The Outline Business Case presents the results of the options appraisal which ranked the LATC as the option most likely to meet the design criteria, and the proposal for the alternative delivery of services through an LATC.
6. IMPACT
 - 6.1 The proposal supports the Single Outcome Agreement, Local Outcome 6: "Improve the overall health and wellbeing of the people of Aberdeen City in particular by supporting those most vulnerable; this outcome particularly focuses on improving the health and wellbeing of older people."
 - 6.2 The proposal supports the following strategic priorities of the Council's
 - 6.2.1 Five Year Business Plan:
 - provide for the needs of the most vulnerable people;
 - ensure efficient and effective delivery of services by the council and with its partners;and the plan for delivery:
 - make best use of the financial resources available to us, ensuring best value for the public purse;
 - have a flexible, skilled and motivated workforce; and

- listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed.

6.3 The joint Partnership Agreement for Reshaping Care for Older People in Aberdeen 2010-2013 states, "Optimising independence at home or in a homely setting will be a key success measure."

7. BACKGROUND PAPERS

In preparation of the report, the following documents have been consulted:

Single Outcome Agreement

Aberdeen City Council Five Year Business Plan 2011/12 to 2015/16

Partnership Agreement for Reshaping Care for Older People in Aberdeen 2010-2013

8. REPORT AUTHOR DETAILS

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