

# Public Document Pack



To: Councillor Young, Convener; Councillor Allan, Vice-Convener; and Councillors Cameron, Crockett, Dickson, Jackie Dunbar, Forsyth, Graham, Laing, Malone, McCaig, Milne, Noble, Reynolds and Yuill.

Town House,  
ABERDEEN 17 April 2013

## **FINANCE AND RESOURCES COMMITTEE**

The Members of the **FINANCE AND RESOURCES COMMITTEE** are requested to meet in Committee Room 2 - Town House on **THURSDAY, 25 APRIL 2013 at 2.00 pm.**

JANE G. MACEACHRAN  
HEAD OF LEGAL AND DEMOCRATIC SERVICES

### **B U S I N E S S**

#### **DETERMINATION OF EXEMPT BUSINESS**

- 1.1 Members are requested to determine that any exempt business be considered with the press and public excluded

#### **REQUESTS FOR DEPUTATION**

- 2.1 None received at this time

#### **MINUTE, COMMITTEE BUSINESS STATEMENT AND MOTIONS LIST**

- 3.1 Minute of Previous Meeting of 21 February 2013 (Pages 1 - 18)
- 3.2 Committee Business Statement (Pages 19 - 30)
- 3.3 Motions List (Pages 31 - 36)

## **MOTIONS**

4.1 **Motion by Councillor Greig**

“That this Council works with Grampian Police, its two successor divisions, Aberdeenshire Council and the Moray Council to set up a policing museum for the North East and that all possible funding sources and sponsorship opportunities are sought.”

4.2 **Motion by Councillor Greig - Queen's Diamond Jubilee - Minute of Meeting of the Diamond Jubilee Working Group of 28 February 2013 (Pages 37 - 40)**

4.3 **Motion by Councillor McCaig - Business Rates Incentivisation Scheme (Pages 41 - 44)**

## **REFERRALS FROM OTHER COMMITTEES**

5.1 **UK City of Culture 2017 Outline Bid - referred from the Council meeting of 6 March 2013 - exempt appendix contained at item 10.1 of the agenda (Pages 45 - 78)**

5.2 **Sistema Scotland and Aberdeen - referred from the Education, Culture and Sport Committee of 28 March 2013 (Pages 79 - 88)**

The Education, Culture and Sport Committee approved the recommendations contained in the report.

5.3 **Museums Collection Centre - referred from the Education, Culture and Sport Committee of 28 March 2013 (Pages 89 - 94)**

The Education, Culture and Sport Committee approved the recommendations contained in the report.

## **CORPORATE GOVERNANCE SERVICE ISSUES**

6.1 **2012-13 Financial Monitoring - Corporate Governance (Pages 95 - 98)**

6.2 **Corporate Governance Improvement Business Case (Pages 99 - 326)**

## **FINANCE**

- 7.1 Council Revenue Budget 2012-13 Monitoring (Pages 327 - 332)
- 7.2 2012-13 Common Good Budget - Monitoring Report Update (Pages 333 - 336)
- 7.3 Small Financial Assistance Grants - Application Process (Pages 337 - 342)
- 7.4 Capital Monitoring - Non Housing Capital Programme 2012-18 (Pages 343 - 352)
- 7.5 Scottish National War Memorial (Pages 353 - 358)
- 7.6 Aberdeen Trades Union Council Mayday March (Pages 359 - 362)

## **GENERAL BUSINESS**

- 8.1 Joint Commissioning Strategy for Older People 2013-2023 - Financial Framework (Pages 363 - 378)
- 8.2 Service Level Agreement between Aberdeen City Council and Citizens Advice Bureau 2013-2016 (Pages 379 - 382)

## **PROCUREMENT**

- 9.1 ICT Investment Programme 2013-2014 (Pages 383 - 388)

## **ITEMS WHICH THE COMMITTEE MAY WISH TO CONSIDER IN PRIVATE**

### **REFERRALS FROM OTHER COMMITTEES**

- 10.1 UK City of Culture 2017 Outline Bid Appendix - to follow
- 10.2 Contract - Internal Audit Services - referred from the Audit and Risk Committee of 16 April 2013 (Pages 389 - 394)

The Audit and Risk Committee approved the recommendations contained in the report.

## **FINANCE**

- 11.1 Satrosphere Limited - Annual Report and Bank Guarantee Renewal  
(Pages 395 - 436)

## **GENERAL BUSINESS**

- 12.1 Social Care and Wellbeing Management Structure (Pages 437 - 448)
- 12.2 Local Authority Mortgage Scheme (Pages 449 - 462)

## **PROPERTY**

- 13.1 Ground at Kirkton Avenue - Future Use (Pages 463 - 468)
- 13.2 Lease Extension - Offices at Crown House, 27-29 Crown Street and Car Park at 43 Dee Street, Aberdeen (Pages 469 - 472)
- 13.3 Sale of Ground - Shiprow/Shore Brae (Pages 473 - 478)
- 13.4 Property - Vacant and Surplus Assets April 2013 (Pages 479 - 500)

Please note that reports marked with an \* have implications for agreed Priority Based Budget (PBB) options.

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## FINANCE AND RESOURCES COMMITTEE

ABERDEEN, 21 February 2013 - minute of meeting of the FINANCE AND RESOURCES COMMITTEE. Present: Councillor Young, Convener; Councillor Allan, Vice Convener; and Councillors Cameron, Cormie (as a substitute for Councillor Jackie Dunbar for article 6 only), Crockett, Dickson, Jackie Dunbar, Forsyth, Graham, Laing, Milne, Noble, Reynolds, Samarai (as a substitute for Councillor McCaig for articles 1 to 28), Townson (as a substitute for Councillor Dickson for article 6 only) and for Councillor McCaig from article 29 onwards) and Yuill; also in attendance: Councillor Greig for article 7.

The agenda and reports associated with this minute can be located at the following link:

<http://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=146&MI d=2585&Ver=4>

### AGENDA ORDER

1. The Convener advised that item 8.3 (Legal Services – Professional Indemnity Requirements) of the agenda had been withdrawn from the agenda.

### DETERMINATION OF EXEMPT ITEMS OF BUSINESS

2. The Convener proposed that the Committee consider those reports identified on the agenda as being for determination in private, with the press and public excluded.

#### **The Committee resolved:-**

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting from item 11.1 of the agenda (article 22 of this minute) onwards so as to avoid disclosure of information of the classes described in the following paragraphs of Schedule 7(A) to the Act: article 22 (paragraph 8), article 23 (paragraph 8), article 24 (paragraph 8), article 25 (paragraph 8), article 26 (paragraph 8), article 27 (paragraphs 6 and 9), article 28 (paragraph 6), article 29 (paragraphs 2, 6 and 9), article 30 (paragraphs 6 and 9), article 31 (paragraph 6), article 32 (paragraphs 2, 6 and 9) and article 33 (paragraphs 6 and 9).

### MINUTE OF PREVIOUS MEETING

3. The Committee had before it the minute of its previous meeting of 6 December 2012.

#### **The Committee resolved:-**

to approve the minute as a correct record.

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### MINUTE OF ADDITIONAL MEETING OF 15 JANUARY 2013

4. The Committee had before it the minute of its additional meeting of 15 January 2013.

**The Committee resolved:-**

to approve the minute as a correct record.

### COMMITTEE BUSINESS STATEMENT

5. The Committee had before it a statement of pending and outstanding committee business, as prepared by the Head of Legal and Democratic Services.

With regards item 1 (CAB - Debt Advice Service), the Committee heard from the Head of Housing and Community Safety who advised that a report regarding planned changes to the welfare benefit system and the Council's intention would be considered by Council at its meeting on 6 March. He explained that once the Council's position on welfare reform had been determined he was confident that a service level agreement with the Citizens' Advice Bureau (CAB) would be completed thereafter and reported to the next meeting of the Committee.

**The Committee resolved:-**

- (i) in relation to item 1 (CAB - Debt Advice Service), to note the oral update provided by the Head of Housing and Community Safety and that subject to the Council determining its position a report on this matter would be submitted to the next meeting of the Committee;
- (ii) in relation to item 11 (Grampian Japan Trust Loan Request), to request officers to provide an update to all members of the Committee, by email, on the Grampian Japan Trust in light of the Council allocating the Trust a £40,000 grant as well as information on the Council's position regarding the securities associated with Thomas Glover House;
- (iii) in relation to item 10 (Youth Activities Small Grants Fund), to note that the Youth Council had now met to consider this issue and had agreed that it would not wish for the power to award funding from the Youth Activities Small Grants Fund to be transferred exclusively to the Youth Council and therefore to remove this from the business statement;
- (iv) to remove items 7 (3Rs Project) and 21 (Property Sales – 29 Redmoss Avenue, Nigg);
- (v) to note that reports on items 8 (Review of Advance Factories), 14 (Ferryhill Engine Shed) and 16 ((Loirston Development Sites) were to be considered on today's agenda and to remove them subject to the decision taken; and
- (vi) otherwise to note the updates contained therein.

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### DECLARATIONS OF INTERESTS

**Councillors Dickson and Jackie Dunbar declared pecuniary interests in the following item of business by virtue of their employment by Kevin Stewart MSP, and withdrew from the meeting. Councillors Dickson and Jackie Dunbar were substituted by Councillors Townson and Cormie respectively for this item only.**

### MOTIONS LIST

6. The Committee had before it the outstanding motions list, as prepared by the Head of Legal and Democratic Services.

With regards motion 3 (Motion by Councillor Crockett – Comments by Kevin Stewart MSP), the Head of Legal and Democratic Services advised the Committee that she had received a response from Kevin Stewart MSP and at the request of members circulated correspondence on this.

The Convener then moved, seconded by Councillor Allan:-

That the Committee instruct the Head of Legal and Democratic Services to write again to Kevin Stewart MSP advising him that his response was not a retraction of his comments and giving him until 5 March 2013 to retract his comments and thereafter refer this matter back to full Council on 6 March 2013 for Council to determine its position at that time.

Councillor Noble moved as an amendment, seconded by Councillor Cameron:-

That the Committee takes no further action on this matter.

On a division, there voted:- For the motion (10) - the Convener; the Vice-Convener; and Councillors Crockett, Forsyth, Graham, Laing, Malone, Milne, Reynolds and Yuill. For the amendment (5) - Councillors Cameron, Cormie, Noble, Samarai and Townson.

#### **The Committee resolved:-**

to adopt the motion.

#### **The Committee further resolved:-**

- (i) in relation to motion 1 (Motion by Councillor Greig – Commemoration of the Diamond Jubilee and Queen's Reign), to note that a report on this motion was to be considered later on today's agenda; and
- (ii) in relation to motion 2 (Motion by Councillor McCaig – Business Rates Incentive Scheme (BRIS)):
  - (a) to note that officers would report on the terms of Councillor McCaig's motion to the next meeting of the Committee;
  - (b) to note that Councillor Crockett had written to the Cabinet Secretary for Finance, Employability and Sustainable Growth, requesting a meeting to discuss BRIS in terms of economic growth for Aberdeen;

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- (c) to instruct the Director of Corporate Governance to ask an independent consultant to bring forward a report, based on a research study, exploring the existing financial settlement and its impact on the contribution Aberdeen made to Scotland and the UK and how a different or better funding settlement could benefit Aberdeen and the remainder of Scotland, and that the report be considered by an additional meeting of this Committee, at which time the Committee could determine its position on the contents and findings of the study;
- (d) to agree that the costs associated with the above report cannot exceed £8,000; and
- (e) to recognise that the funding formula was set by the Scottish Government and COSLA and that proposals for an alternative formula needed to be communicated to both parties.

### **COMMEMORATION OF DIAMOND JUBILEE AND QUEEN'S REIGN - MOTION BY COUNCILLOR GREIG (OCE/13/006)**

7. With reference to article 11 of the minute of its meeting of 4 October 2012, the Committee had before it a report which provided an update on the consideration being given by the Diamond Jubilee Working Group to the means by which the Council might commemorate the Diamond Jubilee and the Queen's reign as requested in the motion by Councillor Grieg.

#### **The report recommended –**

that the Committee notes the update provided and agrees that the matter be considered again at a future meeting of the Committee.

The Convener moved, seconded by Councillor Allan:-

That the Committee instructs the Diamond Jubilee Working Group to continue looking into ways in which the Council could create a commemoration in the city of the Diamond Jubilee and of the Queen's reign excluding delivering a statue, but focussing on a travel scholarship.

Councillor Greig moved as an amendment, seconded by Councillor Malone:-

That the Committee instructs the Diamond Jubilee Working Group to continue to develop the two commemorative options of a statue and travel scholarship and report back to the next meeting of the Committee in this regard.

On a division, there voted:- For the motion (13) - the Convener; the Vice-Convener; and Councillors Cameron, Crockett, Dickson, Jackie Dunbar, Forsyth, Graham, Laing, Milne, Noble, Reynolds and Samarai. For the amendment (3) - Councillors Greig, Malone and Yuill.

#### **The Committee resolved:-**

to adopt the motion.



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### **ABERDEEN DIGITAL CONNECTIVITY UPDATE REPORT (EPI/12/310)**

8. Reference was made to article 16 of the minute of meeting of the Enterprise, Planning and Infrastructure Committee of 22 January 2013, at which time members agreed the recommendations on a report by the Director of Enterprise, Planning and Infrastructure on the bid under the Super Connected Cities Programme for Urban Broadband Funding subject to the ratification of this Committee. The Committee had before it on this day, the report as presented to the Enterprise, Planning and Infrastructure Committee.

**The report recommended –**  
that the Committee -

- (a) note the contents of the report;
- (b) agree that officers should undertake the necessary procurements to secure suitable private sector development partners to implement the city wireless scheme, voucher scheme, white area in-fill and open access broadband projects outlined in the Accelerate Aberdeen proposal document within the plan up to the value of £28.5m as described in section 2 of the report;
- (c) agree that officers ensure a formal funding agreement between Aberdeen City and Aberdeenshire Council was put in place;
- (d) agree that officers obtain both Councils agreement to recruit a Head of Broadband Delivery and Broadband Delivery Project Manager to oversee delivery of the Accelerate Aberdeen Programme to December 2014; and
- (e) approve the availability of the required budget, which was part of the Council's overall contribution to this project, for these shared posts once agreement was obtained.

**The Committee resolved:-**  
to approve the recommendations.

### **2012/2013 COMMON GOOD BUDGET - MONITORING REPORT (CG/13/021)**

9. With reference to article 15 of the minute of its meeting of 4 October 2012, the Committee had before it a report by the Head of Finance which presented information on the income and expenditure of the Common Good budget for the period to 31 December 2012, and outlined the forecast position of the cash balances.

**The report recommended –**  
that the Committee -

- (a) note the income and expenditure position as at 31 December 2012 and the forecast outturn for the year; and
- (b) note the forecast cash balances as at 31 March 2013 of £6,800,000 based on current estimates, which was within the recommended levels indicated by the Head of Finance.

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**The Committee resolved:-**

to approve the recommendations.

**2012/2013 FINANCIAL MONITORING - CORPORATE GOVERNANCE SERVICE (CG/12/022)**

10. With reference to article 9 of the minute of its meeting of 6 December 2012, the Committee had before it a report by the Head of Finance which provided information on the current year's revenue budget to date for the Corporate Governance Service, and advised of any areas of risk and management action being taken in this regard.

**The report recommended -**  
that the Committee -

- (a) note the information on management action and risks contained within the report; and
- (b) instruct officers continue to review budget performance and report on Service strategies.

**The Committee resolved:-**

- (i) to approve the recommendations; and
- (ii) to note that the Director of Corporate Governance would change the terminology regarding vacancy management within future reports to ensure that it was reflective of the position of the Council.

**COUNCIL REVENUE BUDGET 2012/2013 MONITORING (CG/13/023)**

11. With reference to article 10 of the minute of its meeting of 6 December 2012, the Committee had before it a report by the Head of Finance which presented the revenue position for the Council for 2012/13 and advised as to any areas of risk that had been highlighted by the Directors.

**The report recommended –**  
that the Committee -

- (a) instruct Services to continue efforts to ensure delivery of the financial forecasts and the full value of savings that were approved for 2012/13; and
- (b) approve the actions being taken by officers to manage the financial resources of the Council, including the pragmatic approach to managing reserves, which was in line with the recently approved Reserves Strategy; and
- (c) otherwise note the content of the report.

**The Committee resolved:-**

to approve the recommendations.

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### TREASURY MANAGEMENT POLICY AND STRATEGY (CG/13/018)

12. The Committee had before it a report by the Director of Corporate Governance which sought approval of the Treasury Management Policy and Strategy for 2013/14 to 2015/16.

**The report recommended –**

that the Committee recommend that Council –

- (a) consider and approve the Council's Treasury Management Policy Statement for 2013/14 to 2015/16 as detailed at appendix 1;
- (b) consider and approve the Council's Borrowing and Investment Strategy for 2013/14 to 2015/16 as detailed at appendix 2, and
- (c) approve the revised Counterparty list as detailed at appendix 3.

**The Committee resolved:-**

to recommend that Council approve the recommendations.

### CAPITAL MONITORING - NON HOUSING CAPITAL PROGRAMME 2012-2015 (EPI/12/287)

13. With reference to article 11 of the minute of its meeting of 6 December 2012, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided an update on the progress across all Services of projects within the 2012-2015 Non Housing Capital Programme.

**The report recommended –**

that the Committee note the current position.

The Committee heard from David Marshall, Planning and Monitoring Officer, Asset Management and Operations, who advised that in accordance with the decision of the Committee on 21 April 2011 (article 45 of that minute refers), regarding the future of the 'Kick About' pitch at Woodside, officers had now concluded the sale of the ground to NHS Grampian and proceeded with a replacement 'Kick About' pitch. He further explained that the gross receipt from NHS Grampian for the site was £300,000, and a contract had now been let to proceed with the replacement 'Kick About' pitch. The accepted development cost of the pitch was £91,000 leaving a net capital receipt of £209,000. From this, £104,500 had been allocated to the Capital Fund and £104,500 to the Housing Revenue Account.

**The Committee resolved:-**

- (i) to approve the recommendation;
- (ii) to note that the Council had concluded the sale of Woodside 'Kick About' pitch to NHS Grampian and to agree that the replacement new facility be included within the general services capital fund programme, but to emphasise that such projects should go through the formal procedure; and

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- (iii) to note that officers would provide up to date budget information to all members of the Committee following receipt of apparent differences identified by Councillor Noble between this report and the approved budget.

### **APPLICATIONS FOR FINANCIAL ASSISTANCE 2012/2013 (CG/13/026)**

14. The Committee had before it a report by the Head of Finance which presented an application for financial assistance.

**The report recommended –**

that the Committee review the application and suggested funding level and approve funding from the financial assistance budget as it considers appropriate.

**The Committee resolved:-**

to allocate £1,500 to Tillydrone Vision as a contribution towards costs of the the Mayor and Town Clerk of Kamuli visiting Aberdeen in March 2013 as a celebration of the Twinning between the areas.

### **FLEET ASSET MANAGEMENT PLAN (EPI/13/015)**

15. The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval of the Fleet Asset Management Plan.

**The Committee resolved:-**

to approve the Fleet Asset Management Plan and to instruct the Corporate Asset Group to implement and develop the Plan in future years.

### **CENTRE FOR SCOTTISH PUBLIC POLICY (OCE/13/002)**

16. The Committee had before it a report by the Chief Executive which sought approval for the Council to join the Centre for Scottish Public Policy at a fee of £200 for 2013, which could be met from the Council Financial Assistance Budget.

**The report recommended –**

that the Committee agree that the Council join the Centre for Scottish Public Policy.

**The Committee resolved:-**

- (i) to approve the recommendation; and
- (ii) to request that a report on the benefit to the Council of membership on this body be submitted to the Committee within one year to enable members to determine if membership should continue.

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**LIBRARY MANAGEMENT SYSTEM TENDER - LIBRARY AND INFORMATION SERVICES (ECS/13/009)**

17. The Committee had before it a joint report by the Director of Education, Culture and Sport and the Director of Corporate Governance which sought approval of a tender exercise for the provision of a library management system for the Library and Information Service for a maximum of five years at the estimated expenditure detailed in the report.

**The report recommended –**

that the Committee approve the estimated annual expenditure of £75,000 for five years on the provision of a library management system, in accordance with Standing Order 1(3) of the Council's Standing Orders Relating to Contracts and Procurement.

**The Committee resolved:-**

to approve the recommendation.

**FRAMEWORK AGREEMENT FOR ELECTORAL SERVICES TENDER (OCE/13/001)**

18. The Committee had before it a report by the Chief Executive which sought approval of a procurement service for a multi-supplier framework agreement for the provision of electoral services for a period of four years at the estimated expenditure detailed in the report.

**The report recommended –**

that the Committee –

- (a) agree that a procurement exercise for the establishment of a multi-supplier framework agreement for the provision of electoral services over a four year period be conducted, in line with Council's Standing Orders relating to Contracts and Procurement, Financial Regulations and relevant EU legislation; and
- (b) approve the estimated cost of the framework agreement over a four year period of between £150,000 and £439,000 (based on a range of services that might or might not be purchased or scheduled and any other elections and referendums over that time period), in accordance with Standing Order 1(3) of the Council's Standing Orders Relating to Contracts and Procurement.

**The Committee resolved:-**

to approve the recommendations.

**LEGAL SERVICES - EXTERNAL PROVISION OF SERVICES (EPI/12/258)**

19. The Committee had before it a report by the Director of Corporate Governance which sought approval of a procurement exercise for the provision of a framework agreement for the provision of legal services over a four year period at the estimated expenditure detailed in the report.

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### **The report recommended –**

that the Committee -

- (a) agree that a procurement exercise be undertaken to establish a Framework Agreement for the provision of legal services over a four year period, in line with the Council's Standing Orders relating to Contracts, Procurement, Financial Regulations and relevant EU legislation.
- (b) approve the estimated value of the framework agreement over a four year period of between £250,000 and £350,000 per annum (based on previous spend and the range of services that might or might not be purchased).

### **The Committee resolved:-**

to approve the recommendations.

## **CONDITION AND SUITABILITY PROGRAMME 2013/2014 (EPI/13/002)**

**20.** The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which advised of the provisional Condition and Suitability Programme which was included in the approved Non-Housing Capital Budget allocation for 2013/14.

### **The report recommended –**

that the Committee -

- (a) approve the Condition and Suitability Programme 2013/14 projects listed in appendix A;
- (b) instruct appropriate officers to implement the detailed programme;
- (c) delegate authority to the Head of Asset Management and Operations, in consultation with the Corporate Asset Group and the Convener and Vice Convener of this Committee, to amend the Programme should priorities change due to unforeseen circumstances during the year:
- (d)
  - (i) authorise the Director of Enterprise, Planning and Infrastructure, the Head of Asset Management and Operations and the General Manager – Asset Management, in connection with the Programme, to undertake or instruct tendering procedures or competitive quotes procedures as appropriate and the awarding of contracts following thereon, subject to the necessary funding being available in the approved Non Housing Capital Budget; and
  - (ii) exempt all such procedures and contracts from Standing Order 1(3) of the Council's Standing Orders relating to Contracts and Procurement; and
- (e) note the amendments to the 2012/13 Programme and the progress with the approved projects.

### **The Committee resolved:-**

- (i) to approve the recommendations (a), (b), (d) and (e) contained in the report; and
- (ii) to delegate authority to the Head of Asset Management and Operations, in consultation with the Corporate Asset Group and the Convener and Vice Convener of this Committee, to amend the Programme should priorities change

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due to unforeseen circumstances during the year, and that an information bulletin report be submitted to advise the Committee when priority changes had been made.

### **CORPORATE ASSET MANAGEMENT PLAN 2013 (EPI/13/003)**

**21.** The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval of the Corporate Asset Management Plan 2013.

**The report recommended –**

that the Committee approve the Corporate Asset Management Plan 2013 and instruct the Corporate Asset Group to implement and develop the Plan.

**The Committee resolved:-**

to approve the recommendation.

**In accordance with the decision recorded under article 2 of this minute, the following items were considered with the press and public excluded.**

### **OPEN TEXT SUPPORT (CG/13/005)**

**22.** The Committee had before it a report by the Director of Corporate Governance which sought approval of a 24 month extension to the existing license support arrangement with Open Text at the estimated expenditure detailed in the report.

**The report recommended –**

that the Committee -

- (a) approve a 24 month extension to the current license support agreement (which expired in June 2013) up to a cost of £60,000 with Open Text for the electronic document management software;
- (b) approve the invoking of the provisions of Standing Order 1(6)(a) and thereby waive the requirement for the service to be re-tendered; and
- (c) note the information contained in the report.

**The Committee resolved:-**

to approve the recommendations.

### **REGIONAL COMMUNICATIONS CENTRE DISASTER RECOVERY AND BUSINESS CONTINUITY SERVICES PROCUREMENT (CG/13/004)**

**23.** The Committee had before it a report by the Director of Corporate Governance which sought approval of a procurement exercise for the provision of a disaster

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recovery and business continuity service for beyond September 2013 at the estimated expenditure detailed in the report.

**The report recommended –**

that the Committee -

- (a) agree that the Operations Manager, Customer Service and Performance in conjunction with the aligned Category Manager, Central Procurement Unit conduct a competitive tendering exercise in line with Council Standing Orders, Financial Regulations and EU Legislation for the provision of Disaster Recovery and Business Continuity Services for the Regional Communications Centre;
- (b) agree that the contract be awarded for four years with an option to extend up to at least a further one year; and
- (c) approve the total estimated expenditure of approximately £20,000 annually and an estimated total cost of £100,000 over a five year period.

**The Committee resolved:-**

to approve the recommendations.

### **SELF-SERVICE PAYMENT KIOSKS PROCUREMENT (CG/13/003)**

**24.** The Committee had before it a report by the Director of Corporate Governance which sought approval for the supply and implementation of two self-service payment kiosks for use within the Service Centre at Marischal College to be granted to the preferred supplier and the contract awarded.

**The report recommended –**

that the Committee -

- (a) note that on 3 August 2012, the Head of Procurement consulted the Convener of Finance and Resources Convener on a formal tender exercise for the purchase of self-service payment kiosks for use within the Customer Service Centre at Marischal College and that such an exercise had been undertaken;
- (b) approve the award of a contract to Cammax Limited as the bidder which had submitted the most economically advantageous tender in accordance with the award criteria stated in the Council's invitation to tender, such award of contract being subject to the satisfactory completion of the contractual documentation; and
- (c) agree that the contract be awarded for four years with an option to extend for up to a further one year.

**The Committee resolved:-**

to approve the recommendations.



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### ACCORD CARD: LAUNDRY SERVICE PAYMENT (CG/13/017)

**25.** The Committee had before it a report by the Director of Corporate Governance which advised of the decision to exempt a contract for laundry machine payment units from the requirement of the Council's Standing Orders to go out to competitive tender in terms of the Council's Procurement Standing Order 1(6)(b).

**The report recommended –**

that the Committee note the decision of the Chief Executive, the Head of Finance, the Head of Legal and Democratic Services and the Head of Procurement to exempt a contract for laundry machine payment units from the requirement of the Council's Procurement Standing Orders namely 1(3) and 5.

**The Committee resolved:-**

to approve the recommendation.

### CONDITION AND SUITABILITY PROGRAMME 2013/2014 (EPI/13/002) - APPENDIX

**26.** With reference to article 20 of this minute, the Committee had before it an appendix containing details of the estimated cost of the works contained within the condition and suitability programme 2013/2014.

**The Committee resolved:-**

to note that this matter had been dealt with at article 20 of this minute.

### PROPERTY - VACANT AND SURPLUS ASSETS (EPI/13/044)

**27.** With reference to article 30 of the minute of its meeting of 6 December 2012, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided members with an update on activities in relation to properties which had been declared surplus to the Council's requirements or were currently vacant awaiting a decision on future use.

**The report recommended –**

that the Committee –

- (a) note the position in relation to all the vacant and surplus assets, as identified in appendices A, B and C of the report;
- (b) note that following discussion with the marketing agent for the former Victoria Road School it was recommended that Committee agree that officers pursue the appropriate consents to demolish the property in order to assist the marketing of the property;
- (c) agree that the former Janitors Lodges at Braeside School Lodge, Braeside Place and Burnside School Lodge, Mastrick Place which were currently vacant, be declared surplus to the requirements of the Property Account; and note that their

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future use/disposal would now be taken forward in accordance with the Surplus Property Procedure with a future report to the Committee when appropriate;

- (d) note the sale of 29 Redmoss Avenue (£205,863), concluded since the Committee's meeting on 6 December 2012;
- (e) note the lease of the following properties held on the tenanted non residential portfolio, concluded since the Committee's meeting on 6 December 2012:-
- |  |         |
|--|---------|
| • Units 4,5 & rear compound, Kirton Avenue | £45,000 |
| • 32 Menzies Road                          | £4,000  |
| • Units 51 Howe Moss Avenue, Dyce          | £24,000 |
| • Mill of Brotherfield                     | £5,500  |
| • 26 Menzies Road                          | £4,560  |

### **The Committee resolved:-**

to approve the recommendations.

### **SUPPLEMENTARY REVIEW OF ADVANCE FACTORIES (EPI/13/047)**

**28.** With reference to article 30 of the minute of its meeting of 21 April 2011, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which: (a) presented estimate costs for a programme of repairs and upgrading works necessary to prevent further deterioration of the Council's Advance Factory Investment Portfolio; and (b) set out various options on repair, funding and re-investment of these properties.

### **The report recommended –**

that the Committee –

- (a) agree that the Council should not carry out the identified necessary repair and upgrading works to 16 advance factory units located at Farburn Industrial Estate and Woodlands Road, Kirkhill Industrial Estate, Dyce;
- (b) agree that the Head of Asset Management and Operations investigate whether the demolition and sale/lease and redevelopment of the cleared sites at Farburn and Woodlands Road was to the Council's financial advantage and in the event that it wasn't -
- (c) agree that the Head of Asset Management and Operations hire an agent to market the 16 advance factory units for sale, in either single lots, or in groups, or provisionally negotiates their sale to the sitting tenants, so as to maximise the aggregate capital receipt;
- (d) agree that the Head of Asset Management and Operations undertake a similar cost/benefit analysis for each group of advance factories in the portfolio, to determine whether it was to the Council's financial advantage to fund, organise and carry out the necessary repairs and re-let the improved properties or, as with recommendations (b) and (c), to demolish and re-develop or to sell "as is";

## FINANCE AND RESOURCES COMMITTEE

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- (e) instruct the Head of Asset Management and Operations to report to future meetings of this Committee on the outcome of the implementation of recommendations (b), (c) and (d), in order that Committee might consider the approval of offers for advance factories or authorising the implementation of repair and upgrading works programmes, or any other potential property schemes for groups of advance factories;
- (f) agree that the Head of Asset Management and Operations investigate, with other appropriate officers, the mechanism by which the Council could borrow money to create a budget to fund repairs to its present advance factory portfolio, and/or fund the development of new advance factories;
- (g) agree that the Head of Asset Management and Operations open “without commitment” discussions with private Landlords on the potential development of their undeveloped industrial sites with new advance factories, either by means of a Joint Venture with the Council, or by the Council being granted a head lease or any other appropriate development mechanism;
- (h) instruct the Head of Asset Management and Operations to report to future meetings of the Committee on the outcome of the implementation of recommendations (f) and (g), in order that the Committee might consider the approval, in principle, of such potential development schemes; and
- (i) approve, in principle, that any capital receipt generated by the Council in the implementation of any of the recommendations in the report, be wholly set aside provide a separate capital budget to assist the implementation of all the other recommendations in the report.

**The Committee resolved:-**

to approve the recommendations.

### DECLARATION OF INTEREST

**Prior to the consideration of the following item of business, Councillor Crockett declared an interest in the subject matter by virtue of his previous appointment as a Director of Glencraft and then withdrew from the meeting.**

### **PREMISES AT 132 WELLINGTON ROAD (EPI/13/046)**

**29.** With reference to article 44 of the minute of its meeting of 15 March 2012, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided members with an update on ongoing discussions with Glencraft regarding the company’s occupation of premises at 132 Wellington Road.

**The report recommended –**

that the Committee -

- (a) approve the sub lease of the premises to Glencraft for 20 years from 1 April 2013 at an initial rent of £180,000 per annum; and

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- (b) instruct the Heads of Asset Management and Operations and Legal and Democratic Services to conclude the lease in terms which protected the Council's position.

### **The Committee resolved:-**

- (i) to approve the recommendations; and  
 (ii) to request officers to continue to work with Glencraft towards identifying new premises.

### **PROPERTY SALES (EPI/13/014)**

**30.** The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which presented the outcome of the marketing of a 0.38Ha (0.946 Acre) Site at Denmore Road, Bridge of Don.

#### **The report recommended –**

that the Committee –

- (a) accept the highest offer submitted by Pinsent Masons LLP, on behalf of Sparrows Offshore Services Ltd, for the 0.38Ha (0.946 Acre) site at Denmore Road, Bridge of Don; and  
 (b) instruct the Head of Legal and Democratic Services to conclude missives for the sale of this property incorporating various qualifications as were necessary to protect the Council's interests.

### **The Committee resolved:-**

to approve the recommendations.

### **BOBBY CALDER PARK (EPI/13/045)**

**31.** With reference to article 32 of the minute of the meeting of Council of 22 August 2012, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which considered the development options open to the Council for the land at Bobby Calder Park.

#### **The report recommended –**

that the Committee –

- (a) agree that as the identification of a site for a new secondary school to the south of the Dee was amongst the Council's key priorities, Bobby Calder Park be reserved as a possible site for this project until such time as a final site was approved for the new school;  
 (b) authorise officers to progress more detailed negotiations with Cove Rangers Football Club (or their trustees) with the view to a more modest project being taken forward by them, subject to a long ground lease being agreed, on the basis that such a use would be compatible with any proposals for a new secondary school; and

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- (c) note the other interests in the site and instruct the Head of Asset Management to advise these parties that no discussions would be advanced until a decision was made with regard to a new secondary school and a site identified for use by Cove Rangers Football Club.

**The Committee resolved:-**

to approve the recommendations.

### **FERRYHILL ENGINE SHED - CURRENT STATUS (EPI/13/023)**

**32.** With reference to article 43 of the minute of its meeting of 15 March 2012, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided an update on progress with the licence to occupy the Ferryhill Engine Shed, granted to the Ferryhill Railway Heritage Trust (FRHT) and due to expire on 28 February 2013.

**The report recommended –**

that the Committee –

- (a) note the current position with FRHT in progressing the various key issues in relation to the temporary Licence to Occupy and a future lease and development of the Engine Shed and site as a Railway Heritage Museum;
- (b) agree to the continuation of the Licence to Occupy granted to FRHT on a month to month basis, for up to a maximum of six months, to allow discussions on the key issues to be clarified; and
- (c) instruct the Head of Asset Management and Operations to report back to this Committee on any variation of circumstances.

**The Committee resolved:-**

to approve the recommendations.

### **MATTER OF URGENCY**

The Convener intimated that he had directed in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973 that the following report be considered as a matter of urgency in order that the Committee could consider its position regarding an existing agricultural tenancy.

### **DECLARATION OF INTEREST**

Councillor Graham declared an interest in the subject matter of the following article by virtue of his position on the Auchmill Golf Club Council and withdrew from the meeting.

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**GREENFERNS DEVELOPMENT UPDATE (EPI/13/050)**

**33.** With reference to article 48 of the minute of its meeting of 17 June 2011, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided information on an area of land owned by the Council in relation to the methods by which an agricultural tenancy could possibly be brought to an end, and identified possible future uses for the site.

**The report recommended –**

that the Committee –

- (a) authorise the Head of Legal and Democratic Services to make a formal offer to the tenants of the property identified in the report to surrender their lease on the terms noted within the report;
- (b) in the event that the offer detailed at recommendation (a) was not accepted, instruct the Head of Asset Management and Operations and the Head of Legal and Democratic Services to make the necessary appointments to make an application for planning permission in principal for the site and thereafter take all necessary action to bring the lease of the property identified in the report to an end;
- (c) instruct the Head of Asset Management and Operations to bring a future report to the Committee on the outcome of these actions detailed above; and
- (d) note that a further report in relation to the Greenferns Holding would be submitted to the Committee in early course.

**The Committee resolved:-**

to approve the recommendations.

**- COUNCILLOR WILLIE YOUNG, Convener.**

## FINANCE AND RESOURCES COMMITTEE

### COMMITTEE BUSINESS

25 APRIL 2013

Please note that this statement contains a note of every report which has been instructed for submission to this Committee. All other actions which have been instructed by the Committee are not included, as they are deemed to be operational matters after the point of committee decision.

No.	<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>Finance and Resources Committee 28/01/10 article 2 &amp; 11/03/10 article 31 &amp; 11/05/10 article 34</p> <p>Audit and Risk 29/03/11 article 12</p>	<p><b><u>CAB – Debt Advice Service</u></b></p> <p>At its meeting of 11/03/10 the Committee resolved: to request a report back at each meeting of this Committee on all matters detailed within the report and in particular until a Service Level Agreement is in place between the Council and the CAB.</p> <p><b><u>Internal Audit - Summary of Audit Findings - Report by Pricewaterhouse Coopers</u></b></p> <p>The Committee resolved: to instruct officers to report on the following bodies to their relative Service Committee explaining why no Service Level Agreement was currently in place and to instruct the Service to establish a Service Level Agreement within a strict timeframe:</p> <ul style="list-style-type: none"> <li>• Citizens' Advice Bureau.</li> </ul>	<p>A report will be presented when an SLA has been established.</p> <p>Financial Inclusion has recently become the responsibility of the Head of Housing and Community safety. All of the issues around the commissioning of services from partners including the CAB will of necessity be given consideration as part of our considered response to Welfare reform. Our response to welfare reform is a major piece of work and a bulletin update was provided to members at the last meeting. The major issues for the Council will only become clear over the next few months and arrangements are being put in place for joint working arrangements with The Department of Work and Pensions to develop an appropriate response. Consideration of the role to be played by partners will be integral to this. Discussions have been held recently with the CAB about an SLA and agreement to the benefits of this</p>	Head of Housing and Community Safety	19/06/12	25/04/13

<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>have been agreed. The CAB has shared key financial information with the City Council as to its cost base etc. A sensible SLA can only be developed once the issues around welfare reform are clear. Council will be kept advised on progress.</p> <p>At its meeting on 21 February, the Committee resolved to note the oral update provided by the Head of Housing and Community Safety and that subject to the Council determining its position a report on this matter would be submitted to the next meeting of the Committee.</p> <p><b>A report is on the agenda.</b></p>			
2.	<p>Finance and Resources Committee 11/03/10 article 20</p> <p>Finance and Resources Committee 15/03/10 article 18</p>	<p><b><u>Applications for Financial Assistance 2009/10 – Grant Application System</u></b></p> <p>The Committee resolved: to instruct officers to bring forward a report detailing ways in which the grant application system can be streamlined especially with regard to reporting to Committee.</p> <p>The Committee resolved: (i) to note the progress in moving towards a more streamlined process for financial assistance and grant applications; and (ii) to request that a final report be brought back on the process when it is implemented.</p>	<p>A process will be prepared and implemented for financial year 2013/14, and reported to Finance and Resources Committee in February.</p> <p><b>A report is on the agenda.</b></p>	Head of Finance	<b>06/12/12</b>	25/4/13



<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>
3.	Finance and Resources 28/09/10 article 24	<p><b><u>Access from the North Proposals (Third River Don Crossing) - Compulsory Purchase Order</u></b></p> <p>The Committee resolved: to note that officers would provide <b>regular updates</b> to Committee in relation to progress with land acquisition against budget.</p>		Head of Asset Management and Operations	As and when required	
4.	Finance and Resources 28/09/10 article 25	<p><b><u>Property Asset Management Plan</u></b></p> <p>The Committee resolved: that also in respect of the TNRP review, the Head of Asset Management and Operations be instructed, in conjunction with the Head of Finance, to prepare a schedule of property reviews with a view to completing within eighteen months and to report on those reviews, to appropriate meetings of this Committee.</p>	<p>The Committee considered a report in relation to Bucksburn Farm at its meeting on 21 February.</p> <p><b>A comprehensive report detailing all the issues relating to the current tenancies and Local Plan designations is being developed. It should be noted that this is a complex issue which requires significant work to complete. Due to ongoing work within the Team involved it is unlikely that resources can be identified prior to Summer 2013 to complete the necessary work.</b></p>	Head of Asset Management and Operations	<b>04/10/12</b>	26/9/13
5.	Finance and Resources 01/02/11 article 32 & Budget Meeting of Council 10/02/11 article 2.	<p><b><u>Accord Card – Citizen Roll Out</u></b></p> <p>The Committee resolved: to instruct that a progress report be submitted to this Committee <b>every second cycle</b>.</p>		Head of Customer Service and Performance	13/06/13	13/06/13

<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>
6.	<p>Finance and Resources 01/02/11 article 39</p> <p>Finance and Resources 29/09/11 article 8</p> <p>Finance and Resources 21/06/12 article 3</p>	<p><u>Joint Customer Contact Centre</u></p> <p>The Committee resolved: to instruct that the joint project team report back to this Committee on 16 June, 2011 with a recommendation as to whether to proceed with the development of the Joint Customer Contact Centre.</p> <p>The Committee resolved: to instruct officers to report back to this Committee when the outcomes of the Ofcom review and ADM project are known to enable a decision to be made on whether or not to continue the use of <b>0845 numbers</b> for the related services included in this report.</p> <p>The Committee resolved: in relation to item 11 (Joint Customer Contact Centre), to request in any report back that the costs involved in implementing 0845 numbers be made explicit.</p>	<p><u>0845 Numbers</u></p> <p>Having consulted the Ofcom website the following should be noted: <u>“Subject to the results of the consultation, Ofcom intends to make a final decision on the new rules by early 2013.”</u> Following analysis of Ofcom’s decision in 2013 a further update will be provided to committee. In the interim both 0845’s and 01224’s will continue to be advertised, as previously agreed, for services offered by Customer Service and Performance to enable customers to choose how they wish to access services.</p> <p>An information bulletin report was presented to the Committee’s meeting on 21 February 2013.</p> <p><b>The situation remains as described above and therefore it is requested that this item be removed and should further information be received then this would be reported to Committee at that time.</b></p> <p><b>Recommended for removal.</b></p>	Head of Customer Service and Performance	16/06/11	
7.	Housing and Environment 24/01/12 article 13	<p><u>Affordable Housing Delivery</u></p> <p>The Committee resolved: to request that officers report to the appropriate committee in due course to advise as to whether there is any evidence to suggest that reducing the Council Tax discount on long term</p>	<p>A report will be issued on the outcome of consultation with Scottish Government.</p>	Head of Finance/ Revenues and Benefits Manager	06/12/12	26/9/13

<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>
		empty properties provides an incentive to owners to bring their empty properties back into use.				
8.	Finance and Resources 15/03/12 article 30	<p><b><u>Grampian Japan Trust Loan Request</u></b></p> <p>The Committee resolved:</p> <p>(i) to instruct officers to seek further clarification on the Grampian Japan Trust as per paragraph 5.4 of the report;</p> <p>(ii) subject to the above, to approve a secured loan for a period of 12 months of up to £15,000 to Grampian Japan Trust subject to (1) the Head of Legal and Democratic Services being satisfied that the Council has adequate security over the property known as Thomas Glover House; and (2) the Head of Finance being satisfied that there is no financial risk to the Council, and evidence of proper financial stewardship of the Trust; and</p> <p>(iii) <b>to instruct the Director of Education, Culture and Sport to report back to this Committee providing details of the final outcome of the above.</b></p> <p>The Committee resolved: to instruct that a report be presented to the next meeting of this Committee of 4 October, 2012, which should either confirm that the further information</p>	Discussions are ongoing and a report will be submitted at the earliest opportunity.	Enterprise, Planning and Infrastructure	<b>04/10/12</b>	13/6/13
	Finance and Resources 21/06/12					

<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>
	article 14	sought has been provided and the loan made, or that the loan offer has been withdrawn.				
9.	Finance and Resources 15/03/12 article 36	<p><b><u>Review of Commercial Office Properties</u></b></p> <p>The Committee resolved:</p> <p>(ii) to instruct the Head of Asset Management and Operations to undertake an appraisal on 11/13 and 15/17 Belmont Street, reporting back to this Committee in due course; and</p> <p>(iii) to instruct the Head of Asset Management and Operations to review and report on possible options for the future of 1 Queens Gardens, prior to the current lease expiring in April, 2014.</p>	<p>A report on (ii) hasn't been completed for inclusion on the agenda, due to competing priorities. This item will be reported to the Committee meeting on 13 June, 2013.</p> <p>(iii) is currently being researched with a view to reporting to the Committee meeting on 26 September, 2013</p>	Head of Asset Management and Operations	<b>06/12/12</b>	(ii) 13/6/13 (iii) 26/09/13
10.	Finance and Resources 15/03/12 article 42	<p><b><u>Queen's Links Leisure Park</u></b></p> <p>The Committee resolved:</p> <p>to instruct the Head of Asset Management and Operations to provisionally negotiate an appropriate grassum payment to be paid by the tenant/ developer, in return for the Council's consent to amend the terms of the ground lease in this way, and to report to a future meeting of this Committee for potential approval of those provisional negotiations.</p>	<p>Planning application by the tenant/ developer to create a new drive-thru restaurant on site was rejected by the Development Management Sub-Committee on 17/01/13.</p> <p><b>At present officers are seeking an update from the tenant/ developer on whether or not the proposal is to be pursued. If not, then the Committee will be asked to remove this from the Committee Business list.</b></p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations	<b>04/10/12</b>	

<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>
11.	Finance and Resources 21/04/11 article 25  Corporate Policy and Performance Committee 14/06/12 article 4	<u>External Support to Deliver the Business Plan</u>  The Committee resolved: to instruct that a report be brought back to the Corporate Policy and Performance Committee (or the Urgent Business Committee if during recess) to deal with any securing of external support that may be required to assist with the delivery of service options relating to external delivery. Updates to be provided by the Director as and when required. At its meeting of 14 June, the Corporate Policy and Performance Committee recommended that this item be transferred to the Finance and Resources Committee.		Directors appropriate as	As and when required	
12.	Finance and Resources 04/10/12 article 29	<u>Satrosphere</u>  At its meeting on 4 October 2012 the Committee agreed amongst other things, to instruct officers to provisionally negotiate terms and conditions of lease, or an extension to an existing lease, or other potential property transaction, in the event that consideration leads Satrosphere to the conclusion that either relocation to another venue held on the Council's Property Account or redevelopment of their existing facility at 179 Constitution Street was the preferred option, on the basis that any provisional agreement between the parties be reported to a future meeting of this Committee, in order that members might consider formal approval.	As at the end of October, Officers were awaiting additional response from Satrosphere Limited in respect of further consideration by its Board of feasibility planning around potential redevelopment and/or relocation.  Timescales for future reporting will be dependant on the outcomes of the organisations own financial assessments and, where relevant, further engagement with the Council's Asset Management teams.  <b>A report is on the agenda.</b>	Head of Educational Development, Policy and Performance	25/04/13	25/04/13

<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>
13.	Finance and Resources 04/10/12 article 34	<p><b><u>Newhills Expansion – Initial Consultants Appointment</u></b></p> <p>The Committee resolved, amongst other things, to note that this commission would be the 1<sup>st</sup> phase of the programme of work for the implementation of a Development Framework for the site, and that a further report would be submitted to this Committee.</p>	Initial works have been progressed although discussions with other interested parties are not yet at a stage where they can be reported to Committee. It is hoped that a report will be submitted to the next meeting.	Head of Asset Management and Operations	21/2/13	13/6/13
14.	Finance and Resources 06/12/12 article 18	<p><b><u>Annual Housing And Council Tax Benefit Report</u></b></p> <p>The Committee resolved to note that an annual report advising of Housing and Council Tax Benefit Service performance would be presented to the Committee.</p>		Head of Finance	5/12/13	
15.	Finance and Resources 06/12/12 article 21	<p><b><u>Provost Skene's House</u></b></p> <p>The Committee resolved amongst other things, to instruct officers to identify and cost extended opening hours at other Museums and the Art Gallery, and to undertake a survey to gauge public demand for extended open hours at these locations, thereafter, to report to Education, Culture and Sport, and Finance and Resources Committees, with recommendations.</p>	<p><b>A report regarding this matter was considered by the Education, Culture and Sport Committee on 28 March 2013.</b></p> <p><b>Recommended for removal.</b></p>	Head of Communities, Culture and Sport	25/4/13	

<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>
16	Housing and Environment 15/01/13 article	<u>Local Authority Mortgage Scheme</u> The Committee resolved to approve the principle of taking the scheme forward subject to further exploration of the financial and legal position with a detailed report to Finance and Resources Committee on 21 February 2013.	Subsequent to the decision of the Housing and Environment Committee, officers are awaiting advice from legal services regarding the Local Authority Mortgage Scheme. A report will be submitted to the Committee once this information has been received.  An information bulletin report was presented to the Committee's meeting on 21 February 2013.  <b>A report is on the agenda.</b>	Head of Housing and Community Safety	21/2/13	25/4/13
17	Finance and Resources 21/2/13 article 16	<u>Centre for Scottish Public Policy</u> The Committee resolved to request that a report on the benefit to the Council of membership on this body be submitted to the Committee within one year to enable members to determine if it should continue the membership.		Chief Executive	February 2014	
18	Finance and Resources 21/2/13 article 28	<u>Supplementary Review of Advance Factories 2013</u> The Committee resolved amongst other things: (i) instruct the Head of Asset Management and Operations to report to future meetings of this Committee on the outcome of the implementation of recommendations (b), (c) and (d) contained in the report, in order that Committee might consider the approval of offers for advance factories or authorising the		Head of Asset Management and Operations	13/6/13	

<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>implementation of repair and upgrading works programmes, or any other potential property schemes for groups of advance factories; and</p> <p>(ii) instruct the Head of Asset Management and Operations to report to future meetings of the Committee on the outcome of the implementation of recommendations (f) and (g) contained in the report, in order that the Committee might consider the approval, in principle, of such potential development schemes.</p>				
19	Finance and Resources 21/2/13 article 32	<p><b><u>Ferryhill Engine Shed – Current Status</u></b></p> <p>The Committee resolved amongst other things:</p> <p>(i) to agree to the continuation of the Licence to Occupy granted to FRHT on a month to month basis, for up to a maximum of six months, to allow discussions on the key issues to be clarified; and</p> <p>(ii) instruct the Head of Asset Management and Operations to report back to this Committee on any variation of circumstances.</p>		Head of Asset Management and Operations	13/6/13	



<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>
20	Finance and Resources 21/2/13 article 33	<p><b><u>Greenferns Development Update</u></b></p> <p>The Committee resolved amongst other things:</p> <p>(i) instruct the Head of Asset Management and Operations to bring a future report to the Committee on the outcome of these actions detailed above; and</p> <p>(ii) note that a further report in relation to the Greenferns Holding would be submitted to the Committee in early course.</p>		Head of Asset Management and Operations	13/6/13	

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**FINANCE AND RESOURCES COMMITTEE**

**MOTIONS LIST**

**25 APRIL 2013**

**Please note that this statement tracks all Notices of Motion submitted by members, until the point of disposal. The motion will remain on the statement until the Committee has agreed to remove it.**

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
1.	<p><u>Motion by Councillor Greig</u></p> <p>“That this Council produces a report with recommendations for identifying any possible financial sources and fundraising opportunities in order to create a permanent commemoration in the city of the Diamond Jubilee and of the Queen’s reign”.</p>	13 June, 2012	<p>The Finance and Resources Committee of 21/06/12 resolved:</p> <p>to instruct that officers consult with all elected members to ask for suggestions as to how to commemorate the Diamond Jubilee and the Queen’s reign, and to report back, in terms of the motion at the next meeting of this Committee of 4 October 2012.</p>	<p>At its meeting on 4 October 2012, the Committee agreed to establish a working group of seven members from the Council (comprising 2 Labour representatives, 2 SNP, 1 Liberal Democrat, 1 Conservative and 1 Independent Alliance), to be chaired by the Depute Provost, to consider the proposals contained in the report and any other members might make, and that officers report back on a preferred option for approval.</p> <p>At its meeting on 21 February, the Committee resolved to instruct the Diamond Jubilee Working Group to continue looking</p>	<p>Head of Office of Chief Executive</p>	25.4.13	No

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
2.	<p><u>Motion by Councillor McCaig</u></p> <p>“In order to ensure that Aberdeen City Council reaps the financial benefits of the Scottish Government’s Business Rates Incentive Scheme, Council instructs the Director of Enterprise, Planning and Infrastructure to consider measures to boost the city’s business rates income and agrees that 50% of any additional funding received by the Council as a result of this scheme be reinvested in economic development.”</p>	10 October 2012	<p>The Finance and Resources Committee of 06/12/12 resolved:</p> <p>(i) to instruct officers to report on the terms of the motion and the Council’s current position in relation to the Business Rates Incentive Scheme (BRIS) to the next meeting of the Committee; and</p> <p>(ii) to instruct officers to report on the Council’s current position regarding BRIS at the budget meeting on 7 February 2013.</p>	<p>into ways in which the Council could create a commemoration in the city of the Diamond Jubilee and of the Queen’s Reign excluding delivering a statue, but focussing on a travel scholarship.</p> <p><b>A report is on the agenda.</b></p>	Finance	25.4.13	No

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
				<p>(b) to note that Councillor Crockett had written to the Cabinet Secretary for Finance and Sustainable Growth, requesting a meeting to discuss BRIS in terms of economic growth for Aberdeen; and</p> <p>(c) to instruct the Director of Corporate Governance to ask an independent consultant to bring forward a report, based on a research study, exploring the existing financial settlement and its impact on the contribution Aberdeen makes to Scotland and the UK and how a different or better funding settlement could benefit Aberdeen and the remainder of Scotland, and that the report be considered by an additional meeting of this Committee, at which time the Committee can</p>			

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
3.	<p><u>Emergency Motion by Councillor Crockett</u></p> <p>“This Council denounces SNP MSP for Aberdeen Central Kevin Stewart a former Finance Convener who on the 17<sup>th</sup> December 2012 disgracefully accused the Council of “<i>cooking the books</i>” and “<i>presenting a misleadingly pessimistic account</i>” in their five-year budget projections. Council reaffirms its total support for Aberdeen City Council’s Finance Team the first ever Scottish Accountancy Awards Public Sector Finance Team of the Year 2012. Further</p>	19 December 2012		<p>determine its position on the contents and findings of the study.</p> <p><b>A report on (a) above is on the agenda; and an oral update on (b) will be provided by the Director of Corporate Governance.</b></p>	Head of Legal and Democratic Services	25/4/13	No

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
	<p>instructs the Head of Legal and Democratic Services to write to Kevin Stewart MSP seeking a retraction of his disgraceful comments and thereafter report back to the next Finance and Resources Committee for consideration, which may include reporting the matter to the Public Standards Commissioner for Scotland. Council further notes the SNP Group's support for the five year business plan at the Finance and Resources Committee meeting of 6<sup>th</sup> December 2012."</p>			<p>following Kevin Stewart MSP's failure to comply with Councillor Crockett's motion and report to the Finance and Resources Committee in April 2013.</p> <p><b>An oral update will be provided.</b></p>			

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## DIAMOND JUBILEE WORKING GROUP

ABERDEEN, 28 February, 2013 - Minute of meeting of the DIAMOND JUBILEE WORKING GROUP. Present: The Depute Provost, Councillor Reynolds (Convener); and Councillors Allan, Cormie, Donnelly, Greig and Jaffrey.

### APOLOGIES

1. Apologies were intimated on behalf of Councillor Young and Lesley Thomson.

### MINUTE OF PREVIOUS MEETING

2. The Working Group had before it the minute of the previous meeting of 18 December, 2012.

#### The Working Group resolved:-

to approve the minute as a correct record.

### QUEENS'S DIAMOND JUBILEE

3. With reference to article 3 of the minute of the previous meeting, the Working Group had before it a report by the Office of the Chief Executive, which provided an update on the Finance and Resource's Committee's consideration of proposals to mark the Diamond Jubilee and the Queen's reign, and also provided an initial outline of a proposed Diamond Jubilee travel scholarship.

The report explained that at the Finance and Resource's Committee held on 21 February 2013, it was agreed that this Working Group continue to look into ways in which the Council could create a commemoration in the City of the Diamond Jubilee and the Queen's reign excluding delivering a statue, but focussing on a travel scholarship.

The report advised that as a result of the decision made at the Finance and Resource Committee, various criteria was listed for consideration for the establishment of a travel scholarship.

The criteria was set out as follows:-

- (1) the age parameters for travellers
- (2) the residential qualification required of travellers
- (3) the purpose(s) of travel that would be supported
- (4) the output/outcome to be provided from the travel

In addition, the final proposal would detail administrative arrangements, to include:-

- (1) the number of grants available in any one year

- (2) the level of grant available both in cash terms and in percentage of total travel cost
- (3) the application and assessment process
- (4) communications and promotion
- (5) monitoring, review and reporting
- (6) the duration of the travel scholarship programme.

Ciaran Monaghan spoke in furtherance of the report, and advised that the report attempted to start discussions on the range of criteria that could be put in place for candidates and invited members to give thought to the various criteria's.

Members then discussed the range of criteria, in particular the age parameters for travellers, the level of grant available both in cash terms and in percentage of total travel cost and the duration of the travel scholarship.

After discussions, Ciaran advised that he would draft another report based on the discussions, and would compose various options for the Working Group to further discuss and agree on, before it would go to Finance and Resources for final approval.

**The Working Group resolved:-**

- (i) to request that a new name be established to replace travel scholarship;
- (ii) to request that officers liaise with the Youth Council, to gain their views on the scholarship and the anticipated criteria, in particular the age range of candidates;
- (iii) to agree in principle that the scholarship run for a maximum of 3 years;
- (iv) to request that officers investigate which schemes are in place already in relation to scholarships within the Council;
- (v) to request that officers bring a further report back to the Working Group for discussion, with detailed options in relation to the criteria; and
- (vi) to otherwise note the information provided.

**LETTER FROM COUNCILLOR THOMSON**

4. The Working Group had before it a letter from Councillor Ross Thomson, which suggested that in order to commemorate the Queen's Diamond Jubilee, that a new band stand be erected in Hazlehead Park.

Councillor Thomson felt that a new band stand would provide the ideal place for live music and dance in the park as well as many other cultural offerings.

Members then discussed the letter received, and they concluded that the band stand would be too expensive to set up and maintain.

Following discussions around other ways to commemorate the Queen's Jubilee, members agreed that it would be very beneficial to find out how much money they would receive from the Finance and Resources Committee to commemorate the Queen's Jubilee and her 60 year reign, before deciding on how to spend the funds.

**The Working Group resolved:-**

- (i) to request that the Finance and Resources Committee allocate funds to the Working Group in order for decisions to be made on how to commemorate the Queen's Diamond Jubilee and 60 year reign; and
- (ii) to agree not to progress with the band stand concept suggested by Councillor Thomson.

**DATE OF NEXT MEETING**

5. The Working Group agreed that the next meeting of the Working Group would be held on Thursday 2 May 2013, at 10am in Committee Room 4.

- **The Depute Provost, Councillor Reynolds, Convener**

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## ABERDEEN CITY COUNCIL

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COMMITTEE:	Finance and Resources Committee
DATE:	25 April 2013
DIRECTOR:	Stewart Carruth
TITLE OF REPORT:	Business Rates Incentivisation Scheme
REPORT NUMBER:	CG/13/053

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### 1. PURPOSE OF REPORT

In response to the Motion of 10 October 2012 by Councillor McCaig, a report was put forward to the Finance and Resources Committee on 6 December 2012. The December Committee resolved to instruct officers to report back on the terms of the motion and the Council's current position in relation to the Business Rates Incentivisation Scheme (BRIS).

This report is to update members regarding the current position on the Business Rates Incentivisation Scheme and the financial impact on the council.

### 2. RECOMMENDATION(S)

It is recommended that the Committee:

- a) note this report; and
- b) agree to receive a further report on the current position of the scheme, and in conjunction with the Director of Enterprise, Planning and Infrastructure address the remaining aspects of the Motion.

### 3. FINANCIAL IMPLICATIONS

This report relates to the financial implications of the Business Rates Incentivisation Scheme (BRIS) and the detail is therefore explained in detail within section 5 of this report.

### 4. OTHER IMPLICATIONS

The main implications of the BRIS are that any additional income would be used for investment in infrastructure that would further enhance the economic development of the city.

## **5. BACKGROUND/MAIN ISSUES**

### **5.1 Background**

The Motion by Councillor McCaig was “In order that Aberdeen City Council reaps the financial benefits of the Scottish Government’s Business Rates Incentivisation Scheme, Council instructs the Director of Enterprise, Planning and Infrastructure to consider measures to boost the city’s business rates income and agrees that 50% of any additional funding received by the Council as a result of this scheme be reinvested in economic development.”

Following an update on the scheme being presented to the December meeting of the Committee it was resolved to instruct officers to report back on the terms of the motion and the Council’s current position in relation to the BRIS. This report has been prepared to continue to update the Committee in relation to the current position on the BRIS.

The Scottish Government introduced a scheme called the Business Rates Incentivisation Scheme in the financial year 2012/13 which set a target level of Non-Domestic Rate Income target for each Local Authority in Scotland. If the collection of Non-Domestic Rate Income exceeds the target then the Council can retain 50% of the excess.

The target that was set for Aberdeen was £164.0 million and the mid-year estimate showed that we anticipate collecting £175.5 million which is significantly higher than the target set by the Scottish Government. A number of Local Authorities found themselves in a similar position while others were significantly below the target set.

There were a number of appeals across Scotland sitting behind a lodged appeal in relation to the Mercat and Overgate Non-Domestic Rate level set. There has been a delay in the settling of appeal cases caused by the need to await the outcome of the Mercat/Overgate Shopping Centre appeal cases.

This appears to have had the effect of artificially increasing the income councils are collecting in 2012/13 (thereby creating an unjustified windfall this year), the cost of which would need to be met by Government in 2013/14.

The Scottish Government has therefore identified this as being a “significant event” and it is proposed the BRIS targets be revised.

The scheme itself is based on an ‘All Scotland’ set of data, rather than specific to individual Local Authorities, however the impact varies from Council to Council.

The proposed adjustment takes account of Business Rate Reliefs, which has a positive impact on the overall position for Local Authorities.

Following the agreed methodology the revision impacts upon the whole of Scotland in so far as to show total collectable Rate Income now of £2,410 million (£2,252 million originally) for 2012/13, an increase of 7.02%.

The increase of 7.02% has been applied to each Local Authority original target.

Aberdeen City Council's original target was £164.0 million.

Aberdeen City Council's revised target is £175.5 million.

Aberdeen City Council's Mid-Year estimate was £176.1 million

50% share for Aberdeen City Council of excess is now £0.3 million (£176.1m - £175.5m \* 50%) compared to £5.8 million originally. This is a reduction in potential benefit of £5.5 million.

The revised target figures is a proposal from the Scottish Government, for acceptance or otherwise by local authorities. This was discussed at the recent Directors of Finance meeting where it was agreed that more time to understand the proposal was required and that this would be discussed again at the next Directors of Finance/CoSLA meeting which is planned for 24 April 2013.

The revised target figures require to be agreed by the end of April 2013 for the purposes of allowing all local authorities to prepare their Annual Statement of Accounts.

At this time the potential still exists for the figures to be revised again should the Scottish Government, COSLA, or an individual Local Authority identify another significant event.

This is further complicated as it is unclear what would happen if something else were discovered in completing the final audited Non-Domestic Rate returns for 2012/13, which will not be audited until the end of the calendar year.

As the situation remains fluid it is recommended that the Committee receive a further report to address the outstanding aspects of the motion, in conjunction with the Director of Enterprise, Planning and Infrastructure, and provided a further update on scheme to the next meeting.

## **6. IMPACT**

The main impact is the council's ability to firmly access the additional income through the BRIS and approve additional investment within the city.

**7. BACKGROUND PAPERS**

N/A

**9. REPORT AUTHOR DETAILS**

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## COUNCIL

6 MARCH 2013

### **UK CITY OF CULTURE 2017 OUTLINE BID**

**20.** The Council had before it a report by the Chief Executive which set out the proposed arrangements for the submission of the Council's UK City of Culture 2017 outline bid, and the requirement for the Council to act as financial guarantor for the City of Culture bid programme.

#### **The report recommended:-**

that the Council -

- (a) delegate power to the Chief Executive and the Director of Education, Culture and Sport to approve and submit the outline bid, in order to meet the Department of Culture, Media and Sport deadline of 30 April 2013; and
- (b) refer the requirement for the Council to act as a financial guarantor to the Finance and Resources Committee on 25 April 2013 for approval subject to the additional investment identified in the outline bid.

#### **The Council resolved:-**

- (i) to approve the recommendations; and
- (ii) that correspondence from the Director of Education, Culture and Sport regarding the announcement of the City of Culture bid team be shared with all members.

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	6 March 2013
LEAD OFFICER	Chief Executive
TITLE OF REPORT	UK City of Culture 2017 Outline Bid

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### 1. PURPOSE OF REPORT

This report sets out the proposed arrangements for the submission of Aberdeen City Councils UK City of Culture 2017 outline bid, and the requirements for Aberdeen City Council to act as financial guarantor for the City of Culture bid programme.

### 2. RECOMMENDATION(S)

It is recommended that Council:

- (a) Approves delegated powers for the Chief Executive and the Director of Education, Culture and Sport to approve and submit the outline bid, in order to meet the DCMS (Department of Culture, Media and Sport) deadline of 30<sup>th</sup> April.
- (b) Refers the requirement for the Council to act as financial guarantor to the Finances and Resources Committee on 25<sup>th</sup> April 2013 for approval subject to the additional investment identified in the outline bid.

### 3. FINANCIAL IMPLICATIONS

On 13<sup>th</sup> June 2012, Council approved revenue expenditure of £149,620 in 2012/13 and £392,370 in 2013/14 in support of the development of a bid for UK City of Culture 2017. The report also identified the following:

#### Additional support

Dedicated staff time to support the bid team as required across the directorates.

The existing contribution to culture and sport commissioned services and staff time.

The current Council investment in cultural and sports grants valued at £479,029 in 2011/12 will support the community based cultural organisations to achieve the step change required.

#### External support

Previous bidding cities have received additional support from their respective national tourism and events bodies: research suggests that this may be the case for Aberdeen bidding for the UK City of Culture 2017 title.

External staff and in kind support from cultural partners in Scotland's cities, the local Universities, the national performing companies and local cultural organisations.

The bid development team includes an officer with a specific remit to raise funds from external partners to support the bid development and programme.

The estimated costs of delivering a UK City of Culture programme in 2017 will be included in the draft initial bid which is currently being developed by the recently appointed Bid manager and UK City of Culture staff team.

Creative Scotland has committed additional financial support of £250,000 to support the City's placemaking aspirations: this will complement the development of a bid. This funding will also support the current Cultural Asset mapping work commissioned by the Council.

#### 4. OTHER IMPLICATIONS

Financial implications are outlined in section 5.4 of the report.

#### 5. BACKGROUND/MAIN ISSUES

##### 5.1 Council approval

- 5.1.1 On 13<sup>th</sup> June 2012 Council approved a series of recommendations with regard to a bid for UK City of Culture 2017, to be submitted by Aberdeen City Council. The report highlighted the benefits to be gained from the bidding process, and the likely requirement that a bid should be led, coordinated and submitted by Aberdeen City Council to meet the requirements of the DCMS (Department of Culture, Media and Sport)

##### 5.2 Timescales and Guidelines

- 5.2.1 The Department for Culture, Media and Sport (DCMS) released the guidelines and timescales for the UK City of Culture 2017 bidding process on the 22<sup>nd</sup> January. The timescales are more condensed than anticipated, and differ from the 2013 bidding process. The timetable reads as follows:

28 February 2013:	Deadline to register interest
30 April 2013:	Initial bid application
May 2013:	Clarification questions and meetings with expert assessors
June 2013:	Shortlisted cities announced
30 September 2013:	Final bid (shortlisted cities only)
October 2013;	Clarification questions and meetings with expert assessors
November 2013;	Winner announced

The shorter timescale has been put forward by the DCMS to ensure that bidding cities do not have to commit all the associated expenditure prior to being shortlisted. The guidelines do however acknowledge that additional resources are required to submit a proposal and that they will be looking for

'proposals that can be developed and delivered whether as a UK City of Culture or as a close runner up'

The timescales pose a challenge for Aberdeen City Council in respect of the need to submit a bid by the deadline of midnight of 30<sup>th</sup> April. With the next Council meeting on 1 May 2013, it is proposed that the outline bid be approved by the Chief Executive and the Director of Education and Sport, to ensure the deadline is met, and the time to prepare the bid is maximised. Whilst acknowledging the tight timescale, the DCMS have advised that local authorities should plan on the basis of the published timescales, with deadlines extended only if there are clear benefits to do so for ALL the bidding cities.

The outline bid consists of a 30 page document with weighted questions and a requirement for additional appended information. The bid guidance is appended to this report.

### **5.3 Progress to date**

5.3.1 On Wednesday 20<sup>th</sup> February Aberdeen City Council announced the bid team who will work with existing Council officers under the Head of Service, Communities, Culture and Sport to deliver the bid for UK City of Culture. The team consists of: Rita Stephen, Bid Manager: Ektor Tsatsoulis, Bid Co-ordinator: Andrew Learmonth, Marketing and Communications Officer: and Richard Stewart, Funding and International Officer. The team has an excellent track record of working with partners to plan and deliver large scale projects and events. Good progress is being made with all aspects of the work needed to deliver the bid timeously. Programmes of community engagement are being planned for the first and second stages. The Bid Board, consisting of senior representatives from the key partners met on 20<sup>th</sup> February, and the UK City of Culture Sub committee is now established.

### **5.4 The financial requirements of a bid for UK City of Culture**

5.4.1 The bid guidance for UK City of Culture has a number of requirements outlined with assessment criteria and indicative scores. In addition to an outline of the year of Culture programme, information is requested on the funding and budget attributed to the year (Part C.3). Whilst the guidance does not specify the amount of new investment (over and above the City Council's current expenditure on cultural activity) there is an expectation that there will be some additional funding provided to support revenue programmes. This will come from a variety of sources, public and private, both local and national. The DCMS acknowledge at this stage it is not possible to specify in detail either the sources of funding or a defined budget. However, there is a specific requirement in the documentation to indicate the financial guarantor for the UK City of Culture programme,

As the outline programme is developed, the financial requirements will become clearer, and will be available to support the decision of the Finance and Resources Committee on 25<sup>th</sup> April, a week prior to the submission of the bid.

## 6. IMPACT

This report relates to 'Aberdeen – the Smarter City'

We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities

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

The scope of this opportunity encompasses culture in its widest sense, including Arts, Sports, Technology, Education, Tourism and heritage.

The report links to Outcome 13 in the Single Outcome Agreement – 'We will take pride in a strong, fair and inclusive national identity'

The development of the bid will provide opportunities for community engagement with schools and communities to enable citizens to actively shape what the City of Culture can mean for them. This will provide opportunities for innovative approaches to budgeting and decision making to transform local communities. This will link to the city's Learning Strategy, support the experiences and outcomes of the Curriculum for Excellence and impact on the outcomes of the city's Anti-poverty strategy.

The report also has a significant impact on our ability to support the delivery of the city's Cultural Strategy, 'Vibrant Aberdeen'. This strategy is aspirational in its outlook, ambitious in its plans for improving the cultural life of the City, and the social and economic benefits associated with the arts and cultural activity. The strategy enhances the city's strong cultural tradition and develops the cultural life and tourism for the benefit of practitioners, residents and visitors.

## 7. BACKGROUND PAPERS

UK City of Culture, Education, Culture and Sport Committee 24<sup>th</sup> November 2009

UK City of Culture 2017, Council, 13<sup>th</sup> June 2012

UK City of Culture 2017, Guidance for Bidding Cities, DCMS, 22 January 2013

## 8. REPORT AUTHOR DETAILS

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department for  
**culture, media  
and sport**



**UK CITY OF CULTURE**

# UK CITY OF CULTURE 2017

Guidance for Bidding Cities

improving  
the quality  
of life for all

DCMS aims to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.



## FOREWORD

Derry-Londonderry. The place to be in 2013. One of Lonely Planet's top ten cities for the year: the only UK city and one of only two European cities to make the list. Like Liverpool with the European Capital of Culture title in 2008, Derry-Londonderry has taken its UK City of Culture 2013 award and made it work for the city and its people. With a packed programme, big names and high-profile events, there's something for everyone in Derry-Londonderry this year.

UK City of Culture is more than just a title. It's a focus, a rallying cry, a call to action, an opportunity to create and innovate, to build local pride, to show the world who you are and what you can do. It can inspire, instil a sense of ambition and provide the base for a real step change. And of course, it's a platform for a year-long celebration of local cultures and the great cultural diversity of the UK today.

Of course, we recognise that the world has changed since Liverpool enjoyed its year in 2008, and it has changed again since Derry-Londonderry won the title of UK City of Culture. It will be different again in 2017.

We know there are challenges. But what remains the same is the firm belief of Ministers, the Independent Advisory Panel, and all the stakeholders that play a part in supporting this initiative, that culture matters; culture makes a difference; and the opportunity to gain from being the UK City of Culture is as significant as ever. That is still the big opportunity. To bring people together to work in collaboration and partnership.

In this competition to find the UK City of Culture for 2017, what constitutes the step change, the creation and innovation, will be for those who bid to define. What matters will not be the quantity of new proposals, initiatives and plans, or the size, glitz and glamour of the bids, but the quality of the thinking behind them, the level of ambition, inspiration and innovation, the degree of partnership working and the nature of the legacy.

Whatever they set out to achieve, and whether or not they win the title, the bids will be valuable in their own right: helping cities to appreciate their local cultural assets, developing new partnerships and networks, generating ideas for new initiatives, and proposals that can be developed and delivered whether as UK City of Culture or as a close runner-up.

The 2017 award, as with Liverpool and Derry-Londonderry, will bring with it media coverage that will promote the title on the national and international stage, and allow it to welcome the nation and the world, and to make that step change.

UK City of Culture 2017: a prize to be coveted. A title worth competing for.

**Phil Redmond**

Chair of the Independent Advisory Panel



## **INTRODUCTION**

1. This guidance has been produced by the Department for Culture, Media and Sport (DCMS). It is intended to assist those cities and areas that wish to bid for the opportunity to be designated as UK City of Culture 2017.
2. The guidance sets out the overall aims of the UK City of Culture programme and the purpose of the selection process. It then explains the process itself and the associated timescales, and it sets out the information which bids should include and the criteria against which they will be evaluated.

## **BACKGROUND**

3. The UK City of Culture programme was developed by the UK Government to build on the success of Liverpool as European Capital of Culture 2008 and the Cultural Olympiad by creating a national cultural event spread over a year and focussed on a particular city or area.
4. In 2009, following a competitive selection process, Derry-Londonderry was selected as the first UK City of Culture and will hold the title in 2013. The Government is now seeking a worthy successor to be UK City of Culture 2017.
5. UK City of Culture is a UK-wide programme, developed by DCMS in consultation with the devolved administrations in Scotland, Wales and Northern Ireland. The competition process to select the UK City of Culture is managed by the UK Government.
6. UK City of Culture is also supported by a working group representing a range of cultural organisations, including the BBC, Channel 4, Arts Council England, English Heritage, Tate and Visit Britain. These organisations have undertaken to work with the designated city or area with a view to supporting the UK City of Culture for 2017 and, where appropriate, developing and hosting high-profile events and initiatives in the area in 2017.

## **OVERALL AIMS AND OBJECTIVES**

7. The overall aim of the UK City of Culture programme is to encourage the use of culture and creativity as a catalyst for change, to promote the development of new partnerships and to encourage ambition, innovation and inspiration in cultural and creative activity. Cities and areas that bid for the title will need to spell out their own vision for UK City of Culture and how they will use it in making a step change in their area and creating a lasting legacy.

8. The UK City of Culture 2017 will need to:

- Deliver a **high quality cultural programme** that builds and expands on local strengths and assets and reaches a wide variety of audiences over the course of the year;
- Deliver a programme that uses culture and creativity to lead to **lasting social regeneration** through building engagement, widening participation, supporting cultural diversity and cohesion, contributing to the localism agenda and reaching out to sectors of the community who are disenfranchised and isolated;
- Create a **demonstrable economic impact** from the programme, through investment and innovation in culture and creativity;
- Demonstrate a clear approach to **maximising the legacy and evaluating the impacts** from being UK City of Culture;
- Present **realistic and credible plans** for managing, funding and delivering the programme and its legacy.

9. We are therefore seeking bids that:

- Are **distinctive and representative** of the area – building on what the area has to offer and its existing assets;
- Are **ambitious and stretching**, with the potential to create a lasting step change in the area;
- Demonstrate **cultural and artistic excellence and innovation**;
- Include and work with a **broad range of local, national and international partners**;
- Engage a **wide range of audiences and participants**, especially children and young people and under-represented groups and communities;
- Are **realistic, affordable and deliverable**.

#### THE 'OFFER' FOR UK CITY OF CULTURE 2017

10. The organisations supporting the UK City of Culture programme will work with the designated city or area with a view to providing support and, where appropriate, developing and hosting high-profile events and initiatives in 2017. Whether or not any particular event can be staged in a particular city or area will depend on a wide range of

factors, and no guarantees can be given. However, such events might include awards ceremonies, conferences and radio and television programmes, as well as specific cultural events and activities.

11. In addition, the UK is currently scheduled to hold the Presidency of the Council of the European Union in the second half of 2017. In due course, as part of its planning for this, the Government will consider whether there are any events associated with the Presidency which could be hosted in the UK City of Culture. However, at this stage it is not possible to offer any guarantees.

## **WHAT DO WE MEAN BY CULTURE?**

12. Culture is generally taken to include the following areas: arts (including visual arts, literature, music, theatre and dance), architecture, crafts, creative industries, design, heritage, historic environment, museums and galleries, libraries, archives, film, broadcasting and media. We would expect to see a range of these areas included in bids and cultural programmes. In addition, you may also choose to include sport and science, but these should not be major elements of your bid and programme.
13. However, we are not being prescriptive about what constitutes culture and it will be up to you to make the case for which activities are and are not included in your proposed cultural programme. We expect programmes to be able to appeal to a wide range of audiences and to increase participation in cultural activities as well as contributing to economic growth, regeneration, community cohesion, health and well-being.

## **WHICH AREAS CAN BID?**

14. We welcome bids from across the UK. We will adopt a flexible approach to agreeing which areas can bid. What matters is that areas must be able to deliver a substantial programme of cultural activity to run throughout 2017 that can demonstrably lead to a step change in the area concerned. The only areas precluded from bidding are London as a whole or any part of London. (However, this does not prevent London, parts of London or London-based organisations being partners in a bid for an area outside London.)
15. There must be a clear central urban focus to the area. This could be a city or large town, two or more neighbouring cities or towns, or a closely linked set of urban areas. However, part of the programme can be delivered in a wider hinterland. The area that is bidding should have, or be capable of developing, a clear identity and form a cohesive area capable of sustaining a concentrated programme of cultural activities, and any hinterland that is included should be reasonably accessible to visitors and residents across the area. Bids and programmes that are diluted across a wide area will be viewed less favourably than those with a strong central focus.

16. There is no pre-determined minimum size of population or geographical area for areas that wish to bid. However, it is unlikely that a smaller town, with limited capacity and acting on its own, or an area without an existing cultural infrastructure would be able to provide the critical mass for a year-long programme to be successful. While we want to encourage ambition and see the programme as a catalyst for change, the areas that bid will need to demonstrate that they can host events and exhibitions at scale, both indoors and outdoors. If a capital programme is in place to develop the required infrastructure, we will expect to see in the bid a realistic timetable for its delivery.

### **WHICH ORGANISATIONS CAN BID?**

17. We expect bids to be from a partnership for the area. The partnership will need to include the relevant local authorities and should also include other local organisations. There will need to be a lead organisation for information and communication purposes during the competition process, though this does not need to be the local authority. We would also expect to see evidence in the bids of consultation with, and involvement of, a range of other local and community organisations.

### **FUNDING FOR PROGRAMMES**

18. We do not expect to be able to provide any direct national funding from the UK Government specifically for events and initiatives related to UK City of Culture 2017. We recognise that this may have an impact on the scale of ambition articulated in the bids, and there may need to be a phased approach to the programme, dependent on a successful fundraising campaign. We would expect you to align your own local resources and budgets to deliver your programme, and you will need to consider how to make best use of other potential sources of funding and demonstrate in your bid that you have a credible fundraising plan. In particular, we would encourage you to consider, and explain in your bid, how you will seek to develop new sources of funding, for example through philanthropy and relationships with new bodies such as Local Enterprise Partnerships in England.

### **THE PURPOSE OF THE SELECTION PROCESS**

19. The selection process is intended to ensure that the best possible bid from across the UK is selected for UK City of Culture 2017. The selection process should lead to the selection and designation of an area that has an ambitious vision for what it will achieve in 2017 and afterwards; but also one that has credible and realistic plans to be able to turn its vision into reality.
20. The process itself will bring wider benefits. Although only one area will be designated for 2017, the process of developing the bids will foster the development of ideas and partnerships that can, and often will, carry on irrespective of whether a bid is successful.

We would encourage you to think about how you will build on the process and which elements of your bid you will be able to take forward, even if you are not selected as UK City of Culture 2017.

21. We realise that there are costs associated with developing and submitting a bid. The selection process is intended to strike a balance between allowing all areas the opportunity to bid, providing sufficient information to enable a robust evaluation and ensure that the best bid can be selected, and at the same time being reasonable in what is expected. The two-stage process should ensure that the costs are kept to reasonable levels. In particular, the effort involved in developing detailed elements of the bid will only need to be met by those areas which are shortlisted. The process also means that DCMS, the expert assessors, and the independent selection panel, can devote more effort towards really testing the shortlisted bids in detail.
22. We expect there to be significant publicity associated with the selection process. We will issue press releases on who has registered to bid, on those who have submitted bids and on the results of the shortlisting and final selection processes. All the bids will be listed on the DCMS website (with links to their respective bid website if one exists). On the basis of past experience, bids are also likely to receive significant local publicity.
23. We will expect all those bidding to use the candidate city version of the UK City of Culture logo, rather than developing your own branding. This will help you to publicise and gain support for your bid and identify you as taking part in a national competition. We will expect the eventual winner to use and personalise the UK City of Culture logo to promote themselves in the run up to and during 2017. Consistent use of the UK City of Culture logos during the competition and through to the end of 2017 will help to establish and maintain the identity of the UK City of Culture initiative and your part in it, as well as saving you money on logo development and branding.

## PROCESS AND TIMESCALES

24. The process of bidding and assessment is described below, with a summary of the overall process set out in Table 1.

### How to bid

25. If you wish to submit a bid for UK City of Culture 2017, you must **register by 28th February 2013**. The registration form is attached separately. It asks for contact details for the bid team and basic information about the area covered by the bid. This information will allow us to contact you quickly if we need to; and it will assist us in planning the assessment phase of the process. The registration form must be submitted electronically to [RegisterUKCoC@culture.gsi.gov.uk](mailto:RegisterUKCoC@culture.gsi.gov.uk). Please note that this e-mail address is **only** for registration forms. Enquiries and other communications sent to this address will not be acknowledged or receive a response.

26. The formal bidding process will have two stages.
27. First, an **initial bid** must be submitted by **30<sup>th</sup> April 2013**. The requirements for this bid are set out in Annex A.
28. Second, a **full and final bid** will need to be submitted by **30<sup>th</sup> September 2013**. Only areas that are shortlisted on the basis of their initial bids will be invited to submit a full and final bid. The envisaged additional requirements for this bid are set out in Annex B.
29. Note that unlike the competition for UK City of Culture 2013 we are not inviting outline proposals this time. Although we will try to answer any questions you may have about the process, requirements and criteria, we and our expert assessors will not be able to provide detailed or specific advice and guidance to assist the development of your bid. Any questions raised, together with our answers to them, may be made available to all potential bidders and posted online in a Frequently Asked Questions document.
30. You will need to be prepared to answer a series of clarification questions on your initial bid, based on the assessment by the expert assessors. These will need to be answered in writing and, if necessary, in meetings that we or our expert assessors will seek to organise during **May 2013**. The answers to these clarification questions will be treated as part of the bid for the purposes of assessment.
31. The same clarification process will also take place for the full and final bids, but in this case in **October 2013**.
32. If your bid is shortlisted, you will be invited to deliver a presentation on your bid to the Independent Advisory Panel in **November 2013**.
33. We anticipate that the announcement of the UK City of Culture 2017 will take place in Derry-Londonderry in **November 2013**.

### **Assessment of bids**

34. The assessment process will be based on the technical assessment criteria set out in Annex A (for initial bids) and Annex B (for final bids). The technical assessment will be carried out by expert assessors appointed by DCMS. The assessments will be based on the information in the relevant bid document supplemented where necessary by the responses to the clarification questions.
35. The expert assessors will provide advice and recommendations to an Independent Advisory Panel to review at both the shortlisting and final assessment stages. The Panel will make a recommendation on the shortlist and a final recommendation for UK City of Culture 2017 to the Secretary of State for Culture, Media and Sport who will make the final decision.



36. Feedback will be provided on all bids following the announcement of the shortlist.

### **Support for bids**

37. It is the responsibility of each area to develop its own bid using its own resources and those of its partners. There is no national funding available to pay for the costs of bidding. Also, as noted above, DCMS and the expert assessors will not be able to provide detailed or specific advice and guidance to assist the development of bids.

38. The organisations supporting the UK City of Culture programme have indicated their willingness to support the bidding process, but they will need to operate in an even-handed way and will not be able to make a firm or exclusive commitment to any one city or area. You can expect to receive consistent, strategic advice from these organisations. Further into the process, we would expect them to be entering into more detailed negotiations with cities and areas.

### **FURTHER INFORMATION**

39. This document should provide all the information you need. Some additional Q&A is available on the DCMS website ([www.culture.gov.uk](http://www.culture.gov.uk)). We anticipate appointing expert assessors in early 2013 and they will be able to provide additional advice and guidance. However, as noted previously, neither they nor we will be able to provide detailed or specific advice and guidance to assist the development of your bid.

**Table 1: Overall competition process and timetable**

<b>Date / Month</b>	<b>Assessment Process</b>	<b>Requirement from bidders</b>
22 <sup>nd</sup> January 2013	Competition launches Detailed guidance (this document) issued	
28th February 2013		Deadline for registration
30 <sup>th</sup> April 2013		Deadline for submission of initial bids
May 2013	Expert Assessors: <ul style="list-style-type: none"> <li>- Initial assessment of bids</li> <li>- Development of clarification questions</li> <li>- Meetings with bidders (if required)</li> </ul>	Responses to clarification questions
June 2013	Independent Advisory Panel: <ul style="list-style-type: none"> <li>- Final assessment of bids</li> <li>- Decision on shortlist</li> </ul> Feedback on initial bids	
July 2013	Further guidance on full and final bids issued	
30 <sup>th</sup> September 2013		Deadline for submission of full and final bids
October 2013	Expert assessors: <ul style="list-style-type: none"> <li>- Initial assessment of bids</li> <li>- Development of clarification questions</li> </ul>	

	<ul style="list-style-type: none"> <li>- Meetings with bidders (if required)</li> </ul>	Responses to clarification questions
November 2013	<p>Independent Advisory Panel</p> <ul style="list-style-type: none"> <li>- Final assessment of bids</li> <li>- Recommendation on winner</li> </ul> <p>Secretary of State's final decision on winner</p> <p>Announcement of winner</p> <p>Feedback on final bids</p>	Presentation to the Independent Advisory Panel



## ANNEX A

### INITIAL BID REQUIREMENTS

1. This Annex sets out the requirements for initial bids for UK City of Culture 2017 and explains how they will be assessed in the shortlisting process.

### REQUIREMENTS AND PARAMETERS

#### Content

2. We are seeking bids that offer:
  - A high quality cultural programme that builds and expands on local strengths and assets and reaches a wide variety of audiences over the course of the year;
  - A programme that uses culture and creativity to lead to lasting social regeneration through building engagement, widening participation, supporting cultural diversity and cohesion, and contributing to the Big Society;
  - A demonstrable economic impact from the programme, through investment and innovation in culture and creativity;
  - A clear approach to maximising the legacy and evaluating the impact from being UK City of Culture;
  - Realistic and credible plans for managing, funding and delivering the programme and its legacy.
3. Bids should follow the structure set out in the table below, providing information which responds to the questions and enables the bid to be assessed against the criteria, as clearly and concisely as possible.

#### Format

4. The following guidelines must be followed:
  - Bids must be no longer than **30** A4 pages in length (excluding the appendices requested in the table below).
  - Bids must be written in clear English in no smaller than **10**-pitch font.
  - Bids may include pictures and graphics to enhance the material, but these will be included as part of the page limit.

5. We are keen to see costs kept to the minimum necessary. For initial bids we would urge you not to develop DVDs or other multi-media presentations of the bid. It should be emphasised that the assessment criteria relate to the content of bids, not their form of presentation.

### **Submitting the bid**

6. We will send details of how to submit bids to cities and areas which have registered for the competition following the closure of registration on 28th February 2013. However, you should expect to have to submit your bid in electronic form. The deadline for submission of bids will be midnight on **30<sup>th</sup> April 2013**. It is in the discretion of DCMS whether any bids received after this deadline would be accepted for assessment.
7. Bids may be supplemented and clarified after the deadline only in response to a question raised by the expert assessors or the Independent Advisory Panel (i.e. you cannot volunteer additional material after the deadline).

### **ASSESSMENT PROCESS**

8. All bids will be assessed according to the criteria set out below. Assessments will be based on the written bids as submitted by **30<sup>th</sup> April 2013** and (if appropriate) by the responses to the clarification questions.
9. It is important to stress that a bid must achieve a high overall score and a strong score for both Part B (vision, programme and impacts) and Part C (delivery and capacity) in order to be shortlisted. However, the scores will be indicative only and will not be binding on the Independent Advisory Panel or the Secretary of State.
10. At this stage, we envisage that four bids will be shortlisted. However, this will depend on the number and quality of the bids we receive, the views of the Independent Advisory Panel and the final decision of the Secretary of State.
11. Feedback will be provided on all bids after the shortlisting decision has been announced.

**Table 2: Initial bids**

Element	Requirement	Assessment Criteria and Indicative Scores
<b>PART A:</b>	<b>SUMMARY</b> One page summary of your bid	None. For information only
<b>PART B:</b>	<b>VISION, PROGRAMME AND IMPACTS</b>	<b>Total maximum score: 100</b>
<b>1. Your Area</b>	<ol style="list-style-type: none"> <li>1. Describe the geographical area covered by the bid and explain why this area makes sense as UK City of Culture.</li> <li>2. Why does your area need to see the sort of step change that could result from being UK City of Culture?</li> <li>3. Why is culture a key mechanism for achieving a step change in your area?</li> </ol>	<ul style="list-style-type: none"> <li>• Is the chosen area credible as host of a focused, year-long programme of cultural events?</li> <li>• Does the area have a clear identity, or the potential to establish one?</li> <li>• Does the bid demonstrate why the area needs to be UK City of Culture and how it could benefit from it?</li> </ul> <p><b>Maximum score: 5</b></p>
<b>2. Overall Vision</b>	<ol style="list-style-type: none"> <li>4. What is your overall vision for a UK City of Culture programme in your area?</li> <li>5. What is distinctive about your vision? What differentiates it from the visions which could be put forward by potential bids from other areas?</li> <li>6. What step changes will UK City of Culture help you to achieve in your area (please describe both the baseline position and the intended changes).</li> <li>7. What are the main themes and components of your UK City of Culture programme?</li> </ol> <p>[Please include as <b>Appendix A</b> to your bid an indicative outline programme for 2017 (and the lead-up period if you wish). This need be no longer than 2 pages.]</p>	<ul style="list-style-type: none"> <li>• Is there a strong, clear vision for the UK City of Culture programme and the impact it would have on the area?</li> <li>• Are the vision and programme distinctive and clearly linked to the nature and character of the area?</li> <li>• Are the intended step change impacts significant and credible compared to the baselines?</li> <li>• Do the themes and components provide sufficient scope for a varied programme with broad appeal to a wide range of audiences?</li> </ul> <p><b>Maximum score: 15</b></p>

Element	Requirement	Assessment Criteria and Indicative Scores
<b>3. Cultural and Artistic Strengths</b>	8. What are the main cultural assets in your area that you will be building on and how will you maximise your existing assets? 9. What are the main gaps, weaknesses and under-developed opportunities in your cultural offer and how will you use UK City of Culture to address these? 10. What will be distinctive and innovative about your UK City of Culture programme? 11. Which local, national and international cultural organisations, networks and partnerships will be involved in delivering your programme? 12. Which local, national and international artists and cultural practitioners will be invited to participate in your programme? 13. How will you ensure the programme delivers cultural excellence? 14. How will you ensure diversity in your cultural and artistic programme for UK City of Culture? 15. How will you use digital technology and innovation in your cultural and artistic programme for UK City of Culture?	<ul style="list-style-type: none"> <li>• Are the cultural foundations of the bid clear, credible and linked to the programme?</li> <li>• How well does the programme use existing cultural assets, facilities and partnerships?</li> <li>• Does the outline programme have significant distinctive elements across a range of arts forms and cultural activities?</li> <li>• Has the bid identified credible potential contributors of national or international standing?</li> <li>• Are the plans for ensuring cultural excellence and diversity credible and deliverable?</li> <li>• Are the plans for using digital technology and innovation in the programme credible and deliverable?</li> </ul> <p><b>Maximum score: 35</b></p>
<b>4. Social Impacts</b>	16. What role does cultural activity currently play in delivering regeneration, community cohesion, health and well-being in your area? 17. How will your UK City of Culture programme contribute to regeneration,	<ul style="list-style-type: none"> <li>• Is the bid building on a demonstrable track record of achievement in using culture to deliver regeneration, community cohesion, health and well-being?</li> <li>• Will the programme make a measurable impact on regeneration, community</li> </ul>



Element	Requirement	Assessment Criteria and Indicative Scores
	<p>community cohesion, health and well-being in your area?</p> <p>18. What is the baseline position and how will you encourage and extend engagement and participation in cultural activities amongst different groups and communities in your area?</p> <p>19. How will you maximise participation and access through digital technologies, especially for young people?</p> <p>20. How will you ensure that the UK City of Culture programme is accessible to all groups in society?</p>	<p>cohesion, health and well-being in the area?</p> <ul style="list-style-type: none"> <li>• What is the intended impact of the programme on engagement and participation overall and amongst different groups and communities and are the plans for achieving this credible and deliverable?</li> <li>• How effective and realistic are the aspirations for engaging with young people?</li> <li>• Is there a clear plan to ensure accessibility of cultural activities to all audiences, including disabled people, older people, and people from LGBT and BME groups?</li> </ul> <p><b>Maximum score: 15</b></p>
<p><b>5. Economic Impacts</b></p>	<p>21. What is the current nature and strength of the cultural and creative sectors in your area?</p> <p>22. How will being UK City of Culture help to boost these sectors?</p> <p>23. How will your UK City of Culture programme increase engagement in education, training and employment, particularly among young people?</p> <p>24. How will being UK City of Culture contribute to promoting economic growth in your area?</p> <p>[Please include as <b>Appendix B</b> to your bid a summary of the current state of your cultural and creative sectors.]</p>	<ul style="list-style-type: none"> <li>• Does the current cultural and creative economy in the area provide a sufficient base on which to build?</li> <li>• Is it clear what impact UK City of Culture would have on the cultural and creative sectors in the area and are the estimates of impact credible?</li> <li>• Are the plans for using the programme to increase engagement in education, training and employment realistic and achievable?</li> <li>• Is it clear how UK City of Culture would contribute to overall economic growth in the area and is the anticipated impact credible and deliverable?</li> </ul> <p><b>Maximum score: 20</b></p>

Element	Requirement	Assessment Criteria and Indicative Scores
<b>6. Tourism Impacts</b>	<p>25. How would being UK City of Culture build on and link to current tourism activity, offer and marketing in your area?</p> <p>26. What boost to your visitor economy do you envisage in 2017 and in subsequent years, in terms of additional visits and spend, as a result of being UK City of Culture?</p> <p>27. How will you ensure you maximise the net impact on your tourism and visitor economy as a result of being UK City of Culture?</p> <p>28. How will you ensure that your tourism and transport infrastructure has the capacity to deal with visitors to your area and can meet the access and other requirements of all visitors?</p> <p>[Please include as <b>Appendix C</b> to your bid a summary of the current state of your visitor economy.]</p>	<ul style="list-style-type: none"> <li>• Is it clear how the visitor economy would be boosted in 2017 and are the estimated impacts realistic?</li> <li>• Is it clear how UK City of Culture would be used to raise the profile of the area and market it to visitors?</li> <li>• Are the plans for managing visitors, ensuring sufficient capacity and meeting access and other requirements credible and deliverable?</li> </ul> <p><b>Maximum score: 10</b></p>
<b>PART C:</b>	<b>DELIVERY AND CAPACITY</b>	<b>Total maximum score: 100</b>
<b>1. Organisation, development, management and governance</b>	<ol style="list-style-type: none"> <li>1. Who is leading your bid?</li> <li>2. Who else is involved in developing and supporting the bid?</li> <li>3. How will the development and delivery of your UK City of Culture programme be managed?</li> <li>4. What would be the role of each of the bid partners you have identified?</li> <li>5. How are local people, groups and communities being consulted about the bid?</li> </ol>	<ul style="list-style-type: none"> <li>• Is there clear evidence of a wide range of organisations and individuals supporting and contributing to the bid?</li> <li>• Is there a process in place for involving and consulting local people, groups and communities?</li> <li>• How strong does the support for the bid appear to be?</li> <li>• Are there clear management and governance arrangements?</li> <li>• Has the process for developing the programme</li> </ul>

Element	Requirement	Assessment Criteria and Indicative Scores
	<p>[Please include as <b>Appendix D</b> to your bid a list of all the organisations and individuals who have been involved in the development of the bid and indicate their role in the development.]</p>	<p>been thought through clearly?</p> <ul style="list-style-type: none"> <li>• Is it clear how tensions and disagreements between partners will be managed?</li> </ul> <p><b>Maximum score: 15</b></p>
<b>2. Track record</b>	<p>6. What previous track record in organising and delivering significant programmes of cultural events do you and your partners have (please give examples indicating the nature, duration and approximate cost of events/activities)?</p> <p>7. How have you used what you have learned from this track record in developing your UK City of Culture bid?</p> <p>[Please include as <b>Appendix E</b> to your bid a list of past events and activities that have been managed by you and your partners over the last 5 years.]</p>	<ul style="list-style-type: none"> <li>• How strong is the track record in delivering significant programmes of events?</li> <li>• How wide-ranging is this experience?</li> <li>• How recent is this experience?</li> <li>• Has the bid team drawn on lessons from major events either in their area or elsewhere?</li> </ul> <p><b>Maximum score: 15</b></p>
<b>3. Funding and Budget</b>	<p>8. How much do you expect it to cost to deliver your proposed programme?</p> <p>9. How much additional funding do you expect to require over and above existing levels of support for culture in your area?</p> <p>10. Where do you expect to get this funding from and how much do you expect to raise from each source (e.g. public bodies, individual and corporate sponsorship and donations, sales revenue for events)?</p> <p>11. What commitments have you already secured for</p>	<ul style="list-style-type: none"> <li>• How realistic are the cost estimates?</li> <li>• How realistic are the funding plans and aspirations?</li> <li>• Is there a credible fundraising plan?</li> <li>• What evidence is there of commitment to meet the funding gap and act as guarantor?</li> </ul> <p><b>Maximum score: 20</b></p>

Element	Requirement	Assessment Criteria and Indicative Scores
	<p>funding for your UK City of Culture programme?</p> <p>12. Who would act as financial guarantor for your UK City of Culture programme?</p> <p>[Please include as <b>Appendix F</b> to your bid an outline budget for the programme/year.]</p>	
<b>4. Partnerships</b>	<p>13. What new funding and delivery partnerships do you envisage building for UK City of Culture?</p> <p>14. How will you work with national organisations?</p>	<ul style="list-style-type: none"> <li>• Are the roles envisaged for new partners and potential funders realistic and deliverable?</li> <li>• Are the plans for working with national organisations credible?</li> </ul> <p><b>Maximum score: 10</b></p>
<b>5. Risk Assessment</b>	<p>15. What do you see as the main risks to the successful delivery of your programme and vision?</p> <p>16. What mitigation measures would you put in place to limit these risks?</p>	<ul style="list-style-type: none"> <li>• Have the key risks been identified?</li> <li>• Are the proposed mitigation measures realistic and credible?</li> </ul> <p><b>Maximum score: 10</b></p>
<b>6. Legacy</b>	<p>17. How will you ensure that being UK City of Culture in 2017 leaves a lasting legacy for your area?</p> <p>18. What will be the main cultural, social and economic elements of the legacy from being UK City of Culture 2017?</p> <p>19. How will you retain and re-use the expertise from managing a successful UK City of Culture programme in future years?</p> <p>20. How will you maintain and develop the funding and delivery partnerships established for UK City of Culture in future years?</p> <p>21. How will you ensure</p>	<ul style="list-style-type: none"> <li>• Have the main issues of legacy been thought through and how have they been built into the planning?</li> <li>• How realistic are the plans and expectations for the legacy?</li> </ul> <p><b>Maximum score: 20</b></p>

Element	Requirement	Assessment Criteria and Indicative Scores
	<p>continued cultural engagement with groups and communities who typically engage less with cultural activities?</p>	
<p><b>7. Learning and evaluation</b></p>	<p>22. How will you evaluate the impact of UK City of Culture 2017 and measure whether you have achieved the step changes described in section B2 above?</p> <p>23. How will you measure and analyse engagement amongst all groups and communities?</p> <p>24. How will you share your learning from the planning, delivery and evaluation processes?</p>	<ul style="list-style-type: none"> <li>• Have the requirements of evaluation and the associated costs been thought through and incorporated into the funding and delivery plans?</li> <li>• How realistic and effective are the proposals for sharing learning?</li> </ul> <p><b>Maximum score: 10</b></p>

**Please remember to include Appendices A to F with your bid**



## ANNEX B

### **FULL AND FINAL BID REQUIREMENTS**

1. This Annex sets out the additional requirements for full and final bids for UK City of Culture 2017 and explains how they will be assessed.

### **REQUIREMENTS AND PARAMETERS**

2. If you are included on the shortlist, you will have a further period to work up your bid in more detail and address any shortcomings identified during the shortlisting process. To aid you in this process:
  - A detailed set of feedback comments from the expert assessors and the Independent Advisory Panel will be provided to you;
  - Further detailed guidance will be provided on the additional detail required for the full and final bid;
  - There will be an additional opportunity for a dialogue with national bodies who have committed to supporting UK City of Culture 2017.
3. At this stage we are deliberately not providing detailed guidance on the additional requirements for the full and final bid compared to that required for the initial bids. The reason for this is that the expert assessors and DCMS will need to take stock of any key areas of concern which are identified during the assessment of the initial bids. These would then be reflected in the final guidance.
4. Although detailed guidance on the full and final bids is not being issued at this stage, the main areas where we expect to require additional work and detail are:
  - The proposed cultural programme and how it will build on existing cultural assets;
  - Costing and funding plans;
  - Marketing and publicity planning;
  - Confirmation of the commitments and contributions of key local, regional and national partners;
  - Evidence of wide engagement in the bid development process.

5. We expect that you may need to make some adjustments to your main bid documents, but that most of the additional work will be reflected in extra supporting documents with more details on the bid.

## **ASSESSMENT PROCESS**

6. All bids will be assessed according to the criteria provided and the assessments will be based on the written full and final bids and (if appropriate) responses to the clarification questions. You will also be invited to deliver a presentation on your bid to the Independent Advisory Panel.
7. At this stage it is not envisaged that the overall weighting of the different aspects of the bids will vary markedly from those in the assessment framework for initial bids. However, the weightings and assessment criteria may need to focus on any general areas of concern arising from the assessment of the initial bids.
8. The overview assessment of the expert assessors and the Independent Advisory Panel will be relayed back to you after the final decision has been announced.







department for  
**culture, media  
and sport**

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Education, Culture and Sport
DATE	28 <sup>th</sup> March 2013
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Sistema Scotland and Aberdeen
REPORT NUMBER:	ECS/13/012

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### 1. PURPOSE OF REPORT

The report provides an update on work to investigate the delivery of a first phase project working with Sistema Scotland.

### 2. RECOMMENDATION(S)

1. Instruct officers to develop the operational model and wider Business Plan with Sistema and potential funding partners.
2. Instruct officers to progress the development of *Big Noise* Torry with the local community.
3. Instruct officers to report back to Committee in due course.
4. Refer the report to Finance and Resources Committee to consider the funding requested to progress the financial and funding model.

### 3. FINANCIAL IMPLICATIONS

The previous report used information to reflect that investing early in an individual's life was a very cost effective way to positively influence their life choices. This initiative, in common with the other *Big Noise* projects, looks to positively invest as early as possible, rather than respond to problems when they present themselves.

To support the development, funding of around £50,000 would enable the necessary preparation work to be undertaken in collaboration with Sistema Scotland. Sistema would work with officers of the City Council to develop more detailed proposals for the delivery and a proposed financial and funding model. This model would then fully inform the timing of development of a *Big Noise* Torry programme.

The costs of implementing *Big Noise* are estimated to be as follows, on full financial year costs, based on the initial project in Stirling and the more recent estimated costs for the programme in Glasgow:

Set-up costs

Year nil - £150,000 (set-up only)  
Year one - £350,000  
Year two - £450,000  
Year three - £575,000  
Year four - £615,000  
Year five - £620,000

These figures will be subject to revision and may be amended dependent on the level of uptake and future developments. The Council will also provide access to facilities and in-kind support, and will need to assess the implications of loss of letting income. Accommodation for the project will also be required. These will be included in the next report to Committee, prior to the project progressing.

4. OTHER IMPLICATIONS

4.1 These include commitment from the Council to ensure that the children, young people and wider community can be fully involved. Also, that there is senior officer time and commitment to support, facilitate and be advocates for the initiative; there will be legal implications to be resolved, suitable designated property as above, including storage, group and individual teaching spaces, performance spaces to suit, and a appropriately-resourced space to base Sistema staff.

4.2 There is currently existing instrumental music tuition provided in the Torry Associated School Group and there will need to be consideration of what changes might result. These will relate to the current range of musical opportunities, implications for musical tuition in other schools in the city and related matters, which may benefit from a separate report to Council.

5. BACKGROUND/MAIN ISSUES

5.1 Previous reports have endorsed the concept and recognised the benefits of Sistema; they have also recognised the potential of a *Big Noise* phase one project being developed in the City. Below is a resumé of the main points from the previous report to the Committee:

5.2 Sistema Scotland is the official Scottish partner of 'El Sistema', founded thirty years ago in Venezuela and has adapted the model to meet the needs and conditions of the Scottish environment. This model

is based on evidence which shows that skills learned through orchestral education have the potential to bring the following benefits: - developing self-esteem; discipline; and achievement; and so improving the outcomes for children who face inequality and disadvantage.

5.3 Big Noise is an early intervention programme that uses music and engagement in an orchestra from an early age with the aim of fostering confidence, teamwork, pride and aspiration in the children taking part. It aims to engage the whole family and wider community and so extend achievement of these outcomes across the wider community.

5.4 An evaluation was undertaken of *Big Noise* Stirling for the Scottish Government which reported in March 2011. The Evaluation had a number of main findings:

- There are 344 children who attend nursery and school at the Raploch Campus. *Big Noise* has successfully engaged with 80% of the children. Primary 2 to Primary 7 children are eligible to attend after school and during school holidays. There are 219 children who can attend; 65% took up this voluntary opportunity.
- Children involved were found to gain benefits in personal and social development, including improving confidence, self esteem, social skills and the ability to concentrate.
- The families of children involved reflected on improved relationships at home, wider social networks and more shared activities between parents and children. Parents could also recognise a “more positive, aspirational future for their children”, and that *Big Noise* has given them pride and widened their future potential achievements.
- Parent and professionals interviewed identified changing perceptions of the wider community in the Raploch area. There was evidence of more positive relationships between parents and officials and organisations and skills being shared between partner organisations.
- *Big Noise* is contributing to eight National Outcomes.

5.5 The project is generational; it is about the whole community being involved or engaged, improving the community, social justice and wellbeing. By investing in children, it seeks to make a difference to the next generation and into the future. The initial project is five years long, with Stirling Council committing to mainstream the work thereafter.

5.6 Observation by the elected members who visited *Big Noise* Stirling included clear recognition that it is a project which needs time to be able to make and demonstrate a lasting difference. It could already show it was:

- encouraging ambition and giving life chances
- building on the resilience of the young
- giving new life skills

- offering a taste of success
- broadening horizons
- bringing the discipline of playing together as a team

5.7 Overall, the impression was of an initiative which had enthusiasm, strong commitment and belief from those involved in its delivery, Sistema Scotland's Board, officers and musicians; and, equally strong belief and commitment from the local authority, both senior and local elected members and officials. The enthusiasm appeared to be matched by participants, from pre-school to the seven month-old adult "Noise" group; while there was seriousness and concentration in performance, there was also enjoyment, confidence and a sense of achievement.

5.8 Since then, the *Big Noise* orchestra has been involved in opening the UK's Cultural Olympiad, with Gustavo Dudamel and the Simón Bolívar Symphony Orchestra on Midsummer's Day 2012. A second *Big Noise* project has been agreed since then, to be in Govanhill, Glasgow.

5.9 The three issues identified as requiring resolution from the last report to Committee are:

1. A business model to deliver a project with Sistema Scotland;
2. The criteria for identifying an appropriate community; and
3. Possible funding sources.

#### 5.10 The Business Model

There are two aspects to the Business model – the first relates to the operation of a phase one *Big Noise* in Aberdeen; our discussions with Sistema Scotland indicate that they have given considerable thought as to how they would operate another project distant from their main office. Many of the issues they have considered will be tested through their operation in Glasgow.

5.11 The intention is that a *Big Noise* Team Leader and *Big Noise* Operations manager would be recruited, based within the community in which the initiative is to operate.

5.12 A draft scoping document from Sistema Scotland is attached as an appendix which explains the proposed operating model in more detail.

5.13 It will also be the intention that *Big Noise* musicians coming to the city be invited to participate in other musical instruction and performance, which will both contribute to the wider learning and cultural life of Aberdeen. It is hoped that this invitation will both sustain Sistema and encourage musicians of the highest quality here. The Council also operates the City Music School, based at Dyce Academy, as well as the Instrumental Music Service; consideration will be given

with Sistema as to how the tutors involved in both the School and Music Service might be able to be involved.

#### 5. 14 Criteria for identifying an appropriate community

The rationale for delivering the *Big Noise* in both Stirling and Glasgow has been to focus the work in a community of most need. The proven belief of Sistema is that children and communities can be transformed and empowered by music.

5.15 In Aberdeen, there are 22 data zones in the most deprived 15% of Scottish data zones. The majority of the 22 data zones are in areas of priority. The most deprived data zones in Aberdeen are concentrated in the Council's priority neighbourhoods – Tillydrone (4), Middlefield (3), Torry (4), Woodside (3), Seaton (3), Cummings Park (2), Northfield (1), Mastrick (2) and Stockethill (1).<sup>1</sup>

5.16 Evidence shows that giving young children the best start in life ensuring their best health, care, learning and play experiences improves the outcomes for them as adults, and makes a significant contribution to society. The economic return on investment in early years is significantly higher than at other stages by improving their personal and societal outcomes<sup>2</sup>. The quality of a child's relationships with its parent or carer and the experiences they have in their home is also critical to physical and mental health, and educational attainment.<sup>3</sup>

5.17 The Early Years Framework and the related national social policies *Equally Well*, the health inequalities framework, and *Achieving our Potential*, the anti-poverty framework, are seen as the key tools for promoting transformational change necessary to reduce inequalities, improve outcomes for children and ultimately contribute to improving the economic prosperity of families, communities and Scotland. Ministers have made it clear that the early years agenda has to be taken forward in a cross-sectoral, multi-agency way, using the *Getting it Right for Every Child* methodology. Local government and community planning partners have signed up to deliver these key outcomes for children and their families' through the Single Outcome Agreement.

5.18 The Council has agreed to implement the above policy locally, including through The Aberdeen Integrated Children's Service Plan 2008 incorporates the principles of the framework and sets out the joint vision for children and young people in the city.

*'We believe that all children and young people in Aberdeen should enjoy being young. Aberdeen will be a city where children and young people are safe, nurtured,*

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<sup>1</sup> Deprivation in Aberdeen: Analysis of the Scottish Index of Multiple Deprivation (SIMD) 2012.

<sup>2</sup> OECD Starting Well or Losing the Way? 2006

<sup>3</sup> Health in Scotland: Annual Report by the Chief Medical Officer, 2006

*healthy and active; are included, respected and responsible; achieve their full potential; and are supported to participate in decisions that affect them.*

5.19 There is a range of information which provides evidence to support why any of the above communities would be seen to be an appropriate location to set up and develop a phase one *Big Noise* project in Aberdeen. It is not intended to provide comparative information, as each in its own way has already been assessed as being an area of priority. There are “Total Place” initiatives in both Northfield and Torry, the former being led through educational attainment and the latter through community safety. These initiatives have brought Council Services and partners together to achieve improvements by working closer together.

5.20 The focus has been to consider Torry, as the present Torry Academy associated schools group (ASG) is the smallest in the city, having only two primary schools, Tullos and Walker Road. Torry has a strong sense of community spirit and wellbeing; there have been significant changes in the community in recent years, though, with considerable change in the community’s demographic and ethnic profile.

5.21 The provision of a new secondary school in the south of the city has the potential to have an affect on the community simply due to it being in a different location. The introduction of *Big Noise* could be beneficial in assisting to support the community during and following this particular change. The phase one project could be extended to include the revised wider ASG when the new secondary school is built.

5.22 Through “Total Place” and related work, led by Grampian Police locally, there is to be a “Torry Lighthouse Festival” on 29<sup>th</sup> June this year, celebrating creative arts in the community. This initiative, to encourage music and related activity will encourage and complement the investment in youngsters through *Big Noise*”, as well as the potential for community participation.

5.23 It is for these reasons that a phase one *Big Noise* initiative in Torry has been proposed. The scale of the phase one project would be able to be sustained and it would enable the concept to be proved locally, with a view to future development.

5.24 While officers can suggest that Torry might benefit from a Big Noise project, it is recommended that the decision is one which needs the community to fully embrace for it to build from good foundations. This is in line with the National Early Years Framework, which suggests there is a need for transformational change to ensure successful early intervention in children’s lives and that the ten elements of the change are:



- developing a coherent approach to planning and service delivery;
- **helping children, families and communities to secure outcomes for themselves;**
- **focusing on engagement and empowerment of children, families and communities;**
- addressing and breaking cycles of poverty, inequality and poor outcomes in and through early years;
- using the strength of universal services to deliver prevention and early intervention;
- putting quality at the heart of service delivery;
- ensuring services meet the needs of children and families;
- improving the outcomes and children's quality of life through play; simplifying and streamlining service delivery.

5.25 An exploratory meeting was held on 16<sup>th</sup> January, which attracted a wide range of community and school representatives, as well as local elected members. The Communications Manager from Sistema Scotland, George Anderson explained the background, theory and practice developed in Stirling and their aspirations nationally. There was strong support for the proposal to be explored further and dates are currently being identified for visits to the *Big Noise* in Stirling, to meet representatives of the respective communities and to see the benefits, as well as identify any other matters they might need to consider, that *Big Noise* brings. The visits will be arranged at as early a time as possible and include the local elected members.

5.26 It is then proposed that an open meeting be held in Torry, with presentations by Sistema Scotland and reports back from those who have visited. Thereafter, a report will be made to a subsequent meeting of the Committee with an assessment of the willingness and appropriateness of the community to become the phase one *Big Noise* Aberdeen.

5.27 An initial response from the Community Council has welcomed the potential to introduce a music-focused regeneration initiative for young people in Torry. Investing in people it sees as a key aspect of regeneration. It would be prepared to offer support to help reach all the community organisations in Torry. It has welcomed the approach as it would be locally-based and locally-managed, inviting a range of community representatives to assist and offer community oversight and advice.

5.28 It may also be helpful to the Committee to note that the Council has received approaches from individuals in the city who are interested in supporting a Sistema project here, once more details are available.

## 5.29 Possible Funding Sources

The second part of the Business model, above, is securing funding; at this point, initial investigations have been made, however these would be dependent on the final location of the phase one project. Equally, Sistema has benefited from a range of funding streams for its developments, which we may be able to jointly investigate, including a number of national agencies. Sistema itself will commit to securing ongoing funding of 25% for *Big Noise* Aberdeen.

5.29 The City Council's funding contribution will increase year on year for the first five years at agreed levels. It is proposed that before the end of year five the City Council will review the programme and consider the level of its future financial commitment. In Stirling, the council is considering how to broaden the Sistema opportunity to all its school children and it is intended that we learn from this experience and build in to future planning.

5.30 If the Committee agree to the proposal progressing as outlined above, officers will begin to assess the likelihood of local financial support around Torry.

## 5.31 Interest in Sistema

Sistema Scotland is in discussions regarding a number of communities around Scotland about establishing a *Big Noise* programme and plans to take a view in the next few months on which areas to prioritise to the next stage. Sistema Scotland is keen to reach all the communities in discussion, but plans to grow one centre at a time, rather than see an immediate roll-out of the programme across the country. Sistema Scotland is committed to delivering high quality programmes that are long-term and sustainable

5.32 Discussions between Sistema Scotland and Aberdeen are regarded as amongst the most advanced with proposals amongst the most fully developed, however the Committee is asked to note that other areas are currently also being considered for *Big Noise* Centre 3. Sistema Scotland has asked that it be clear that it is in discussions with a number of communities around Scotland about establishing a *Big Noise* programme and plans to take a view in the next few months on which areas to prioritise to the next stage. If Aberdeen is not selected for the launch of Centre 3, Sistema Scotland will continue its commitment to work with Aberdeen City Council in order to launch in Aberdeen at a later date.

## 6. IMPACT

Corporate - This report relates to 'Aberdeen – the Smarter City'

- We will work with our partners to seek to reduce the levels of inequality in the city. We will challenge inequalities wherever they exist and bring our communities closer together.
- We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.
- We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.
- We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities.
- Working with our third, public and private sector partners, we will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century.
- We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city economy.
- We aspire to be recognised as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond.
- We will embrace the distinctive pride the people of Aberdeen take in their city and work with them to enhance the sense of well-being here, building strong communities which look out for, and look after one another.
- We aim to leave a legacy which will make compelling reading in a new chapter in the history of Aberdeen and we aim to do this with one voice.

It also relates to the Single Outcome Agreement and in particular, Outcome 3, "We are better educated, more skilled and more successful, renowned for our research and innovation" and Outcome 13, 'We will take pride in a strong, fair and inclusive national identity'.

There are also clear links with the delivery of the city's Cultural Strategy, "Vibrant Aberdeen" and the bid development to become UK City of Culture. It also has direct links to the city's Learning Strategy, supporting the experiences and outcomes of the Curriculum for Excellence and contributing to the outcomes of the city's Anti-poverty strategy.

There is likely to be public interest in this report, as previous reports and reports elsewhere on Sistema has engendered support and wish to know how the Council's investigations are progressing.

## BACKGROUND PAPERS

Report to the Education, Culture and Sport Committee, 2<sup>nd</sup> June 2011, "Big Noise": Sistema Scotland in Stirling, ECS/11/034.

Report to the Education, Culture and Sport Committee, 8<sup>th</sup> October, 2009, Strategic Music Partnership and potential links with Sistema Scotland, ECS/09/31.

Aberdeen City Council, Early Years Framework Implementation Plan, June 2010.

The Scottish Government, The Financial Impact of Early Years Interventions in Scotland, 2010.

The Scottish Government, The evaluation of the process and outcomes achieved to date by Big Noise Children's Orchestra in the Raploch Estate in Stirling, 2011.

## 9. REPORT AUTHOR DETAILS

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## ABERDEEN CITY COUNCIL

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COMMITTEE	<b>Education, Culture and Sport</b>
DATE	<b>28<sup>th</sup> March 2013</b>
DIRECTOR	<b>Gayle Gorman</b>
TITLE OF REPORT	<b>Museums Collections Centre – site appraisal</b>
REPORT NUMBER:	<b>ECS/13/026</b>

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### **1. PURPOSE OF REPORT**

1.1 To advise the Committee on the recently undertaken Site Appraisals for the proposed new Museums Collections Centre.

### **2. RECOMMENDATION(S)**

The Committee:

1. Notes that the site at Granitehill scored highest when marked against the agreed criteria detailed in the site options appraisal for the new Museums Collections Centre.
2. Agrees that should the ongoing negotiations with the University of Aberdeen result in other comparable options that meet the Council's requirements, enable closer partnership working and ensure that the Museums Collections Centre can be opened on time, that a report be brought to the earliest appropriate Committee.
3. Remits the report to the next meeting of the Finance and Resources meeting, seeking its support for the site to be transferred to the Education, Culture and Sport account, with agreement on the exact boundaries to have been agreed in advance between Education, Culture and Sport, and Enterprise, Planning and Infrastructure.

### **3. FINANCIAL IMPLICATIONS**

3.1 The Council has committed £3m Non-Housing Capital funding to build, fit out and pay the fees for the Museums Collections. The expenditure will enable the Museums Collections Centre to be completed by December 2014 to accommodate the relocation of the collections displayed and stored in the Art Gallery, in early 2015.

3.2 Work is underway to assess the revenue implications, however these will not be concluded until the design and specifications are finalised. As it is also intended to relocate aspects of the current Gallery operations to

the Centre, this may offer flexibility in how the former operates. The revenue implications will also be assessed once the operation and management has been determined.

3.3 The logistics of the redevelopment programme will be considerable; staff already have considerable experience of the implications of relocating the Collections and emptying the Art Gallery will require considerable planning, preparation and care. The Art Gallery redevelopment costs will include the removal costs, as well as costs accounted against the replacement Museums Collections Centre.

#### **4. OTHER IMPLICATIONS**

4.1 There will be legal implications in terms of both financial and legal commitments the Council is being asked to make, including design, construction and related contracts.

4.2 The building designs will incorporate sustainable and other related environmental standards.

4.3 There will be staff implications in order to be able to deliver the movement and re-location of the Collection currently in the Art Gallery and then ongoing relocation of other parts of the Museums and Galleries Collection. The programme will result in the whole Collection, not on display, being housed in the new Museums Collections Centre, with the benefit of making space available at Kittybrewster and a unit at Crombie Road for re-use, in due course.

#### **5. BACKGROUND/MAIN ISSUES**

5.1 Following confirmation of funding, work has been underway to identify an appropriate site which will house the Museums and Galleries Collection and aspects of the service's work, which will be transferred from the Art Gallery, as part of the overall review of operational requirements. Both a Project Board and Project Team have been set up to ensure the project progresses to meet the tight timelines required. A range of sites across the city have been assessed against a number of objectives and suitability criteria in a site-based option appraisal. The site appraisal document is available in the Members Lounge.

5.2 The Museums Collections Centre has been included within a wider discussion about closer partnership working with the University of Aberdeen. The Centre is seen as a tangible way in which the partnership might be strengthened. The new Museums Collections Centre will provide an important space for the public to access, including a facility for learning and research. Other potential aims include regeneration within a community, the importance of which has been considered within the option appraisal. This report, however, can only deal with the Council's

assessment of potential sites; the University is currently considering the findings and will respond at an early date.

5.3 The Council's appraisal did include two sites close to the University Campus, one in the latter's and the other in the Council's ownership. As the Site Appraisal shows, the requirements assessed are those of the Council alone, before the University confirms its physical storage needs. The requirements assessed include the timescales to achieve a new build, current planning constraints and a range of other factors which present a limited number of options for the new Centre. Nevertheless, the Appraisal has identified the three sites that scored the highest, with one these scoring considerably higher.

5.4 While officers are keen to have the Granitehill site progressed, they are conscious of the benefits that closer working with colleagues in the University may offer. The recommendations identify the option that best satisfies the Council's requirements and would wish this site secured at this time. Should the University respond with strong, compelling arguments about other sites, not currently considered within the Site Appraisal, or any other proposals which might be beneficial and will continue to enable the Council's Collections Centre to be delivered on time, then it is proposed a report be brought to a subsequent appropriate Committee.

## **6. IMPACT**

Corporate - This report relates to 'Aberdeen – the Smarter City', in particular:

- We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities.
- We aspire to be recognised as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond.
- We will embrace the distinctive pride the people of Aberdeen take in their city and work with them to enhance the sense of well-being here, building strong communities which look out for, and look after one another.
- We aim to leave a legacy which will make compelling reading in a new chapter in the history of Aberdeen and we aim to do this with one voice.
- We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.
- Working with our third, public and private sector partners, we will provide opportunities for lifelong learning which will develop

knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century.

- We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city economy.

There are also clear links with the delivery of the city's Cultural Strategy, "Vibrant Aberdeen" and the bid development to become UK City of Culture. It also has direct links to the city's Learning Strategy and in supporting the experiences and outcomes of the Curriculum for Excellence.

In terms of the Single Outcome Agreement, the programme contributes to Outcome 3, "We are better educated, more skilled and more successful, renowned for our research and innovation" and Outcome 13, 'We will take pride in a strong, fair and inclusive national identity'. The new SOA guidance for Community Planning Partnerships includes inclusion of the following key national priorities as appropriately, including particular focus on how local inequalities of outcome will be reduced through a clear strategic focus on the:

- Early years and early intervention
- Outcomes for older people
- Employment
- Economic recovery and growth
- Health inequalities
- Safer and stronger communities

The Programme offers opportunities to contribute to a number of these, particularly in partnership.

## **7. BACKGROUND PAPERS**

Aberdeen Art Gallery Redevelopment Programme, Urgent Business Committee, 29<sup>th</sup> November 2012.

Aberdeen Art Gallery redevelopment, Education, Culture and Sport Committee, 7<sup>th</sup> June 2012 and Finance and Resources Committee, 21<sup>st</sup> June 2012.

Condition and Suitability Programme 2012-13, Finance and Resources Committee 15<sup>th</sup> March 2012.

Cultural Priorities 2011-2015, Education, Culture and Sport Committee, 24<sup>th</sup> March 2011.

Progress report on proposals to redevelop Aberdeen Art Gallery, 18<sup>th</sup> November 2010.

Finance and Resources Committee, 17<sup>th</sup> June 2010, referral of report from the Education, Culture and Sport Committee, 27<sup>th</sup> May 2010.

Progress report on proposals to redevelop Aberdeen Art Gallery and report on improving access to the Museums and Galleries collections, Education, Culture and Sport Committee, 27<sup>th</sup> May 2010.



Best Value Report on Museums and Galleries Service, Education and Leisure Committee, 16<sup>th</sup> May 2006.

**8. REPORT AUTHOR DETAILS**

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources
DATE	25 April 2013
DIRECTOR	Stewart Carruth
TITLE OF REPORT	2012/13 Financial Monitoring - Corporate Governance
REPORT NUMBER:	CG/13/041

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to:
- Inform the Committee of the 2012/13 revenue budget's financial performance for the period to 28 February 2013, including the forecast outturn for the year to 31 March 2013 for the Services within Corporate Governance; and
  - Advise on any areas of risk and management action.

### 2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee
- Note this report and the information on management action and risks that is contained herein; and
  - Instruct that officers continue to review budget performance and report on Service strategies.

### 3. FINANCIAL IMPLICATIONS

Financial Implications are detailed in section 5 Background/Main Issues

### 4. OTHER IMPLICATIONS

None

## 5. BACKGROUND/MAIN ISSUES

- 5.1 This report provides a high level summary of accrued actual expenditure to period 11, February 2013. The forecast is based on information and feedback from budget holders captured in February and March 2013.

### **Financial Position and Risks Assessment**

- 5.2 The Service report is attached at Appendix A which shows projected net outturn savings £1.5M (5.5%), across the current net budget of £27.8M. There are not any significant risks at this time, and while the following items are of note they have been incorporated into the forecast net outturn:-

- Net savings of £1.6M have been made within staff costs.
- Income for Corporate Governance is expected to be £200K below budget. A number of specific areas can no longer be recovered due to revised accounting practice and identification of significant cost savings which have reduced the level of recoverable expenditure.
- Savings on the corporate provision of courses to a value of £250K, is forecast based on careful management of this budget.
- Savings relating to financial guarantees of £80K resulting from reduced debt exposure have been identified and this together with other savings within Administration, Supplies & Services account for the remainder of the movement.
- A provision will be made to fund ICT Improvements.

## 6. RISK ASSESSMENT

Heads of Service in conjunction with the line managers continue to monitor budgets and manage services to achieve savings, whilst maintaining and developing service delivery.

## 7. IMPACT

- 7.1 The issues referred to in this report impact on the overall financial position of the Council which are included in another report on the agenda.

## 8. BACKGROUND PAPERS

Financial ledger data extracted for the period 11 (not attached).

9. REPORT AUTHOR DETAILS

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As at end of Feb 2013		Year to Date			Forecast to Year End		
Accounting Period 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Outturn £'000	Variance Amount £'000	Variance Percent %
HEAD OF FINANCE - S.95 OFFICER	6,950	7,254	7,237	(17)	6,889	(61)	(0.9%)
HEAD OF LEGAL AND DEMOCRATIC SERVICES	1,492	1,370	934	(435)	1,204	(288)	(19.3%)
HEAD OF HUMAN RESOURCES AND ORG DEV	4,539	4,236	3,512	(724)	3,910	(629)	(13.9%)
HEAD OF PROCUREMENT	445	408	310	(98)	368	(77)	(17.4%)
HEAD OF CUSTOMER SERVICE AND PERFORMANCE	14,380	13,184	12,273	(911)	13,917	(463)	(3.2%)
<b>TOTAL BUDGET</b>	<b>27,806</b>	<b>26,451</b>	<b>24,266</b>	<b>(2,185)</b>	<b>26,287</b>	<b>(1,518)</b>	<b>(5.5%)</b>

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE:</b>	Finance and Resources
<b>DATE:</b>	25 <sup>th</sup> April 2013
<b>DIRECTOR:</b>	Stewart Carruth
<b>TITLE OF REPORT:</b>	CG Improvement Business Case
<b>REPORT NUMBER:</b>	CG/13/049

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### 1. PURPOSE OF REPORT

The purpose of this report is to present a business case to the Finance and Resources Committee outlining the proposed approach to continuing improvement within the Corporate Governance directorate (the directorate). This will demonstrate the business need for the proposed inclusive programme of service improvements across all services within the directorate.

### 2. RECOMMENDATION(S)

It is recommended that the committee agrees:

1. To authorise the Director of Corporate Governance to progress with the planned programme of 31 service improvements as identified in the Corporate Governance Improvement Business Case (business case), as appended to the report (Appendix A), which will result in the delivery of £888k of savings.
2. To authorise the Director of Corporate Governance to progress with the required investment of £4.685m as identified in the business case for which funding has already been identified.

### FINANCIAL IMPLICATIONS

#### 3.1 Revenue Implications

The business case identifies the service improvements that will deliver a minimum of £888k of savings in years 2014/15 and 2015/16 as required by the 5 year financial plan.

The £888k is on top of significant levels of savings that have been delivered over the last 3 years and beyond the saving for 2013/14 of £1.398m.

The 2013/14 savings will be delivered in a few different ways. Service redesign enabled the disestablishment of posts across the entire directorate, savings on insurance premiums and also reduction in the cost of the Swap agreement provided £1.398m of anticipated savings.

The profile of directorate savings already delivered or agreed is as follows:

<b>Financial Year</b>	<b>Status</b>	<b>Saving</b>
2011/12	Delivered	£1,856,000
2012/13	Delivered	£1,840,000
2013/14	Agreed 13/14 Budget	£1,398,000
2014/15	Defined in business case	£450,000
2015/16	Defined in business case	£438,000
<b>Total Recurring</b>		<b>£5,982,000</b>

It is imperative that the savings of £888k are delivered as there will be implications for the revenue budget of the council over the next five years if there is any failure to do so.

The saving of £888k over years 2014/15 and 2015/16 completes the so far agreed five year budget savings for the directorate and fully delivers the saving target identified by the Alternative Delivery Model (ADM) project. Over the five year period the directorate will have delivered £5.982m. Beyond 2015/16 it is likely that further savings will be required and the directorate will work on these as part of the ongoing Priority Based Budgeting Approach.

### **3.2 Capital Implications**

There is a requirement for investment in technology, people and process and external support in order to deliver the service improvements identified in the business case. External support will complement existing staff resource and knowledge transfer and up skilling of existing staff will be ensured.

The capital investment requirements total £4.685m. The funding of which has been identified through a combination of the capital programme and identified revenue funding.

The investment requirement should be set against the significant savings that the directorate has contributed and will contribute over the



five year period. The investment is needed to ensure the sustainability of Corporate Governance services and the successful delivery of the thirty one service improvements. In this context the payback period for the investment of £4.685m is less than one year when compared with sustainable recurring savings of £5.982m.

#### **4. OTHER IMPLICATIONS**

The investment will ensure that the directorate is able to deliver its service improvements on a sustainable basis and contribute significantly to the ongoing success of Aberdeen City Council. Specifically, the directorate will be able to continue delivering significant quality improvements across the whole council in support of other services and in the delivery of Aberdeen the Smarter City.

#### **5. BACKGROUND/MAIN ISSUES**

##### **5.1 Background**

In April 2012 the Finance and Resources Committee authorised the Director of Corporate Governance to reorient the ADM project to the Internal Corporate Governance Transformation project. The attached business case delivers to Elected Members clarity on the improvements that the directorate will deliver over the life of the 5 year programme. These improvements will deliver the savings required and approved by members as part of the Priority Based Budgeting approach and the basis of the investment decisions approved in the capital programme.

Significant transformation has been achieved across the directorate since 2011 with in excess of £3.7m of savings being delivered with little investment.

The business case builds on this platform of success and creates a clear direction of travel for the directorate that will see continued drive to deliver Corporate Governance services more efficiently and effectively.

##### **5.2 Consultation**

The Corporate Governance Improvement Discussion Paper was consulted on widely with all stakeholders from Summer 2012. Significant feedback was received on the paper (this feedback is available on the zone). This feedback has formed the basis of the business case through the development of six inclusive themes. These

six inclusive themes link the service improvements included within the business case.

- Customer Service
- Business Intelligence
- Business process Review
- Staff Development and Workforce Planning
- Performance Measurement and Good Practice
- Vision, Values and Performance Culture

### **5.3 Service Improvements**

The business case includes thirty one service improvements that all link to the six inclusive themes and underpin the delivery of Aberdeen the Smarter City.

The detail is provided in section 7 of the business case.

### **5.4 Delivery of Savings**

The service improvements will deliver £888k as a minimum. The improvements will of course be subject to continuous monitoring and if further savings are available to the council beyond the savings identified in 2014/15 through to 2015/16 these will be reflected in future budgets as part of the PBB approach.

### **5.5 Investment Requirements**

The business case clearly identifies the investment requirements of the directorate at £4.685m. These are summarized at Appendix 13 of the business case. Funding of £2.7m has already been approved as part of the council's capital programme approved in February 2013, whilst the balance can be met from revenue funding streams already identified and set aside on a one off basis.

### **5.6 Project Management**

In order to monitor the delivery of the service improvements, associated savings and investment there will be regular reporting to the Corporate Governance Senior Management Team. In addition to this the Director of Corporate Governance will report on a 6 monthly basis to the Finance and Resources Committee on the outcomes of the programme.

### **5.7 Risks**

A risk assessment of the business case has been carried out and appropriate mitigating actions identified. This is included in Appendix 14 of the business case.

## **5.8 Next Steps**

Approval of the recommendations will provide clarity for all staff and stakeholders of the future direction for Corporate Governance, and provide the Director of Corporate Governance with the authority needed to implement the improvements.

## **6. IMPACT**

The successful delivery of these commitments will lower the cost of Corporate Governance services by a minimum of £888k and will improve the service delivered by the directorate both internally and externally.

An Equalities & Human Rights Impact Assessment has been completed for the business case and is attached as Appendix B.

## **7. BACKGROUND PAPERS**

5 Year Business Plan  
Priority-Based Budget  
Workforce Plan

[http://www.aberdeencity.gov.uk/NextFiveYears/nfy\\_home.asp](http://www.aberdeencity.gov.uk/NextFiveYears/nfy_home.asp)

Council Vision – ‘Aberdeen – the Smarter City’

<http://committees.aberdeencity.gov.uk/mgConvert2PDF.aspx?ID=21472>

Corporate Governance Business Plan

<http://thezone/nmsruntime/saveasdialog.asp?IID=25824&sID=6622>

CG Improvement Discussion Paper

[http://thezone/directorate\\_zone/corporate\\_governance/cg\\_improvement.asp](http://thezone/directorate_zone/corporate_governance/cg_improvement.asp)

CG Improvement Discussion Paper Feedback

[http://thezone/notvalid.asp?pagenameNotValid=cg\\_discussion\\_feedback.asp](http://thezone/notvalid.asp?pagenameNotValid=cg_discussion_feedback.asp)

The following documents were “not for publication”

Corporate Governance Externalisation Outline Business Case

Committee Reports relating to Corporate Governance Improvement  
(March & April 2012)

## **8. REPORT AUTHOR DETAILS**

Barry Jenkins  
Head of Finance

**Appendix A – Business Case**



# Business Case

<b>Project Name</b>	<b>Corporate Governance Improvement</b>	<b>Project ID</b>	
<b>Project Sponsor</b>	<b>CG SMT</b>	<b>Version</b>	<b>Final_V2_00</b>
<b>Project Manager</b>	<b>TBC</b>	<b>Date</b>	<b>15/04/13</b>

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## APPENDICES

APPENDIX 1	SUMMARY OF FEEDBACK ON CORPORATE GOVERNANCE IMPROVEMENT DISCUSSION PAPER AND BUSINESS CASE
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APPENDIX 4	GLOSSARY
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APPENDIX 6	DIRECTORATE CUSTOMERS
APPENDIX 7	PROGRESS TO DATE – DIRECTORATE INCLUSIVE AND SERVICE IMPROVEMENTS
APPENDIX 8	STRATEGIC FIT
APPENDIX 9	OVERARCHING TIMELINE
APPENDIX 10	GOVERNANCE STRUCTURE
APPENDIX 11	REVENUE IMPLICATIONS
APPENDIX 12	CAPITAL IMPLICATIONS
APPENDIX 13	IMPROVEMENT COSTING SUMMARY
APPENDIX 14	RISK REGISTER

## 1. Background

1.1	This business case is the next stage in the Corporate Governance Directorate's ("the directorate's") response to the request by Council of 4 April 2012 to engage with the relevant trades unions and wider workforce seeking their views on the future direction of the service and report back to the Finance and Resources Committee with options for how future years' savings can be achieved in the absence of the Alternative Delivery Model (ADM) project.
1.2	In July 2012 the Corporate Governance Improvement Discussion Paper ("the discussion paper") was published to initiate the debate on the future direction of the service. This was based on information from existing projects within the directorate, the five-year business plan, the directorate's Business Plan and documents and responses from the ADM Project as well as feedback from the directorate's Extended Senior Management Team (ESMT)
1.3	<p>There was a wide-ranging programme of consultation on the discussion paper, involving Members, unions, staff, the directorate's ESMT, internal and external customers. This involved written feedback, staff briefings and workshops in order to actively seek the views of all consultees. The consultation feedback was focussed around 13 questions for consideration as follows:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Strategic Benefits</li> <li>• Risks</li> <li>• Workforce planning</li> <li>• Improvement themes</li> <li>• Cross service options</li> <li>• Improvement options</li> <li>• Governance</li> <li>• Savings timeline</li> <li>• External support</li> <li>• Approach</li> <li>• Employee and stakeholder engagement</li> <li>• Next steps</li> </ul>
1.4	A summary of the feedback is set out in Appendix 1. Throughout this document references are made where this feedback has been incorporated into the business case. As the business case has been under development, there has been a further round of consultation with previously identified stakeholders. A summary of this further feedback is also included in Appendix 1.
1.5	Extensive feedback was provided and published on the 'Zone' council intranet. The overall emphasis of the feedback was supportive of the approach. A large number of detailed points were made and that constructive criticism has been taken on board and built into this business case.
1.6	There were seven key messages identified that summarise the feedback. Customer service was prioritised by many of the consultees with a range of detailed

	<p>suggestions for specific improvements. The roles and responsibilities of the directorate and our customers were highlighted – specifically the importance of clear comprehension of the dual governance and support role of the directorate.</p> <ul style="list-style-type: none"> <li>• Customer Focus</li> <li>• Better data for business decision making</li> <li>• Streamlined Business Process Review</li> <li>• Flexible/agile mind-set and resource</li> <li>• Importance of right first time</li> <li>• Roles and responsibilities</li> <li>• Inclusive approach for all</li> </ul>	
1.7	<p>This document outlines the proposed future approach to continuous improvement within the directorate. It has been developed, authored and reviewed by representative staff in the directorate’s services; these have then been refined to strengthen the inclusive approach. The document therefore demonstrates the business need for the proposed inclusive programme of service improvements across all services within the directorate. It clearly demonstrates an integrated approach across directorate services and this approach will steer resulting work-streams and governance arrangements. The business case will demonstrate linkages between directorate improvement and delivering the smarter cities agenda council wide.</p>	
1.8	<p>The programme has been developed following a track record of considerable improvement in the directorate. The improvements identified are at different stages of maturity. A number of improvements focus on the on-going strengthening of service areas that have already undergone considerable transformation, whilst others suggest next steps that are more focussed on scoping new areas for development. As the programme is implemented, the cohesiveness of the programme, project management, and recognition of interdependencies is intended to strengthen. A number of the improvements presented, particularly those with significant investment requirements will be subject to a further business case prior to implementation as the programme progresses.</p>	
1.8	<p>The business case sets out the proposals to invest £4.685m to support the improvement programme. This investment is primarily focussed on priority technological investments to enable the directorate and the business as a whole to manage effective business processes and provide quality business intelligence information for decision making. The major proportion of this investment is targeted at the future resilience of our network infrastructure for the council as a whole, and investment in an integrated HR and payroll system to support the council’s management of its staff. In addition to the new investment total, there are a number of improvements that propose redirection of existing resource and targeting of existing budgets (e.g. training and development) to support up-skilling staff to meet the changing needs of the service.</p>	
1.9	<p>The business case identifies the areas in which target savings of £888k are to be achieved across the directorate. Our approach to the programme and achieving these savings will be in accordance with the following principles:</p> <ul style="list-style-type: none"> <li>• Achieving savings through staff turnover, non-staff savings and income</li> </ul>	

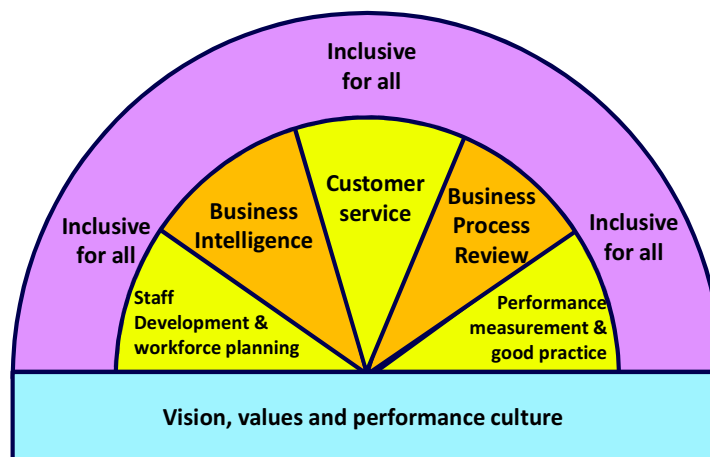
generation;

- Pro-active involvement of staff and consultees to identify, develop and support the implementation of improvements and drive change;
- Close consultation on service changes as the detail emerges;
- Applying opportunities to work across the directorate to strengthen skills and integrate processes;
- Use of targeted external support where appropriate to complement the skills of our staff; and
- Phasing initiatives appropriately for the most effective delivery.

1.10

In order to support the inclusive approach, the programme of improvements is focussed on six themes that relate to ensuring that our improvements focus on people, process and technology aspects and incorporate as fully as possible the content of the discussion paper and the feedback received so far. The inclusive themes are:

1	Customer service
2	Business intelligence
3	Business process review
4	Staff development and workforce planning
5	Performance measurement and good practice
6	Vision, values and performance culture (this theme underpins the other themes)



Appendix 2 gives more detail on these themes and their content.

1.11

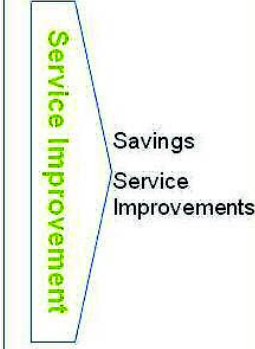


The business case will clearly articulate the costs and benefits of the proposed programme including investment requirements, achievement of target savings and other non-financial quantitative and qualitative benefits. Details of the corporate governance improvements linked to the inclusive themes are set out in Appendix 3.

1.13

If approved, the document will be used as a working document to underpin the delivery of the improvement programme. It will be monitored by the council in order



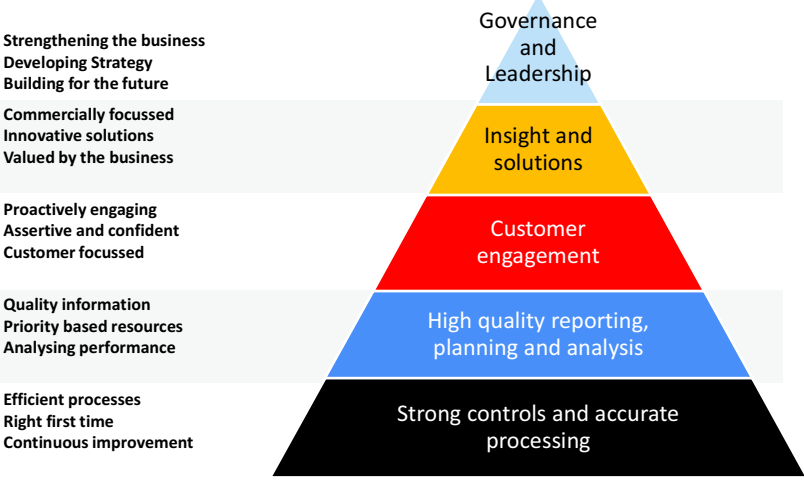
	to determine delivery against performance measures identified.								
1.14	The recently approved directorate Business Plan links closely to this document and is updated for 2013/14-2017/18. That document sets out the background of the strategic challenges, the values of the service and information regarding our stakeholders and customers. It sets out the areas for improvement highlighted in this document linked to directorate outcomes. This document sets out the business case for the improvements by expanding and developing the detail for each one in the context of the overall programme – including impact, cost and benefits.								
1.15	A glossary in relation to the business case is given in Appendix 4.								
1.16	<p><b>Current Situation</b></p> <table border="1"> <tr> <td>1.16.1</td> <td>The directorate is made up of a wide range of services as shown in the structure chart in Appendix 5, many of which are professional disciplines in their own right. The directorate is therefore responsible for leading, directing and supporting multiple business processes within the council. The directorate has a broad spectrum of customers as shown in the relationship diagram in Appendix 6, providing strategic advice, technical support and customer service in addition to providing the role of custodian of the governance of the organisation. A range of business systems and records support these processes ranging from the corporate finance and payroll systems to manual and paper based records for individual specialist services. These systems are fundamental to enabling the effective business management of the entire organisation.</td> </tr> <tr> <td>1.16.2</td> <td>Considerable progress to date has been made in improvements inclusively across the directorate and in the individual service areas. Examples of the improvements made to date are set out in Appendix 7. This has been in the context of achieving considerable target savings against budget over the last three financial years. There is now potential to further strengthen the integration of the approach to improvement across the directorate.</td> </tr> <tr> <td>1.16.3</td> <td>Throughout the process of developing the discussion paper and subsequent feedback it has become clear that there are a number of elements of advice, support and business process where customers are seeking a single approach and quality of service from across the directorate. In addition we are seeking to drive improvement in the individual service specialisms. It is this challenge that has led to the approach proposed in this business case for the future identification and governance of improvements.</td> </tr> <tr> <td>1.16.4</td> <td>The following model shows the route map the directorate is taking to achieve the necessary cost reductions whilst maintaining support services and improving quality for customers.</td> </tr> </table>	1.16.1	The directorate is made up of a wide range of services as shown in the structure chart in Appendix 5, many of which are professional disciplines in their own right. The directorate is therefore responsible for leading, directing and supporting multiple business processes within the council. The directorate has a broad spectrum of customers as shown in the relationship diagram in Appendix 6, providing strategic advice, technical support and customer service in addition to providing the role of custodian of the governance of the organisation. A range of business systems and records support these processes ranging from the corporate finance and payroll systems to manual and paper based records for individual specialist services. These systems are fundamental to enabling the effective business management of the entire organisation.	1.16.2	Considerable progress to date has been made in improvements inclusively across the directorate and in the individual service areas. Examples of the improvements made to date are set out in Appendix 7. This has been in the context of achieving considerable target savings against budget over the last three financial years. There is now potential to further strengthen the integration of the approach to improvement across the directorate.	1.16.3	Throughout the process of developing the discussion paper and subsequent feedback it has become clear that there are a number of elements of advice, support and business process where customers are seeking a single approach and quality of service from across the directorate. In addition we are seeking to drive improvement in the individual service specialisms. It is this challenge that has led to the approach proposed in this business case for the future identification and governance of improvements.	1.16.4	The following model shows the route map the directorate is taking to achieve the necessary cost reductions whilst maintaining support services and improving quality for customers.
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		2011/12	2012/13	Beyond		
						
1.16.5	<p>The journey along this route map will change the services we will deliver, our interaction with customers and the arrangement of staffing resources to deliver the services. In line with our vision to support the modernisation of the council's services by providing high quality, cost effective services which put the customer at the centre, our action plan commits to:</p> <ul style="list-style-type: none"> <li>○ Continue to transform our services to ensure we deliver best value;</li> <li>○ improving processes, including investing in technology, to increase efficiency and improve services to customers;</li> <li>○ implementing a workforce strategy and developing our skills; and</li> <li>○ Building new relationships with our partners which support joint planning and delivery.</li> </ul>					
1.16.6	<p>The outcome of these actions will be a concentration of resource on those services which are priorities for our customers, an increasing focus on customer service and a mixed model of staffing which reduces the number of employees compared with the establishment and uses additional / specialist resources in a way which demonstrates best value. This document will form the foundation for the transformational delivery of services beyond 2012/13 and the investment required to support that transformation.</p>					
1.16.7	<p>The table below reflects examples of the current situation relating to six inclusive themes and some of the challenges for future improvement that are reflected in the more detailed improvements in the document. For each of the themes there is currently good practice and areas are identified for improvement.</p>					

**Business Case**

		1	Customer service	
			Good Practice	Improvement Areas
			Business partnering model in Finance and HR.	Service level agreements, customer needs analysis and consistent service standards.
		2	Business intelligence	
			Good Practice	Improvement Area
			Implementation of YourHR workflow forms and new Finance reports.	Development of management dashboards and data warehouse capability to strengthen the quality of council-wide business decisions.
		3	Business process review	
			Good Practice	Improvement Area
			Process redesign in many directorate services e.g. accounts payable, absence management, driving quality improvements and resulting in efficiency savings.	Continuing with the programme of business process improvements, learning from previous experience, focussing on customer needs and ensuring streamlined links to processes in other internal council services and our external customers.
		4	Staff development and workforce planning	
			Good Practice	Improvement Area
			Implementation of the Performance Review and Development scheme.	Continuing to strengthen the application of the Performance Review and Development scheme and workforce planning.
		5	Performance measurement and good practice	
			Good Practice	Improvement Area
			Development of performance measurement information linked to the business planning hierarchy.	Further strengthening of the council's approach to benchmarking with other organisations.

		<table border="1"> <tr> <td data-bbox="399 369 494 436">6</td> <td colspan="2" data-bbox="494 369 1348 436">Vision, values and performance culture</td> </tr> <tr> <td data-bbox="399 436 494 828"></td> <td data-bbox="494 459 909 772"> <table border="1"> <thead> <tr> <th data-bbox="494 459 909 504">Good Practice</th> <th data-bbox="909 459 1348 504">Improvement Area</th> </tr> </thead> <tbody> <tr> <td data-bbox="494 504 909 772">Development of vision and values statements for the directorate and individual service specialisms. Development of core behaviours as part of Performance Review and Development scheme.</td> <td data-bbox="909 504 1348 772">Positive culture is further supported by the application of the vision, values and behaviours across the directorate.</td> </tr> </tbody> </table> </td> <td data-bbox="909 459 1348 772"></td> </tr> </table>	6	Vision, values and performance culture			<table border="1"> <thead> <tr> <th data-bbox="494 459 909 504">Good Practice</th> <th data-bbox="909 459 1348 504">Improvement Area</th> </tr> </thead> <tbody> <tr> <td data-bbox="494 504 909 772">Development of vision and values statements for the directorate and individual service specialisms. Development of core behaviours as part of Performance Review and Development scheme.</td> <td data-bbox="909 504 1348 772">Positive culture is further supported by the application of the vision, values and behaviours across the directorate.</td> </tr> </tbody> </table>	Good Practice	Improvement Area	Development of vision and values statements for the directorate and individual service specialisms. Development of core behaviours as part of Performance Review and Development scheme.	Positive culture is further supported by the application of the vision, values and behaviours across the directorate.		
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	 <p>Strengthening the business Developing Strategy Building for the future</p> <p>Commercially focussed Innovative solutions Valued by the business</p> <p>Proactively engaging Assertive and confident Customer focussed</p> <p>Quality information Priority based resources Analysing performance</p> <p>Efficient processes Right first time Continuous improvement</p> <p>Governance and Leadership</p> <p>Insight and solutions</p> <p>Customer engagement</p> <p>High quality reporting, planning and analysis</p> <p>Strong controls and accurate processing</p>	
1.17.3	<p><b>Critical Success Criteria</b></p> <p>The discussion paper identified three key challenges based on critical success criteria that the directorate faces:</p> <ol style="list-style-type: none"> <li>I. Values – embedding behaviours that underpin the directorate’s values – turning our values into action</li> <li>II. Optimised performance levels – improvement in service quality; improved management information to support strategic planning and meet regulatory reporting targets.</li> <li>III. Cost reduction – achieving £2.3m per annum financial savings by 2015/16.</li> </ol>	
1.17.4	<p><b>Business Need</b></p> <p>In response to feedback on the discussion paper and focussing of the service quality improvements to respond to customers, the programme of improvements has been considerably strengthened to meet the first two critical success criteria and build on these through the inclusive themes. The business need in relation to each individual option is set out in Appendix 3.</p> <p>Further to the identification of capital and revenue funding sources for investment, the capital investment programme has been developed in response to the business need and to support investments that can result in efficiencies to meet target savings.</p> <p>Meeting the evolving business need supports the objectives around what will be delivered as set out in section 2.1.</p>	
1.17.5	<p>The impact of not undertaking the programme would be:</p> <ul style="list-style-type: none"> <li>• The directorate would be less responsive to the changing needs of the external environment and our customers.</li> <li>• The lack of investment would mean our technological systems would not be resilient to meet future challenges and redirection of resource to support skill development would not occur.</li> </ul>	

- Future improvements could lack coherence across the directorate and there would be missed opportunities to build on the track record.
- The focus of improvement in service quality would be diluted.
- The opportunity to build on strengthening approaches and skills in project and change management would be lost.
- The focus of stakeholder engagement in development and implementation of improvements would be reduced.
- The achievement of savings target would be put under threat.

**2. Objectives**

2.1 The objectives of the improvement programme focus on what will be delivered, the approach to delivery and the monitoring of the programme, based on the customer needs.

What will be delivered:

1	Effective and timely investment of £4.685m in accordance with the investment programme linked to delivery of relevant measures of success.
2	<p>Delivery of sustainable cost savings in line with the council's five year business plan</p> <p>Minimise the negative impact of target savings on staff and service quality.</p>
3	<p>Improvement of service quality to customers as delivered through the inclusive themes and service improvements with their specific benefits and performance measures. Examples of intended overarching outcomes include:</p> <ul style="list-style-type: none"> <li>• The improvement in service standards, consistency in service quality and improved customer satisfaction across the organisations.</li> <li>• Efficient solutions that meet customer needs and are responsive to changing requirements.</li> <li>• Improvement in the customer service experience across every interface with the council ensuring equality of access</li> <li>• The implementation of best practice processes to facilitate the required outcomes and the delivery of a commercially competitive service.</li> <li>• A performance culture which rewards behaviours underpinning the directorate's values</li> <li>• A performance culture where staff recognise the importance of delivering services and their critical role in their delivery.</li> </ul>

How it will be delivered:

1	Strengthening of flexibility and adaptability in service provision to respond to evolving changes in statutory duties, legal responsibilities and the structure and priorities of both the council and also the public sector in Scotland.
2	Effective governance of the programme and resource/change management and project planning in order to deliver on the programme of improvements.
3	Strong stakeholder and customer engagement throughout the programme implementation.
4	Build on the track record of successful delivery and improvement achieved to date.

How it will be monitored:

1	Effective monitoring, reviewing and recognition of the impact of improvements as they are made
2	Maximising the impact of sharing positive outcomes and lessons learned in order to strengthen knowledge and skills across the directorate

### 3. Strategic Fit

3.1 The challenges facing Aberdeen City and the public sector in Scotland are considerable. Those challenges and how the council will respond to them are articulated in the strategic plans developed at regional, council wide and directorate levels:

- The Single Outcome Agreement
- The Aberdeen Smarter City Vision
- The Council's Five Year Business Plan
- The Corporate Governance Business Plan

The business case, the inclusive themes and each of the service improvements seek to respond to those challenges and relate to the above plans in a coherent, integrated way. Appendix 8 sets out more detailed information on each of the plans and how the business case supports them.

#### 4. Scope

4.1 The scope for the content of the business case improvements is all services in the directorate as outlined in Appendix 5. The feedback responses from the discussion paper were that:

- ◀ There was strong support for an inclusive scope for all directorate services
- ◀ The scope should link to the Smarter Cities vision and whole council

The scope includes the professional functions, business management systems and processes, technology, staff roles, responsibilities and behaviours within the directorate.

4.2 The project affects, to varying degrees, all of the council's service areas and external stakeholders that receive outputs from the directorate. The importance of linking to the Smarter Cities vision and the whole council is recognised and opportunities will be sought to build improvements in conjunction with other directorates.

4.3 The scope includes both improvements relating to new investment and opportunities, and also improvements in how we manage tasks that may be considered 'business as usual' through changed business processes, and a redirection of resource to more value added tasks such as improving the level and quality of advice or customer service.

4.4 A number of key areas may benefit from the improvement but are excluded from scope could include:

- The management and administration of corporate governance related processes within other council services.
- The development of specialised technology within other council services.

4.5 Excluded from the scope are considerations of accommodation and facilities that would be within the remit of the Enterprise Planning and Infrastructure Directorate.

4.6 The dependencies section of each of the improvements may refer to elements out of scope but that could impact on the improvements identified.

#### 5. Time

5.1 The Programme covers the next 5 years with a high level outline timeline being shown in Appendix 9. In considering the impact of the changing external environment and the business needs of our customers, the improvements would not, however, be limited to a 5 year timeframe.

5.2 The approach for the programme is to manage the improvements alongside business as usual tasks, to consider resource, capacity, capability and workforce



plans in order to maximise the success of the implementation.

- 5.3 As the programme develops, it is anticipated that there would be a rolling monitoring system to identify, measure and learn from the benefits.
- 5.4 A number of the initial and on-going improvements focus on delivery in year 1 (2013/14). For the longer term improvements, 2013/14 is a preparation year for getting plans in place, with delivery coming in years 2-5.

## 6. Stakeholders

- 6.1 Each of the individual service improvements has a specific range of stakeholders with different roles. These roles could include decision making, being responsible or accountable for improvements, inputting ideas and contributions, facilitating discussions, being consulted or being informed.
- 6.2 A summary of stakeholder groups and roles is set out below, however through the governance structure and in consultation and engagement activities, individuals and groups may be asked to undertake different roles dependent on the relevance to that activity.

Stakeholder Group	Role and Responsibility
Members	Committee decision maker Engaging and influencing constituents
Staff:	
<ul style="list-style-type: none"> <li>Directorate SMT and Service Managers</li> </ul>	Role models for transformational leadership Decision makers responsible for leading and managing improvements in the programme (with SMT taking the role of Programme Board) Enable the engagement with other stakeholders and supporting the partnership approach to design and implementation of improvements Generate ideas Implement programme improvements Support staff in generating ideas and in the implementation of improvements
<ul style="list-style-type: none"> <li>Directorate Staff</li> </ul>	Role models for the PR&D behaviours of communication, respect, professionalism and customer service throughout the implementation of the programme Enable the engagement with other stakeholders and supporting the partnership approach to design and implementation of improvements Generate ideas Implement programme improvements Support colleagues in generating ideas and in the implementation of improvements

Unions	Consulted on proposals and submit feedback A partnership approach to the implementation of proposals linked to the engagement with other stakeholder groups – in particular the support of directorate staff
Internal customers	
<ul style="list-style-type: none"> <li>CMT</li> </ul>	Decision makers responsible for setting internal customer priorities. A partnership approach to the design and implementation of council-wide improvement options
<ul style="list-style-type: none"> <li>Heads of Service and Senior Managers</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of council-wide improvement options
<ul style="list-style-type: none"> <li>Council Staff – users of directorate services</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of council-wide improvement options
External customers	
<ul style="list-style-type: none"> <li>Partners</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of jointly delivered services
<ul style="list-style-type: none"> <li>Service users</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of relevant services
<ul style="list-style-type: none"> <li>Citizens</li> </ul>	Informed of the progress of the improvement programme and impact on council services

## 7. The Corporate Governance Improvement Programme

7.1	<p><b>Inclusive Themes</b></p> <p>An inclusive theme summary for each theme is set out in Appendix 2.</p> <p>These describe the six inclusive themes and set out the links to the individual service improvements:</p> <ul style="list-style-type: none"> <li>Customer service</li> <li>Business intelligence</li> <li>Business process review</li> <li>Staff development and workforce planning</li> <li>Performance measurement and good practice</li> <li>Vision, values and performance culture</li> </ul>
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7.2	<p><b>Service Improvements</b></p> <p>For each service group, a Service Group Summary and the individual Service Improvements are included in Appendix 3.</p> <p>The summary includes a statement from the Head of Service, that sets the context for their service group’s improvements, and a list of the improvements mapped to the six inclusive themes.</p> <p>The individual Service Improvements include a description of the improvement, the impacts of the improvement, links to the six inclusive themes, costs, benefits and risks.</p> <ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human Resources and Organisational Development</li> <li>▪ Customer Service and Performance</li> <li>▪ Legal and Democratic Services</li> <li>▪ Procurement</li> </ul>	
7.3	<p><b>Governance Structure</b></p> <p>The proposed future governance structure will be based on the oversight of both the inclusive themes and improvements in directorate services. The resource impact on staff of the new programme management arrangements will be minimized by using existing management methods such as SMT/ESMT meetings; Head of Service briefings and individual staff one to ones to implement the programme. A proposed governance structure is set out in Appendix 10.</p>	
7.4	<p><b>External Support</b></p> <p>The improvement programme will make appropriate use of external support to strengthen capacity and skills in the directorate. The approach will ensure that the support complements existing staff resource and every opportunity is taken to undertake skill transfer resulting in an up-skilled workforce. Throughout programme implementation a range of methods of strengthening capacity will be encouraged including working with partners and secondments, ensuring that skill and capacity support methods enhance customer service.</p>	
7.5	<p><b>Project Management</b></p> <p>The responsibility for management of the programme will be held within the directorate through the governance structure, with support from the Project Management Office. It is intended that strengthening and sharing of project and change management skills for managers and staff will be an outcome of programme implementation.</p> <p>The approach to managing improvements in the programme will be through customer centred priorities, with a flexible approach recognising staff capacity and capability whilst ensuring effective delivery of improvements and business as usual services.</p>	

**Business Case**

	<p>The approach to project management will be to identify and manage project risks as effectively as possible, recognising interdependencies in the process, using good project management best practice and practical approaches, monitoring and managing our performance against deadlines and identified benefits.</p>
7.6	<p><b>Engagement</b></p> <p>As outlined in sections 1.3-1.5, the discussion paper underwent a thorough process of consultation, with the extensive feedback indicating that the engagement process was positive and consultees appreciated the opportunity to input their views. Appendix 1 summarises the feedback on the discussion paper.</p> <p>The business case has been authored and reviewed by over 30 staff at a range of levels across the directorate, and this inclusive approach will be strengthened in future through the governance structure and implementation of the programme.</p> <p>The successful delivery of this improvement programme is dependent on our employees and we recognise that implementation of the improvements will have a major impact on staff. This means that communication and engagement with staff is highly important. The directorate has an established communications group for the service, in addition to putting in place systematic engagement with staff in order that they are informed and involved in the design, development and delivery of services.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• Mechanisms for employees to feedback views, suggestions and innovations;</li> <li>• Ongoing and regular monitoring of employee engagement through a range of means including working groups, briefings and use of on-line information and social media;</li> <li>• Enabling and supporting staff to be involved in generating ideas, developing solutions and implementing improvements.</li> </ul>
7.7	<p><b>Workforce Planning</b></p> <p>The implementation of the programme is underpinned by the council's and directorate's workforce plans. These build on the approach to workforce planning set out in the discussion paper.</p> <p>The inclusive theme 'Staff Development and Workforce Planning' details specific approaches for the implementation of this programme.</p>
7.8	<p><b>Recommendations</b></p> <p>It is recommended that the committee agrees:</p> <ol style="list-style-type: none"> <li>1. To authorise the Director of Corporate Governance to progress with the planned programme of 31 service improvements as identified in the business base which will result in the delivery of £888k of savings.</li> <li>2. To authorise the Director of Corporate Governance to progress with the required investment of £4.685m as identified in the business case for which</li> </ol>

funding has already been identified.

## 8. Benefits

- 8.1 The benefits of the programme are to strengthen the quality service provided to our customers through the range of improvements focussed on meeting the objectives linked to the inclusive themes. In turn this will achieve the delivery of the savings target. Benefits related to the each individual improvement option are set out in Appendix 3.
- 8.2 The benefit of the investment programme of £4.685m will be the increased resilience and responsiveness of technology to deliver directorate and council wide services.

## 9. Total Programme Revenue Implications

- 9.1 The business case identifies the service improvements that will deliver a minimum of £888k of savings in years 2014/15 and 2015/16 as required by the 5 year financial plan.
- 9.2 The £888k is on top of significant levels of savings that have been delivered over the last 3 years and beyond the saving for 2013/14 of £1.398m.
- 9.3 The saving of £888k over years 2014/15 and 2015/16 completes the so far agreed five year budget savings for the directorate and fully delivers the saving target identified by the ADM project. Over the five year period the directorate will have delivered £5.982m. Beyond 2015/16 it is likely that further savings will be required and the directorate will work on these as part of the ongoing Priority Based Budgeting Approach.
- 9.4 There are a number of improvements that propose redirection of existing revenue resource and targeting of existing budgets (e.g. training and development) to support up-skilling staff to meet the changing needs of the service.
- 9.5 Summary details of the revenue implications of each improvement option are set out in Appendix 11.

### Net Revenue Benefits of Programme

£	FY2013/14 £000	FY2014/15 £000	FY2015/16 £000	FY2016/17 £000	FY2017/18 £000	Total £000
<b>TOTAL</b>	0	450	438	0	0	888

## 10. Total Programme Investment Implications

### 10.1 Total Investment Requested

10.1	The investment requirements total £4.685m. The funding of which has been identified through a combination of the capital programme and identified revenue funding.
10.2	The investment requirement should be set against the significant savings that the directorate has contributed and will contribute over the five year period. The investment is needed to ensure the sustainability of Corporate Governance services and the successful delivery of the thirty one service improvements. In this context the payback period for the investment of £4.685m is less than one year when compared with sustainable recurring savings of £5.982m.
10.3	Summary details of the capital implications of each improvement option are set out in Appendix 12.
10.4	The improvements set out the proposals to invest £4.685m to support the improvement programme. This investment is primarily focussed on priority technological investments to enable the directorate and the business as a whole to manage effective business processes and provide quality business intelligence information for decision making. The major proportion of this investment is targeted at the future resilience of our network infrastructure for the council as a whole, and investment in an integrated HR and payroll system to support the council's management of its staff. There is a risk to the sustainability of the council's business systems if this investment is not made.
10.5	An investment and efficiencies summary is shown in Appendix 13 that links the capital investment with recurring savings in relation to each improvement option. The revenue benefits identified only relate to cash savings within the directorate and do not reflect potential extended benefits and costs incurred if this investment is not made.

### 10.2 Revenue Implications of Investment Requested

All revenue implications of capital expenditure have been incorporated into the revenue expenditure and benefits sections of the individual improvements and will be funded from existing budgets as part of the net achievement of benefits of the programme.

Where technology is replaced/upgraded, it has been assumed there will be no impact on revenue budgets because the ongoing costs for the support and maintenance will be similar to those already in the revenue budgets for the existing technology.

## 11. Risks

A risk register for the programme of improvements is set out in Appendix 14. The scope of risks in the discussion paper has been extended and reflects mitigation and residual risks. Risk throughout the programme will be managed through project governance arrangements.

## 12. Assumptions

The following assumptions are associated with the project and relate closely to the identified risks. The impact if any of the assumptions are compromised would be managed through the risk management approach to the project.

- a) That funding for investment is not compromised and that the implementation costs do not escalate beyond budget.
- b) That the programme of target savings is achieved as planned
- c) That the capacity, skills and capability to meet the required improvements is available within the directorate or developed through measures identified in the programme
- d) That there is buy-in from key stakeholders
- e) That the level of formation of arms length organisations within the council does not compromise the directorate's ability to provide integrated services.
- f) That effective project and change management enables the business as usual services to be managed alongside the achievement of improvements
- g) That customers do not seek alternative service provision for directorate services
- h) That changes in the viability, desirability or achievability of individual improvements do not compromise the overall programme
- i) That changes in vision or direction from elected members do not impact the programme significantly
- j) That wider changes in national or regional political agendas do not impact the programme significantly
- k) That the measures put in place enable the directorate to respond flexibly to meet changing customer demands
- l) That solutions are appropriately researched before changes are implemented
- m) That improvement options are made in consultation with customers reducing unanticipated negative impacts of the change
- n) That the outcomes of improvements are achieved
- o) That the pace of change of technology does not impact the programme significantly and that the current systems technology base continues to be supported

## 13. Dependencies

There are dependencies identified in the individual service improvements. There are other dependencies between service improvements and between directorate service improvements and those in the wider council. The next stage of the planning process will be to ensure that these dependencies are fully identified and processes are put in place to effectively manage any resource, process and technological implications.

It is not anticipated at this stage that any of the dependencies identified will compromise the delivery of the overall programme in the 5 year period, but there may be an impact on the timeline of individual improvements.

**14. Constraints**

The programme is constrained by financial, business and technological factors.

Financial constraints include the level of capital investment available and the on-going revenue budgets available to the directorate.

Business constraints include the statutory and regulatory systems within which the council operates.

Technological constraints include the current technology base of the directorate and our capacity to adapt to changing requirements.

**15. ICT Hardware, Software or Network infrastructure**

It is essential that the IT Account Managers are consulted in the early stages of ALL the projects to implement these improvements, regardless of whether there is an obvious IT element to the project or not. This will allow them to determine whether the project has any implications that are architecturally significant and require consideration by the Enterprise Architecture Governance Board.



## **Appendix 1 – Summary of Feedback**

There was a wide-ranging programme of consultation on the discussion paper, involving Members, unions, staff, the directorate's ESMT, internal and external customers. This involved written feedback, staff briefings and workshops in order to actively seek the views of all consultees. The consultation feedback was focussed around 13 questions for consideration as follows:

### **1. Scope**

The scope question asked which services in CG should be included in the programme:

- There was strong support for an inclusive scope for all directorate services
- The scope should link to the Smarter Cities Vision and whole council

### **2. Strategic Benefits**

The strategic benefits section explained how the document linked the programme to the directorate business plan and vision and asked whether the key critical success factors were the right ones. Feedback was:

- We should improve performance standards as well as aspirational benefits
- We should look at quick wins and long and short term improvements

### **3. Risks**

The risk management section set out 9 indicative strategic risks with their likelihood and impact. Feedback was:

- We should widen the scope of risks
- And include mitigation

### **4. Workforce planning**

The workforce planning section set out some of the challenges facing the directorate and its workforce that we will need to respond to. The feedback was:

- That workforce plans should reflect customer needs
- That it is important to link resource levels to desired service quality.

### **5. Improvement themes**

There were overarching improvement themes for the directorate as a whole and for each service area. The feedback was that:

- Themes strongly supported especially values, business process review, business intelligence, customer service

### **6. Cross service options**

A number of cross service options were set out including, for example, flexible working and business intelligence. Feedback was that:

- It is important to link services through improvements where provision to customers links
- A one stop shop approach for customers was supported
- Customer service standards and processes should be cross cutting across the directorate.

## **7. Improvement options**

There were many detailed feedback responses on the individual service options for each service. Many of these related to business processes and the customer experience of these. This was the section where the key messages of 'customer service', 'right first time' and 'ensuring a flexible and agile mind set' came through. It is therefore important that the improvements reflect business process review to improve the customer experience.

## **8. Governance**

There were 3 governance structures proposed in the paper – 1) service/functional; 2) cross cutting and 3) a matrix that used both service and cross cutting approaches.

The feedback was that the matrix approach was supported – focusing on the most relevant approach.

It was felt important to minimise the resource impact on staff of the new programme management arrangements and use existing management methods such as SMT/ESMT meetings; Head of Service briefings and one to ones to implement the programme.

## **9. Savings timeline**

The savings timeline set out the timeframe up to 2016/17. It was felt important to continuously:

- Review savings targets against latest funding gap and investment required

## **10. External support**

The external support section looked at the role of external consultants in supporting the improvement programme. There was support for:

- Full and early use of appropriate external support – with knowledge transfer
- Further methods of strengthening capacity were also promoted:
- Partnership/ shared services
- Secondments and up-skilling staff

It was felt important to ensure that use of external support is explained to customers

## **11. Approach**

The approach section looked at whether the programme should be 'big bang' or phased.

The response was:

- Customer centred approach – customer needs analysis
- Flexible approach ensuring that staff are not overstretched in order to achieve 'big bang' demands without justification

## **12. Employee and stakeholder engagement**

The engagement process was thought to have gone well so far and consultees appreciated the opportunity to input their views.

The level of jargon in the document was raised, however, some of the service options do have complex explanations that are best understood by a particular service area.

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It is therefore felt appropriate where possible to minimise the jargon and explain examples where possible, with summaries of key points being made available to suit the needs of the reader.

It was felt important throughout the further steps of the programme and in working relationships generally to build links at all levels with our customers.

The role of the facilitators was recognised as having helped the consultation process.

### **13. Next steps**

The next steps are supported, it was felt important to:

- More strongly identify specific performance measures and success criteria
- Undertake more structured customer needs analysis

Extensive feedback was provided and published on the 'Zone' council intranet. The overall emphasis of the feedback was supportive of the approach. A large number of detailed points were made and that constructive criticism has been taken on board and built into this business case.

There were seven key messages identified to summarise the feedback.

Customer service was raised by many of the consultees with a range of detailed suggestions and highly prioritised.

The roles and responsibilities of the directorate and our customers were felt important – bearing in mind the dual governance and support role the directorate has.

An inclusive approach was recommended.

The seven key messages were:

1. Customer Focus
2. Better data for business decision making
3. Streamlined Business Process Review
4. Flexible/agile mind-set and resource
5. Importance of right first time
6. Roles and responsibilities
7. Inclusive approach for all

**Appendix 2 – Six Inclusive Themes**

## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Customer Service	<b>ID</b>	Inc1_CS
<b>Author</b>	Bruce Reid	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	08-04-13

### ***1. Description***

The directorate is committed to supporting the modernisation of the Council's services by providing high quality, cost effective services which put the customer at the centre. At the core of this is the delivery of a consistent, high quality customer experience through a range of contact methods that are tailored to the needs of our different customer groups. Service standards will be reviewed and improved to ensure consistency in service quality and improve customer satisfaction across the organisation. Service level agreements with our customers will provide the underpinning governance.

Throughout the process of the development of this business case, the directorate has sought customer views and feedback that has led to approaches set out in this programme. In the implementation phase it is intended that service improvements will be developed following customer needs analysis and the design of services will be led by our customers.

The measurement of customer service and satisfaction will inform our progress in this improvement programme and we will respond to our customer's expectations of effective tracking of customer enquiries, getting it right first time and pro-active complaint management.

It is also important to develop our customer's awareness of our services and a number of measures are set out in this plan in order to achieve this outcome, building on positive feedback, for example, in respect of the role of business partners and how they support our internal customers.

We wish to reinforce the message that customer service is the responsibility of all our staff - embracing a customer service culture. A culture that rewards exceptional customer service will continue to be supported through the Performance Review and Development Scheme. This will link to the directorate's aspiration to have a flexible, skilled and motivated workforce.

There are a number of specific priorities for customer service identified in improvements across the directorate:

- improving staff performance and capability having a positive impact on customer service
- reducing customer waiting times through investment in new technologies
- increasing the reliability and performance of network services
- enabling the delivery of a value added service to customers through strengthening financial management
- encouraging and enabling customers to participate in the local democratic process with enhanced access to the council via social media and technology.
- demonstrating our effective decision making to customers through business

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intelligence led information

Welfare Reform may have a major impact on some of our customers who may need support and help to deal with these changes. The directorate's proposals will support customers through these changes by ensuring that staff receive sufficient training and knowledge to provide guidance and advice.

**2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin5	Responding to customers
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## Inclusive Theme Summary

<b>Inclusive Theme</b>	Business Intelligence	<b>ID</b>	Inc2_BI
<b>Author</b>	Carol Wright	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	08-04-13

### **1. Description**

In a complex organisation, it is critical that the right decisions can be backed by good quality and timely data so that management information drives improvement across the Council. Having accurate, reliable and easy to access management information available in real time is critical for effective and efficient decision making.

Streamlined business intelligence tools are needed to enhance and automate reporting and forecasting activity and it is proposed to develop a manager's portal that will enhance successful business management across the council through access to better information.

Interoperability of all systems and adoption and adherence to data preparation and management standards are key to the success of better clean data management and 'one version of the truth'. This improvement programme includes significant proposals for the strengthening of integration of the key sets of information the directorate oversees on behalf of the council in relation to finance, human resources and procurement. In addition, each service area has proposals in respect of the information it holds for specific purposes.

The programme includes major proposals in relation to the technological systems that the customer service and performance service govern on behalf of the council to provide resilience and support the business intelligence capability.

The knowledge management improvement focusses on linking business intelligence, benchmarking and digitisation of documents.

These proposals include the development of Business Intelligence technology through "dashboard" analytical reporting, data integration and data warehousing, being enabled by web based tools.

In addition there are proposals to focus on strategic business planning information using best practice guidance and continuing to strengthen the approach to priority based budgeting.

Ensuring an approach to strengthen interoperability standards for the organisation is linked to the Enterprise Architecture framework.

### **2. Service Improvements with links to this inclusive theme**

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working

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ID	Improvement
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP7	Enterprise Architecture
Fin2	Maximising business intelligence
Fin6	Strengthening technological solutions
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR5	Smarter Change Management
LDS1	Improving access to democracy
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness



## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Business Process Review	<b>ID</b>	Inc3_BI
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08-04-13

### ***1. Description***

<p>Streamlined business processes which result in outcomes that support our customer's needs are a key priority for the directorate. These need to be flexible, reflecting the many varied needs of our customers, through the range of internal service departments to the different external customer groups and citizens we support.</p> <p>All services in the directorate have identified a number of business processes for review, with the intention that through more effective processes reducing dependence on manual intervention, the quality of the service can be improved and that staff time can potentially be released to provide higher quality advice and support.</p> <p>Processes and workflows need to be constantly reviewed and refined to ensure they are fit for purpose. Processes may change in response to changing technology, new legislation or regulations, recognition of duplication, ideas and input from staff, or business process review.</p> <p>It is recognised that reviews may result in changed roles for staff and it is important for the directorate to support staff through the process, and enable them to adapt to new ways of working, giving them training and skills to learn new systems and to respond to the changing needs of the organisation.</p> <p>Clarity of comprehension of processes by users and customers is important and the development of effective procedures and training programmes.</p> <p>The close relationship between business processes in the directorate, and business processes of the internal customers or other council services is recognised. It is critical that in review of business processes within the directorate, an unexpected negative impact for these services does not result.</p> <p>Through this improvement programme, it is intended that there will be a coherent approach to business process review within services and the directorate, for example, developing best practice approaches to reviews, comprehending the full end to end processes and dependencies between processes.</p>
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### ***2. Service Improvements with links to this inclusive theme***

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation

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ID	Improvement
CSP7	Enterprise Architecture
Fin4	Driving process improvement and efficiencies
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR5	Smarter Change Management
HR6	Employer Of Choice
LDS1	Improving access to democracy
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Staff development and workforce planning	<b>ID</b>	Inc4_SDandWP
<b>Author</b>	Dorothy Morrison	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	08-04-13

### ***1. Description***

Delivering on the Councils Business Plan depends on our workforce. For the first time the council is in the position of having a Strategic Workforce Plan which sits alongside the Business Plan and which is designed to ensure:

- ‘We have a flexible, motivate and skilled workforce’; and that
- ‘We have planned that workforce in terms of the numbers, skills and qualities we required.’

The directorate has prioritised workforce planning and staff development as a theme to support the achievement of many of its improvements and in turn there are a number of specific improvements identified that focus on how this will be achieved, in particular through mobile and flexible working, focus on learning and development in the finance service, through all of the service improvements identified in the HR&OD service and through the legal services service review.

These service improvements cover areas such as how we will recruit and retain quality staff, how we will ensure we are an employer of choice, how we will develop people, how we will reward people, how we will manage talent and succession plan to ensure we have business continuity.

Specific examples of these areas include:

- The role of personal development plans for staff in developing training programmes linked to professional development.
- Opportunities to build capability and capacity in our workforce such as through effective use of external support, secondments, working with partners and ensuring effective staff cover arrangements.

In future we wish to strengthen further the links between the roles staff of the various service disciplines to build on synergies, share skills and create resilience in the organisation, which should also focus on improving our services to customers.

### ***2. Service Improvements with links to this inclusive theme***

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin1	Building a performance culture

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ID	Improvement
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU3	Customer Responsiveness

## Inclusive Theme Summary

<b>Inclusive Theme</b>	Performance measurement and good practice	<b>ID</b>	Inc5_PMandGP
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	08-04-13

### **1. Description**

This theme encompasses both approaches to performance measurement and the application of best practice learned from other organisations and developed through the creativity in our own organisation.

Value adding performance measurement is integral to our understanding our business; this can be achieved through effective business intelligence information and a strong range of appropriate performance measures that effectively demonstrate the quality and cost of our core services and milestones in our journey of improvement.

It is important that we benchmark our performance against other organisations and use the findings to learn our strengths and weaknesses.

Good performance information can then lead to good business decisions, redirection of resources to improve quality, effective design of processes and can provide assurance that service and organisational objectives are being delivered.

It is important that the performance of the directorate is effectively demonstrated to our customers to enable their feedback to be well informed. Customer satisfaction is a key measure of our performance. We will set appropriate performance standards and measures that are transparent to our customers through Service Level Agreements.

On designing performance measurement arrangements, consideration will be given to:

- Identifying the data and intelligence that will drive improvement;
- Agreeing, standards and tolerances of deviation;
- Data collection, with an ambition of effective automation to minimise the burden of collection;
- Analysis of data, specifically including comparisons (e.g. benchmarking with others to identify best practice; trend analysis);
- Clear and transparent decision making arrangements; and
- Appropriate engagement with stakeholders.

This theme is also the driver to encourage creativity and ideas from staff to support individual improvements and to generate new improvements as the programme progresses. Within the improvement programme are a number of measures intended to provide opportunities for staff to be more involved such as through a Corporate Governance Staff Conference and building on existing opportunities within services and teams.

The development of best practice approaches within the directorate may result in opportunities to share our services with other partner organisations or provide services

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externally that may result in income generating opportunities.
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**2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin3	Fostering innovation and developing best practice
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## Inclusive Theme Summary

<b>Inclusive Theme</b>	Vision, Values and Performance Culture	<b>ID</b>	Inc6_VVandPC
<b>Author</b>	Angela Crawford	<b>Version</b>	FINALx
<b>Approver</b>	Stewart Carruth	<b>Date</b>	08-04-13

### **1. Description**

The Corporate Governance Service has a vision to **‘support the modernisation of the Council’s services by providing high quality, cost effective services which put the customer at the centre’**.

In order to achieve this we will require a highly skilled and motivated workforce, committed to a clear set of values:

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

This theme underpins the other themes as it sets the approach and standards that we all work to. In delivering on this priority we will:

- Enhance the clarity and importance of the vision and values to the directorate.
- Undertake measures to ensure that the above vision and values are embedded throughout the directorate such as through an annual conference, events and a tailored training programme, led by the SMT.
- Continuously strengthen the application of values in the directorate.
- Comprehensively implement and embed the Performance, Review and Development Scheme (PR&D) with strong focus on Learning and Development which will enable us to have a flexible, skilled and motivated workforce which takes responsibility
- Specifically drive work on the behaviours of respect, professionalism, communication and customer service in the PR&D scheme.
- Strengthen leadership capability in the directorate.
- Link the professional values from the service specialisms (HR, Legal, Finance) through the continuous professional development programmes to the vision and values of the directorate to continuously build and strengthen objectives and behaviours of staff.
- Enhance the clarity of the roles and responsibilities of the directorate in its governance and support roles building on professional best practice
- Ensure that risk is effectively managed in the directorate, particularly in support of the improvement programme
- Strengthen the implementation of the PR&D scheme to:
  - enhance the application of objective setting and monitoring
  - sharing good behaviour examples across the directorate
  - rewarding success.
- Consider measures to enhance the reputation of the directorate

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This theme underpins other themes and the vision and values also support the themes as follows:

**Staff development and workforce planning**

- Implementation of an effective workforce planning strategy across CG encompassing recruitment, flexible resourcing and deployment, talent management and succession planning

**Customer service**

- Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed
- Provision of high quality services tailored to our customers (both internal and external) using, appropriately skilled, well trained, competent staff using the right technology and effective workflows to deliver a consistent service. Whilst doing this we will work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen
- Enhanced position to support changing customer requirements such as those required by arms length arrangements and welfare reform.

**Performance Measurement and good practice**

- Fostering innovation and developing best practice through identification and implementation of best-practice approaches to facilitate the required outcomes and the delivery of a commercially competitive service.
- Benchmarking and performance measurement

**Business intelligence**

- Effective use of technology linked with its application to support our vision and values

**Business process review**

- Effective use of business processes linked with its application to support our vision and values

The achievement of this theme also supports the achievement of all the critical success factors identified in the business case through

- Making best use of the financial resources available to us, delivering improvement in our service priorities in the most cost effective manner

**2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin1	Building a performance culture
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR2	Cultural Transformation
HR3	Improving Employee Engagement



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<b>ID</b>	<b>Improvement</b>
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## Appendix 3 – Service Improvements

- Customer Service and Performance
  - CSP1 - Knowledge Management
  - CSP2 - Partnership Working - community planning
  - CSP3 - Mobile and Flexible Working
  - CSP4 - Customer Service Improvement Programme
  - CSP5 - Channel Optimisation
  - CSP6 - City wide network improvements
  - CSP7 - Enterprise Architecture
  
- Finance
  - F1 - Building a performance culture
  - F2 - Maximising business intelligence
  - F3 - Fostering innovation and developing best practice
  - F4 - Driving process improvement and efficiencies
  - F5 - Responding to customers
  - F6 - Strengthening technological solutions
  - F7 - Embedding the Finance Framework
  - F8 - Responding to legislative and organisational change
  
- Human Resources and Organisational Development
  - HR1 - Smarter Integrated Planning
  - HR2 - Cultural Transformation
  - HR3 - Improving Employee Engagement
  - HR4 - Smarter Health, Safety and Wellbeing
  - HR5 - Smarter Change Management
  - HR6 - Employer of Choice
  - HR7 - Smarter Attendance Management
  - HR8 - Smarter Recruitment and Skills Development
  
- Legal and Democratic Services
  - LDS1 - Improving access to democracy
  - LDS2 - Promotion of committee support services
  - LDS3 - Legislative Change
  - LDS4 - Improved Access to Archives
  - LDS5 - Legal Services - Service Review
  
- Procurement
  - CPU1 - Process Improvement & Best Practice
  - CPU2 - Supplier Development
  - CPU3 - Customer Responsiveness

**Appendix 3 – Service Improvements**  
**Customer Service and Performance**

## Service Group Summary

<b>Service Group</b>	Customer Service and Performance	<b>Version</b>	FINALx
<b>Head of Service</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Head of Service Statement**

The programme of improvements outlined in the individual Service Improvements sets out how our service will contribute to the delivery of the key aims of the Smarter City agenda, Council's Five Year Plan and the Corporate Governance Business Plan.

Over the next five years the delivery of customer service will change significantly as we adapt to changing customer demands regarding the way in which services are accessed and delivered through emerging technologies, social media and mobile platforms. This process of change and improvement will be shaped and informed through a greater understanding of our customers needs, focused on better services delivering outcomes more efficiently and effectively.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
CSP1	<b>Knowledge Management</b> – We will improve knowledge management across the council through a number of projects including implementation of a corporate business intelligence solution; improved benchmarking of our services against best in class across a range of sectors; and digitization of our documents to support access to information and flexible working.	X	X	X	X	X	X
CSP2	<b>Partnership Working – Community Planning</b> – We will work, with council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and	X	X	X	X	X	X

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ID	Improvement	1	2	3	4	5	6
	develop a local “whole system” approach to service planning and delivery.						
CSP3	<b>Mobile &amp; Flexible Working</b> – We will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme	X	X	X	X	X	X
CSP4	<b>Customer Service Improvement programme</b> – We will improve the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services; establish a staff training and development programme; develop common customer service standards for ICT; implement an integration tool allowing communication between line of business systems and through specific devices; and implement an asset management and configuration system.	X	X	X	X	X	X
CSP5	<b>Channel Optimisation</b> – We will continue to work on shifting internal and external customer contact to alternative lower cost channels for example, web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees.	X	X	X		X	X
CSP6	<b>City wide network improvements</b> – We will improve performance and resilience of the ICT network across the city to ensure that it aligns with the business requirements and expectations.	X			X	X	X
CSP7	<b>Enterprise Architecture</b> – We will implement an enterprise architecture approach which provides a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Knowledge Management	<b>ID</b>	CSP1
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	08-04-13

### 1. Description

#### **Current Situation**

There is currently a fragmented approach to how the Service (and organisation) deals with information. Clear opportunities exist to improve information and knowledge management in support of business objectives. A baseline review needs to be undertaken, however, it is clear that no single strategy or plan is in place for the management of information and knowledge. Sources of information (electronic and physical systems) are fragmented, which is an impediment to analysis of data to support intelligence led decision making. Access to information (for colleagues and the public) is often ad hoc.

#### **Business need**

Knowledge supports the understanding of our business; directing of resources in an intelligence led way; design of processes in an intelligence led way; and, through appropriate governance arrangements, provides assurance that Service and organisational objectives are being delivered.

#### **Objectives**

There are 3 priority strands:-

- **Business Intelligence** - Through the application of technological solutions, we will improve access to business data in an integrated way which supports interrogation; analysis; reporting and its use in improving management of the Council's resources.
- **Benchmarking** - We will review current use of benchmarking as a tool to support improvement; identify further sources of benchmarking, as appropriate; and integrate this within our performance management and reporting arrangements.
- **Digitization of Documents** - As part of our corporate approach to the management of information, we will put in place a project to move the Council's documents from hard copy to electronic, as appropriate, in support of the "New Ways of Working" programme.

#### **Strategic fit**

The improvement underpins effective delivery of all organisational objectives.

#### **Timing**

- **Business Intelligence**
  - Phase 1 – April 2013
  - Phase 2 – April 2014
- **Benchmarking**
  - September 2013

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- **Digitization of Documents**

- April 2014

### **Stakeholders**

- **Business Intelligence**

- Key Stakeholders
  - ICT
  - Community Planning & Corporate Performance
  - Finance
  - HR
  - System Owners
  - Enterprise Architecture Board
  - Key information user
- Broad Stakeholders
  - All services
  - Elected Members

- **Benchmarking**

- Community Planning & Corporate Performance
- Key information owners

- **Digitization of Documents**

- Records Management
- Information Management Liaison Officers
- Key information owners
- ICT
- Enterprise Architecture Board
- New Ways of Working Programme Board

## **2. Impacts**

### **Organisation**

- There will be significant organisational impact for BI and Digitization. The input and direct activity of all Services will be required, both as the Improvement is planned and during delivery.

### **Processes**

- There will be very significant impact on processes for data capture, recording, analysis; use and reporting.

### **People**

- The impact on colleagues should be positive, empowering intelligence led decision making and allowing them to be more flexible in how they deliver services. At this early stage, it is not possible to quantify further details.

### **Technology**

- To be identified. Business analysis will be required to identify technology solutions for BI and Digitization. These will require the Enterprise Architecture Board to make determinations.

### **Other Corporate Governance Services**

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- All Corporate Governance services will be involved in the project. The impacts will vary.

**Other Council Services**

- Significant positive impact on all Services from digitization of documents (increased flexibility; assurance re information security). Corporate impact re physical storage. The impact of BI, again, should be positive providing improved access to information and increased ability for value adding analysis and use. There may be an impact in terms of use of information systems, but this cannot be expanded on at this stage.

**Other stakeholders**

Customers and taxpayers will benefit from improved use of, and access to, information and increased flexibility of service delivery.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP1	<b>Knowledge Management</b> – We will improve knowledge management across the council through a number of projects including implementation of a corporate business intelligence solution; improved benchmarking of our services against best in class across a range of sectors; and digitization of our documents to support access to information and flexible working.	X	X	X	X	X	X

Comments:

1. Customer service – Improved information will allow CG to better respond to customer need
2. Business intelligence – there is a strong link to this inclusive theme, and improvements in other services link to this improvement
3. Business Process Review – Strongly supported by information and benchmarking
4. Staff development and workforce planning – Improved knowledge is a key driver for targeting staff development and workforce planning
5. Performance measurement and good practice – There is a strong link to this theme that is directly supported.

Vision, values and performance culture – Directly supportive of this.



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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Business Intelligence – all CG	62,500	125,000	62,500	-	-	250,000
Content Management – all CG	100,000	-	-	-	-	100,000
Total	350,000	-	-	-	-	350,000

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Consultancy support for BI	60,000	60,000	-	-	-	120,000
Subscription to b/mark sources	10,000	10,000	10,000	10,000	10,000	50,000
Project Manager for Digitization	50,000	-	-	-	-	50,000
Resource for scanning records	-	-	-	-	-	-
Total	120,000	70,000	10,000	10,000	10,000	220,000

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_PMQ07 – Align Corporate Information & Research resource to work demand (links to Business Intelligence)	-	(47,000)	(47,000)	(47,000)	(47,000)	(188,000)
Total	-	(47,000)	(47,000)	(47,000)	(47,000)	(188,000)

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

**Business Intelligence** - The required resource will be consultancy and technological investment in data warehousing. Benefits that could accrue to the whole organisation are potentially very significant, but difficult to quantify at this stage. Directing resource in an intelligence led way will enable more effective resource decisions.

**Benchmarking** - Minimal resource required to access data for which there is a charge. The business case is that the benefits to accrue from improved management information and processes will outweigh the cost. Benchmarking makes services more accountable and allows measurement of progress while improving performance.

**Digitization** - This is a significant project which underpins the “New Ways of Working” programme. The full costs and benefits will be fully quantified once the project is scoped, and include

- A dedicated fixed term project manager is required for 2013/14 to establish and scope the project and initiate activity (costs estimated above)

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- dedicated resource required to scan records
  - once records are digital these need to be stored in a way that allows context specific access and complies with Public Records and Data Protection requirements
- Benefits would be real and, in many cases, cashable (e.g. storage space; flexible working). Benefits include improved governance arrangements, easier access to documents to support data analysis and requests for information.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

## **5. Risks**

**Business Intelligence** - Unavailability of information leads to decisions which are not intelligence led.

**Benchmarking** - Opportunities are lost due to lack of knowledge of best practice. Accountability and authority are diluted due to lack of credible comparisons.

**Digitization** - Public Records Act is not fully complied with. New Ways of Working Programme is not supported.

## Service Improvement

<b>Improvement</b>	Partnership Working – Community Planning	<b>ID</b>	CSP2
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background**

Development of a new City Vision and Single Outcome Agreement (SOA) and accountability for its delivery.

#### **Current Situation**

A new SOA will, formally, be in place by 30<sup>th</sup> June 2013. This sets out the priority outcomes on which the Scottish Government will hold community planning partners to account. Partners will also hold each other to account for their contribution towards these outcomes. The delivery of complex multi-agency outcomes has many challenges and the facilitation of this process rests with Corporate Governance.

#### **Business need**

As stated above, there is a shared accountability for delivering improved outcomes. The challenges to delivery require to be proactively identified and managed to reduce the risk of priorities not being delivered.

#### **Objectives**

We will work, with Council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and develop a local “whole system” approach to service planning and delivery.

#### **Strategic fit**

The SOA informs the 5 Year Business Plan, the strategic fit, therefore, is clear.

#### **Timing**

The SOA has a 10 year timeframe, however, the completion of the development plan should be embedded by 31<sup>st</sup> March 2014.

#### **Stakeholders**

The SOA is an all encompassing vision for the City. We are all, therefore, stakeholders. More specifically, however, each priority area will have accountabilities for colleagues across each Service.

### **2. Impacts**

#### **Organisation**

- The organisation’s governance and management arrangements will, where needed, require to be adjusted to support the delivery of SOA priorities. The non-delivery of priority outcomes could have negative consequences in terms of reputation and,

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particularly with respect to preventative spend, costs.

**Processes**

- Governance and management processes will require to be aligned. Given that most outcomes have a shared accountability, new ways of working with partners should be examined. Processes for alignment of resources to priorities will be reviewed.

**People**

- The SOA will lead to an outcome focus for the city.

**Technology**

- Unable to quantify, however, the SOA identifies “a digital city” as a priority. This also links to the network improvements in CS&P8.

**Other Corporate Governance Services**

- Specifically, the Finance service will be involved in reviewing the processes for aligning resources to priorities at a partnership level links to Fin7.

**Other Council Services**

- All Services are involved, as appropriate, in the delivery of the SOA.

**Other stakeholders**

- Customers and taxpayers will benefit from improved governance and management of resources towards the delivery of improved outcomes. Local partners and the Scottish Government are also key stakeholders. The impact on them will be varied.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP2	<b>Partnership Working – Community Planning</b> – We will work, with council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and develop a local “whole system” approach to service planning and delivery.	X	X	X	X	X	X

Comments:

1. Customer service – Communities and service users are the focus for improved outcomes
2. Business intelligence – Planning locally through “whole system” and at Thematic and SOA level must be intelligence led
3. Business Process Review – The focus of the “whole system” approach is on reviewing activity across partners and building better processes
4. Staff development and workforce planning – This is one of the pillars of public sector reform which community planning needs to respond to

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5. Performance measurement and good practice – This is one of the pillars of public sector reform which community planning needs to respond to  
6. Vision, values and performance culture – Vision is set by SOA

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
“Whole System” Project Manager (ACC contribution, see below)	25,000	20,000	0	0	0	45,000
Total	25,000	20,000	0	0	0	45,000

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_FS03 Reduction in Fairer Scotland Fund	-	-	(250,000)	(250,000)	(250,000)	(750,000)
Total	-	-	(250,000)	(250,000)	(250,000)	(750,000)

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

It has been agreed by the Community Planning Partnership, for a dedicated project management resource to support the “Whole System” approach. The role would be on a fixed term basis for a period of 18 months. The specific purpose of the “whole system” approach is to find joined approaches to a) improving efficiency b) preventing future costs and c) simultaneously, improve outcome for communities.

Accordingly, savings would be expected, but the nature of these; the timing; and indeed to which partner they might accrue are unknown. It is hoped that the development of this approach will offset the impact of reductions in the Fairer Scotland Fund.

Whilst the full cost of the fixed term post is likely to be £90k over the 18 months, it is possible that the post could be funded either from identified underspends; or through contributions from community planning partners. It is anticipated that ACC will recover 50% of the costs through such contributions; which is reflected in the figures above.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

**5. Risks**

The Community Planning Partnership has completed a full evaluation of risks which would have a negative impact on its ability to deliver its priorities. A full Risk Register is available. The Register specifically includes the unavailability of funding to support leverage projects such as “whole system”.

## Service Improvement

<b>Improvement</b>	Mobile & Flexible Working	<b>ID</b>	CSP3
<b>Author</b>	JP Cleary	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background**

The ICT service will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme. Part of that programme's remit is to extend the use of mobile working for field workers and provide the facilities for home-working and flexible working. One of the major enablers in this will be the provision of the underlying ICT infrastructure and the tools to manage and maintain the infrastructure itself and the devices that will run on it.

#### **Current situation**

There are currently a number of mobile applications already running successfully in Housing, Social Care & Wellbeing, Roads and City Wardens. Other implementations are expected to be identified by the New Ways of Working Programme and there is already an additional project in Environmental Health that is currently being scoped for tender.

These applications tend to run on different mobile platforms using different technologies, sometimes supplied by the supplier of the main departmental system that the mobile worker wants to connect with.

Mobile device technology has advanced exponentially in the last few years giving rise to the increase in the demand for more flexible mobile working. It is crucial that security and monitoring of these devices keeps abreast with the technology advances. The request to use personal mobile devices such as Androids, iPads, Windows mobile devices and Smart phones across the Aberdeen City Council network, along with the growing desire for staff to use their own devices, also makes it essential for security purposes that the correct management, monitoring and filtering solution is implemented. Aberdeen City Council has two separate networks, the Corporate network and the Education network. The Mobile Device Management solution will be suitable for both the Corporate and the Education networks.

A solution has been procured for Mobile Device Management. This hardware and software will include the ability to secure, monitor, manage and support mobile devices deployed across the Aberdeen City Council networks (corporate and curricular). The software functionality will support all types of mobile devices, including mobile phones, PDAs, smart phones, tablet computers, mobile printers, mobile point of sale devices, employee-owned devices that can be supported under a Bring Your Own Device policy and mobile devices owned by ACC's partners.

#### **Business need**

As this improvement is an enabler for the New Ways of Working Programme, its main benefits will be derived from that of the Programme and the identified improvements and

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increased flexibility in staff's working environment and process efficiencies from supporting staff to work in more mobile and flexible ways. Using this technology staff will be able to access and input data remotely and from modern working environments, remote sites, customer premises and from home using modern fully-connected tools and technology.

In line with the Enterprise Architecture Strategy, the proposed mobile working infrastructure assumes the adoption of a mobile technology platform rather than continuing to purchase heterogeneous environments.

In addition, SharePoint and other collaboration and communications tools will be provided under the Microsoft Enterprise Agreement and the existing technologies such as Lagan CRM and the Opti-time job scheduler may be further developed to support Work Style change.

### **Objective**

To provide the suite of tools, technologies, strategies, policies and services to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme, where possible under an increasingly homogenous technology infrastructure to provide best value and reduce complexity in ICT support.

### **Strategic fit**

This improvement is an important enabler to a corporate New Ways of Working Programme which is being governed by New Ways of Working Programme Board reporting to the PMO Sponsoring Group.

### **Timing**

Some elements of this improvement have already started, others will be delivered as defined by the plans and schedules of the New Ways of Working Programme.

### **Stakeholders**

The main stakeholders are the New Ways of Working Programme, their stakeholders plus existing users of mobile and flexible technologies.

## **2. Impacts**

### **Organisation**

This improvement will provide ACC with a modern efficient suite of technology that helps equip a modern workforce working in modern, flexible ways and supporting a modern flexible working environment.

### **Processes**

The introduction of increased mobile and flexible working practices will result in significant changes to affected business processes. These will be identified and managed as part of the New Ways of Working Programme.

### **People**

The main impacts of the technology infrastructure will be via the New Ways of Working Programme but there may other impacts outside the scope of the Programme such as the possibility for staff to bring their own mobile device and connect them to the ACC network,



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allowing them greater flexibility in how they work.

**Technology**

This improvement will new technology platforms and may invoke changes to existing technology with the aim of moving towards homogenous technologies where possible in line with the Enterprise Architecture Strategy.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP3	<b>Mobile &amp; Flexible Working</b> – We will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme	X	X	X	X	X	X

Comments:

As this improvement is an enabler, although it links to all six inclusive themes this is via the business implementations within the New Ways of Working Programme. There is a strong link to themes 3 and 4.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
ICT Infrastructure within CG	50,000	-	-	-	-	50,000
Total	50,000	-	-	-	-	50,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_PM01 – Programme Management Office – Efficiencies	-	(5,000)	-	-	-	(5,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

This is the capital expenditure estimated to enable the mobile and flexible working to be implemented in Corporate Governance.

Savings are not quantifiable at this stage, and it should be noted that any additional savings would be dependent on facilities reconfiguration.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
None		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Supports the implementation of the New Ways of Working Programme and the realisation of its objectives and benefits.	An enabler only. Success will be through support of projects in the New Ways of Working Programme.	An enabler only. Contributes to successful outcomes of the Programme.

## **5. Risks**

It is assumed the middleware purchased for use with Lagan CRM will satisfy most of the requirements of mobile implementations. Additional work will be required when each mobile project is identified to test whether this is the case. This will be carried out through the Enterprise Architecture Board.

The strategy is to move to a more homogeneous environment. The needs of each mobile implementation within the New Ways of Working Programme will be tested against the Enterprise Architecture. In each case there is always a risk that the standard infrastructure is not the best solution.

ICT constantly changes. There is a risk this strategy will need to be amended as circumstances, customer requirements and technologies develop over time.

The New Ways of Working Programme is still in its early stages. Its ICT requirements may change as its business case becomes clearer.

## Service Improvement

<b>Improvement</b>	Customer Service Improvement Programme	<b>ID</b>	CSP4
<b>Author</b>	Angela Doyle / Sandra Massey / Aileen Reid	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### 1. Description

#### **Background, Business Need & Objective**

A customer service improvement programme is currently underway with the aim of improving the service experience for our internal and external customers offering access to information and services quickly and easily. Leading to the delivery of a more efficient and effective customer service experience where all service provision is consistent, co-ordinated, proactive and accountable and a 'first time fix' has become the norm. Our customer's needs and expectations are changing and being influenced by services they receive elsewhere. Therefore, we are looking to build on our current performance levels and further develop our staff to be cross-skilled in a number of service areas to improve customer satisfaction and performance levels.

The improvement programme will focus on a number of areas including;

- Improving the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services
- Establishing a staff training and development programme comprising the multi-skilling of the customer service team.
- Develop common customer service standards for ICT to provide a consistent experience for internal and external customers across services.
- Review and revise performance metrics.
- Implement an integration tool allowing communication between line of business systems and through specific devices.
- Asset management and configuration system implementation.

#### **Strategic Fit**

This improvement supports the smarter priorities of;

- "Smarter Governance – Participation: acknowledging the role that citizens can play in the evolution of the city.  
Priority: we will encourage citizens to participate in the development, design and decision making of services to promote, civic pride, active citizenship and resilience.  
Outcome: Citizens feel they can influence their communities through engagement in the development, design and decision making of services."
- "Smarter Mobility – Transport and ICT: promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.  
Priority: We will maximise digital connectivity to ensure equal opportunity of access to services for all people.  
Outcome: The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development."

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**Stakeholders**

The key stakeholders for this service improvement include:

- Internal staff
- External customers
- Elected members
- External bodies – Sport Aberdeen, Bon Accord Care
- Other Local Authorities – Aberdeenshire Council, Moray Council
- Other public sector bodies – NHS, Police, Fire & Rescue service

**2. Impacts**

This improvement programme will have a positive impact on the organisation and external customers and partners. Positive impacts include; improved performance, reduced waiting times, enhanced reputation, increase in staff morale, increased capability, more consistency between ICT and Customer Service through utilising the same principles.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP4	<b>Customer Service Improvement programme</b> – We will improve the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services; establish a staff training and development programme; develop common customer service standards for ICT; implement an integration tool allowing communication between line of business systems and through specific devices; and implement an asset management and configuration system.	X	X	X	X	X	X

Comments:

There is a strong link to the customer service theme.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Service & Asset Management system	-	150,000	-	-	-	150,000
Upgrade and development of Lagan	-	200,000	-	-	-	200,000
Total	-	350,000	-	-	-	350,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Technology support & maintenance	-	12,000	64,500	64,500	64,500	205,500
Staff training & development – CS & ICT	5,000	30,000	-	-	-	35,000
Total	5,000	42,000	64,500	64,500	64,500	240,500

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Technology expenditure is made up of ICT investment for a service management/asset management system including knowledge management. Also includes customer service investment in additional middleware or similar.

Revenue expenditure is made of annual support & maintenance for middleware solution (£12,000) plus 15% of technology investment (£52,500). The revenue expenditure will be met from existing revenue budgets.

This is an investment programme and would be subject to a secondary business case process.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

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4.3 Qualitative

Benefit	Measurement	Estimated benefit
Staff more efficient	Performance measure to be defined	Can be forecast once performance measure is defined
Increased customer satisfaction & perception	Performance measure to be defined	Can be forecast once performance measure is defined
Staff morale increased	Performance measure to be defined	Can be forecast once performance measure is defined
Reduced longer term investment	Performance measure to be defined	Can be forecast once performance measure is defined

**5. Risks**

<ul style="list-style-type: none"> <li>• By not making improvements won't be able to improve or achieve efficiencies</li> <li>• Increased pressure on current resources.</li> <li>• Reputation could stay the same or get worse as customers' expectations are changing and we need to keep improving and changing to meet these expectations.</li> <li>• Arms length organisations could choose to do business elsewhere.</li> </ul>
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## Service Improvement

<b>Improvement</b>	Channel Optimisation	<b>ID</b>	CSP5
<b>Author</b>	Angela Doyle/ Aileen Reid / Sandra Massey/Ian Watt	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background, Business Need & Objective**

Customer Service & Performance is continuing to work on shifting internal and external customer contact to alternative lower cost channels for example web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees. This includes exploring the options and impact of this development on service cost, quality and access. Whilst some progress has been made in this area, the challenge is now to build on this infrastructure by joining up all customer contact channels more effectively, developing the underlying knowledge systems, utilising emerging technology and developing alternative approaches to ensure that the council can migrate services into the most efficient and cost-effective contact channel.

There is an understanding that different groups of people prefer different channels and whilst the drive is to reduce costs, there is recognition that there is a customer requirement for a variety of customer channels. Nevertheless, the preference is for services to be delivered from a digital platform as far as possible, helping customers to serve themselves but being available to assist when required, in return freeing up staff to be more responsive where required.

The aim is for customers to have choices in when and how they receive service leading to a better customer experience and reduced costs.

#### **Strategic Fit**

This improvement supports the smarter priorities of;

- “Smarter Mobility – Transport and ICT: promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.

Priority: We will maximise digital connectivity to ensure equal opportunity of access to services for all people.

Outcome: The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development.”

It delivers against one of the principles within the Corporate Governance service business plan, namely:

- “Customer Services Management – Consistent, high quality customer experience through a range of chosen access channels that are tailored to the needs of our different customer groups in order to embrace a council-wide customer service culture.”

#### **Stakeholders**

The key stakeholders for this service improvement include:

- Internal staff



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- External customers
- Elected members
- External bodies – Sport Aberdeen, Bon Accord Care
- Other Local Authorities – Aberdeenshire Council, Moray Council
- Other public sector bodies – NHS, Police, Fire & Rescue service

**2. Impacts**

Channel optimisation will have a positive impact on the organisation and external customers and partners. Positive impacts include; improved performance, reduced waiting times, enhanced reputation, increase in staff morale, reduced costs.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP5	<b>Channel Optimisation</b> – We will continue to work on shifting internal and external customer contact to alternative lower cost channels for example, web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees.	X	X	X		X	X

Comments:

This improvement has a strong link to the customer service theme.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Citizen Validation & authentication	-	100,000	-	-	-	100,000
Phone Self service, voice recognition	-	100,000	-	-	-	100,000
Automated SMS solution	-	25,000	-	-	-	25,000
Online Customer Assistance Tools	-	25,000	-	-	-	25,000
Web self service	-	35,000	-	-	-	35,000
<b>Total</b>	-	285,000	-	-	-	285,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1 Technology annual support and maintenance	-	-	42,750	42,750	42,750	128,250
<b>Total</b>	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Customer Service – staff efficiencies	-	(40,000)	(40,000)	-	-	(80,000)
<b>Total</b>	-	(40,000)	(40,000)	-	-	(80,000)

#### Comments:

Technology expenditure is made up of customer service investment for self-service, online customer assistance tool, citizen authentication and validation, telephony self-service including voice recognition/natural voice and an SMS solution.

Revenue expenditure is made up of annual support & maintenance calculated as 15% of technology investment (£42,750). The revenue expenditure will be met from existing revenue budgets.

This is an investment programme and it is anticipated that by moving an increasing number of customers to lower cost channels will reduce costs to serve over time. Through implementation of new technology and by working effectively it is expected that savings can be made through natural wastage by investment in areas such as voice recognition and self-service. This is an investment programme and would be subject to a secondary business case process.

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Note – the ICT self-service element is accounted for under service improvement CSandP4 – channel optimisation.

#### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Cost reduction	Number of transactions moved to cheaper channels	Can be forecast once measure is defined

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Staff more efficient & time freed up	Performance measure to be defined	Can be forecast once measure is defined
Improved perception/reputation	Performance measure to be defined	Can be forecast once measure is defined
Improved customer satisfaction	Performance measure to be defined	Can be forecast once measure is defined
Avoidable contact reduction	Performance measure to be defined	Can be forecast once measure is defined

### 5. Risks

- If we don't move to cheaper channels it will cost more in the future to deliver services with a risk to staff jobs.
- Increased pressure on current resources.
- Customers not engaged and not willing to use self-service/alternative channels.
- Staff not engaged and don't encourage/promote use of alternative channels.
- Reliant on infrastructure and if alternative digital channels don't work then our reputation is at risk.

## Service Improvement

<b>Improvement</b>	City Wide Network Improvements	<b>ID</b>	CSP6
<b>Author</b>	Sandra Massey	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

There is a continuing need to improve performance and resilience of the network across the city to ensure that it aligns with the business requirements and expectations.

#### **Current situation:**

The Council operates the majority of its business critical applications from a single data centre in Livingston, through a Managed Data Centre contract which runs to end of December 2015. Rollout of Virtual Desktop has recently been completed across the corporate estate, although the usage of this is not yet as high as intended.

All schools have local ICT infrastructure which is aged, end of life, difficult to support and due for refresh. A recent options appraisal exercise completed in January 2013 recommends a move to virtualisation of the schools ICT infrastructure to a centralised data centre.

Virtualisation has significant benefits to support efficiencies of administration of ICT infrastructure, but increases the reliance on network connectivity. Network connectivity between ACC sites has a number of single points of failure, which in a centralised virtualised environment increases the risk of system unavailability.

Availability of major council business applications is generally good, but there have been incidents where buildings have suffered outages due to network unavailability.

Login times to all areas of the network are cited as being between 2 – 30 minutes, with frequent complaints received of unacceptable login times.

#### **Business need**

- a resilient network that performs at a level that meets the needs of end users
- a consistent performance benchmark for network login and usage from any device, any where, any time

The business need and investment in respect of this improvement is for the whole council. The benefits will impact on productivity across the council.

#### **Objective**

To develop and implement a strategy that maximises the resilience and performance of the network therefore minimising non-productive time for end users and reducing the number of help desk calls to be resolved by IT

#### **Strategic fit**

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This improvement fits within Aberdeen - Smarter City, Smarter Mobility (Transport and ICT):

- We will maximise digital connectivity to ensure equal opportunity of access to services for people.
- We will maximise digital connectivity to promote and develop business growth in the city.

This improvement links to the Council's Corporate Asset Management Plan.

### **Timing**

Elements of this have already started by identification of key weaknesses in the ICT network Infrastructure and prioritisation within the ICT Asset Management Plan funded through the revenue rolling ICT Investment Programme. This project will run to December 2016 to include any potential data centre transition arrangements.

It is noted, however, that ICT Infrastructure generally has a short life cycle and there is a continuing need to improve and refresh its ICT infrastructure to take advantage of emerging technologies, where appropriate.

### **Stakeholders**

All users of Aberdeen City Council network – employees, Elected Members and members of the public for access to ACC Council applications.

## **2. Impacts**

### **Organisation**

No impact on management structures, roles, responsibilities and human resources required

### **Processes**

The strategic review of core ICT infrastructure may impact on Services business continuity processes.

### **People**

The main impacts of the improvements will be improved staff morale due to increased reliance and performance of network services. Appropriate training will be provided to support changes in technologies, in consultation with Employee Development.

### **Technology**

This improvement project will require installation and refresh of ICT infrastructure across the city. While doing so, Customer Service & Performance will require to work closely with colleagues in Asset Management taking into consideration any Property rationalisation.

This improvement project will also closely align with work being carried out through the Fibre City project, being managed by Enterprise, Planning & Infrastructure.

### **Other Corporate Governance Services, Council Services and stakeholders**

Improved resilience and availability of electronic Council services

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP6	<b>City wide network improvements</b> – We will improve performance and resilience of the ICT network across the city to ensure that it aligns with the business requirements and expectations.	X			X	X	X

Comments:

Links to Customer Service by striving for improved availability and network login and performance which matches customer expectation.

Links to Staff development and Workforce planning through alignment of ICT Infrastructure to its workforce. There will be staff development opportunities within CS&P to upskill on up to date technologies.

Links to Performance measurement and good practice with improved availability measures and benchmarked login performance measures.

Links to vision, values and performance culture through maximisation of digital connectivity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Data Centre Technologies	-	-	250,000	2,750,000	-	3,000,000
Server Virtualisation Infrastructure for ACC based server estate (within educational establishments)	180,000	-	-	-	-	180,000
Resiliency and Redundancy on Core Networks	150,000	300,000	300,000	-	-	750,000
Improved Network Bandwidth	-	200,000	200,000	-	-	400,000
Improve range of IP Telephony	-	300,000	200,000	-	-	500,000
<b>Total</b>	<b>330,000</b>	<b>800,000</b>	<b>950,000</b>	<b>2,750,000</b>	<b>-</b>	<b>4,830,000</b>

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Continue to implement Internal Wireless LAN across ACC properties	350,000	50,000	25,000	-	-	425,000
Implement Lync Edge Technologies	50,000	-	-	-	-	50,000
Server and Desktop Virtualisation – education	500,000	500,000	500,000	-	-	1,500,000
Kittybrewster Telephone Switch Replacement	100,000	-	-	-	-	100,000
Central Library Telephone Switch Replacement and Mastrick sites	-	150,000	-	-	-	150,000
Client Device refresh	100,000	-	-	-	-	100,000
Expand MDM for additional devices	-	50,000	-	-	-	50,000
Other ICT refresh/investment not yet itemised	-	350,000	575,000	1,100,000	1,100,000	3,125,000
<b>Total</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>5,500,000</b>

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Comments:

Taken from ICT Asset Management Plan – and details for ICT Investment 2013/14

Not anticipating major direct financial benefits from these investments.

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This investment programme would be subject to a further business case.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Improved availability of networks	Detailed Application and Network Availability Measures	Unknown. Baselines at the detailed level are not available and will need to be measured.
Improved Login time	Actual login times	If anecdotal times are evidenced, then reduction in login times of 10 mins per user would provide an additional equivalent 90 fte days productive time across the organisation each day (not to mention the reduced energy consumption for all those cups of coffee alleged to be made during logon!)

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Unproductive Time	Cost of loss of network connection at a single site for a period of more than 4 hours	£staff cost per every hour of unavailability, per fte.

**5. Risks**

Risk that ACC do not have the skills to develop and implement an effective network strategy.

With increased reliance on the use of ICT systems to perform day to day operations without investment in the network infrastructure across the city, the impact of the risk of unavailability of systems becomes higher.

ICT constantly changes. There is a risk that programme of works will need to be amended as circumstances, and technologies develop over time



## **Service Improvement**

<b>Improvement</b>	Enterprise Architecture	<b>ID</b>	CSP7
<b>Author</b>	David McDowell	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

The effective management and exploitation of information through IT is a key to business success. Enterprise Architecture (EA) addresses this need, by providing a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.

Furthermore, a good EA enables you to achieve the right balance between IT efficiency and business innovation. It allows individual business units to innovate safely to meet the changing needs of their business. At the same time, it assures the needs of the organization for an integrated IT strategy, permitting the closest possible synergy across the extended enterprise.

The technical advantages that result from good IT bring important business benefits, which are clearly visible in the bottom line.

#### **Current situation**

Over the last year we have been working with consultants, SOPRA, to develop our initial EA capability through the use of The Open Group Architecture Framework (TOGAF), a proven EA methodology and framework used by the world's leading organizations to improve business efficiency.

We have:

- developed our Architecture Principles and Governance Framework, through a series of workshops, involving representatives from all directorates;
- established an Enterprise Architecture Governance Board, which includes nominated Heads of Service from each Directorate, and meets on an 'as and when required' basis.

We are currently:

- working with all directorates, SOPRA and ATOS to develop our architecture vision;
- implementing an Architecture Change Request process;
- recruiting for the post of Enterprise Architect.

#### **Business need**

- To identify and communicate the optimal approach to delivering business strategy through a complimentary IT strategy and vice versa
- To develop a repository that contains the necessary current information that can be accessed as and when required by those who need it
- To increase the agility of our IT so that we are able to respond to and accommodate business innovation in a timely manner and vice versa
- To reduce the complexity of the IT landscape
- To reduce the cost of ownership of IT

## Corporate Governance Improvement Business Case

### **Objective**

Through the implementation of TOGAF, embed an EA culture in the Council, which allows us to meet our business needs and accrue the benefits of EA as we develop our capability maturity level.

### **Strategic fit**

This improvement fits with the following strategic outcomes:

- Taxpayer Outcomes
  - Best Value
  - Efficiency
  - Stewardship
- Authority
  - Smarter Governance

### **Timing**

Develop the capability maturity level of our EA process as follows:

2012/13 Level 1 – EA process underway

2013/14 Level 2 – EA process under development

2014/15 Level 3 – EA process defined

2015/16 Level 4 – EA process managed and measured

2016/17 Level 5 – EA process continually improving

### **Stakeholders**

The main stakeholders will be the decision makers within the Council.

As a result of decisions made, our IT will evolve in response to the constantly changing needs of the business environment and there will be many people across the whole Council who will be interested in or affected by EA. The detail of those stakeholders will be identified as specific projects develop.

## **2. Impacts**

As our capability maturity develops the potential direct impacts are:

### **Organisation**

- Out with the appointment of the Enterprise Architect, which is already agreed, it is not thought that there will be a requirement for any additional resources
- There may be a need for changes in roles and responsibilities as we implement TOGAF and develop our capability

### **Processes**

- The introduction of TOGAF, and associated best practice, will update existing processes and introduce new processes where there are gaps in our capability

### **People**

- Information, education and training of staff across the Council is essential and will be key to successfully embedding an EA culture in the Council and to the efficiency of the processes

### **Technology**

- Improvements in our technology that allow us to accrue the benefits of EA
- The procurement of an enterprise level EA tool that supports the implementation and development of our capability maturity, part of this tools function will be as a repository

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**Other Corporate Governance Services, Council Services and stakeholders**

- Involvement in TOGAF processes
- Information, education and training
- The benefits of good EA

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP7	<b>Enterprise Architecture</b> – We will implement an enterprise architecture approach which provides a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.	X	X	X	X	X	X

Comments:

1. Customer service – As our EA improves it follows that we will be able to provide improved customer service
2. Business intelligence – EA brings information and knowledge from across the Council in to one central repository
3. Business Process Review – The introduction of the TOGAF processes
4. Staff development and workforce planning – The provision of information, education and training
5. Performance measurement and good practice – As our capability maturity develops the introduction of performance measurement and good practice
6. Vision, values and performance culture – The alignment of business and IT strategies

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Infrastructure (Hardware) *	6,000	0	0	0	0	6,000
Infrastructure (Software) +	7,766	1,480	1,480	1,480	1,480	13,686
Infrastructure (Support and Maintenance) *	2,010	2,092	1,632	1,632	1,632	8,998
Application Licences	30,000	0	0	0	0	30,000
Consultancy/Implementation/Training	7,500	0	0	0	0	7,500
Application Support and Maintenance	6,000	6,000	6,000	6,000	6,000	30,000
Total	59,276	9,572	9,112	9,112	9,112	96,184

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Enterprise Architecture	-	(10,000)	(10,000)	-	-	(20,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(10,000)	(10,000)	-	-	(20,000)

#### Comments:

The costs listed above are estimates for a mid range enterprise level EA tool and it is intended that these will be met from the ICT revenue budget.

\* for 2 servers (based on the ATOS Managed Service)

+ for 2 server software licences (1x Windows 2012 Server based on Microsoft Enterprise Agreement and 1 x SQL Server)

EA is an enabler and any benefits would generally be attributed to a specific business innovation or IT efficiency project. However a mechanism could be worked out to calculate the accrual of benefits enabled by EA, this will be developed as our capability maturity develops.

The £20,000 benefit shown above will be allocated to the relevant budget as it is identified.

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Business Case

The types of benefit that are accrued through good EA are as follows:

- A more efficient business operation
  - Lower business operation costs
  - More agile organization
  - Business capabilities shared across the organization
  - Lower change management costs
  - More flexible workforce
  - Improved business productivity
- A more efficient IT operation
  - Lower software development, support, and maintenance costs
  - Increased portability of applications
  - Improved interoperability and easier system and network management
  - Improved ability to address critical enterprise-wide issues like security
  - Easier upgrade and exchange of system components
- Better return on existing investment, reduced risk for future investment
  - Reduced complexity in the business and IT
  - Maximum return on investment in existing business and IT infrastructure
  - The flexibility to source IT solutions through the most appropriate delivery model
  - Reduced risk overall in new investments and their cost of ownership
- Improved procurement
  - Information for specifying requirements is more readily available
  - Requirements are aligned to the agreed architecture principles
  - Promotion of best value

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

**5. Risks**

Given the size and diversity of the Council, if we don't procure a suitable enterprise level EA tool, there is a threat that we won't be able to manage the necessary current information to be accessed as and when required by those who need it, which will negatively impact our ability to implement TOGAF and develop our EA capability.

**Appendix 3 – Service Improvements**

**Finance**

## Service Group Summary

<b>Service Group</b>	Finance	<b>Version</b>	FINALx
<b>Head of Service</b>	Barry Jenkins	<b>Date</b>	08-04-13

### **1. Head of Service Statement**

<p>This programme fits with the Finance Vision and Business Plan.</p> <p>The Finance Vision is: Together we work as an effective and flexible team providing high quality financial information, advice and customer service in support of the council's goals</p> <p>The Finance Business Plan sets out how the programme fits with the Smarter City agenda, Council's Five Year Plan. and Corporate Governance Business Plan.</p>
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### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin1	<b>Building a performance culture</b> – We will build a performance culture which will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.				X		X
Fin2	<b>Maximising business intelligence</b> – We will improve strategic business information, use data more effectively within the finance service to support the council as a whole, and develop linkages with HR, IT and procurement systems to develop integrated business information, and make processes more effective and efficient.		X				
Fin3	<b>Fostering innovation and developing best practice</b> – We will develop the cross-finance co-ordinated approach to benchmarking and performance management; identify opportunities to engage externally and explore best practice opportunities; develop creative and innovative solutions to improve performance from across Finance.					X	

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ID	Improvement	1	2	3	4	5	6
Fin4	<b>Driving process improvement and efficiencies</b> – We will co-ordinate process review effort across Finance and extending to Corporate Governance services - process improvement, identifying cost savings, effective and flexible working practices.			X			
Fin5	<b>Responding to customers</b> – We will continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the council ensuring quality of access.	X					
Fin6	<b>Strengthening technological solutions</b> – ICON system – We will implement a new bank reconciliation interface and system restart. Upgrading of cash receipting system. E-Financials Ledger – We will develop service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.		X				
Fin7	<b>Embedding the Finance Framework</b> – We will embed the clear framework of financial leadership, accountability, systems and controls	X	X	X	X	X	X
Fin8	<b>Responding to legislative and organisational change</b> – The Finance service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show financial leadership.	X	X	X	X	X	X



## Service Improvement

<b>Improvement</b>	Building a Performance Culture	<b>ID</b>	Fin1
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

Building a performance culture is embedded within the Finance Business Plan as a key Finance Service improvement and is focussing on three main areas headed up by members of the Finance Leadership Team:

- Implementing an effective workforce planning strategy across Finance
- A strong focus on Learning and Development
- Comprehensive implementation and embedding of a Performance Review and Development (PRD) Scheme

Particular emphasis will be placed on developing a performance culture which will recognise and reward behaviours reinforcing the vision to the Finance Team working as an effective and flexible team providing a high quality financial information, advice and customer service in support of the Council's goals.

#### **Business need**

It is important that we measure performance of our service to demonstrate the effectiveness of our services and our progress towards our goals, to focus our attention on what matters most to success and to see if our plans are working in practice. There is a need to have skilled finance staff who's behaviours are aligned with the vision of the organisation in order to add value to financial management across the council

#### **Objective**

Building of a Performance Culture will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.

Through Learning and Development, learning streams and qualifications available to Finance staff will be identified and measured by the number of staff undertaking qualifications. This will lead to the creation of an ACC Finance Academy. Cross Finance events will be held to share learning and knowledge, and work stream matrix approach to all Finance improvements will be linked to the CG Business Case Project.

Through Comprehensive implementation and embedding of a PR & D scheme this will ensure that all staff are part of the process and will strengthen PR & D approaches within Finance, and also recognise and reward excellent performance. Again particular emphasis will be given to building a Performance Culture across the Finance Team.

#### **Strategic fit**

Within the Finance Business Plan the approach Finance is taking in relation to building a performance culture supports the Council's priorities, and is being responsive to change as

## Corporate Governance Improvement Business Case

an integral part of the Council

### **Timing**

During 2013/14 the scope of work required is set out in the Finance Business Plan. It includes:

- Scope development work for 2013/14 and beyond and prepare a document of proposals encompassing recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning.
- Identification of learning streams and qualifications available to Finance staff.
- Establish a programme of events including two annual cross-finance events to share learning and knowledge.
- Establish the work-stream matrix approach to all Finance improvements linked to the Corporate Governance Business Case project

### **Stakeholders**

All Finance Staff

CG Staff (particularly related to Finance – e.g. HR)

## **2. Impacts**

### **Organisation**

- No major impact on organisation in terms of Management Structure and roles, but staff with line management responsibility will be expected to be proactive in building a performance culture within their teams

### **Processes**

- Requirement to meet the corporate timetable for delivery of PR & D. Development of processes to identify learning streams and qualifications available to staff.

### **People**

- Training on PR & D to Managers now completed. Regular updates on changes to be given.

### **Technology**

- Your HR has been implemented for recording outcomes of PR & D meetings

### **Other Corporate Governance Services**

- Work with HR to implement a Finance Academy, which will focus on a range of opportunities for staff at all levels to gain skills in all aspects of finance.

### **Other Council Services**

- Should be positively impacted

### **Other stakeholders**

- Should be positively impacted

## **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

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ID	Improvement	1	2	3	4	5	6
Fin1	<b>Building a performance culture</b> – We will build a performance culture which will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.				X		X

Comments:

#### 4. Costs and Benefits

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments:

Main impact will be cost for any learning streams and qualifications identified and number of staff undertaking these. Such costs will be funded from existing budgets.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Implementation of an effective workforce planning strategy across Finance	Scope development work for 2013/14 and beyond and prepare a document of proposals encompassing recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning.	<ul style="list-style-type: none"> <li>• improve workforce productivity by promoting new and flexible ways of working and learning</li> <li>• improve workforce planning systems, capacity and capability</li> <li>• improve knowledge and information management</li> </ul>
Strong focus on Learning and Development leading to the creation of the ACC Finance Academy - this will be the focus of a range of opportunities for staff at all levels to gain skills in all aspects of finance	<p>Identification of learning streams and qualifications available to Finance staff. Establish number of staff currently undertaking qualifications and prepare programme/procedures for new staff.</p> <p>Establish a programme of events including two annual cross-finance events to share learning and knowledge.</p> <p>Establish the work-stream matrix approach to all Finance improvements linked to the Corporate Governance Business Case project.</p>	Will improve the performance of individuals within Finance, and develop knowledge across all areas of the Service
Comprehensive implementation and embedding of Performance, Review and Development Scheme	<p>All staff are part of PR&amp;D in accordance with corporate timetable.</p> <p>Strengthen PR&amp;D approaches as part of Corporate Governance group</p>	Strengthen objectives and competency at PR & D

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken, review of work via 1-2-1, PR & D meeting and Team meetings	A well motivated, trained and efficient workforce

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Maximising Business Intelligence	<b>ID</b>	Fin2
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### 1. Description

#### Current situation

Within Finance work is well underway in looking at how technology can improve strategic business information, use data more effectively within the Finance Service to support the Council as a whole, and develop linkages with HR, IT and Procurement systems to develop integrated business information, and make processes more effective and efficient.

#### Business need

- Establishing financial business intelligence needs
- Developing the use of information and technology to support those needs-ensuring streamlined business processes support data production
- Sustainability of existing technologies and the exploration of emerging technologies and potential investments in technology
- Reviewing our use of technology
- Mechanisms for supporting and developing business intelligence

#### Objective

- Implement measures to improve strategic business information
- Use data more effectively within the Finance service
- Develop linkages with HR, IT and procurement systems to develop integrated business information.

#### Strategic fit

By Maximising Business Intelligence the Council would benefit from improved management information on all aspects of Corporate Governance. This enhanced business intelligence would support effective decision making across the council.

#### Timing

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Develop a project plan and report to scope the range of measures to be considered
- Develop financial modelling through new use of technology linked to 5 year plans
- Identify innovative methods of financing
- Establish working group to bring staff with technology related roles together in Finance
- Review financial data availability in order to develop the Finance microsite linked to the zone
- Investigate extending zone information for Finance employees to provide searchable staff database giving role information
- Continue to strengthen the use of business objects and fully implement dashboarding technology

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**Stakeholders**

- Planning and Projects team
- Accounting staff
- The council and all council services
- External customers
- External partners

**2. Impacts**

**Organisation**

- This may change some of the roles and responsibilities of Accounting and Finance

**Processes**

- Some processes have already changed from work already undertaken. Some further change to processes within Finance may take place as Business Intelligence is developed.

**People**

- Further development of Business Intelligence will require training of relevant Finance staff and other Council staff i.e. Budget Holders

**Technology**

- Current work has seen the implementation of the Business Objects Tool, and Excelsius dashboarding tool. Further links to Business Intelligence Project required

**Other Corporate Governance Services**

- Jointly responsible/accountable for effective delivery of improved Business Intelligence

**Other Council Services**

- Jointly responsible/accountable for effective delivery of improved Business Intelligence

**Other stakeholders**

Should be positively impacted

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin2	<b>Maximising business intelligence</b> – We will improve strategic business information, use data more effectively within the finance service to support the council as a whole, and develop linkages with HR, IT and procurement systems to develop integrated business information, and make processes more effective and efficient.		X				

Comments:

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Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Any requirement for investment is shown under service improvement Fin4.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Implement measures to improve strategic business information	<ul style="list-style-type: none"> <li>Develop a project plan and report to scope the range of measures to be considered</li> <li>Develop financial modelling through new use of technology linked to 5 year plans</li> <li>Identify innovative methods of financing</li> </ul>	The right decisions can be made backed by good quality and timely data so that management information drives improvement across the council.



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Business Case

Benefit	Measurement	Estimated benefit
Use data more effectively within the Finance service	<ul style="list-style-type: none"> <li>• Establish working group to bring staff with technology related roles together in Finance</li> <li>• Review financial data availability in order to develop the Finance microsite linked to the zone</li> <li>• Investigate extending zone information for Finance employees to provide searchable staff database giving role information</li> <li>• Continue to strengthen the use of business objects and fully implement dashboarding technology</li> </ul>	Enable the organisation to maximise return on investment in systems by exploiting data about our customers, service users, employees and business functions to fuel business intelligence and drive service improvements.
Develop linkages with HR, IT and procurement systems to develop integrated business information	Link with Corporate Governance Business Intelligence Workstream	

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved service to customers	Improved customer satisfaction with reports/support time/advice	Increased customer satisfaction

### 5. Risks

E-Financials continues to be the Corporate Finance system, strengthen links to feeder systems, E-Financials, Business Objects and other systems continue to be supported
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## Service Improvement

<b>Improvement</b>	Fostering Innovation and Developing Best Practice	<b>ID</b>	Fin3
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

Fostering Innovation and Best Practice is a key theme within the Finance Business Plan document, has been embraced in many areas of the service.

#### **Business need**

Harness and extend good practice and innovation to raise good standards of customer service as a core organisational behaviour and expectation.

#### **Objective**

- Developing the cross-Finance co-ordinated approach to benchmarking and performance management
- Identify opportunities to engage externally and explore best practice opportunities
- Developing creative and innovative solutions to improve performance from across Finance

#### **Strategic fit**

The identification and implementation of best-practice approaches to facilitate the required outcomes and the delivery of a commercially competitive service.

#### **Timing**

During 2013/14 the following will be undertaken as set out in the Finance Business Plan;

- Establish a working group from across Finance to plan, analyse and prepare Financial response to performance management – internal and external
- Consider opportunities to benchmark Finance Services with others –e.g. Cipfa benchmarking clubs
- Report on performance measures for Finance
- Analyse Solace PI's and identify where improvements in data gathering and analysis is needed
- Engage with other local authorities on benchmarking opportunities
- Implement new Accounting hierarchy to support SerCOP reporting requirements and development of LFR, POBE, WGA production
- Review 2012/13 public reporting to identify further improvements.

#### **Stakeholders**

- All Finance Staff
- Corporate Performance Team
- ICT Teams
- Accounting Team
- Corporate Performance Team

Corporate Governance Improvement  
Business Case

- Other Local Authorities

## 2. Impacts

### Organisation

- This may change some of the roles and responsibilities of Finance Staff

### Processes

- Some processes may change as a result of developing best practice and innovation

### People

- Some training may be required for Finance Staff and Staff across the Council

### Technology

- This will link in to the Business Intelligence project

### Other Corporate Governance Services

- Jointly responsible for fostering and developing best practice

### Other Council Services

- Jointly responsible for fostering and developing best practice

### Other stakeholders

- Should be positively impacted

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin3	<b>Fostering innovation and developing best practice</b> – We will develop the cross-finance co-ordinated approach to benchmarking and performance management; identify opportunities to engage externally and explore best practice opportunities; develop creative and innovative solutions to improve performance from across Finance.					X	

Comments:

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Any costs would be from existing budget and realignment of resources.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Identify opportunities to engage externally and explore best practice opportunities	<ul style="list-style-type: none"> <li>Analyse Solace PI's and identify where improvements in data gathering and analysis is needed</li> <li>Engage with other local authorities on benchmarking opportunities</li> <li>Implement new Accounting hierarchy to support SerCOP reporting requirements</li> </ul>	Strengthen opportunities to share good practice with other organisations. – effective comparable measures of cost and quality

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
	<p>and development of LFR, POBE, WGA production</p> <ul style="list-style-type: none"> <li>Review 2012/13 public reporting to identify further improvements.</li> </ul>	
Developing creative and innovative solutions to improve performance from across Finance	<ul style="list-style-type: none"> <li>Review improvement suggestions from staff ('Valerie's Challenge' ideas) and agree ownership of idea to complete detailed review and implementation actions</li> <li>Feedback to Finance staff on progress in implementing improvements</li> </ul>	Increased opportunities to implement stronger programme of improvements through wide consultation and feedback Increased staff motivation due to their contributions being supported and implemented

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Development of a cross-Finance co-ordinated approach to benchmarking and performance management	<ul style="list-style-type: none"> <li>Establish a working group from across Finance to plan, analyse and prepare Financial response to performance management – internal and external</li> <li>Consider opportunities to benchmark Finance Services with others – e.g. CIPFA benchmarking clubs</li> <li>Report on performance measures for Finance</li> </ul>	Makes service providers more accountable, and allows measurement of progress while improving performance

#### **5. Risks**

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## Service Improvement

<b>Improvement</b>	Driving Process Improvement and Efficiencies	<b>ID</b>	Fin4
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/2013

### **1. Description**

#### **Current situation**

- The Finance Service in setting out its vision and plan is clear that we are in the midst of on-going transformation and improvement and significant progress has been made so far in driving process improvements and efficiencies through projects such as Business Objects development and automation within Accounts Payable.

#### **Business need**

- Undertaking business process review work that looks more consistently at the full end-to-end process rather than being bound by team roles within the Finance Service, challenging these processes compared with best practice, efficiency and effective controls. Cost investments are detailed under cost benefits section.

#### **Objective**

- Co-ordination of process review effort across Finance and extending to Corporate Governance Services - process improvement, identifying cost savings, effective and flexible working practices. We can review further fundamental business processes across the service.

#### **Strategic fit**

- The new approaches will build on strengthening the work we are doing to deliver our core services as set out in the Finance Business Plan

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Co-ordination of process review effort across Finance and building on learning experiences strengthening business processes in a number of areas of Finance building on work underway – e.g. billing and collection, debt, income management, reporting and monitoring, accounting links, paperless office processes.
- Strengthening of processes between finance and the council services.
- Develop opportunities to drive improvement and efficiency by the flexible use of team resources across finance and corporate governance

#### **Stakeholders**

- All Finance Staff
- All Council Services

### **2. Impacts**

#### **Organisation**

Corporate Governance Improvement  
Business Case

- This may change some of the roles and responsibilities of Finance Staff
- Processes**
- Some processes may change as a result of driving Process Improvement and Efficiencies.
- People**
- Some training may be required for Finance Staff and Staff across the Council
- Technology**
- Current work has seen the implementation of the Business Objects Tool, and Excelsius dashboarding tool. Further links to Business Intelligence Project required. Introduction of OCR in Accounts Payable, further links to DB Capture/Infosmart required
- Other Corporate Governance Services**
- Jointly responsible/accountable for effective delivery of Process Improvement and Efficiencies
- Other Council Services**
- Jointly responsible/accountable for effective delivery of Process Improvement and Efficiencies
- Other stakeholders**
- Should be positively impacted.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin4	<b>Driving process improvement and efficiencies</b> – We will co-ordinate process review effort across Finance and extending to Corporate Governance services - process improvement, identifying cost savings, effective and flexible working practices.			X			

Comments:

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Council tax and benefit letter matching	-	50,000	-	-	-	50,000
Single place to update financial data / use of middleware	20,000	-	-	-	-	20,000
eForms/electronic document management	-	60,000	-	-	-	60,000
Supplier portal for self service	10,000	-	-	-	-	10,000
eInvoices module	30,000	-	-	-	-	30,000
<b>Total</b>	<b>60,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,000</b>

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Benefits (£)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Staff efficiencies	-	(35,000)	(42,000)	-	-	(77,000)
<b>Total</b>	<b>-</b>	<b>(35,000)</b>	<b>(42,000)</b>	<b>-</b>	<b>-</b>	<b>(77,000)</b>

#### Comments:

Any new software and licence requirements resulting from capital expenditure has not yet been fully established but it is expected that such costs would be covered from existing budget.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit



Corporate Governance Improvement  
Business Case

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Co-ordination of process review effort across Finance and building on learning experiences strengthening business processes in a number of areas of Finance building on work underway – e.g. billing and collection, debt, income management, reporting and monitoring, accounting links, paperless office processes.	<ul style="list-style-type: none"> <li>• Scope development work for 2013 and prepare a document of proposals.</li> <li>• Report on Year End review completion.</li> <li>• Report on Income Management/Bank Rec Review.</li> </ul>	1) Achievement of £77k efficiency savings through disestablishing posts Measurement - £ saving 2) Redirect further resource to value added tasks Measure FTEs value added tasks: total tasks 3) More effective financial management of £540m of public money – Range of KPIs of financial good practice
Strengthening of processes between finance and council services	<ul style="list-style-type: none"> <li>• Scope development of work for 2013</li> </ul>	Delivery of streamlined business process
Develop opportunities to drive improvements and efficiency by the flexible use of team resources across finance and corporate governance	<ul style="list-style-type: none"> <li>• Scope development work for 2013</li> </ul>	Delivery of streamlined business processes

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Responding to Customers	<b>ID</b>	Fin5
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

In all Finance Plans we have recognised the role of our customers (both internal and external to the Council) and ensure that we are continuing to get their views on how well our services reflect their need.

#### **Business need**

The challenge of responding effectively to our customers is a strong theme for Finance and also for Corporate Governance and the Council as a whole. There will be continued emphasis on this through the implementation of the Corporate Governance Business plan.

#### **Objective**

To continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the Council ensuring quality of access.

#### **Strategic fit**

In recognising the role of our customers, Finance will be responsive to the flexible and changing needs of the Council as a whole, meeting the expectations of our customers and improving service delivery i.e. enhanced billing and collection for Council Tax, improved Customer Relationship Management.

#### **Timing**

During 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Customer awareness measures and service e.g. Finance Open Day, customer standards/good practice
- Customer satisfaction measurement (using range of measures and performance indicators relevant to our customers)
- Develop service standards and feedback mechanisms on those standards including service level agreements

#### **Stakeholders**

- Finance Leadership Team
- All Finance staff
- All Finance customers

### **2. Impacts**

#### **Organisation**

- This may change some of the roles and responsibilities of Finance Staff

#### **Processes**

Corporate Governance Improvement  
Business Case

- Some processes may change as a result of responding to customer needs.
- People**
- Some training may be required for Finance Staff and Staff across the Council, e.g. customer service skills training.
- Technology**
- New technology may be introduced to meet the challenge of responding to our customers in order to be flexible, and enhance the delivery of our services.
- Other Corporate Governance Services**
- Jointly responsible for responding to customer needs.
- Other Council Services**
- Jointly responsible for responding to customer needs.
- Other stakeholders**
- Should be positively impacted.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin5	<b>Responding to customers</b> – We will continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the council ensuring quality of access.	X					

Comments:

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Use of existing resources – staff time and existing budgeted expenditure for materials etc.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Customer satisfaction measurement (using range of measures and performance indicators relevant to our customers)	<ul style="list-style-type: none"> <li>Review available methods which are available to measure customer satisfaction for Finance and recommend approach</li> <li>Undertake customer</li> </ul>	Through working with customers we will develop meaningful qualitative benefits that we can measure. For example customer satisfaction surveys can be like panning

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
	satisfaction review <ul style="list-style-type: none"> <li>• Analyse results</li> </ul>	for gold, you have to be patient to sieve through a lot to get the odd nugget of really useful feedback.
Customer awareness measures and service e.g. Finance Open Day, customer standards/good practice	<ul style="list-style-type: none"> <li>• Start a cross-service working group for responding to customers.</li> <li>• Review current customer awareness/ satisfaction measures and recommend initial improvements</li> <li>• Review current service standards and recommend initial improvements.</li> <li>• Launch customer awareness events</li> </ul>	Will lead to an improvement in service standards focussing on what our customers expect, delivered in a consistent way across the organisation

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Strengthening Technological Solutions	<b>ID</b>	Fin6
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

The Finance service supports the Council's financial management through a range of technological solutions – primarily based around:

- the eFinancials finance system with supporting tools such as Business Objects reporting and collaborative planning forecasting.
- The ICON cash receipting and bank reconciliation system
- Academy revenues and benefits system
- Northgate NDR business rates system
- There are a total of 41 supporting systems for the various financial aspects for the council including pensions, financial services and insurance. These interface with a wide range of service systems that supply feeder information such as job costs and care packages.

#### **Business need**

Continuous upgrade of all our Council Finance supporting systems.

#### **Objective**

- ICON System – Implementation of new bank reconciliation interface and system restart. Upgrading of cash receipting system.
- E-Financials Ledger – Development of service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.

#### **Strategic fit**

The Finance Service needs to ensure that strong financial controls and effective transaction processing is in place, and that reporting and planning across the organisation is of a high quality.

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Bank reconciliation restart and continued development of bank reconciliation processes
- Cash receipting new system, processes and roles implementation
- E-Financials on-going development

#### **Stakeholders**

- ICON
- Accounting – Corporate Governance
- Reporting and Monitoring

## Corporate Governance Improvement Business Case

- Bank Reconciliations
- Revenues and Benefits – income collection and recovery
- Customer Service and Performance
- All Council Services
- E-Financials
- Accounting – reporting and monitoring
- Financial Services

### **2. Impacts**

#### **Organisation**

- This may change some of the roles and responsibilities of Accounting and Finance

#### **Processes**

- This has already changed and may further change some of the processes of Accounting and Finance e.g. bank reconciliations, cash receipting.

#### **People**

- Development of core financial systems will require training for Accounting staff, Finance staff, and other budget holders across the Council.

#### **Technology**

- New bank reconciliation interface and system restart for ICON, ongoing development of E-Financials ledger income functionality, and the system as a whole.

#### **Other Corporate Governance Services**

- Jointly responsible/accountable for strengthening the technological solutions.

#### **Other Council Services**

- Jointly responsible/accountable for strengthening the technological solutions.

#### **Other stakeholders**

- Should be positively impacted

### **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin6	<b>Strengthening technological solutions</b> – ICON system – We will implement a new bank reconciliation interface and system restart. Upgrading of cash receipting system. E-Financials Ledger – We will develop service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.		X				

Corporate Governance Improvement  
Business Case

Comments:  
The platform for business intelligence is vital to the availability and access to the relevant data to inform decision making.

#### 4. Costs and Benefits

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-

Comments:  
There are existing budgets for software upgrades, any requirement for investment is detailed in improvement Fin4

##### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

##### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Bank reconciliation restart and continued development of bank reconciliation processes	<ul style="list-style-type: none"> <li>• Effective new interface goes live</li> <li>• Restart of system</li> </ul>	To speak to Improvement leads



Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
Cash receipting new system, processes and roles implementation	<ul style="list-style-type: none"> <li>• Scope cash receipting project and PID</li> <li>• Completion of phases 1 and 2</li> <li>• Project completion</li> </ul>	To speak to Improvement leads
E-Financials on-going development	<ul style="list-style-type: none"> <li>• Scope development work for 2013 including direct debit implementation, ledger maintenance, procedures, links to Accounts Payable processes</li> </ul>	Improved debt collection performance measurement, outstanding debt profile.

**5. Risks**

<p>No significant change to Council Financial systems, continue to strengthen links to other feeder systems, council financial systems continue to be supported.</p>
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## Service Improvement

<b>Improvement</b>	Embedding the Finance Framework	<b>ID</b>	Fin7
<b>Author</b>	Carol Smith	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

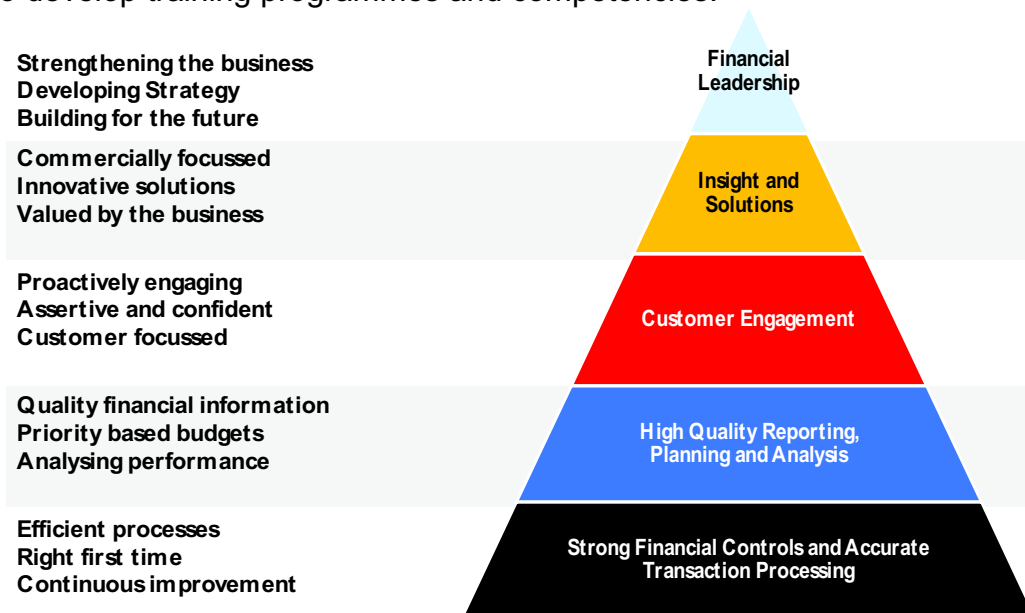
### 1. Description

#### Current situation

The Finance Framework has been established at the high level setting out roles and responsibilities for Finance and Budget Holders. It links to the Finance Portal and new suite of reports. Key budget holders have received an initial briefing and interactive training; the reports for these budget holders are rolled out.

#### Business need

There is a need to roll out to all budget holders and to continue to strengthen learning and all our finance processes – leadership, decision making, customer engagement, reporting, monitoring, budget setting and transaction processes and controls. There is a need to continue to develop training programmes and competencies.



6

#### Objective

A clear framework of financial leadership, accountability, systems and controls

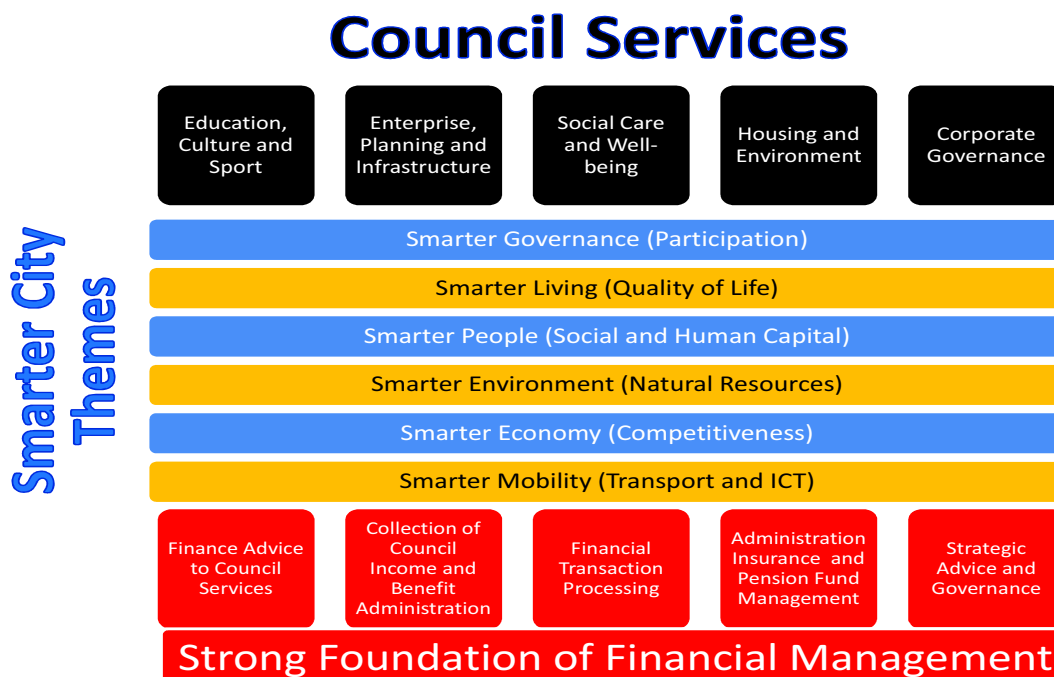
- Financial policies that reinforce financial sustainability and support strategic decision making and performance management
- Financial strategies that support a culture of innovation and improvement, balancing control and flexibility
- Financial competencies being diffused throughout the organisation
- Our stakeholders have confidence in our financial integrity and we provide customers a value added service

Leading to good financial management in the council

## Corporate Governance Improvement Business Case

### Strategic fit

In the Finance Business Plan the role of Finance in supporting the Council is set out:



### Timing

The focus of the next improvement steps is 2013/14 – further training development, roll out of induction, further ongoing tasks will follow in the future. These are set out in the Finance Business Plan.

### Stakeholders (various roles)

- Accounting Leadership Team
- Accounting staff
- All Finance staff
- CG staff (particularly related to finance – e.g. payroll)
- Budget holders
- Council, council customers and partners.
- All council services

## 2. Impacts

### Organisation

- this may change some of the roles and responsibilities of Accounting and Finance

### Processes

- this has already changed and may further change some of the processes of Accounting and Finance e.g. reporting and monitoring cycle; ledger maintenance

### People

- the implementation has required training of accounting staff and training for other budget holders and finance staff.

### Technology

- this has resulted in the implementation of the Business Objects tool and partial

Corporate Governance Improvement  
Business Case

implementation of the Excelsius dash boarding tool. Further links to ongoing BI project required.

**Other Corporate Governance Services**

- Jointly responsible/accountable for effective delivery of framework competencies/standards

**Other Council Services**

- Jointly responsible/accountable for effective delivery of framework competencies/standards

**Other stakeholders**

- Should be positively impacted (see objectives above)

**2. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin7	<b>Embedding the Finance Framework</b> – We will embed the clear framework of financial leadership, accountability, systems and controls	X	X	X	X	X	X

Comments:

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

There will be some impact of previous Business Objects purchase and benefits resulting from this – this was the subject of a previous business case. Main impact was redirection of resource. Any new purchase to extend licences would require be costing and funding from existing budget. May need to engage consultancy for staff development and from eFin supplier, but these would be met from existing budgets.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Redirect 3.3 FTEs to value added tasks	FTEs value added tasks: total tasks	Improvement of 3.3 FTEs
More effective management of £450m of public money	Forecast to out turn variance and in year variance movement	Maximum % variance
Improved management information	Management information reports automatically available	Increased number of additional reports

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4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken; competencies through review of work 1-1s; budget minutes; PR&D	Strengthen objectives and competency at PR&D
Improved service to customers	Increased customer satisfaction with reports/support time/advice	Increased customer satisfaction

**5. Risks**

E Financials continues to be the corporate finance system, continue to strengthen links to other feeder systems, eFinancials/business objects continues to be supported.

## Service Improvement

<b>Improvement</b>	Responding to Legislative and Organisational Change	<b>ID</b>	Fin8
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

The Finance Business Plan outlines the work currently underway to respond to legislative changes imposed on Local Authorities from Central and Scottish Governments. An example being the introduction of the Welfare Reform Act.

#### **Business need**

The Finance Service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show Financial Leadership.

#### **Objective**

The Finance Service must be in a position to respond to a range of changing legislation for example Welfare Reform, with some as yet unknown implications.

#### **Strategic fit**

In the Finance Business plan the role of Finance in supporting the Council is set out. This ensures that the Service is able to respond to legislative change imposed on the Council in order to deliver its statutory duties.

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Responding to a range of changing legislation in relation to Welfare Reform and also other legislative changes.

There is also an ongoing need to respond to legislative change throughout the 5 year business plan.

#### **Stakeholders**

- The Council
- Revenues and Benefits Service Managers
- Revenues and Benefits staff
- Housing Service
- Registered Social Landlords
- Customers
- Social Care and Wellbeing
- DWP
- Accountancy
- Community Planning
- Welfare Rights

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- Third Sector

## 2. Impacts

### Organisation

- It will impact on staff within some Council Services e.g. Revenues and Benefits, Social Care and Wellbeing

### Processes

- Some processes will change as a result of introduction/changes in legislation e.g. Welfare Reform.

### People

- Staff will be required to be trained up to implement and understand the new or amended legislation

### Technology

- Revenues and Benefits systems will have to be amended/upgraded to meet the requirements of implementing/amending new legislation e.g. Calculation of Benefits following the introduction of the Welfare Reform Act

### Other Corporate Governance Services

- Jointly responsible/accountable for responding to Legislative and Organisational change

### Other Council Services

- Jointly responsible/accountable for responding to Legislative and Organisational change

### Other stakeholders

- Impact on other stakeholders to respond to Legislative and Organisational change.

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin8	<b>Responding to legislative and organisational change</b> – The Finance service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show financial leadership.	X	X	X	X	X	X

Comments:



Corporate Governance Improvement  
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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

The cost of welfare reform is a responsibility that the Council may wish to consider in future years as the impact on the residents of Aberdeen is more clearly understood. At present the revenue budget has been increased by nearly £400k to support the administration of the Scottish Welfare Fund. Scottish Government has provided £899k of grant that the council will disperse to individuals meeting the criteria of the scheme.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Respond to new Council Tax/Business Rates Legislation	Respond to new Council Tax Legislation.	Preparatory work for new legislation will ensure that any financial or reputational risks are managed.
	Respond to new Business Rates Legislation e.g. BRIS/BIDs.	Understanding of BRIS scheme will enable appropriate financial plans to be put in place.

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Benefit	Measurement	Estimated benefit
	Implement new Council Tax Reduction Scheme	
Support the implementation of Welfare Reform	<p>Implement Under Occupancy</p> <p>Implement Benefit Capping Receive DWP guidance on capping and await implementation date</p> <p>Scottish Welfare Fund</p> <p>Process review and improvement</p> <p>Universal credit Migration plan for Aberdeen City received from DWP</p>	Preparatory work for the Scottish Welfare Fund will ensure that any financial or reputational risks are managed.
Support the implementation of other legislation and organisational change that impacts on Finance.	<p>Continue to support plans for Health and Social Care integration</p> <p>Continue to support plans for Self Directed Support</p> <p>Continue to support plans for the Local Authority Trading Company</p>	Structural decisions made by the council will potentially have significant qualitative and non qualitative benefits beyond corporate governance that can only be realised by appropriate preparation

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit

#### 5. Risks

There are potentially significant financial and reputational risks if the council fails to maintain compliance with legislative changes. Specifically in relation to Welfare Reform it is not yet fully clear what the impact on the citizens of Aberdeen will be but the Finance Team will ensure that they are appropriately organised to manage the council's statutory requirements.

**Appendix 3 – Service Improvements**

**Human Resources and Organisational Development**

## Service Group Summary

<b>Service Group</b>	HR & Organisational Development	<b>Version</b>	FINALx
<b>Head of Service</b>	Ewan Sutherland	<b>Date</b>	04-04-13

### **1. Head of Service Statement**

The HR&OD service over the last 2 years has taken a number of significant steps to transform from its traditional image as a support function to one that 'adds value' as a strategic business partner. This was in direct response to customer feedback, where our customers told us they want an HR service that is more strategic, proactive, tailored, business-driven and specialist. This resulted in a radical but successful redesign of the HR & OD service comprising three elements, namely centralised provision of shared HR transactional and administrative services, HR Business Partners and centres of expertise. Our improvement plan, which has in effect become our service plan, builds on the significant progress we have made so far in terms of developing the cultural values of the organisation, responding to cost pressures and focussing on business goals and customer needs.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR1	<b>Smarter Integrated Planning</b> – We will strengthen and make increasingly explicit the linkage between business, financial and workforce planning.		X	X	X		X
HR2	<b>Cultural Transformation</b> – We will further embed a culture of high performance across the council.	X			X	X	X
HR3	<b>Improving Employee Engagement</b> – We will maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.	X			X	X	X
HR4	<b>Smarter Health, Safety and Wellbeing</b> – We will further encourage a proactive health, safety and wellbeing culture.	X			X		X
HR5	<b>Smarter Change Management</b> – We will manage required changes to the workforce in a structured, planned and fully consulted basis.	X	X	X	X	X	X
HR6	<b>Employer Of Choice</b> – We will ensure that the council's status as an employer of choice is			X	X	X	X

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ID	Improvement	1	2	3	4	5	6
	enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the council's employment processes.						
HR7	<b>Smarter Attendance Management</b> – We will ensure attendance management levels equate to management upper quartile performance standards.				X	X	X
HR8	<b>Smarter Recruitment and Skills Development</b> – We will ensure high level management performance across the council through robust selection processes and tailored development programmes	X			X	X	X

## Service Improvement

<b>Improvement</b>	Smarter Integrated Planning	<b>ID</b>	HR1
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

Workforce planning of sorts has always been undertaken within the Council. Some services have developed an expertise in ensuring that changing service demands are catered for by appropriate adjustments to their workforce. For example, the relatively clear cut demand factors within the school sector (i.e. pupil numbers) have enabled Education, Culture and Sport to plan the teaching and other school-based workforce accordingly.

Whilst some cross-Council workforce planning success has been achieved, up until the introduction of the PBB model it is fair to say that the majority of workforce planning represented a relatively crude reaction to year on year budgetary reduction. The fact that approximately two-thirds of the revenue budget relates to 'staffing' created an inevitability that staffing costs would require to be reduced significantly.

The pre-PBB budgetary process was characterised by the commencement of redundancy consultation in November/ December each year to ensure that the statutory period for consultation was adhered to. Large numbers of staff were exited from or redeployed within the organisation and the period November to March was traditionally difficult for employees, unions, managers and the HR Service.

Whilst the rate and extent of organisational change has arguably intensified since the adoption of PBB, the new model has allowed services to make these changes on a planned, gradual and more inclusive basis. The rationale for change is clearly articulated within the Council's Business Plan and this has enabled more informed consultation to be undertaken.

Service planning (and PBB scoping) enables a medium to long term business perspective to be taken. Services necessarily require to give careful and considered thought to the staff resources they will need in order to achieve their core objectives (rather than the single year 'survival' mentality promoted by the previous budgetary model).

#### **Current situation**

In February 2013, for the first time, a Strategic Workforce Plan was submitted to Council alongside the budget and the CG Business Plan. This strategic Workforce Plan contains evidence of existing and planned workforce transformation which necessarily accompanies the Council's business objective setting. Each service has contributed to the Workforce Plan by providing commentary in relation to current and future workforce composition and Corporate Governance has taken a strategic overview in relation to the implications for the organisation as a whole.

#### **Business need**

Improvements in linking the planning processes are integral to the success of the

## Corporate Governance Improvement Business Case

organisation. Joined up planning facilitates better information and this in turn enables better decision making. The linking of workstreams also allows for the early identification of possible opportunities as well as reducing the risk of conflicting work or duplication. These factors can then allow the proper allocation of resources in other words enabling the right people to be deployed in the right place at the right time.

### **Objective**

To improve planning linkages in order to increase organisational performance.

### **Strategic fit**

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice. This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

This strategic Workforce Plan represents the Council's first attempt to more fully align our workforce planning with our business and financial planning and the document, therefore, complements both the Business Plan and the Budget Plan.

### **Timing**

The Workforce Plan is iterative in nature. It will require to be modified on a continual basis in order to capture and accommodate any directional changes in terms of business and/ or financial planning.

The first iteration of the Plan focuses on key qualitative considerations such as development, engagement and strategy. Subsequent iterations will give greater clarity on the numbers of employees the Council anticipates it will employ during the life-time of the Plan and a vision of the Council's workforce 2020.

It is planned to present a fuller quantitative analysis of our future workforce to the Council during the course of 2013/14

### **Stakeholders**

The Strategic Workforce Plan impacts across the whole organisation and to partner organisations as well.

## **2. Impacts**

### **Organisation**

This impacts across the whole organisation through the establishment of better planning which eliminates duplication and facilitates opportunity and joint working

### **Processes**

This is the first step in achieving better, more business orientated processes

### **People**

This improvement will enable Council employees to have a clearer picture of the linkages between services or their service and the organisation and will incrementally assist in improving engagement

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**Technology**

Linked to this improvement theme is the work to assess the 'fit for purpose' state of the current HR and Payroll system and to identify options for replacement. Also, the use of content management will be vital in ensuring linkages and communications across the council services.

**Other Corporate Governance Services**

Other Council services will be able to see improved joined up planning, better linkages between projects across services and more tailored support

**Other Council Services**

Other Council services will be able to see improved joined up planning, better linkages between projects across services and more tailored support

**Other stakeholders**

Stakeholders will see improved joined up planning and be able to engage with the Council with greater confidence.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR1	<b>Smarter Integrated Planning</b> – We will strengthen and make increasingly explicit the linkage between business, financial and workforce planning.		X	X	X		X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.



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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
New HR/Payroll System	-	-	750,000	750,000	-	1,500,000
Total	-	-	750,000	750,000	-	1,500,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_HR_17 – Rationalise HR management posts – consistent with workforce plan	-	(34,000)	-	-	-	(34,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(34,000)	-	-	-	(34,000)

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Staff efficiencies	-	(38,000)	(37,000)	-	-	(75,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(38,000)	(37,000)	-	-	(75,000)

#### Comments:

The only costs associated with this measure relate to the potential investment in a new HR/Payroll system.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved joined up business decision making	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
More chance for joint working opportunities to be maximised	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Value of workforce planning recognised and thus more likely to be undertaken across the organisation	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Take up of workforce planning processes is not widespread leading to poor decision making and disjointed planning</li> <li>2. Managers do not feel competent in delivering workforce planning type tasks</li> <li>3. Status quo is retained</li> </ol>
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## Service Improvement

<b>Improvement</b>	Cultural Transformation	<b>ID</b>	HR2
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

The requirement on services to deliver high quality and improving services will continue and thus the Council has identified that it requires a high performance culture in order to achieve this.

#### **Current situation**

To achieve the high performance culture, a revised appraisal scheme, making a more positive link between performance and reward, as well as employee engagement, was introduced in September 2011. This new scheme, Performance, Review & Development (PR&D), recognises that future improvement relies on employees more clearly understanding what they should be doing, how they should be doing it and how what they are doing contributes to corporate objectives. This approach is entirely consistent with the Government's 'Pay and Workforce Strategy' and 'Comprehensive Performance Assessment'.

The PR&D scheme applies to all employees, except Teachers (who are covered by a national Professional Review and Development Scheme).

The PR&D scheme describes the outcomes or objectives employees are expected to deliver and sets out the core organisational behaviours against which performance will be measured. Importantly, 'what' a person does (their outcomes and objectives) and 'how' they do it (their behaviours) are given equal weighting. These behaviours are designed to reflect the culture of the organisation and are described later.

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The scheme enables us to more effectively measure and recognise good performance, reward exceptional performance and, very importantly, address underperformance.

The implementation of YourHR will also go a long way toward improved performance as processes are streamlined and automated, freeing manager and employees to manage themselves in an optimised fashion that allows for time savings and productivity gains.

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Finally, HR&OD has also introduced a Customer Feedback process to ensure efficiency, effectiveness and business alignment.

### **Business need**

The delivery of high quality services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance.

### **Objective**

The Council in 2020 has a 'high performance' culture supported by robust performance management systems and processes evidenced by a new set of HR performance measures and the implementation of YourHR self service modules.

### **Strategic fit**

We recognise that the delivery of the Council's 5 year Business Plan, Smarter City agenda and high quality services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance. The outcomes of the 2010 Employee Opinion Survey and a subsequent 'world café' event in May 2011 also supported a more performance oriented culture.

### **Timing**

Embedding a culture is iterative in nature. It will require monitoring and evaluation on a continual basis in order to capture and accommodate any directional changes as we move towards the vision of the Council's workforce in 2020.

### **Stakeholders**

All council staff  
All council customers

## **2. Impacts**

### **Organisation**

Through all of the developments detailed above, the organisation will benefit from improved engagement, targeted development plans aligned to objectives, improved processes, time savings and productivity gains – all significant steps towards maximising performance.

### **Processes**

YourHR in particular will facilitate substantial improvements to processes across the Council

### **People**

The drive for performance should and will impact upon every staff member. Each staff member will go through PR&D with objectives set and an associated development plan agreed. YourHR will see increasing numbers of staff managing key processes themselves online such as annual leave, sickness reporting and so on

### **Technology**

YourHR will underpin much of the impacts here but is being developed within existing Council technologies and linked to existing development such as the Lagan CRM platform.

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**Other Corporate Governance Services**

The impacts of the initiatives under this improvement theme will impact across all services, from individual staff completing PR&D to gaining access to the benefits of self service through YourHR.

**Other Council Services**

As above

**Other stakeholders**

The incremental improvements that will be delivered in this theme will allow for incremental improvements to external stakeholders customer experiences

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR2	<b>Cultural Transformation</b> – We will further embed a culture of high performance across the council.	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: The development outcomes from PR&D will be met through the existing Central Training budget which has a total value of £657,962 (£100K allocated for HS&W).

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improvements to customer experience and hence satisfaction	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
Increasingly effective and efficient business processes	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Increased generation of savings	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Status quo is retained – cost implications</li> <li>2. Lack of buy in across the organisation</li> <li>3. Reputational damage from unfavourable reports/audits/etc</li> </ol> |
|---|

## Service Improvement

<b>Improvement</b>	Improving Employee Engagement	<b>ID</b>	HR3
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

The introduction of PBB with its strategic, medium to long term focus has enabled services to start to workforce plan on a far more meaningful basis. Other practical benefits have followed. For example, the budget is structured to such an extent that there are no plans to reduce staff numbers during the financial year 2013/14 – a position which is clearly beneficial in relation to employee engagement and industrial relations.

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

As a member of the Confederation of Scottish Local Authorities (CoSLA) the Council is bound by national agreements of Terms and Conditions of Service. There are four National Negotiating Committees which determine annual pay awards and various nationally prescribed conditions of service. These are the Scottish Joint Council for Local Government Employees, the Scottish Joint Council for Craftworkers, the Scottish Negotiating Committee for Teachers and the Joint National Committee for Chief Officials.

The Council recognises the same Trade Unions as those represented on the National Negotiating Committees i.e. UNISON, UNITE, GMB, UCATT, EIS, SSTA, NASUWT and the Voice.



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### **Current situation**

The link between employee engagement and higher performance has been well researched and well documented. The 2010 Employee Opinion Survey indicated that there was a need for us, as a Council, to improve levels of engagement across the organisation. As a result the cross-service People Dimension Group produced an action plan to address this.

The People Dimension Group also play an active role in supporting the Communications and Engagement Manager in implementing the Communication and Engagement Strategy.

In order to promote effective and positive industrial relations the Council has had in place for a number of years a Framework Agreement on Industrial Relations ('FAIR') which includes a process for dealing with disputes. Over the years the Disputes Procedure has been used on a number of occasions and has provided for a successful resolution of outstanding issues. It is necessary to review 'FAIR' with a view to incorporating many of its positive aspects into a new Partnership Agreement between the Council and Trade Unions.

It must be recognised, however, that not all employees choose to be a Trade Union member and mechanisms have been established (e.g. Employee Voice), and will need to be created, to allow all employees to have a voice through offering views, ideas and comment on matters which affect them. So whilst a positive working relationship through partnership is the way forward, we need to take account of those employees who choose not to join a Trade Union and develop arrangements to demonstrate and ensure they are equally valued and listened to by the organisation.

### **Business need**

The link between employee engagement and higher performance has been well researched and well documented.

### **Objective**

To maximise employee engagement in order to achieve the business benefits that are associated with elevated engagement through continued improvement to the employee benefits, good industrial relations and, specifically in HR&OD, working towards achieving IIP Gold standard.

### **Strategic fit**

Delivering on this improvement will go a significant way to fulfilling the Business Plan aspiration to have a "flexible, skilled and motivated workforce".

### **Timing**

The commitment to raising employee engagement has been made within the approved Business and Workforce Plans and thus some work is already in progress as described. It is however envisaged that improvements will continue throughout the lifespan of both plans.

### **Stakeholders**

All Council staff

## 2. Impacts

### Organisation

It is well understood that the impact for the organisation of higher levels of employee engagement is a greater likelihood of the organisational goals being achieved as well as improving recruitment, retention, morale and motivation and so on.

### Processes

No specific direct impacts

### People

Raising engagement levels would hopefully impact upon each employee of the Council in a positive way, increasing their enthusiasm for their jobs.

### Technology

No specific direct impacts – technology in this context is more of an enabler rather than an output impactor

### Other Corporate Governance Services

As per the organisational impacts

### Other Council Services

As per the organisational impacts

### Other stakeholders

Developing the relationships with the TUs means some impact upon them and potentially their members but aside from that there are no direct impacts as this is primarily an internally focussed theme.

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR3	<b>Improving Employee Engagement</b> – We will maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There are no direct costs associated with this improvement measure. Employee benefits will fall into this improvement theme and does have some finance processing associated with it but no there is no budget for employee benefits and these schemes are all required by contract to be delivered on a minimum 'cost neutral' basis with costs met by savings. From Jan 2011 to Feb 2013 the employee benefits project had achieved a net saving of £45,772.56 for the council through NICS savings and is on target to achieve it's 2012/13 PBB target of £20k.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Increased performance	Performance measures to	Can be forecasted once

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Benefit	Measurement	Estimated benefit
associated with increased engagement	be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	performance measure is defined
Better customer experience is associated with increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. Low engagement reduces performance and thus inhibits the organisation in attaining its goals</li> <li>3. Low engagement results in higher levels of IR issues which are required to be managed</li> </ol> |
|--|

## Service Improvement

<b>Improvement</b>	Smarter Health, Safety and Wellbeing	<b>ID</b>	HR4
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background / Current situation**

Everyone has a responsibility for health and safety within the organisation. Managers are held to account for health and safety performance within their work area and the Council has developed a health and safety matrix which provides an explicit indication as to whether or not a particular section or team has made sufficient progress on a range of core health and safety requirements (e.g. the existence of up-to-date risk assessments). This is currently under review to align with inspections and the health and safety team audit programme.

Each directorate has a Safety Committee in place, facilitating Trade Union discussion and feedback. At organisational level the Central Health and Safety Committee provides strategic direction, necessary overview and a co-ordinating role.

The Council's health and safety management system has received national recognition (and gold award status) from ROSPA for the past five years.

#### **Business need**

In addition to the day to day rationale for preventing incidents and cases of ill health in the workplace and maximising wellbeing for all staff, from 1st October 2012 the cost of Health and Safety Executive (HSE) interventions has been recovered from businesses found to be in a material breach of health and safety law. Under the "fee for intervention" costs will be recovered from the start of the HSE's intervention up to the point supporting businesses in putting matters right has been concluded. This cost will be borne by directorates and related services.

Clearly this is placing an added focus to our efforts to ensure that safe working practices are routinely adhered to and that 'health, safety and wellbeing' is factored into all operational and strategic decision making.

#### **Objective**

To ensure that safe working practices are in place, routinely adhered to and that 'health, safety and wellbeing' is factored into all operational and strategic decision making in order to maintain and ensure a workforce that is fit for the future.

#### **Strategic fit**

Health and Safety has been a long-standing priority for the Council. The Council's health and safety policy clearly details roles and responsibilities and the health and safety arrangements for the organisation. Health and safety is a fundamental part of both efficient and effective delivery of quality services.

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### **Timing**

Improvements have already been put in place and this will continue and evolve during the lifespan of the Strategic Workforce Plan and the CG Business Plan.

### **Stakeholders**

All Council staff and managers

Members of the public accessing Council buildings or spaces

Third parties who are affected by our undertaking

## **2. Impacts**

### **Organisation**

By ensuring that visible leadership and commitment promotes, sets and enforces a positive health and safety culture within the organisation. Further enhancement will be achieved via PR&D, through acceptance of roles and responsibilities and setting of targets and objectives. A focus on behavioural safety will assist in reducing unsafe behaviours in the workplace while improving employee engagement and visible leadership and commitment by management. To further embed a positive health and safety culture particular attention will be given to:

- Methods of control within the organisation – control of service delivery;
- Means of securing co-operation between individuals, safety reps and groups;
- Methods of communication throughout the organisation;
- Competence of individuals.

### **Processes**

As yet undefined

### **People**

Effective management of health and safety assists in maintaining employees who are healthier, happier and better motivated which is essential to the sustainability of high quality services. It also assists in maximising attendance, reducing injuries and days lost due to ill health. Review of corporate health, safety and wellbeing training programme tailored to services and the organisation. Expansion of blended on-line and face to face approach delivered internally via the health and safety team and by external providers;

### **Technology**

Delivery of some of the work programme will be through YourHR and OIL so customers will be required to have access to, and be able to use these technologies and streamlined processes. Improved analysis of statistics will assist in the identification of areas of risk and improvement.

### **Other Corporate Governance Services**

Will impact across the whole Council and beyond in terms of reduced risk and related direct and indirect financial costs providing benefit to the organisation.

### **Other Council Services**

Will impact across the whole Council and beyond. A robust health and safety management system enables services to appropriately budget for remedial action and to plan for

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continuous improvement.

**Other stakeholders**

Will impact upon all stakeholders accessing Council managed sites in terms of reduced risk to them

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR4	<b>Smarter Health, Safety and Wellbeing</b> – We will further encourage a proactive health, safety and wellbeing culture.	X			X		X

Comments:

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Apart from the central training budget wellbeing initiatives such as those linked to the sickness improvement group have not yet been scoped.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Reduction in incidents and cases of ill health reduces potential for absenteeism	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined



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Benefit	Measurement	Estimated benefit
Reduction in incidents and cases of ill health reduces potential for HSE intervention and associated costs, fines and civil claims	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Safe workplace = increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Reduced insurance premium	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Reduced direct and indirect costs associated with incidents	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

1. Status quo is retained
2. Injury to staff, damage to property, plant and equipment
3. HSE penalties (enforcement - criminal)
4. Reputational damage resulting from serious accident/incident
5. Civil claims

## Service Improvement

<b>Improvement</b>	Smarter Change Management	<b>ID</b>	HR5
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### 1. Description

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

#### **Current situation**

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

However, by virtue of the medium to long term nature of the Council's business planning process it is necessary to assess the existing workforce (in quantitative and qualitative terms) in relation to its capability and capacity to deliver on the longer term objectives contained within the Plan. Key considerations in this regard include:

- How we will develop workforce skills and capacity;
- How we will manage talent within the organisation;
- How we will pay and reward our workforce; and
- How we will develop the organisation.

Developing a vision of the workforce of the future and dealing with actual or perceived gaps in capacity and capability will require the Council's HR Strategy to be re-modelled accordingly.

#### **Business need**

As above

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### **Objective**

The Council needs to have in order to achieve the vision set out in the business plan for a “flexible, skilled and motivated workforce”

### **Strategic fit**

Delivering on this priority will go a significant way to fulfilling the Business Plan aspiration to have a “flexible, skilled and motivated workforce”.

### **Timing**

The Strategic Workforce Plan has been approved by committee along with the budget and business plan and its aims and objectives – with associated improvements. Progress with those aims and objectives will continue to run during the lifespan of the planning processes, changing and evolving as required.

### **Stakeholders**

All Council staff and services  
Trade Unions

## **2. Impacts**

### **Organisation**

This is essentially about having an organisation that is fit for purpose and the HR&OD contribution to that in terms of organisational design and change management during structural changes. Thus, the impact on the organisation is seen through an increasingly solutions focussed approach to issues of change management.

### **Processes**

Processes are likely to be streamlined wherever possible to make life as easy as possible for managers whilst also delivering on our duty to protect the organisation and its staff.

### **People**

The impacts upon people will be dependent upon their role in a process. For managers we would expect to be able to empower managers whilst also delivering tailored solutions and support that will make their lives easier in this regard. We would therefore expect to see the change managed better and hence the wider employee base more engaged during change processes.

### **Technology**

No direct impacts

### **Other Corporate Governance Services**

As detailed above and in addition this improvement theme may require closer working between HR&OD and other CG services to facilitate organisational solutions

### **Other Council Services**

As detailed above

### **Other stakeholders**

There are no direct impacts although the aim here is to ultimately improve the service for the customers of the council

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR5	<b>Smarter Change Management</b> – We will manage required changes to the workforce in a structured, planned and fully consulted basis.	X	X	X	X	X	X

<p>Comments: Because this priority relates directly to the basic function of the HR&amp;OD service it is considered relevant across all six inclusive themes.</p>
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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Costs associated with this item are related to training, exit costs (if required) and other such staff type costs that are as yet undefined as we do not have quantitative workforce forecasts for each service. Each service, however, will be required to work within their funded establishment with requests to expand this subject to the full business case review process.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Organisational structures that are fit for purpose	Performance measures to be defined – work on this has started as part of the	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
	implementation of the approved Strategic Workforce Plan	
Well managed change resulting in increased levels of employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Well managed transformation that enables the best people to be in the right place at the right time and with the best skills all at the right cost	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. Poor change management results in reduced employee engagement</li> <li>3. Poor organisational design causes ongoing &amp; costly management issues</li> </ol>
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## Service Improvement

<b>Improvement</b>	Employer of Choice	<b>ID</b>	HR6
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

#### **Current situation**

The Council regards itself as a 'good employer' and can back up this contention with concrete evidence. For example, we are one of the very few local authorities in Scotland which will implement pension auto enrolment on schedule – demonstrating genuine care for the financial wellbeing of our employees in their later years. In addition, we have established one of the most extensive and creative employee benefits packages in the country and the terms and conditions of employment we offer are, in many respects, competitive.

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice.

Our employment package is constantly reviewed and updated to ensure it is both attractive to potential employees and valued by current employees. In addition to a competitive pay rate which at the lowest point meets the government's definition of a 'Living Wage', we currently offer:

- a competitive pension scheme
- very competitive holiday provision
- a variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours
- up to twelve months' sick pay (service dependent)
- an employee assistance programme
- one of the best employee benefits packages in the country – comprising several salary sacrifice schemes (from childcare vouchers to the purchase of annual leave) and a range of employee discounts.

The Council has, to date, supported the application of the 'living wage' and this has clearly assisted our less well paid employees.

It should be noted, however, that the continual 'bottom loading' of pay awards does create difficulties for Councils as the ability to differentiate between the value of jobs at the lower end of the pay scale becomes harder. It is important that the equilibrium of the pay and grading structure is not compromised by such moves and any such future proposal will be

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equal pay 'proofed' accordingly and Members advised of the outcome.

### **Business need**

This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

### **Objective**

To position the Council as a well renowned employer of choice

### **Strategic fit**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a "flexible, skilled and motivated workforce"

### **Timing**

Improvements have already been put in place and this will continue and evolve during the lifespan of the Strategic Workforce Plan and the CG Business Plan.

### **Stakeholders**

All Council staff and managers

Members of the public wishing to come and work for the council

The employment marketplace

## **2. Impacts**

### **Organisation**

The concept of employer of choice is designed to ultimately assist the organisation in meeting its goals by being able to put the right people in the right place and retain key skills and knowledge.

### **Processes**

We envisage continuing to work on streamlining policy and process to ensure that all of the council's employment processes work towards the desired solution in the most effective way and do not act as barriers to enablement. The check and balance in all this is the ethos of equalities which will continue to pervade each process.

### **People**

The impact upon staff will be through better management, more empowerment and great involvement, hopefully all coming together to enhance the sense of employee engagement amongst the staff. In addition, staff could expect to see an increased focus on skills and development assisted by PR&D.

### **Technology**

There are no direct impacts however, technology will be an enabler to this improvement and as such staff should expect to be accessing and be engaged by the Zone, YourHR, OIL and so on.

### **Other Corporate Governance Services**

This improvement theme will impact upon the whole council but may rely on close working



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with colleagues in other CG services in order to be fully effective. Linkages will become clearer as the theme develops through time.

**Other Council Services**

All Council staff will be impacted

**Other stakeholders**

We hope that the work on this theme will ensure the perception amongst potential recruits is one where the Council is seen as an employer of choice.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR6	<b>Employer Of Choice</b> – We will ensure that the council’s status as an employer of choice is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the council’s employment processes.			X	X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council’s planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There are no direct costs associated with this improvement measure. Development requirements identified will be met through the existing Central Training Budget.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Allows us to put the right people in the right place with the right skills and at the right cost	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
	Workforce Plan	
Facilitates organisational success	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Allows targeted resourcing strategies to be put in place	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. Inability to recruit and retain staff</li> <li>3. Unfulfillment actively places a barrier in the way of organisational success</li> </ol> |
|--|

## Service Improvement

<b>Improvement</b>	Smarter Attendance Management	<b>ID</b>	HR7
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

Prior to December 2010 sickness absence rates across the Council were at unacceptably high levels. In December 2010 we replaced our Absence Management Policy with a new Maximising Attendance Policy which addressed a number of the weaknesses of its predecessor. This was a watershed for the improvement in the management of absence across the Council and, since this time, sickness absence levels have generally been on a downward trend.

#### **Current situation**

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The current absence level is an average of 11.6 days per employee (as at 31/12/12), being four days less than the figure two years ago.

Sickness absence statistics are reported regularly to the Corporate Management Team (CMT) and on a monthly basis to Service Management Teams (SMTs) where appropriate management scrutiny takes place. These statistics are also regularly reported to Service Committees and the Corporate Policy and Performance Committee is provided with regular update reports on the subject.

Proactive initiatives to reduce absence are constantly being introduced. For example, employee health checks are regularly offered to the workforce where blood pressure, body

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mass index and cholesterol levels are all measured. Other preventative measures include advice and support on issues such as healthy eating, smoking cessation and the promotion of physical exercise etc.

### **Business need/Objective**

Ensure attendance management levels equate to upper quartile performance standards in order to be able to optimise the resources available to the council and reduce non essential costs

### **Strategic fit**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a “flexible, skilled and motivated workforce

### **Timing**

Much work has taken place already but this will continue throughout the lifespan of the Strategic Workforce Plan and the Business Plan

### **Stakeholders**

All council staff and managers  
Trade Unions  
Customers in receipt of council services

## **2. Impacts**

### **Organisation**

The impact on the organisation is the optimising of the human resources available and thus improvements in productivity, reductions in lost time and ultimately a better experience for Council customers.

### **Processes**

This will largely have no process impact as much of the process is already in place. There may be some new processes for people in terms of using the YourHR portal.

### **People**

This improvement theme is clearly about the management of people and so it will touch upon almost everyone in the organisation at some point. They may be implementing it or being managed under its banner but it will impact upon most.

### **Technology**

Beyond the use of YourHR there are no significant technological impacts

### **Other Corporate Governance Services**

This theme impacts upon all council services as described above

### **Other Council Services**

This theme impacts upon all council services as described above

### **Other stakeholders**

This improvement theme requires collaboration with the TUs

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR7	<b>Smarter Attendance Management</b> – We will ensure attendance management levels equate to management upper quartile performance standards.				X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Unproductive time costs – in its crudest form this is the cost of sick pay, as we would pay an employee their normal contractual pay when off sick (assuming they have the service entitlement and this has not exhausted.) Therefore, actually there are no financial savings in real terms when an employee with full sick pay entitlement is off sick, and the notional 'cost' to the employer is the loss of productivity of the employee for the duration of the sickness. In a number of jobs when an employee is off due to sickness and there is no replacement, work is either reallocated amongst other workers, is not done or waits for the employee to return, and the cost to the Council is notional sickness cost

Replacement costs –these are incurred where there is a need to replace the employee and pay for this either through offering additional hours to other workers, including the use of overtime, using relief/supply workers or taking on an agency worker. Such replacement arrangements involve an additional actual cost for the employer which is over and above the unproductive time cost.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Reduced absenteeism reduces costs directly and indirectly by reducing agency usage	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Maximising attendance enables the resources available to the organisation to be deployed at their optimum	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. No reduction in cost of absence</li> <li>3. Reducing trend flatlines so no further improvements seen</li> <li>4. Approach to maximising attendance must be balanced against employee engagement</li> </ol>
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## Service Improvement

<b>Improvement</b>	Smarter Recruitment and Skills Development	<b>ID</b>	HR8
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

We recognise that the quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness. In this respect we have focused on recruiting and retaining the type of manager we need and achieving the right balance between empowering them to manage effectively and providing them with the right levels of support.

In line with this we have shifted the focus of our management recruitment from technical skills to 'cultural fit' and have introduced more rigorous methods of recruitment such as assessment centres to support this where appropriate. Once recruited, we provide an induction specific to new managers to advise them of their responsibilities and of the support which is available to them. We have also clearly defined, under the PR&D scheme, consistent standards for all managers which provide role clarity and clarity of expectations.

Over the last few years we have rolled out an intensive development programme for our managers which raises awareness of the impact of their behaviours on others and which encourages a task-oriented yet people focused approach to management. This programme has delivered tangible results for managers, their teams and for the organisation.

#### **Current situation**

We are now moving increasingly towards empowering managers through more flexible policies. As an example the PR&D scheme, which focuses on achieving a high performance culture, allows managers a large degree of flexibility in how it is implemented to suit the differing needs of different occupations and services. In addition the new job profile format, which focuses on overall outcomes rather than detailed tasks, is designed to enable managers to manage their resources to best effect.

#### **Business need**

The quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness and thus the attainment of the CG and wider Council business plans.

#### **Objective**

To ensure a high performance culture amongst the Council's managers and leaders that enables success within and beyond the organisation.

#### **Strategic fit**

Fits within the Council's aim to have a culture of high performance

**Timing**

Development in this regard has been ongoing over the past few years and we will continue to build on this over the lifespan of the Strategic Workforce Plan

**Stakeholders**

All council managers

**2. Impacts****Organisation**

This impacts upon the organisation by enabling performance through development and resource deployment strategies. The overall impact will be seen in terms of enhanced performance, well skilled and appropriately deployed human resources.

**Processes**

This theme is likely to involve significant redesign of resourcing and deployment processes across the organisation. Less so in terms of development where PR&D processes are now in place.

**People**

The impact upon people is crucial to the success of this theme. Managed through PR&D, development can be targeted at certain behaviours and through new approaches to recruitment and human resource deployment we aim to have the right skills in the right place as often as possible.

**Technology**

No direct impacts but technology through YourHR is likely to be an enabler

**Other Corporate Governance Services**

This improvement theme applies equally across all of the Council's employees

**Other Council Services**

This improvement theme applies equally across all of the Council's employees

**Other stakeholders**

Potential employees of the council are a stakeholder here and they can expect to be put through rigorous recruitment processes in order to ensure competence and behaviour matches.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

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ID	Improvement	1	2	3	4	5	6
HR8	<b>Smarter Recruitment and Skills Development</b> – We will ensure high level management performance across the council through robust selection processes and tailored development programmes	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council’s planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

#### 4. Costs and Benefits

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There may be some requirement for investment in training but this will be managed within existing budgets. Beyond that there are no direct costs associated with this improvement measure.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved performance of managers leads to increasingly well managed services/staff and improved organisational effectiveness	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. No manager buy in</li> <li>3. Culture change not supported at high level – exception becomes the rule</li> </ol>
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**Appendix 3 – Service Improvements**

**Legal and Democratic Services**

## Service Group Summary

<b>Service Group</b>	Legal and Democratic Services	<b>Version</b>	FINALx
<b>Head of Service</b>	Jane MacEachran	<b>Date</b>	04/04/2013

### **1. Head of Service Statement**

This programme of improvements fits with the Legal and Democratic Services Vision and Business Plan.

The Legal and Democratic Services Vision is:

- to provide high quality advice, information and services to the Services of the Council in a timely and cost effective manner which supports the business of the Council.

The Legal and Democratic Services Business Plan sets out how the programme fits with the Smarter City agenda, Council's Five Year Plan and Corporate Governance Business Plan.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
LDS1	<b>Improving access to democracy</b> – We will make greater use of technology and social media and promote democracy to younger people and marginalised groups.	X	X	X	X	X	X
LDS2	<b>Promotion of committee support services</b> – We will increase joint working with public sector organisations.	X			X	X	X
LDS3	<b>Legislative Change</b> – We will respond effectively to all legislative changes including that affecting delivery of Registrars service.	X	X	X	X	X	X
LDS4	<b>Improved Access to Archives</b> – We will increase availability and make access easier.	X	X				X
LDS5	<b>Legal Services – Service Review</b> – We will review the operation of legal services and implement significant transformational change.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Improving access to democracy	<b>ID</b>	LDS1
<b>Author</b>	Martin Allan	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05/04/13

### **1. Description**

#### **Current situation**

The Democratic Services Team has embraced developments to enhance access for its customers to the democratic process over the years and have been looking at further improving access.

There are great advances in social media and technology and as it stands the Council is required to keep up with the ever changing needs of its customers in this regard. Some of the technology that Democratic Services utilises at present can be further developed but greater investment is required to ensure that the Council can meet need.

The Team can also reach out to the communities to try and enable participation in the democratic process and for that participation to be as diverse as possible.

#### **Business need**

There is a need to grasp the advances in social media to get the message out to those who want it. Publish major committee/Council decisions, work with partners to achieve this, use all available types of social media i.e. podcast, Twitter, Facebook etc Councillors and Officers move to “paperless” meetings, Democratic Services work with contractor to make modern.gov as useful to the Council as possible, look at utilising Covalent to the best of its abilities i.e. to help with the Members’ enquiries process.

There is a need for local democracy to be more accessible and for the public to feel informed and engaged.

The service is currently undertaking extensive customer feedback at all levels, and it is expected that this will support the measures outlined as part of this improvement.

#### **Objective**

- ~To achieve paperless meetings
- ~To make modern.gov fit with required advances
- ~To use social media on a regular basis to get the message out about local democracy
- ~Host an Annual Hot Topic Debate
- ~Promote Local Democracy sessions in schools; invite modern studies classes to meetings
- ~Invite members of the local Polish community to investigate barriers to democracy

#### **Strategic fit**

Linked to 2013/14 – 2017/8 Five Year Workforce Plan and The Five Year Business Plan; also links to Smarter City themes of Smarter Governance and Smarter People.

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**Timing**  
Push forward in 2013/14 with agreement on developments and get any finance into required plans.

**Stakeholders**  
Customer Service and Performance  
Finance  
All other Council Services  
Councillors  
Public  
External Partners

**2. Impacts**

**Organisation**

- This may change the roles of staff in Democratic Services and other Teams

**Processes**

- This may change the processes within Democratic Services and other Teams

**People**

- This may have an impact on staff within Democratic Services and other Teams

**Technology**

- This will have a positive impact on technological processes in the Council

**Other Corporate Governance Services**

- Customer Service and Performance

**Other Council Services**

- Potentially all will be impacted.

**Other stakeholders**

- See above

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS1	<b>Improving access to democracy</b> – We will make greater use of technology and social media and promote democracy to younger people and marginalised groups.	x	x	x	x	x	x

**Comments:**  
The proposals are wide ranging and therefore are linked to all six themes.



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#### 4. Costs and Benefits-

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Many of the proposals require the Council Chamber to have been upgraded so as to be able to support paperless meetings, webcasting/podcasting etc; until this proceeds and the precise technology to be incorporated is confirmed; the major improvements proposed under this theme cannot be costed accurately.

Contact with Moray Council, who have implemented such technology would indicate that there could be revenue requirements of £16k per annum in relation to leasing / subscriptions costs to enable webcasting/podcasting. Costs are thought to be council wide and not attributable to LD&S.

Other elements can be accommodated at low or insignificant cost. The elements relating to engagement with the community will also have minor costs.

##### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased turnout at elections	Voting figures	Increase in democratic legitimacy

Corporate Governance Improvement  
Business Case

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled workforce with different multi-functional skills	Training undertaken; competencies through review of work i.e. 121's and PR&D	Strengthen objectives and competency for PR&D
Improved service to customers	Increased customer satisfaction in terms of all aspects of work	Increased customer satisfaction

**5. Risks**

The risks associated with these improvements (specifically those ICT projects that require funding) will be covered in greater detail when business cases are developed.

## Service Improvement

<b>Improvement</b>	Promotion of committee support services	<b>ID</b>	LDS2
<b>Author</b>	Martyn Orchard	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

We have established relationships with many public/third sector organisations, and carry out work for some of them on a paid basis already - i.e. the provision of clerking services. The availability of this type of service can be further promoted. Another service we could offer is more aspirational. It's not something we currently do to any great extent but there is a market for it. This would be carrying out an 'audit' of an organisation's governance arrangements or similar. This would likely involve initial desk research, interviewing key staff, observing meetings and producing a report with recommendations. A fee would be charged for the initial work. The report could recommend establishing a scheme of delegation, an equivalent of standing orders, orders of reference or a constitution - if the organisation wanted us to be involved in any follow-up work then a separate charge would apply. In addressing our relative inexperience in this field, we could work in partnership with colleagues in Legal and Finance if they were keen to be involved, although obviously this would dilute any income received. However, one of the main benefits of this type of work is not financial gain but the development of our team and giving staff greater confidence in terms of partnership working and carrying out work at a demanding level.

#### **Business need**

The service is currently undertaking extensive customer feedback at all levels, and this may demonstrate the need for greater flexibility of working, tailored services and a demand for additional services both internally and externally.

#### **Objective**

To develop more flexible ways of working, and ergo a more flexible workforce, working more closely with external partners, particularly those involved in community planning, whilst potentially providing a degree of additional income for the service.

#### **Strategic fit**

There are strong links to two of the Smarter City themes - (1) Smarter Governance (Participation); and (2) Smarter People (Social and Human Capital).

#### **Timing**

The initial focus, in 2013/14, will be on improving existing services, via increased use of benchmarking and customer feedback. The longer term aim, i.e. 2014/15 and beyond, will be to promote the various services available at present and in the future to public and third sector organisations - this may require an informal element of market testing.

#### **Stakeholders**

- Democratic Services staff
- CG staff - Legal, Finance and Customer Service and Performance

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- All Council services
- Elected members
- Public sector partners - e.g. NHS Grampian, Aberdeen University, RGU, Aberdeen College, Police and Fire
- Third sector partners and umbrella organisations - e.g. ACVO, VSA, Aberdeen Foyer

### 2. Impacts

#### Organisation

- If successful this improvement will be of benefit to the organisation in terms of improved partnership working and staff development

#### Processes

- Internal processes will need to be put in place

#### People

- Existing staff may need to be trained or links established with colleagues in Legal/Finance

#### Technology

- There is unlikely to be much of a technological impact

#### Other Corporate Governance Services

- Refer to People above - scope for joint working with Legal/Finance. Possible input from Customer Service and Performance in terms of Community Planning.

#### Other Council Services

- Should be positively impacted (see objective) but if staffing resources became stretched due to high uptake they could be negatively impacted.

#### Other stakeholders

- Should be positively impacted (see objective)

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS2	<b>Promotion of committee support services –</b> We will increase joint working with public sector organisations	X			X	X	X

Comments:

There are obvious links with themes 1, 4, 5 and 6 in terms of (1) meeting the demands of external customers, as well as improving skills to better serve internal customers; (4) offering additional services which will further develop staff; (5) measuring performance in line with customer expectations and good working practice in general; and (6) endeavouring to provide the best level of service possible and good governance.

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Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Benefits will be entirely dependent on customer demands and expectations. Revenue expenditure will predominantly be staff time; which is included in existing budget. Capital expenditure is likely to be nil. Benefits will be subject to agreement with customers and could be one-off in nature, for one-off or smaller pieces of work, or recurring for longer term projects or partnership arrangements.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased partnership working	Percentage of staff time; uptake of additional services	Staff improvement; improved external relations

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken; competencies through review of work 1-1s;	Strengthen objectives and competency at PR&D

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Business Case

	PR&D	
Improved service to customers	Increased customer satisfaction in terms of all aspects of work	Increased customer satisfaction

**5. Risks**

The risks associated with this improvement will be covered in the overarching business case in terms of customers purchasing services elsewhere or conversely the possible inability to meet the pace of customer demands.

## Service Improvement

<b>Improvement</b>	Legislative Change	<b>ID</b>	LDS3
<b>Author</b>	R M MacBeath	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

The Registrars team transferred to Democratic Services in November, 2011, and since that time have been restructured. The DWP's Tell Us Once programme was introduced successfully in February, 2012, which brought with it considerable time savings for other services of the Council and wider governmental departments. The team is now seeking to improve further the service provided to the public whilst taking account of likely legislative changes. The introduction of nationality checking is now proceeding, which will meet a demand identified by the UK Borders' Agency and will generate additional income.

#### **Business need**

The service will require to comply with legislative changes which would be likely to change service delivery significantly, relating to the certification of same sex marriages in religious place (currently being consulted upon), death registration and e-registration (home registration). Minor ICT improvements will release staff at busy times, helping to reduce waiting times and thereby reduce complaints about these.

#### **Objective**

To comply with legislative requirements, and to provide minor ICT improvements which will free staff time by offering dedicated phone numbers for requests for copies of documents, etc.

#### **Strategic fit**

This will comply with the Smarter Living theme of Smarter City.

#### **Timing**

The Certification of Deaths (Scotland) Act 2014 change on death certification is effective from April 2014. Changes on possible home registration are likely in the 2018-20 period, minor ICT improvements will be made in 2013/14. Same sex marriage consultation is underway at present.

#### **Stakeholders**

The public and the Registrar General.

### **2. Impacts**

#### **Organisation**

- If registrations are permitted electronically, this would end the need for the public to come the Registrars' offices thereby reducing queues in Marischal and accordingly complaints about waiting times.

#### **Processes**

- In respect of same sex marriages, certificates would be issued by Registrars where they have no role at present so there would be an additional workload; in respect of

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changes to death certification, information being registered by staff would be checked live by an independent medical referee, who would have the ability to instruct the Registrar to stop the registration process for up to three days to allow the death to be investigated.

**People**

- There will be additional workloads placed upon staff as a result of the prospective legislative changes.

**Technology**

- Minor ICT equipment will be required to help free staff for dealing with customers.

**Other Corporate Governance Services**

- Nothing significant

**Other Council Services**

- Nothing significant

**Other stakeholders**

- There should be reduced waiting times for the public as a result of the minor ICT improvements, so the impact will be positive. As regards legislative change, the service to the public should be greater although those who are registering deaths which are put on hold will undoubtedly be inconvenienced and possibly unhappy or distressed.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS3	<b>Legislative Change</b> – We will respond effectively to all legislative changes including that affecting delivery of Registrars service.	x	x	x	x	x	x

Comments:

The improvements proposed will offer better services to the public. Staff will have wider experiences and knowledge and will be freed to undertake more work at busier times.



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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Minor ICT improvements have yet to be costed fully. This is ongoing. The costs of legislative change will be clearer once the proposals crystallise.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Free staff time for work with customers	Reduced waiting times and complaints about these	Improved customer service through reduced waiting times
Providing a wider service to the public	Reduced need for the public to travel (home registration)	As above

### 4.3 Qualitative

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Better trained staff with wider experience	Greater knowledge about new subject area	More confident staff

**5. Risks**

Additional workload relating to same sex marriages and changes to death certification unquantified; latter will potentially lead to public distress as a death registration is stopped by an independent medical referee for investigation.

ICT improvements sought not proving suitable in meeting needs.

## Service Improvement

<b>Improvement</b>	Improved Access to Archives	<b>ID</b>	LDS4
<b>Author</b>	Phil Astley	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Aberdeen City and Aberdeenshire Archives provides an archive service for both Aberdeen City Council and Aberdeenshire Council. The service is currently split between three locations:

- The Town House: providing storage (at three separate locations within the building) and public access (Wednesday to Friday)
- Old Aberdeen House: providing storage and public access (Monday to Wednesday)
- Whitemyres Avenue, where a quantity of records are kept in the corporate modern records store.

None of these buildings meet the *“British Standard for the Storage and Exhibition of Archival Materials”*, and all are operating at full capacity, making it difficult to accept any more collections of records. Furthermore, the split locations and opening hours are confusing to the public and are frequently difficult to cover with the requisite number of staff, due to illness or holidays.

#### **Business need**

The Archive service is well used by the public, with a very active outreach programme and a high profile which has recently included exposure on BBC TV’s *“Who Do You Think You Are?”* The core of the City’s collections, the medieval burgh registers dating back to 1398, are of national significance. They have been nominated for inclusion in UNESCO’s *“Memory of the World”* programme, the result of which is awaited. The Archives are also making a significant contribution to the 2017 UK City of Culture bid, and have achieved national recognition for their work in promoting ancestral tourism and the use of archives as an educational resource for schools.

Suitable additional storage will, however, be required to continue to provide an archive service into the 21<sup>st</sup> century. The Public Records (Scotland) Act imposes a duty on public authorities to make suitable provision for their records. The service is well used by internal users and the public alike, but could contribute still further to educational initiatives, for example, given better accommodation and the need to service just one rather than three locations.

‘Virtual’ storage is also required: a ‘digital repository’ to ensure the long term preservation of the Council’s electronic records needs to be established. Such a facility could be shared between Aberdeen City and Aberdeenshire Councils.

The current opening hours are confined to 09:30-16:30, Monday to Friday. Extended opening hours would enable the Archive to better cater for those users who are themselves working.

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### **Objective**

To develop a more coherent service to the two local authorities and to the public, while at the same time ensuring the long-term preservation of the oldest and most complete collection of burgh records in Scotland.

### **Strategic fit**

There are strong links to three of the Smarter City themes - (1) Smarter Governance (Participation); (2) Smarter Living (Quality of Life); (3) Smarter People (Social and Human Capital).

### **Timing**

Not known

### **Stakeholders**

- All Council services, particularly Legal & Democratic Services
- Public users
- Elected members
- Aberdeenshire Council; Moray Council

## **2. Impacts**

### **Organisation**

- If successful this improvement will be of benefit to the organisation and the public in terms of improved access to archival records. It will also significantly raise the profile of the Archive and the records in its care.

### **Processes**

- There will be no impact on processes in place.

### **People**

- The service could be run with the same number of staff if it were located in one building. A dedicated Education Officer would also help with the work that is being done with schools. Such a post could be shared with Museums and Galleries, for example, with the Archive contributing money for it from a post which is currently vacant.

### **Technology**

- There is a requirement to develop a digital repository for electronic records.

### **Other Corporate Governance Services**

- No specific impact.

### **Other Council Services**

- Should see a positive impact.

### **Other stakeholders**

- Should see a positive impact.

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS4	<b>Improved Access to Archives</b> – We will increase availability and make access easier.	X	X				X

Comments:

There are links with themes 1, and 2 in terms of meeting the demands of external customers, as well as improving skills to better serve internal customers; and with 6 in terms of endeavouring to provide the best level of service possible and good governance.

- The single most important measure that would help improve the Archive is the consolidation of the service under one roof. It is recognised that this would involve commitment from the Capital budget. However, there may be knock-on benefits for other directorates within the Council, such as Education Culture and Sport which would be able to utilise Old Aberdeen House for the expanding St. Peter’s School if the Archive were to vacate the portion that currently occupies. The Archive is effectively the memory of the organisation, and in this sense an improved Archive will contribute towards improved business intelligence as well as customer service. It would also illustrate that the Council values its written heritage and has a vision of that heritage for the future in terms of the educational and the economic impact that it can make. This has very strong links to the City of Culture bid.
- Extended opening hours will improve customer service by the Archive by enabling users who work to visit out with normal office hours. There would be no additional cost in implementing this.
- Using the money from the vacant 0.5FTE Archive Assistant post to contribute towards the employment of an Education Officer (possibly shared with Museums and Galleries) would expand the contribution that we could make to schools in Aberdeen.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

As mentioned in the body of the text, any new build/conversion would require commitment from the capital budget.

With our current set-up we can increase opening hours (at one building only) with no additional financial commitment. The employment of an Education Officer could also be partly met from a 0.5FTE post that is currently vacant.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased number of users	No of users	+20-30% on current figures

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved service to customers	Increased customer satisfaction	Increased customer satisfaction.

## **5. Risks**

Failure to undertake these improvements will result in the inability to accession further archive material and therefore seriously impede continuity of the collections and hinder the service that is provided to users both now and in the future.

## Service Improvement

<b>Improvement</b>	Legal Services – Service Review	<b>ID</b>	LDS5
<b>Author</b>	Jane MacEachran	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

The Management Team within Legal Services has been aware of the need to revisit both the structure and the manner in which services are delivered for some time. This was underlined by a recent Stakeholder Review commissioned during the latter part of 2012. Since the outcome of the review work has been undertaken to look at the structure, resources, roles and culture within the Service and different options for delivery of the Service. This is with a view to ensuring that the structure capacity skills and culture within Legal Services is best placed to provide comprehensive flexibility and innovative support required by the Council going forward.

#### **Business need**

The Stakeholder Review has demonstrated the need for more flexibility of working, project specific services and a demand for additional services.

#### **Objective**

An exploration and assessment of various structural and delivery options which will result in the support required by Services of the Council going forward.  
Redefinition of roles and responsibilities.  
Improved engagement with Services.

#### **Strategic fit**

Linked to 2013/14 – 2017/18 Five Year Workforce Plan and the Five Year Business Plan.  
Links to Smarter City Themes of Smarter Governance and Smarter People.

#### **Timing**

Implementation will be after proposed staff consultation which will take place in April.

#### **Stakeholders**

All Council Services  
Councillors  
Public  
External Partners

### **2. Impacts**

#### **Organisation**

This will change the roles of staff in Legal Services and may require further resource.

#### **Processes**

This will change the process within Legal Services.

#### **People**



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This will have an impact on staff within Legal Services and other teams.

**Technology**  
Further technological resource may be required in the form of an improved case management system.

**Other Corporate Governance Services**  
All

**Other Council Services**  
All

**Other stakeholders**  
See above.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LSD5	<b>Legal Services – Service Review</b> – We will review the operation of legal services and implement significant transformational change.	X	X	X	X	X	X

Comments:  
The proposals cover all aspects of the provision of Legal Services therefore linked to all six themes.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Case management system upgrade	-	-	150,000	-	-	150,000
Total	-	-	150,000	-	-	150,000

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Reduction in external legal costs	-	(25,000)	(25,000)	-	-	(50,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(25,000)	(25,000)	-	-	(50,000)

#### Comments:

The current case management system is not fit for purpose to satisfy demand nor is it used across Legal. Furthermore it would be beneficial to have a combined case management and time recording system.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Greater throughput of work	Time recording	Customer satisfaction

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved and varied skills in workforce	PR&D / Training	Customer satisfaction
Improved service and Council services		Customer satisfaction

**5. Risks**

Referred to in overarching business case.
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**Appendix 3 – Service Improvements**  
**Procurement**

## Service Group Summary

<b>Service Group</b>	Central Procurement Unit	<b>Version</b>	FINALx
<b>Head of Service</b>	Craig Innes	<b>Date</b>	04-04-13

### **1. Head of Service Statement**

It is recognised that best practice already exists in many areas within the Council however with every procurement exercise there is the ongoing need to demonstrate continuous improvement. Our aim is to focus on the development of the key themes of collaboration, efficiency maximisation, local supplier development, making better use of available technology, enhanced performance and contract management of our supplier/provider base, development of community benefit clauses, sustainability (both social and environmental) and adherence to mandatory governance requirements. This strategy supports the wider Corporate Governance Directorate Service Business Plan

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
CPU1	<b>Process Improvement &amp; Best Practice</b> – We will introduce an electronic auditable system for tendering activity and contract management process.	X	X	X	X	X	X
CPU2	<b>Supplier Development</b> – We will deliver a Positive Procurement Programme and creation of supplier guidance.	X	X	X		X	X
CPU3	<b>Customer Responsiveness</b> – We will undertake work planning with services prioritising procurements alongside allocation of responsibilities and accountabilities, and performance monitoring via survey.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Process Improvement & Best Practice	<b>ID</b>	CPU1
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Council-wide there are various processes used for undertaking procurements and managing the resultant contracts. The Procurement Journeys are the best practice process that we have been rolling out to Services, and the Public Contracts Scotland (PCS) website is the main vehicle for advertising tenders. However, there is no auditable best practice established organisation-wide in the development of the procurement process and how it is managed thereafter. It is recognised that pockets of best practice already exist in many areas within the Council however a consistent approach is required.

#### **Business need**

The use of the national PCS-Tender system will allow us to utilise on-line bid submission and evaluation tools. Standardising a best-practice process and restricting the potential for errors during evaluation and communication with bidders will subject the Council to less risk and time spent managing procurements. The business would benefit from a consistent, auditable approach to the development of procurements and subsequent contract management process. There is a training need to provide this consistent approach. A more stream-lined and consistent mechanism for the return of tenders would also limit the time officers spend in the arrangement of tender openings and the subsequent transfer of these documents to stakeholders.

#### **Objective**

- A clear, defined and auditable process for undertaking a procurement exercise and managing the resultant contract thereafter
- A reduced amount of resource spent on opening and recording of tenders and circulating of tender documents.

#### **Strategic fit**

The Council's Procurement Strategy supports the wider Corporate Governance Directorate Service Business Plan. The Council's Procurement Strategy details that Corporate and certain strategic procurement activity across the Council is led by the Central Procurement Unit (CPU). There are also specialist areas within the Council where the procurement process is led by Services themselves, particularly in respect of the commissioning of Social Care Services for vulnerable people and Works projects relating to construction.

#### **Timing**

- A Committee report would need to be submitted to ask for Elected Members approval to proceed with this project. This project will require an amendment to Standing Orders. It is anticipated therefor that this would take 2 months of this Service Improvement timescale to get this authorisation.
- The roll-out of training and system usage will take approximately 12 months to

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complete thereafter.

### **Stakeholders**

Key Stakeholders include:

- CPU Category Managers
- CPU Team Members
- Social Care Commissioning Team
- Housing and Environment procurement personnel
- All Council Service staff who regularly procure goods and services in excess of £60K
- Public Contracts Scotland staff and users
- Elected Members
- Council Supplier Base

## **2. Impacts**

### **Organisation**

- This will produce a more efficient, consistent, auditable and less error-prone process for procurements, therefore producing more efficient procurements and exposing the Council to less potential challenges from suppliers on the procurement process.
- Reputationally the Council will be viewed in a more positive light by undertaking this change which should aid businesses at all levels and improve sustainability.

### **Processes**

- This will automate the process that is followed in relation to procurements and will produce an efficient, consistent, auditable and less error-prone process for procurements.
- Elected Members would not be required to open tender documents – as the process would be auditable electronically. Elected Members would still be approving the proposed procurements and spends in advance of the procurements being undertaken.
- Sustainability can be improved by the use of less paper in the tender submission and evaluation processes, with remote working being facilitated via access to this system from any network accessible point.

### **People**

- The implementation will require establishing a cross-service project team. Training of all staff regularly dealing with procurements.

### **Technology**

- The Council already has access to the main packages required (Microsoft Word and Excel). The Public Contracts Scotland website (hosted externally) is free to access for all Scottish Public bodies. The Scottish Government fund this website.

### **Other Corporate Governance Services**

- Members Support would no longer need to schedule Elected Members to attend tender openings.
- Jointly responsible /accountable for delivering the changed processes.

### **Other Council Services**

- Jointly responsible /accountable for delivering the changed processes.

### **Other stakeholders**

- Improvement to potential supply base that submitting a tender would no longer incur significant courier/postage costs and the potential for late submissions reduced owing to physical conditions/extension to exercises in adverse conditions would no longer

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need to be facilitated. Improvement in consistency of approach from the initial market engagement right through to contract management of the successful bidder.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU1	<b>Process Improvement &amp; Best Practice</b> – We will introduce an electronic auditable system for tendering activity and contract management process.	x	x	x	x	x	x

Comments:

The system will enable the Council to utilise a standard process with a standardisation of documentation. This will deliver a better service to CPU customers by providing a more easily accessible tender opening process.

The improved processes will lead to a more skilled workforce with better decision-making. Electronic, auditable records will lead to greater business intelligence and improved performance measurement.



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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
		-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Contract savings	-	(216,000)	(34,000)	-	-	(250,000)
Total	-	(216,000)	(34,000)	-	-	(250,000)

#### Comments:

The main costs for implementing this improvement are already covered within the Central Procurement Unit budget.

2 days of training for approximately 30 personnel are required for all service personnel tasked with undertaking procurements above £156,000.

The system will aid significantly with compliance to mandatory procedures thus reducing the Council's exposure to risks from disgruntled suppliers. The system will enable robust contract management methodology for strategic contracts.

The time spent undertaking tender opening, which involves 2 Elected Members one of our Procurement Assistants (approx. 3 hours per week are spent by our procurement assistants undertaking this, and for Elected Members approximately 1 hour). There is also a time-saving for Members Support not having to schedule these tender opening sessions.

There is an ongoing cost for undertaking contract management where this does not occur currently which should be balanced off by the savings made by managing contracts

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effectively. This is unfeasible to quantify – given the variety of contracts across the Council. Whilst time would need to be devoted to this area by many individuals who let contracts across the Council – this should result in improved supplier performance, improved efficiencies and improved pricing for the extension of contracts.

There are no restrictions on licenses using any of the systems proposed.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Staff and Elected Members not required to be physically present for tender opening.	Time spent on tender openings.	1 staff and 2 Elected Members per week not required to be physically present for tender opening.
Tender opening administration reduced.	Time spent to store Tender Opening Forms and costs of handling and storage in archives	No requirement to create Tender Opening Forms and store these in archives

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken	Council subjected to less risk in procurements.
Consistent and comprehensive approach	Time spent in administering procurements and sorting out issues once a procurement is underway	Greater efficiency in procurements.
Improved management of contracts	Efficiencies made and savings produced	Savings produced

**5. Risks**

Insufficient capacity/capability of staff to undertake the prescribed processes

Lack of Buy-In from Stakeholders

## Service Improvement

<b>Improvement</b>	Supplier Development	<b>ID</b>	CPU2
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

A large proportion of the supply-base across Aberdeen City is unaware of how to effectively engage with the Council in terms of supply. The roll-out of supplier training has commenced previously and been provided by external sources, however this has been of varying quality and has had a cost to the Council's Economic Development section to provide this. A programme of supplier engagement has been provided previously as a collaborative project between Aberdeen City and Aberdeenshire Councils.

#### **Business need**

The business would benefit from a more responsive supply-base who are able to meet the needs of the Council through effective tendering and who contribute to the local economy. This can be delivered by effective training programmes with the supply base and the use of suppliers' guidance. These training programmes encompass Meet the Buyer Events, Showcase Events, Procurement Surgery Events and 2 levels of training workshops covering how to tender more effectively to the Council. There are 12 events proposed in total which it is anticipated would cover between 200-300 local businesses.

#### **Objective**

- An educational programme open to all Aberdeen businesses
- An increased marketplace for Council requirements
- An improved quality of tender and resultant competitiveness.
- Raising staff awareness on the social, economic and environmental benefits that can be achieved through effective supplier engagement.

#### **Strategic fit**

The Council's Procurement Strategy supports local supplier development. Tendering procedures are currently being reviewed to streamline the way in which low risk low value contracts are tendered to reduce the engagement overheads borne by the suppliers and in doing so open up the market to those who would not ordinarily have participated. Part of this approach is only asking for what we need and ensuring that those requests are proportional to the risk and value of that procurement. The Council is a member of the national Supplier Development Programme which is a local authority partnership established to offer small and medium sized enterprises (SMEs) the opportunity to grow and diversify through procurement. Meet the Buyer events are active as are workshops for local SMEs which provide training, networking and development opportunities.

#### **Timing**

The roll-out of training is anticipated to be ongoing with a programme and associated materials to be delivered throughout 2013/14.

#### **Stakeholders**

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- Key Stakeholders include
- CPU Category Managers
- CPU Team Members
- All Services
- Locally Based Suppliers
- Voluntary Sector Providers

### **2. Impacts**

#### **Organisation**

- Improved tenders from local suppliers – efficiencies offered, less need to spend time answering bidders questions/clarifying tenders/disqualifying non-compliant tenders
- Improved competitiveness as more businesses bid for Council requirements.
- Less time spent on individual ad-hoc queries and freedom of information requests in relation to gaining business.
- Improved reputation of the Council with local businesses.
- Improved economic situation in Aberdeen with businesses enabled to more effectively tender for all public sector business.

#### **Processes**

- The programme requires to be set up, material generated by the CPU team, engagement with Economic Development and local supply base contacted to gain sufficient engagement levels.

#### **People**

- The implementation will require the input of Category Managers within the CPU.

#### **Technology**

- There are no additional technological requirements.

#### **Other Corporate Governance Services**

- Regular reviews with Economic Development to ensure they are satisfied with the process.

#### **Other Council Services**

- Ability to define and capture community benefits. Improved tenders from local businesses

#### **Other stakeholders**

- Suppliers will benefit from the experience of the CPU in how to gain business from the public sector by completing more effective tenders.

### **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU2	<b>Supplier Development</b> – We will deliver a Positive Procurement Programme and creation	x	x	x		x	x

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of supplier guidance.					
-----------------------	--	--	--	--	--

Comments:  
This will deliver a better service to CPU customers by providing improved tenders from local businesses and an improved competitive market. Engaging with our supply-base will produce better efficiencies and gains in future contracts. Responsiveness to suppliers will be improved with a consistent communication message.

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments:  
All costs shall be met within the current Central Procurement Unit budget, with no additional outlay required.

Costs of resource to deliver training is currently estimated and will depend on the format and participation at events.

The following are the assumptions and basis for the above noted costs:  
Staffing to deliver events (£3000):  
2 showcase events; 40 attendees at each (3 CPU presenters),  
2 x level 1 workshops; 10 attendees at each (2 CPU presenters),

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2 x advanced workshops; 10 attendees at each (2 CPU presenters)  
 1 x meet the buyer event, 40 attendees (3 CPU presenters)  
 4 x procurement surgeries; 10 attendees at each (7 CPU Presenters)  
 (all CPU staffing hours costed on the basis of £20.43 p/h)

Staffing for Materials development (Presentations, Workbooks, Handouts) (£700) – one-off cost year 1 only. Materials production £250 based on (40 workbooks x 40 pages each + 200 handouts x 10 pages each x £0.06 per printed colour page). Refreshments to be provided – likely costs teas and coffees and biscuits, evening event more (buffet). £300.

Note there are no venue costs included as these will be provided within our own local authority facilities.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased number of tenders/improved quality of tenders	Number of compliant tenders received	Less time spent evaluating tenders of poorer quality, more competitive pricing and efficiency proposals.
Economic Development within the Aberdeen City Area	Number of local suppliers awarded business from public bodies.	Increased Economic Development within the Aberdeen City Area. These are marketplace dependent and therefore not feasible to quantify.

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and engaged supply-base	Numbers undertaking training	50+ businesses with improved prospects of public sector business
Markets opened up and increased competitiveness	Numbers participating in tendering and improved tender pricing and offerings	Improved/controlled costs. Improved Efficiency

**5. Risks**

Lack of Buy-In from local suppliers

## Service Improvement

<b>Improvement</b>	Customer Responsiveness	<b>ID</b>	CPU3
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Each Category Manager is aligned to a group of services/directorates and undertakes procurement activity in line with requests from their specific service/directorate. Currently the procurement workflow requirements from Services is largely uncontrolled and sporadic with often little cognisance of the timescales required to undertake tender activity. This results in peaks of activity where delays in service may be experienced and time being spent on more transactional procurements rather than those of a strategic nature where there has been a lack of early engagement.

#### **Business need**

- The business would benefit from a more planned approach to annual procurement requirements, with resources being concentrated on the higher value, higher risk procurements where the highest impact can be made.
- The CPU will be in a strong position to assist all Services with the delivery of PBB4 savings many of which will entail strategic procurement activity.

#### **Objective**

- A workplan agreed with all directorates of all annual strategic procurement input required from the CPU
- Demarcated roles and responsibilities for Service procurement personnel for more transactional tenders
- Up-skilling of workforce to undertake transactional procurements
- Performance monitoring via Customer surveys
- Position the Council for implementation of the Government's Procurement Agenda.

#### **Strategic fit**

Corporate and certain strategic procurement activity across the Council is led by the Central Procurement Unit (CPU). Our strategy is to focus on the development of collaboration, efficiency maximisation, and enhanced performance. This strategy supports the wider Corporate Governance Directorate Service Business Plan

#### **Timing**

Engagement with Services to identify their contracting plans and gather information for the year ahead has begun. It is anticipated that this information gathering phase will be completed by the beginning of April, with agreement of Strategic involvement with Heads of Service to take place in the month thereafter, and subsequent up-skilling of service personnel to undertake more transactional procurements in the following 3 months thereafter.

#### **Stakeholders**

- Key Stakeholders include

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- Heads of Service
- Service personnel with procurement requirements
- CPU Category Managers
- CPU Team Members

### 2. Impacts

#### Organisation

- Improved prioritisation of procurement activities. More critical, strategic procurements delivered on time and within budget showing improved efficiency.

#### Processes

- A new process implemented whereby all annual procurement activity is planned and agreed at the start of the financial year, and progress reported on throughout the year. There will also be a standardisation of approach for strategic procurements and transactional procurements.

#### People

- Service personnel involved in procurement will need to be upskilled in order to take on their own procurement activities. This may require additional resource to be committed by Services. Category Managers within the CPU will work at a more strategic and less transactional level.

#### Technology

- There are no additional technological impacts.

#### Other Corporate Governance Services

- See People section above

#### Other Council Services

- See People section above.
- Opportunity to shape the service provided via input to customer surveys.

#### Other stakeholders

- No other impacts are identified.

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU3	<b>Customer Responsiveness</b> – We will undertake work planning with services prioritising procurements alongside allocation of responsibilities and accountabilities, and performance monitoring via survey.	x	x	x	x	x	x

Comments:

This introduction of a proactive business process for identifying and prioritising future need will deliver a better service to CPU customers by providing a more systematic and



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prioritised approach to procurement involvement. Identifying all of the Councils contracting plans in advance allows better decision-making and opportunity identification (e.g. on a collaborative basis). Clearly aligned responsibilities and accountabilities will develop service procurement personnel, whilst an agreed workplan allows performance measurement and a performance culture to be developed.

### 4. Costs and Benefits

#### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Comments:

This improvement shall be met within the current Central Procurement Unit budget.

Survey Services is likely to cost circa £250 p.a. – though this would need to be finalised (may well be possible to collaborate for these across Council and gain improved pricing).

#### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Timescales for the completion of procurements lessened.	Time taken to complete the Procurement journey.	Improved timescales on completion of strategic procurements

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Greater number of contracts awarded within one year	No of contracts awarded.	Greater number of contracts awarded within one year
Time targeted on procurements of the highest risk/value to the Council.	Less time spent on transactional procurements. Cashable benefits, deadlines met.	Lesser risk to the Council and improved outcomes from strategic tender activity. Cashable benefits, deadlines met

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and engaged workforce	Numbers undertaking training	Knowledge sharing and enablement.

**5. Risks**

Insufficient capacity/capability of staff to undertake the prescribed processes
---

## Appendix 4 – Glossary

### Glossary

Please find attached a glossary of terms. If there are any other terms in the document you do not understand, please email [cgtransformation@aberdeencity.gov.uk](mailto:cgtransformation@aberdeencity.gov.uk) and an explanation will be added to the glossary.

Term	Description/Meaning
Access to Democracy	Encouraging the public to take part in the electoral process and local government.
Alternative Delivery Model (ADM)	Different ways of running council services through different providers or organisational methods.
Attendance Management	Encouraging our employees to be motivated in the workplace; maximising the presence of staff at work through measures to control sickness absence.
Benchmarking	Measuring our performance standards and comparing these with other organisations or our own performance over time.
Business partnering	Professional support service staff who work in close partnership with council services – assisting and enabling service managers to manage their business.
Capital implications	The impact of longer term investment decisions and investment requirements.
Change Management	Ways in which we respond effectively to the needs of our customers and other external factors through the development of capacity and skills within the organisation.
Channel optimisation	Encouraging customers to contact us in the most effective way
Community Planning	Local public agencies such as the police or NHS working together to plan and deliver services that make a difference to people's lives.
Corporate Governance Business Plan	A five year plan outlining activities and initiatives the directorate will undertake. The improvements in this business case are identified in the plan. It is available on the Zone by following the link on the Business Case Committee Report.
Corporate Governance Transformation Programme Board	The group of staff that will oversee the programme of improvement. This will be built on the existing Corporate Governance Senior Management Team.
Corporate Management Team (CMT)	The Chief Executive and Directors of the organisation.

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<b>Term</b>	<b>Description/Meaning</b>
Council five year financial plan/business plan	Council plans that set out what we will do and how we will do it, along with the operational challenges we will face for the next five years. Included are costs and the funding required to deliver these plans.
Cultural Transformation	How the attitudes, behaviour, values and practices of the organisation will change. Positive examples of this would be meeting the Performance Review and Development good practice statements around our core behaviours of professionalism, respect, communication and customer service.
Customer needs analysis	Collection and evaluation of data on how our customers rate our services and how they would like our services to be provided. Examples include customer satisfaction surveys and focus groups.
Dashboards	A computer screen report that organises and presents information as an illustration that is easy to read. For example, a collection of charts. It may be interactive to enable you to use the dashboard to find out more detailed information.
Data warehouse	A central store of multiple sources of data used for reporting and analysis.
Digitisation	Converting manual information or paper records to digital/electronic information.
Enterprise Architecture	An way of organising and planning business processes and IT infrastructure in a logical way that combines and standardises requirements to best meet the needs of the business.
Extended Senior Management Team (ESMT)	The Director, Heads of Service and the service managers that are their direct reports within each directorate.
External support	The use of contractor organisations, for example to support the implementation of IT systems, for running training courses and professional consultancy advice.
Finance Framework	An illustrated set of guidelines, roles and responsibilities for budget holders and finance staff - setting out clear competencies and our approach to meeting any gaps in competency.
Governance structure	The management, policies, guidance, process and decision making approach to the improvement programme.

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<b>Term</b>	<b>Description/Meaning</b>
Head of Service Statement	A statement from the Head of Service about the improvements in their service area.
Inclusive theme	The way in which improvements have been grouped together to develop consistent ways of working across the directorate.
Knowledge Management	A range of strategies and practices to use the information in the organisation and its analysis in the most effective way to support the council.
Legislative change	Change that affects the council as a result of new laws.
Local Authority Trading Company	A form of organisation that operates in the same way as a private company but is owned by a council.
Mobile and flexible working	Using technology to enable staff to access the council's systems when working away from their regular office space.
Partners	Other organisations (such as public sector organisations and charities) that work with the council and are have shared aims and objectives.
Priority-based budget	A process that ensures the council's budget is allocated correctly to deliver the priority services as identified in the Business Plan.
Revenue implications	The financial impact of decisions that apply to recurring annual expenditure and income of the council.
Scope	The breadth or activities to which the improvements apply.
Senior Management Team (SMT)	The Director and Heads of Service within the directorate.
Service Group Summary	A summary of the improvements in each service.
Service improvements	One or a number of actions or changes we will make to enable our services to be more effective and responsive to customers.
Service level agreements (SLA)	An agreement between the directorate and our customers setting out our service standards.
Single Outcome Agreement	An agreement between public agencies or partners working together to plan and deliver services in the city that will make a difference to people's lives and how these will be measured.
Smarter City	The council's vision for Aberdeen developed by Elected Members.
Stakeholders	Groups or individuals with an interest in the improvement of the directorate.

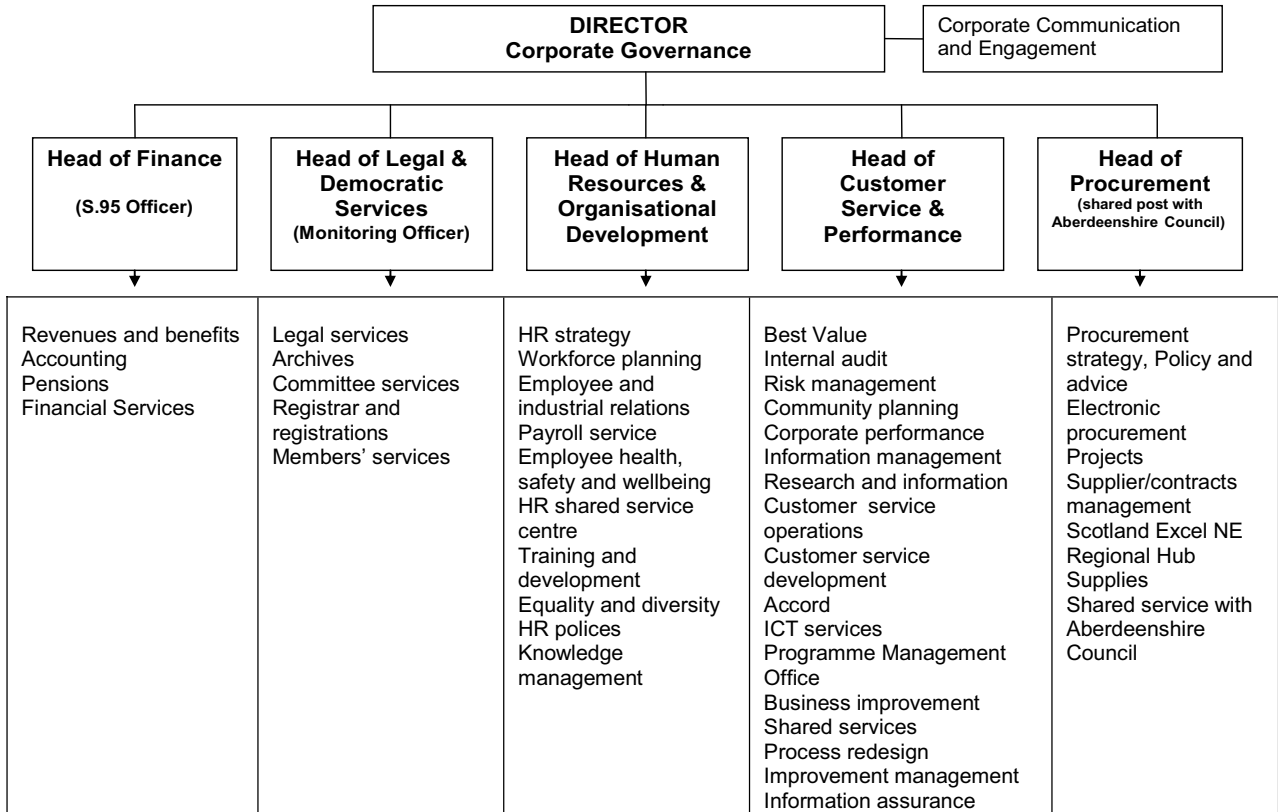
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<b>Term</b>	<b>Description/Meaning</b>
Strategic fit	The way the business case links to other plans in the council and responds to changes and challenges from outside the council.
Supplier Development	How the council's suppliers liaise with the council to enable them to be more responsive.
Values	The principles, standards and qualities by which we work.
Vision	An explanation or ambition of what the directorate or service wants to become in the future, providing direction for activities and people.
Workforce planning	Ensuring the council has staff resource with capability, knowledge, talent and skills for future success.

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**Appendix 5 - Directorate Structure**

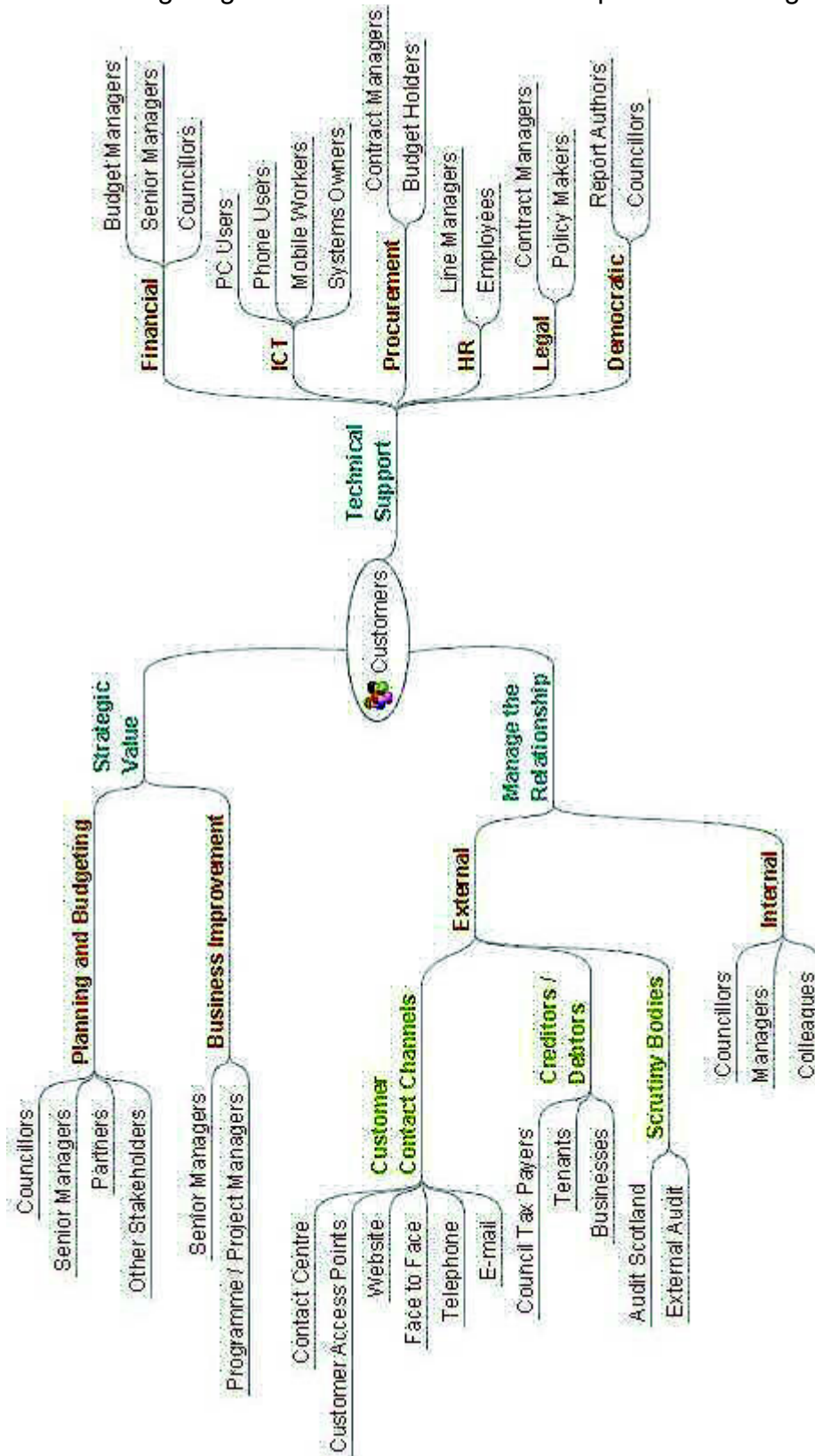
Corporate Governance provides the following services under the structure shown below:



## Appendix 6 - Directorate Customers

### Our Customers:

The following diagram illustrates the relationships with our range of customers:





## **Appendix 7 – Progress to Date**

### **Customer services management**

- We have opened an integrated customer service centre in Marischal College;
- We have reshaped customer service enabling the co-location of the Regional Communication Centre, Revenues and Benefits telephone team and the Customer Contact Centre;
- We have introduced a single customer service staffing model and commenced multi-skilling staff across functional areas;
- We are continuing to develop customer self-service options to drive down costs and enable customers to help themselves;
- More broadly, the move to the Marischal College was managed extremely effectively, with large numbers of staff, and their ICT requirements, relocated without disruption to customers;
- We redesigned the council website to better meet citizen requirements, focusing the design on the fulfilment of top tasks, driven by the user feedback and site analytics;
- We added further self-service functionality to the council website, allowing citizens to access a broader range of council services 24/7, including the application for the new residents' discount card;
- We established roles of **business partners** for the HR and finance functions, to manage the relationship with our internal customers and partners;
- We maintained the high accessibility of the council's website, ranking consistently in the top 10 of 430 UK websites. We also became the first Scottish council to include "open data" on our website, which allows the wider community to share our information for their own ICT applications;
- We developed the **online catalogue** of council-managed archives and increased availability through digitisation;
- The Central Procurement Unit was ranked as the second highest performing procurement function across all 32 Scottish local authorities after this year's national Procurement Capability Assessment (PCA).

### **Intelligence-led organisation**

- **Financial reporting** was significantly improved with more regular, accurate and current information presented to managers;

## Corporate Governance Improvement Business Case

- We have improved existing, and developed new, key **indicators to manage our performance**. We also improved access to, and use of, performance data through the creation of a single portal for performance “dashboards”;
- A **Programme Management Office** has been established to better support the planning, completion and benefits realisation of the council’s strategic priorities. Feedback from our internal auditors reflects significant positive progress to date;
- We further developed and improved our **risk management** arrangements through the updating of procedures, review of registers and mobilisation of a corporate risk officer group;
- We successfully moved the **internal audit** function to an external provider, simultaneously reducing costs, modernising our approach and giving access to unprecedented subject expertise;
- We received external validation through a positive **shared risk assessment** from our Local Area Network, whilst also developing our working relationships with inspection and regulation bodies.

### Partnership working

- We were awarded £25,000 funding by the National Endowment for Science Technology and the Arts (NESTA) to implement, as lead partner, a safe winter travel portal for citizens, working with Aberdeenshire Council. This is now in development;
- We facilitated the review of existing **community planning arrangements**, which refocuses the efforts of partners on providing clear strategic leadership and added value to service planning and delivery. This has put in place the groundwork to respond positively to a renewed national focus on Community Planning and Single Outcome Agreements;
- We improved the **engagement** with our internal customers, external customers and our partners. In particular, significant engagement was undertaken as part of the development of the council’s five-year business plan, and we directly heard the views of over 900 external customers through our customer survey. Their feedback is embedded within this business plan and shapes the services we deliver;
- We improved the engagement with our local businesses and voluntary sector through the introduction of our supplier development programme called the Positive Procurement Programme (PPP).
- We have progressed development of a policy on **community benefits through procurement with tangible results being recorded in relation to local apprenticeships schemes and back to work programmes in particular**. This is aligned to ongoing work on our supplier development programme;
- We supported **Grampian Police Board** throughout a Best Value Audit which resulted in a very positive report for the board’s operation;

## Corporate Governance Improvement Business Case

- We continued to work with our north-east partners to develop opportunities for **collaboration between organisations** including, mentoring, job shadowing and leadership programmes. The successful projects have resulted in cost savings and increased partnership working for the partners involved.

### Workforce planning and development

- We have produced a workforce plan aligned to the council's five-year business plan and budget - the first time this has been achieved by Aberdeen City Council.
- We planned, supported and delivered **improved training** to colleagues in all services, matching our resources to identified needs. We have increased flexibility in training through online interactive learning. Our support and delivery of training has had a tangible impact on performance of across the council;
- Within the directorate since the commencement of the Corporate Governance Directorate Business Plan a reduction over 24 months in staff absence from an average of 13.1 days per person to 7.0 days;
- Recognising the importance of effective communication and engagement with staff over the period of this plan, we established a Corporate Governance **Communications Group** comprising staff representatives from each section;
- We have continued to develop the employee benefits portal Accmybenefits.co.uk and launched an expanded range of salary sacrifice schemes. We continue to work with our contracted partner to improve the capability of the platform towards a total reward system in order to reduce the administrative burden of the schemes and improve the user experience. Significant focus will now be placed on communicating the benefits to staff across the Council.

### Financial management

- We developed and implemented a **priority-based approach** to budgeting and planning across the whole council (PBB). This included a detailed appraisal of all options for service delivery which, in turn, allowed the production of a costed five-year corporate business plan. This project involved an unprecedented level of engagement and consultation with service users, staff and other stakeholders. The PBB approach has received national recognition and is cited by Audit Scotland as best practice;
- Linked to the priority-based budgeting approach, we improved our **service business planning**. We have aligned the feedback we get from our customers, with our priorities, the action we will take, the data we use to measure our performance and the risks we need to manage;
- We improved our **accounting practices** to ensure better control and analysis of expenditure;
- We begun the modernisation of our corporate **ICT infrastructure** through the external management of our data centre and are piloting a virtual desktop environment;

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- We continued to deliver increased efficiencies from effective **procurement** through revised processes proportionate to risk and value of requirements;
- We successfully produced the council's annual accounts in compliance with internal financial reporting standards with an unqualified audit certificate, the first year the council was required to do so.

### **Business processes**

- We established **shared service centres** for both Human Resources and Finance with significant cost reductions achieved and are continuing work to map and increase the efficiency of processes;
- We centralised the **accounts payable** process, investing in an electronic document management system to improve performance, which by the end of the year was in the top quartile of Scottish councils;
- We improved **procurement and contract management** across the council, by revising our procedures and delivering substantial awareness raising and training;
- The Central Procurement Unit was rated 2<sup>nd</sup> across the 32 Scottish councils, after the most recent **procurement capability audits**. An improvement plan for Procurement has been approved by CMT for 2013/2014;
- We implemented modern.gov, an electronic solution for the **management of committee** papers, which has allowed us to significantly reduce our costs whilst improving the service for users. In addition, we now operate a committee alert system, which lets officers know when items are being considered at committee, reducing unproductive time;

Throughout the extensive changes highlighted above, we **maintained critical services** to a high standard, including council tax and benefits administration, payroll year-end processes, ICT helpdesk and effective management of key relationships.

## Appendix 8 – Strategic Fit

### External Factors

There are important external factors that will have an impact on the council and the directorate. These relate to the National and Local change agendas (financial, demographic, technological and political) and also to changes in good governance best practice and technology. Examples of such external factors in practice include welfare reform, the integration of social care and health and police and fire reform:

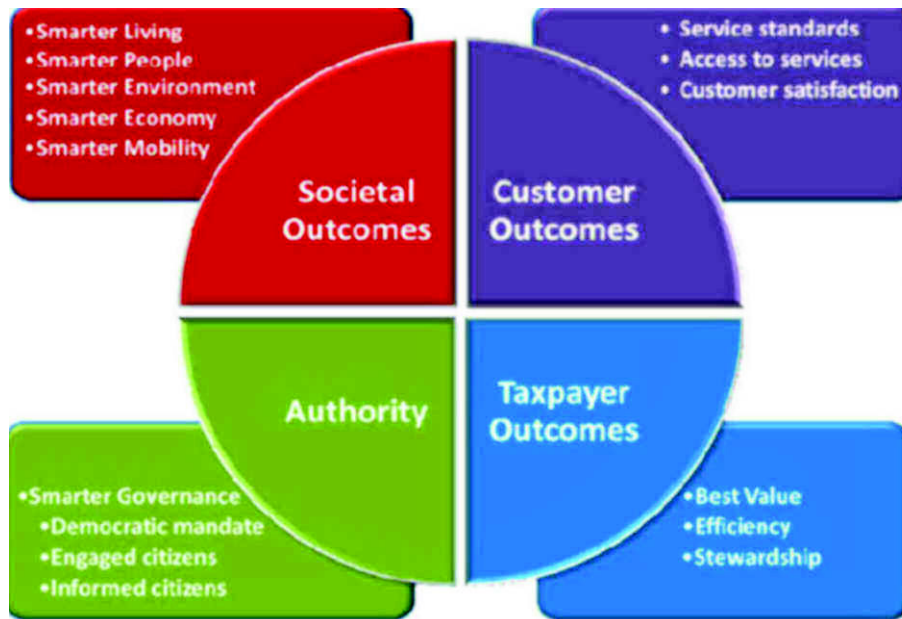
Financial	Demographic
<ul style="list-style-type: none"> <li>• Severe financial constraints</li> <li>• Increasing cost pressures</li> <li>• Commitment to “front office”</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing population</li> <li>• Areas of deprivation</li> <li>• Increased demand for key services</li> <li>• Increasing ethnic diversity</li> <li>• Welfare Reform</li> </ul>
Technological	Political
<ul style="list-style-type: none"> <li>• Electronic service delivery</li> <li>• Mobile/flexible working</li> <li>• Opportunities for efficiency/productivity</li> </ul>	<ul style="list-style-type: none"> <li>• UK general election 2014/15</li> <li>• Public Services Reform</li> <li>• Referendum 2014</li> </ul>

Responding to these factors is identified as a key element of the business need impacting the overarching business case. Individual service improvements also strongly reference the impact of external factors such as Welfare Reform on the Finance Service and the impact of technological change on the Customer Service and Performance service.

### Single Outcome Agreement

The business case recognises the contribution of the directorate in supporting the achievement of outcomes for the citizens of Aberdeen, in partnership with other organisations through the outcome agreement. In particular the improvement CSP2 – Partnership Working – Community Planning supports this approach.

The diagram shown below illustrates how the public adds value to the outcomes for the city.



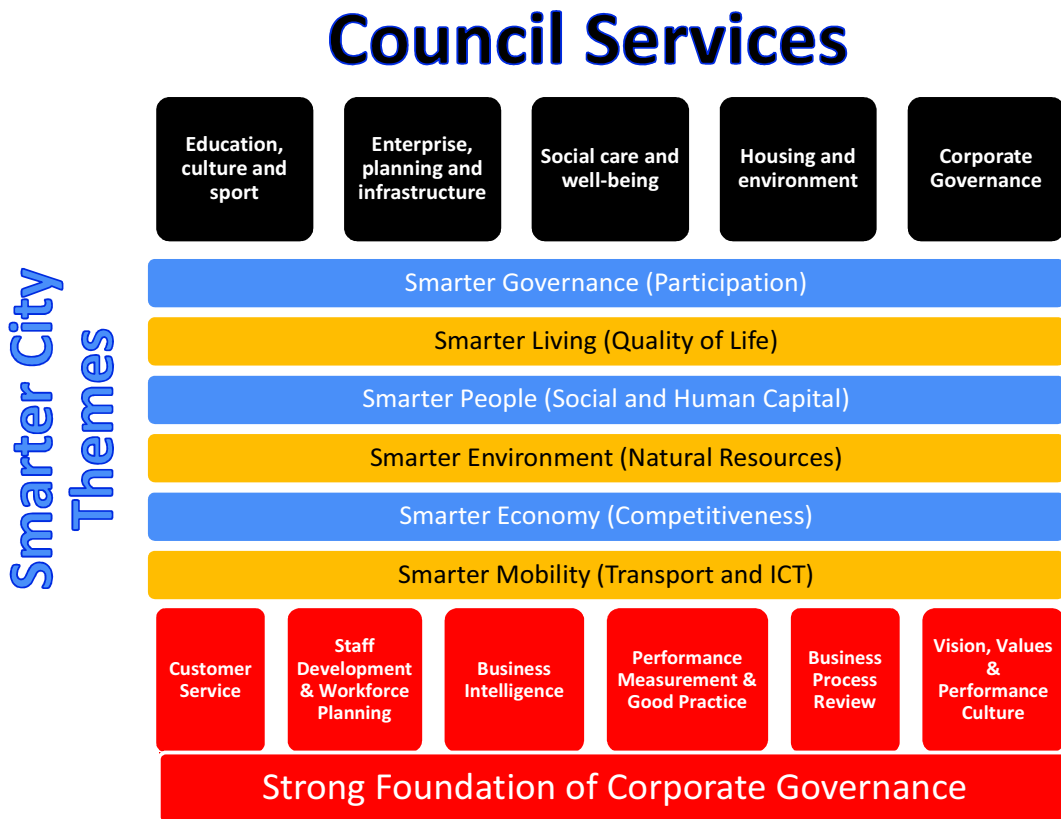
## Corporate Governance Improvement Business Case

### Smarter City

The council's vision for Aberdeen developed by our elected Members, is of an ambitious, achieving, smart city which:

- Develops an economy based on knowledge and innovation;
- Encourages more efficient use of greener resources which generates a competitive economy;
- Uses technology and data to enabled informed decisions to be taken;
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens.

These themes cut across our recognised council service Directorates and recognise the links between our services, particularly as a customer might perceive them. For example the 'Smarter Living – Quality of Life' theme considers the overall well-being of our citizens and that this might be impacted by active, healthy lifestyles, quality of housing, equality of access and the importance of opportunities to arts and culture. This is illustrated in the diagram below.



The directorate supports the council's services directly and also looks to strengthen and support the delivery of the Smarter City priorities. As the diagram above demonstrates, it is important that a strong foundation of Corporate Governance supports the council's services and the Smarter City themes that support our citizens across service boundaries. Some particular projects directly support the Smarter City approach. Examples of this might include:

- Our professional staff recognise the cross-cutting nature of the service initiatives they support and their link to the Smarter City themes; close working relationships

## Corporate Governance Improvement Business Case

could allow advice to be targeted to the wider community planning outcomes rather than purely service management responsibilities. This will impact in improvements across the business case.

- Reviewing resources for alignment to priorities is identified through improvements CSP2 and Fin7.



## **Council Five Year Business Plan**

The Five Year Business Plan sets out the future strategic, operational and financial challenges for the council. The benefits of longer term financial planning means we are able to anticipate and plan for external pressures on service delivery, such as increasing demand for services by a growing older population.

The Five Year Business Plan is the basis of all our activity, the services we deliver and how we will realise our vision for the Smarter City set out in the last section.

Careful financial planning means the council is now in a strong financial situation and one that may be unique across local authorities in Scotland. However, the global economic situation and external financial pressures means we will have to continue to carefully manage our finances in the future and maintain service delivery in the most efficient way possible. We are not alone in this – the entire UK public sector is facing similar challenges.

The stable financial position achieved by Aberdeen City Council is based on the need to deliver the savings that have already been approved in the previous years of the Business Plan. The delivery of these savings is of vital importance for the council, since along with the rest of the UK public sector we will continue to face significant challenges over the next five years and beyond.

To ensure we maintain financial stability we will continue to implement all elements of the Five Year Business Plan including:

- Achieving all financial targets previously presented in the Business Plan;
- Using priority-based budgeting so our service delivery is priority led;
- Continuing to engage with staff, the public, businesses, local communities, the voluntary sector and partners on all aspects of service delivery;
- Seeking more ways to work with the community; and
- Continuing to work with the Scottish Government and the Convention of Scottish Local Authorities (COSLA) to achieve funding which reflects the contribution the city makes to the Scottish and UK economy.

## **Corporate Governance Business Plan**

The Corporate Governance directorate business plan covers a five-year planning cycle from 2013/14 – 2017/18, with a focus on 2013/14, and is subject to annual review and update in line with the development of the corporate business plan.

To deliver these priorities, the Corporate Governance directorate has a vision: to support the modernisation of the council's services by providing high quality, cost effective services which put the customer at the centre.

In order to achieve this we will require a highly skilled and motivated workforce, committed to a clear set of values:

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

The directorate's business plan identifies factors which influence service needs, development and delivery. It outlines activities and initiatives which the directorate will undertake in order to achieve the council's smarter priorities as set out by the council's five-year business plan.

The improvements in this document form a key part of that business plan in section 6.

The business plan is supported by operational plans for the service sectors of the directorate. Regular reporting across all areas of the directorate on progress against our key priorities through a range of measures is made to the Corporate Policy and Performance; Finance and Resources; and Audit and Risk committees.

This vision and values underpin the proposals in this business case and how these will drive the performance culture of the directorate are set out in the Vision, Values and Performance Culture theme.

## **Appendix 9 – Overarching Timeline**

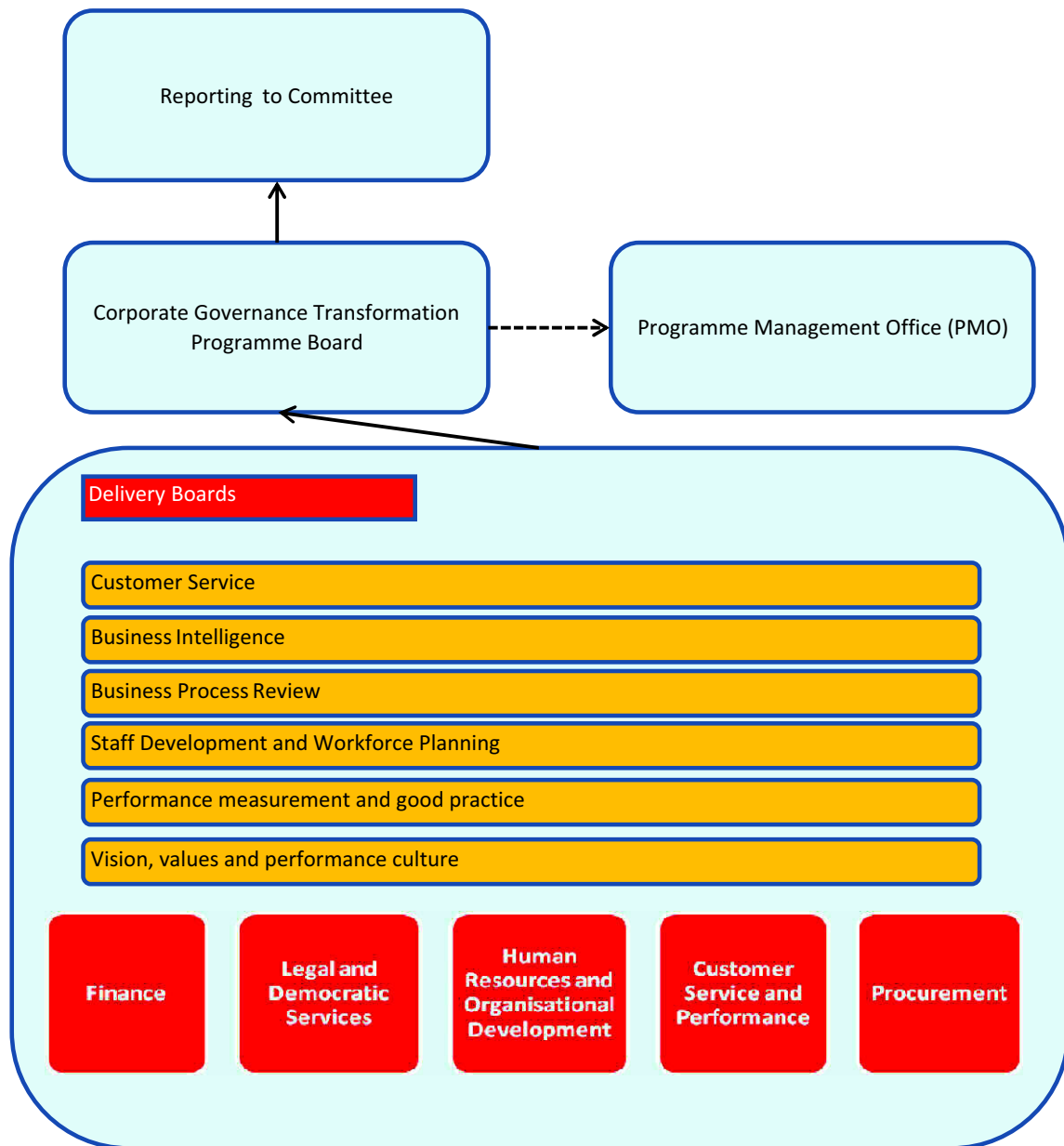
Appendix 9 - Overarching Timeline

ID	Task Name	Start	Finish	2013	2014	2015	2016	2017																					
1	<b>Corporate Governance Improvements</b>	01 Apr '13	30 Mar '18	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
2	<b>Customer Service and Performance</b>	01 Apr '13	30 Mar '18																										
3	CSP1 - Knowledge Management	01 Apr '13	31 Mar '14																										
4	CSP2 - Partnership Working - community planning	01 Apr '13	31 Mar '14																										
5	CSP3 - Mobile and Flexible Working	01 Apr '13	31 Mar '14																										
6	CSP4 - Customer Service Improvement Programme	01 Apr '13	31 Mar '15																										
7	CSP5 - Channel Optimisation	01 Apr '13	31 Mar '15																										
8	CSP6 - City wide network improvements	01 Apr '13	30 Mar '18																										
9	CSP7 - Enterprise Architecture	01 Apr '13	30 Mar '18																										
10	<b>Finance</b>	01 Apr '13	30 Mar '18																										
11	F1 - Building a performance culture	01 Apr '13	30 Mar '18																										
12	F2 - Maximising business intelligence	01 Apr '13	31 Mar '15																										
13	F3 - Fostering innovation and developing best practice	01 Apr '13	30 Mar '18																										
14	F4 - Driving process improvement and efficiencies	01 Apr '13	31 Mar '15																										
15	F5 - Responding to customers	01 Apr '13	30 Mar '18																										
16	F6 - Strengthening technological solutions	01 Apr '13	31 Mar '14																										
17	F7 - Embedding the Finance Framework	01 Apr '13	31 Mar '14																										
18	F8 - Responding to legislative and organisational change	01 Apr '13	30 Mar '18																										
19	<b>Human Resources and Organisational Development</b>	01 Apr '13	30 Mar '18																										
20	HR1 - Smarter Integrated Planning	01 Apr '13	31 Mar '14																										
21	HR2 - Cultural Transformation	01 Apr '13	30 Mar '18																										
22	HR3 - Improving Employee Engagement	01 Apr '13	30 Mar '18																										
23	HR4 - Smarter Health, Safety and Wellbeing	01 Apr '13	30 Mar '18																										
24	HR5 - Smarter Change Management	01 Apr '13	30 Mar '18																										
25	HR6 - Employer of Choice	01 Apr '13	30 Mar '18																										
26	HR7 - Smarter Attendance Management	01 Apr '13	30 Mar '18																										
27	HR8 - Smarter Recruitment and Skills Development	01 Apr '13	30 Mar '18																										
28	<b>Legal and Democratic Services</b>	01 Apr '13	30 Mar '18																										
29	LDS1 - Improving access to democracy	01 Apr '13	31 Mar '14																										
30	LDS2 - Promotion of committees support services	01 Apr '13	30 Mar '18																										
31	LDS3 - Legislative Change	01 Apr '13	30 Mar '18																										
32	LDS4 - Improved Access to Archives	01 Apr '13	30 Mar '18																										
33	LDS5 - Legal Services - Service Review	01 Apr '13	30 Mar '18																										
34	<b>Procurement</b>	01 Apr '13	30 Mar '18																										
35	CPU1 - Process Improvement & Best Practice	01 Apr '13	31 Mar '14																										
36	CPU2 - Supplier Development	01 Apr '13	30 Mar '18																										
37	CPU3 - Customer Responsiveness	01 Apr '13	31 Mar '14																										

Task
 Split
 Progress
 Milestone
 Summary
 Project Summary
 External Tasks
 External Milestone
 Deadline

Project: CG Improvements  
 Date: 10 Apr '13

## Appendix 10 - Governance Structure



The Corporate Governance Transformation Board would be established building on the roles of the Corporate Governance SMT. Additional board members would be sought from the stakeholders of the programme, based on good project management roles and responsibilities.

The full governance arrangements and remit of the transformation board and delivery boards would be developed on approval of the programme.

## Appendix 11 - Revenue Implications

### Efficiencies Identified

Additional benefits that the improvements will enable:

		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
<b>Finance</b>					
<b>Fin4</b>	<b>Driving Process Improvement &amp; Efficiencies</b>				
	Staff efficiencies	(35)	(42)		
<b>HR&amp;OD</b>					
<b>HR1</b>	<b>Smarter Integrated Planning</b>				
	Staff efficiencies	(38)	(37)		
<b>L&amp;DS</b>					
<b>LDS5</b>	<b>Legal Services - Service Review</b>				
	Reduce external legal costs	(25)	(25)		
<b>Procurement</b>					
<b>CPU1</b>	<b>Process Improvement &amp; Best Practice</b>				
	Contract Savings	(216)	(34)		
<b>CS&amp;P</b>					
<b>CSP7</b>	<b>Enterprise Architecture</b>				
	Enterprise Architecture	(10)	(10)		
<b>CSP5</b>	<b>Channel Optimisation</b>				
	Staff efficiencies	(40)	(40)		
	Net saving per year	(364)	(188)		
	<b>TOTAL SAVING FROM ADDITIONAL BENEFITS</b>				<b>(552)</b>
<b>Benefits already attributed to existing PBB options (including ADM options):</b>					
		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
<b>CS&amp;P</b>					
<b>CSP1</b>	<b>Knowledge Management</b>				
	CG_CS_PMQ07 - Align Corporate Information & Research resource to work	(47)	0	0	0
<b>CSP2</b>	<b>Partnership Working – Community Planning</b>				
	CG_CS_FS03 - Reduce Fairer Scotland Fund	0	(250)		
<b>CSP3</b>	<b>Mobile &amp; Flexible Working</b>				
	CG_CS_PMO1 - Programme Management Office - Efficiencies	(5)	0	0	0
<b>HR&amp;OD</b>					
<b>HR1</b>	<b>Smarter Integrated Planning</b>				
	CG_HR_17 - Rationalise number of HR Management posts	(34)	0	0	0
	Net per year	(86)	(250)	0	0
	<b>TOTAL SAVING FROM EXISTING PBB OPTIONS</b>				<b>(336)</b>
<b>CORPORATE GOVERNANCE TOTAL SAVINGS</b>		<b>(450)</b>	<b>(438)</b>	<b>0</b>	<b>0</b>
<b>(888)</b>					

## Appendix 12 - Capital Implications

### Capital Investment Streams

	2013/14	2014/15	2015/16	2016/17	2017/18	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Finance</b>						
<b>Fin4</b>	<b>Driving Process Improvement &amp; Efficiencies</b>					
	Council tax and benefit letter matching	0	50	0	0	0
	Single place to update financial data / use of middleware	20	0	0	0	0
	eForms/electronic document management	0	60	0	0	0
	Supplier portal for self service	10	0	0	0	0
	eInvoice module	30	0	0	0	0
		60	110	0	0	0
	<b>Total for Finance</b>					<b>170</b>
<b>HR&amp;OD</b>						
<b>HR1</b>	<b>Smarter Integrated Planning</b>					
	New HR/Payroll System	0	0	750	750	0
		0	0	750	750	0
	<b>Total for HR&amp;OD</b>					<b>1,500</b>
<b>L&amp;DS</b>						
<b>LDS5</b>	<b>Legal Services - Service Review</b>					
	Case management system upgrade	0	0	150	0	0
		0	0	150	0	0
	<b>Total for LD&amp;S</b>					<b>150</b>
<b>CS&amp;P</b>						
<b>CSP1</b>	<b>Knowledge Management</b>					
	Business Intelligence - Corporate Governance wide	62.5	125	62.5	0	0
	Content Management - Corporate Governance wide	100	0	0	0	0
<b>CSP3</b>	<b>Mobile &amp; Flexible Working</b>					
	ICT Infrastructure within CG	50	0	0	0	0
<b>CSP4</b>	<b>Customer Service Improvement Programme</b>					
	Service & Asset Management system	0	150	0	0	0
	Upgrade and development of Lagan		200	0	0	0
<b>CSP5</b>	<b>Channel Optimisation</b>					
	Citizen Validation & authentication	0	100	0	0	0
	Phone Self service, voice recognition	0	100	0	0	0
	Automated SMS solution	0	25	0	0	0
	Online Customer Assistance Tools	0	25	0	0	0
	Web self service	0	35	0	0	0
<b>CSP6</b>	<b>City Wide Network Improvements</b>					
	Server Virtualisation Infrastructure for ACC based server estate (within educational establishments)	180				
	Resiliency and Redundancy on Core Networks	150	300	300		
	Improved Network Bandwidth		200	200		
	Improve range of IP Telephony		300	200		
		542.5	1,560	762.5	0	0
	<b>Total for CS&amp;P</b>					<b>2,865</b>
<b>TOTAL CAPITAL INVESTMENT</b>						
		<b>602.5</b>	<b>1,670</b>	<b>1662.5</b>	<b>750</b>	<b>0</b>
						<b>4,685</b>

### Note

Part of a separate business case, capital investment for:

<b>CSP8</b>	<b>City Wide Network Improvements</b>					
	Data Centre Technologies	0	0	250	2,750	0
						<b>3,000</b>

## Appendix 13 - Investment and Efficiencies Summary

### Corporate Governance - Investment & Efficiencies

Service Improvement	<u>Capital Investment</u>				<u>Efficiencies</u>			
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2016/17 £'000	2017/18 £'000	2017/18 £'000
<u>Finance</u>								
Fin4	60	110	0	0	0	(35)	(77)	(77)
<b>Total for Finance</b>	<b>60</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>(77)</b>	<b>(266)</b>
<u>HR&amp;OD</u>								
HR1	0	0	750	750	0	(72)	(109)	(109)
<b>Total for HR&amp;OD</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>750</b>	<b>0</b>	<b>(72)</b>	<b>(109)</b>	<b>(399)</b>
<u>L&amp;DS</u>								
LDS5	0	0	150	0	0	(25)	(50)	(50)
<b>Total for L&amp;DS</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>(25)</b>	<b>(50)</b>	<b>(175)</b>
<u>Procurement</u>								
CPU1	0	0	0	0	0	(216)	(250)	(250)
<b>Total for Procurement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(216)</b>	<b>(250)</b>	<b>(966)</b>
<u>CS&amp;P</u>								
CSP1	162.5	125	62.5	0	0	(47)	(47)	(47)
CSP2	0	0	0	0	0	0	(250)	(250)
CSP3	50	0	0	0	0	(5)	(5)	(5)
CSP4	0	350	0	0	0	0	0	0
CSP5	0	285	0	0	0	(40)	(80)	(80)
CSP6	330	800	700	0	0	0	0	0
CSP7	0	0	0	0	0	(10)	(20)	(20)
<b>Total for CS&amp;P</b>	<b>543</b>	<b>1,560</b>	<b>763</b>	<b>0</b>	<b>0</b>	<b>(102)</b>	<b>(402)</b>	<b>(402)</b>
<b>TOTAL CAPITAL INVESTMENT / EFFICIENCIES</b>	<b>602.5</b>	<b>1,670.0</b>	<b>1,662.5</b>	<b>750.0</b>	<b>0.0</b>	<b>(450)</b>	<b>(888)</b>	<b>(888)</b>

Note	<u>Other approved capital funding</u>				<u>Other Capital Investment Bid</u>			
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2016/17 £'000	2017/18 £'000	2017/18 £'000
CSP6	0	0	250	2,750	0	0	3,000	0



**Appendix 14 - Risk Register**

**Corporate Governance Improvement Programme**

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
1	Financial	Failure to secure sufficient funding for investment and associated implementation costs to maximise transformational impact	Inability to deliver programme and subsequent benefits; lack of resilience of technology	Identification of £4.7m investment from capital and revenue sources, continuous monitoring of investment programme	Likelihood	6
2	Financial	Inability to deliver sustainable savings targets within defined timescales	Alternative savings with increased impact required; council unable to deliver a balanced budget	Planning and monitoring of improvement programme; strongly planned programme with links to strategic impact	Likelihood	6
3	Delivery	Insufficient capacity, skills and or capability to deliver the required improvements	Inability to deliver programme and subsequent benefits; impact on staff members	Plans within programme to support capacity, skills and capability with internal and external support	Likelihood	10
4	Delivery	Lack of buy in from key stakeholders	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs	Comprehensive stakeholder engagement programme.	Likelihood	8
5	Delivery	Ability to provide integrated services compromised as a result of the formation of arms length organisations.	Programme scope and benefits impacted.	Programme recognises importance of continuous review of changing customer need. Partnership working with services as decisions made regarding arms length organisations or other organisational change.	Likelihood	6

**Appendix 14 - Risk Register**

**Corporate Governance Improvement Programme**

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
6	Delivery	Lack of effective project and change management leads to a drop in service quality during transformation.	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs	Programme governance arrangements and support for staff to develop project and change management skills	<p>Likelihood</p>	8
7	Scope	Customers may choose to purchase their services elsewhere due to a change in requirements	Programme scope and benefits impacted.	Programme recognises importance of continuous review of changing customer need.	<p>Likelihood</p>	8
8	Scope	Individual improvements cease to be viable, desirable or achievable	Programme scope and benefits impacted.	Programme governance arrangements continuously monitor individual improvement actions	<p>Likelihood</p>	8
9	Political	Alternative vision proposed by elected members. Political change in priorities diverts resource from transformation	Programme scope and benefits impacted.	Effective stakeholder engagement. Programme governance leads to reinforcement of ongoing justification of business case. Programme flexible to respond to changing organisational needs	<p>Likelihood</p>	6
10	Political	Wider national, regional political agendas impact on resource	Programme scope and benefits impacted.	Effective stakeholder engagement. Programme flexible to respond to changing organisational needs	<p>Likelihood</p>	12

**Appendix 14 - Risk Register**

**Corporate Governance Improvement Programme**

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
11	Quality	Inability to change at pace where required to meet customer demands	Benefits do not meet the needs of the customer	Effective stakeholder engagement and partnership approach to option development. Customer Service theme supports customer need. Justification of proposals and effective management of expectations	 Likelihood	8
12	Quality	Failure to effectively research appropriate solutions, business processes and customer needs before a decision is made	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs; scope impacted	Planning and monitoring of improvement programme; up skilling of staff to develop business process review and research skills	 Likelihood	6
13	Quality	Improvement options for the directorate impact negatively on customers (in particular internal customers identified)	Benefits do not meet customer needs; impact on ability of organisation to meet its service objectives	Effective stakeholder engagement and partnership approach to option development. Customer Service theme supports customer need.	 Likelihood	6
14	Benefits	Anticipated outcomes of improvements not achieved	Benefits do not meet customer needs; impact on ability of organisation to meet its service objectives	Planning and monitoring of improvement programme; effective development of performance measures	 Likelihood	8
15	Technological	Pace of change of technology means improvements become obsolete	Programme scope and benefits impacted.	Programme flexible to respond to changing needs. Programme governance reflects changes in external environment.	 Likelihood	9

Assignment of risk owners and review dates will be agreed at initiation of project governance

**Appendix B – Equality and Human Rights**

**Impact Assessment - the Form**



# Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, **proposal** should be understood broadly to include the full range of our activities and could refer to a decision, policy, strategy, plan, procedure, report or business case, embracing a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Essentially everything we do!

## STEP 1: Identify essential information

1. Committee Report No.

2. Name of proposal.

3. Officer(s) completing this form.

Name	Designation	Service	Directorate
Carol Wright	Senior Finance Officer (Projects)	Finance	Corporate Governance

4. Date of Impact Assessment.

5. When is the proposal next due for review?

6. Committee Name.

7. Date the Committee is due to meet.

8. Identify the Lead Council Service and who else is involved in delivering this proposal (for example other Council services or partner agencies).

All services within Corporate Governance are jointly responsible for the delivery of the thirty one Service Improvements detailed in the CG Improvement Business Case. Corporate Governance is an “enabling” service to the rest of the council; therefore all Directorates will benefit from these improvements.

9. Please summarise this Equality and Human Rights Impact Assessment (EHRIA). This must include any practical actions you intend to take or have taken to reduce, justify or remove any adverse negative impacts. This must also include a summary of how this proposal complies with the public sector equality duty for people with protected characteristics - see Step 2. **Please return to this question after completing the EHRIA.**

This EHRIA summarises the impact overall of the thirty one Service Improvements within the CG Improvement Business Case.

The report requests authority for the Director of Corporate Governance to progress the planned programme of improvements which will outline the delivery of £888k of savings over the two years 2014/15 and 2015/16.

These are the savings for which the impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Corporate Governance review and amend EHRIAs as required in the implementation of individual savings measures.

The report also outlines where investment of £4,685m approved in the 2013 budget should be authorised in order to progress the improvement programme.

10. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick which applies.

- Para 9 of EHRIA will be published in committee report in Section 6 “Impact”
- Full EHRIA will be attached to the committee report as an appendix
- Copied to Equalities Team to publish on the Council website

## STEP 2: Outline the aims of the proposal

11. What are the main aims of the proposal?

To provide Committee with details of the service improvement to be undertaken by Corporate Governance to deliver the savings over the next 5 years based upon the indicative budget.

12. Who will benefit most from the proposal?

The successful delivery of these improvements will improve the service delivered by Corporate Governance both internally and externally. The investment will ensure deliverability of improvements on a sustainable basis and contribute significantly to the ongoing success of Aberdeen City Council.

13. You should assess the impact of your proposal on equality groups and tell us how implementing this proposal will impact on the needs of the public sector equality duty to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.

The council in anticipation of setting its budget for 2011/12 undertook an extensive priority-based budgeting (PBB) exercise that reviewed all costs being incurred across council services over a five year period. This led to the production of a five-year business plan outlining the financial position over the five years and this has been updated and approved at February 2013 Council to reflect a more detailed understanding of the cost pressures, financial out-turn and Scottish Government settlement figures.

The impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Corporate Governance will review and amend EHRIAs as required as we implement individual savings measures.

**STEP 3: Gather and consider evidence**

15. What **evidence** is there to identify any potential positive or negative impacts in terms of involvement, consultation, research, officer knowledge and experience, equality monitoring data, user feedback and other? You must consider relevant evidence, including evidence from equality groups.

This EHRIA informs Committee that the impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Services review and amend EHRIA as required in the implementation of the PBB Savings.

**STEP 4: Assess likely impacts on people with Protected Characteristics**

16. Which, if any, people with protected characteristics and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box. Be aware of cross-cutting issues, such as older women with a disability experiencing poverty and isolation.

**Please note that as expressed above savings have been approved by Council; any impact upon “protected characteristics” was addressed in the published EHRIA for already approved savings included in the baseline budget for the rolling 5 year period. This information will be reviewed at implementation.**

(Positive +, neutral 0, - negative)

Protected Characteristics					
Age - Younger		Disability		Gender Reassignment*	
Older					
Marriage or Civil Partnership		Pregnancy and Maternity		Race**	

Equality and Human Rights Impact Assessment – the Form.

Religion or Belief		Sex (gender)***		Sexual orientation****	
Others e.g. poverty					

Notes:

- \* Gender Reassignment includes Transsexual
- \*\* Race includes Gypsy/Travellers
- \*\*\* Sex (gender) i.e. men, women
- \*\*\*\* Sexual orientation includes LGB: Lesbian, Gay and Bisexual

17. Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above.

In making the assessment you must consider relevant evidence, including evidence received from individuals and equality groups. Having considered all of these elements, you must take account of the results of such assessments. This requires you to consider taking action to address any issues identified, such as removing or mitigating any negative impacts, where possible, and exploiting any potential for positive impact. If any adverse impact amounts to **unlawful discrimination**, the policy must be amended to avert this. Detail the impacts and describe those affected.

Positive impacts (describe protected characteristics affected)	Negative Impacts (describe protected characteristics affected)
---	---

**Please note that as expressed above savings have been approved by Council; any impact upon “protected characteristics” was addressed in the published EHRIA for already approved savings included in the baseline budget for the rolling 5 year period. This information will be reviewed at implementation.**



**STEP 5: Human Rights - Apply the three key assessment tests for compliance assurance**

18. Does this proposal/policy/procedure have the potential to interfere with an individual's rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and saying how. **If you answer "no", go straight to question 22.**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
- Article 6 – Right to a fair and public hearing
- Article 8 – Right to respect for private and family life, home and correspondence
- Article 10 – freedom of expression
- Other article not listed above

**How?**

**Not applicable**

**Legality**

19. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

**Not applicable**

**Legitimate aim**

20. Is the aim of the policy identified in Steps 1 and 2 a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

**Not applicable**

**Proportionality**

21. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

**Not applicable**

**STEP 6: Monitor and review**

22. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

A formal monitoring and reporting process exists for regular spend to budget information being presented to Corporate Management Team and Committees/Council as required.

Individual savings within the budget are monitored via the Sponsoring Group.

23. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

The EHRIA prepared for the already approved savings are reviewed and amended as necessary should there be any change in the method of implementation of the savings. EHRIA will be reviewed or created as relevant for the individual service improvements as they are scoped / progressed.

### STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Carol Wright	9 April 2013	

Quality check: document has been checked by

Name	Date	Signature
Barry Jenkins	9 April 2013	

Head of Service/ Director (Sign-off)

Name	Date	Signature
Stewart Carruth	9 April 2013	

#### Now –

Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal to:

Equalities Team  
Customer Service and Performance  
Corporate Governance  
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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE:</b>	Finance and Resources
<b>DATE:</b>	25 April 2013
<b>DIRECTOR:</b>	Stewart Carruth
<b>TITLE OF REPORT:</b>	Council Revenue Budget 2012/13 Monitoring
<b>REPORT NUMBER:</b>	CG/13/054

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### 1. PURPOSE OF REPORT

- 1.1. The purpose of this report is to inform Members on the current financial position for the Council and the forecast outturn for financial year 2012/13.

### 2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee note the content of the report.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The indications are that with expenditure and income for the period to end of February being controlled and the delivery of savings options progressing positively the Council will achieve a balanced budget for the year and produce a surplus of £5 million. In line with the financial reserves strategy, setting this sum aside for financial risks will protect the Council from future uncertainties.
- 3.2 While the information upon which the forecast is based contained risks these were low due to there being only one month left in the financial year.
- 3.3 Year end processing is now in progress and the final results will be reported to the next meeting of the Committee, and the Draft Statement of Accounts to the June 2013 Council meeting.
- 3.4 Contingency funds remained uncommitted at the year end and this will be taken account of in considering the year end closedown process. An area of the budget that may require further review, and benefit from contingency funds not having been committed, is the impact of Welfare Reform. Setting an additional sum aside specifically for unforeseen or greater than anticipated costs is an option that could prevent current reserves from being eroded.

- 3.5 The current forecasts take account of the potential impact of equal pay, bad debt and make assumptions about future funding requirements for, for example, the Council's waste strategy, following in-year reviews.
- 3.6 If the current forecast was achieved then the Uncommitted General Fund balances at year end would be maintained at £11.3 million. This is in line with the minimum value that is recommended and previously set, which is defined as 2.5% of the net revenue budget. This is based on an evaluation of current economic climate and general financial environment in which the Council operates.

#### **4. OTHER IMPLICATIONS**

- 4.1 Every organisation has to manage the risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review and scrutiny of financial information by services and corporately by Members. This report is part of that framework and has been produced to provide an overview of the current operating position.

#### **5. REPORT**

- 5.1 This report builds on the last report to the Committee and enables Members to consider and scrutinise the Council's overall financial position, with specific reference to the General Fund, for this financial year (2012/13). During the year the Corporate Management Team has received reports on the financial performance and is aware of the current forecast.
- 5.2 This report considers the forecast outturn for the Council as a whole and is based upon information and analysis provided to the individual Service Committees that have been considered during the current cycle of meetings.
- 5.3 Information within this report provides a high level expenditure forecast for the consideration of Members and presents actual financial figures to the end of February 2013 and the forecasts based thereon.
- 5.4 Appendix A includes a summary of the overall Council projected position.

##### **Financial Position**

- 5.5 In overall terms the statement at Appendix A shows the Council is managing expenditure within the overall budget and the forecast shows that by the year end initial indications are that a surplus will be achieved, with this being used to benefit the Council in future years – through the creation of a financial risks reserves as part of the earmarked General Fund. The value attached to this is £5 million. The under spending represents approximately 1.1% of budget.

- 5.6 The most significant risks and matters arising from the figures that are presented include the following:
- 5.7 Enterprise, Planning and Infrastructure (EP&I) present a favourable variance forecast arising from strong income generation from shared buildings and design team work as well as improved building warrant application fees, offset by lower than budgeted income in relation to advertising income. Staff costs provide further savings through vacancy management arrangements, while operating costs for vehicle leases and energy budgets are adding to the positive performance. A saving of £1.3 million is still forecast.
- 5.8 The key risks for EP&I were in relation to the costs of winter maintenance, and assumptions made in relation to work in progress values for building repairs and maintenance. The winter maintenance risks did not significantly change during March and further work on the work in progress calculations will be undertaken as part of the year end finalisation.
- 5.9 Education, Culture and Sport (EC&S) is forecast to keep expenditure within its budget and is based on a range of savings across the service portfolio, overall approximately £1.3 million. Specific savings such as probationer teachers and other staff savings and a saving due to reduced contributions to trusts is offset by energy charges and out of authority placements, the numbers of which remain volatile. Out of authority placements remain one of the key in-year risks for the EC&S service.
- 5.10 Corporate Governance (CG) also shows a forecast underspend of £1.5 million, this being generated in the main from workforce management, while additional savings are forecast based on supplies and services, property and courses expenditure that has been experienced to date. Income is forecast to be below budget, this arising from lower recharges for support and shared services.
- 5.11 Social Care & Wellbeing (SC&W) reports that an underspend of £0.8 million is achievable, although this is based on cost pressures in the staffing and commissioning of services. Income forecasts are strong particularly through grants and contributions that are now expected and telecare costs are lower than budget providing a positive impact on the overall forecast.
- 5.12 The key risks for SC&W are in relation to the purchasing of care, both the volatility of out of authority placements for children and the need for care of older people, whether delivered by internal or external services.

- 5.13 Housing and Environment (H&E) forecast that an underspend against budget of £4.2 million is anticipated. While substantial savings are anticipated on waste disposal, due to the level of tonnages and costs being better than had been budgeted, this is offset by a shortfall in income in relation to the construction consultancy services, based on activity levels. Other savings arise in the area of homelessness resulting from a range of cost reductions including lower use of bed and breakfast accommodation, improved rent collection for temporary homelessness flats and staff costs. Risks for the future include the cost of waste disposal services, and setting aside part of this underspend has been factored into the forecast, against Corporate budgets, to mitigate this risk.
- 5.14 The Corporate budgets which are made up of funding to Joint Boards, Council Expenses and funding set aside for contingencies show an overspending position of £4.5 million. This arises from savings associated with the corporate management and accounting of capital financing costs, offset by a shortfall in the trading operations surpluses, primarily due to a reduction in the surpluses forecast in Building Services and Car Parking. Early calculations of potential changes to the bad debt and equal pay provisions, as well as the future waste strategy funding, have also been taken into account when forecasting these budget outturns.
- 5.15 Overall funding to the council is forecast to be in line with budgeted levels and while it should be noted that the Scottish Government introduced the Business Rates Incentivisation Scheme (BRIS) – which offers the opportunity to retain increased proportions of Non-Domestic Rates (NDR) – no additional sum has been included in the overall forecast. A revision to the scheme is being considered and as such it is anticipated that the year end position will reflect the Scottish Government guaranteed minimum amount, and anything beyond this sum that the Council can retain will be earmarked until final decisions have been taken.
- 5.16 The revenue budget contingencies are in addition to the sums that are earmarked against the General Fund balance and provide a degree of protection against unexpected or unplanned expenditure being incurred.
- 5.17 Where these contingencies remain unused at year end, consideration of emerging cost pressures and further work on areas of uncertainty and change, such as Welfare Reform, may provide the opportunity to mitigate these risks. This will be reflecting in year end reporting to the next meeting of the Committee and in the Draft Statement of Accounts.
- 5.18 The figures outlined reflect progress on achieving approved budget savings options of approx. £18.5 million which were incorporated into the budget and also assumes that a proportion of the contingencies will require to be used during the year.

### **Management Actions**

- 5.19 Services should now be looking ahead with planning and implementation activity being in place to continue to provide robust financial forecasts and to mitigate risks as far as possible. This includes taking opportunities to act upon emerging issues, such as Welfare Reform, and its associated cost to the Council.
- 5.20 The Council is to clarify the detail of the BRIS and to further determine the impact, if any, this will have on the Council's financial position. This is being taken forward in conjunction with 'Directors of Finance' and COSLA.
- 5.21 Further progress reports will be provided to the Committee following the end of the year and will reflect on actual figures rather than forecasts.

## **6. SERVICE & COMMUNITY IMPACT**

- 6.1. As a recognised top priority the Council must balance its budget. Therefore, Services are expected to work within a financial constraint as defined by their annual budgets.

## **7. REPORT AUTHOR DETAILS**

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## **8. BACKGROUND PAPERS**

Financial ledger data extracted for the period, and service committee reports on financial monitoring;

## APPENDIX A

### ABERDEEN CITY COUNCIL 2012/13

### FINANCIAL MONITORING

As at end of February 2013	Year to Date				Forecast to Year End		
Accounting Period 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Forecast Outturn £'000	Variance Amount £'000	Variance Percent %
<b>Services</b>							
Office of Chief Executive	1,167	1,063	993	(70)	1,056	(111)	(9.51%)
Corporate Governance	27,806	26,451	24,266	(2,185)	26,287	(1,519)	(5.46%)
Enterprise Planning and Infrastructure	40,465	36,384	34,559	(1,825)	39,165	(1,300)	(3.21%)
Housing and Environment	33,456	30,668	25,996	(4,672)	29,305	(4,151)	(12.41%)
Education Culture and Sport	160,388	147,602	140,106	(7,496)	159,067	(1,321)	(0.82%)
Social Care and Wellbeing	119,923	110,174	109,378	(796)	119,089	(834)	(0.70%)
<b>Total Service Budgets</b>	<b>383,205</b>	<b>352,342</b>	<b>335,298</b>	<b>(17,044)</b>	<b>373,969</b>	<b>(9,236)</b>	<b>(2.41%)</b>
<b>Total Corporate Budgets</b>	<b>68,470</b>	<b>32,276</b>	<b>29,792</b>	<b>(2,484)</b>	<b>72,974</b>	<b>4,504</b>	<b>6.58%</b>
<b>Total Net Expenditure</b>	<b>451,675</b>	<b>384,618</b>	<b>365,090</b>	<b>(19,528)</b>	<b>446,943</b>	<b>(4,732)</b>	<b>(1.05%)</b>
<b>Funding:</b>							
<u>Government Support-</u>							
General Revenue Grant & Non-Domestic Rates	(343,964)	(315,300)	(316,755)	(1,455)	(344,369)	(405)	(0.12%)
<u>Local Taxation-</u>							
Council Tax & Community Charge Arrears	(107,711)	(98,735)	(96,528)	2,207	(107,723)	(12)	(0.01%)
<b>Total Funding</b>	<b>(451,675)</b>	<b>(414,035)</b>	<b>(413,283)</b>	<b>752</b>	<b>(452,092)</b>	<b>(417)</b>	<b>(0.09%)</b>
<b>Net Impact on General Fund (Surplus)/Deficit</b>	<b>0</b>	<b>(29,417)</b>	<b>(48,193)</b>	<b>(18,776)</b>	<b>(5,149)</b>	<b>(5,149)</b>	
Transfer to / (from) Earmarked GF Reserve	0	0	0	0	5,000	5,000	
Transfer to / (from) Uncommitted GF Reserve	0	0	0	0	0	0	
<b>Net Impact on Budget (Surplus)/Deficit</b>	<b>0</b>	<b>(29,417)</b>	<b>(48,193)</b>	<b>(18,776)</b>	<b>(149)</b>	<b>(149)</b>	

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	Balance at 1/4/12	%age of Net Budget	Projected Movement in Year	Projected Balance at 31/3/13	%age of Net Budget
Earmarked General Fund Reserve	(20,083)		(5,000)	(25,083)	
Uncommitted General Fund Reserve	(11,290)	2.50%	0	(11,290)	2.50%
Budget (Surplus)/Deficit Unallocated	0		(149)	(149)	
<b>Total General Fund</b>	<b>(31,373)</b>		<b>(5,149)</b>	<b>(36,522)</b>	



## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources
DATE	25 April 2013
DIRECTOR	Stewart Carruth
TITLE OF REPORT	2012/13 Common Good Budget – Monitoring Report Update
REPORT NUMBER:	CG/13/044

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### 1. PURPOSE OF REPORT

The purpose of this report is to:

- a) Inform the Committee of the income and expenditure position of the Common Good Fund for the period to 28 February 2013, including the forecast outturn for the year to 31 March 2013.
- b) Provide a forecast position of the cash balances as at 31 March 2013.

### 2. RECOMMENDATION(S)

It is recommended that the Committee:

- a) Notes the income and expenditure position as at 28 February 2013 and the forecast outturn for the year; and
- b) Notes the forecast cash balances as at 31 March 2013 of £6.9M based on current estimates, which is within the recommended levels indicated by the Head of Finance.

### 3. FINANCIAL IMPLICATIONS

The financial implications are detailed in the report at section 5.

### 4. OTHER IMPLICATIONS

None.

## 5. BACKGROUND/MAIN ISSUES

### **Income and Expenditure – Forecast Outturn**

- 5.3 The outturn for the year to 31 March 2013 shows a forecast surplus position of £120K which is a favourable variance from budget of £470K. A table summarising income and expenditure is given in Appendix A to this report.
- 5.4 The changes in forecast outturn compared to budget result from the following:-

	£'000s
Rental Income - This is due to agreed back dated rent reviews.	(250)
Steading - The steading at Kepplestone and Kirkhills farm will not be rebuilt this year so results in a saving. The budget will require to be carried forward to 2013-14.	(125)
Sale of Land - One off income from sale of land, enabling additional non-recurring expenditure to be approved.	(100)
Xmas Illuminations - A new contract has resulted in savings.	(80)
Civic Support Team - Non filling of vacant posts and close monitoring of costs has resulted in savings.	(60)
Central Support - Bringing the outturn closer into line with previous years has resulted in a saving.	(30)
Receptions - Closer monitoring of costs and attendance numbers has led to a saving in this budget.	(25)
Various other small budgets	(20)
Hogmanany Fireworks - Additional expenditure agreed at the Finance and Resources Committee in October, funded by sale of land and in-year savings.	50
Newhills expansion - Additional expenditure agreed at Finance and Resources in October, funded by sale of land and in-year savings.	50
Property costs - this includes fees for property revaluation costs of £24K and repairs to Common Good properties of £96K.	120
	<u>(470)</u>

## Cash Balances

- 5.5 The forecast cash balance as at 31 March 2013 is £6.9M. Included in this amount is a sum of £290K remaining for the Greenfern Development within earmarked reserves. A total budget of £450K was agreed at Resources Management committee on 18<sup>th</sup> January 2008 for this development and this money will be paid back into the Common Good Fund at a later date.
- 5.6 The Council agreed at the budget setting meeting on 9<sup>th</sup> February 2012 that the cash balance should be equal to the equivalent of two years worth of expenditure. This equates to £5.4M.
- 5.7 As trustee of the Common Good, the Council has a duty to ensure that cash balances are maintained at levels to generate sufficient annual income to fund any future expenditure from the Common Good deemed appropriate.

## 6. IMPACT


It is essential that the value of the Common Good is preserved in such a way that it continues to be able to support the wide range of ventures it presently does, in the long term.

## 7. BACKGROUND PAPERS

None.

## 8. REPORT AUTHOR DETAILS

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## Appendix A

As at end of February 2013		Year to Date			Forecast to Year End		
ACCOUNTING PERIOD 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Outturn Note 1 £'000	Variance Amount £'000	Variance Percent %
Recurring Expenditure	2,697	1,161	1,087	(74)	2,614	(83)	(3.1%)
Recurring income	(2,675)	(2,568)	(2,568)	-	(2,937)	(262)	9.79%
<b>Budget after Recurring Items</b>	<b>22</b>	<b>(1,407)</b>	<b>(1,481)</b>	<b>(74)</b>	<b>(323)</b>	<b>(345)</b>	<b>(1,568.2%)</b>
Non Recurring Expenditure	327	160	153	(7)	305	(22)	(6.7%)
Non Recurring Income	-	-	(103)	(103)	(103)	(103)	
<b>TOTAL BUDGET</b>	<b>349</b>	<b>(1,247)</b>	<b>(1,431)</b>	<b>(184)</b>	<b>(121)</b>	<b>(470)</b>	<b>(134.7%)</b>

<b>Cash Balances as at 1 April 2012</b>	(6,763)	(6,763)
<b>Estimated Cash Balances as at 31 March 2013</b>	<u>(6,414)</u>	<u>(6,884)</u>
<b>Minimum cash balance requirement per budget report (Council 9th February 2012)</b>	<u>(5,400)</u>	<u>(5,400)</u>

### Note 1

The forecast outturn figure takes into account £1.3M of expenditure that takes place at year end e.g Funding of Twinning activities, Elderly and Disabled Events and Contributions to Trusts and Festivals.

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	25 April 2013
<b>DIRECTOR</b>	Stewart Carruth
<b>TITLE OF REPORT</b>	Small Financial Assistance Grants – Application Process
<b>REPORT NUMBER</b>	CG/13/055

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**1. PURPOSE OF REPORT**

The purpose of this report is to update the committee on the progress in reviewing the process for financial assistance, in response to the item included in the committee business statement.

**2. RECOMMENDATION(S)**

It is recommended that the Committee:-

- i) agree to update the criteria and process for small financial assistance grants; and
- ii) agree to provide information on the criteria and timescales for processing applications on the Council Grants and Funding webpage as detailed in section 5 of the report.

**3. FINANCIAL IMPLICATIONS**

There are no financial implications directly associated with this report.

The awarding and approval of grants and financial assistance is a significant element of council business and as such millions of pounds are paid to external organisations each year. Appropriate and suitable means of approval following the principles of 'Following the Public Pound' require to be maintained in order to ensure Best Value.

**4. OTHER IMPLICATIONS**

The award of grants and financial assistance provide benefits to the City of Aberdeen and its citizens.

**5. BACKGROUND**

Current Arrangements

The Finance and Resources Committee has considered many requests for financial assistance and has requested that officers bring forward proposals for streamlining the way in which the grants applications process works, particularly with regard to reporting to Committee.

In October 2011 the Council approved a revised Local Code of Guidance for Funding External Organisations and Following the Public Pound and this is the basis of the relationship between the Council and recipients of grant funding.

The Council has a range of grant funding pathways with most being very specific to a statutory duty or business objective. Examples of these are Sports Grants, Holiday Playscheme Grants and Home Improvement and Repair Grants. The full list can be accessed from the Councils 'Grants and Funding' webpage below.

[http://www.aberdeency.gov.uk/community\\_life\\_leisure/grants\\_and\\_funding/grants\\_and\\_funding.asp](http://www.aberdeency.gov.uk/community_life_leisure/grants_and_funding/grants_and_funding.asp)

While the above schemes have specific budgets and criteria against which each application is judged it has been less clear what the process is in relation to one-off financial assistance or grant funding requests that are received from time-to-time, which fall outside the criteria for specific budgets.

These one-off requests have usually been received by the Lord Provost, Chief Executive or Head of Finance and a report to Finance and Resources Committee has been prepared for the next meeting following the request.

Requests have been judged against a set of criteria (set out below) however the Committee has had the discretion to judge each on its own merit and determine an outcome that it feels is appropriate, i.e. the Committee is able to award funding for a request that does not meet the general criteria set.

- |   |
|---|
| <ul style="list-style-type: none"><li>a) Applications from individuals seeking sponsorship, for taking part in fundraising events abroad or for placements with charitable organisations or trusts in developing countries, are declined.</li><li>b) Applications from individuals or groups seeking assistance towards costs of excursions outwith the City are declined.</li><li>c) Applications which tend not to be supported are those from national organisations, unless there is some clear and measurable local benefit, and health related applications, which are seen as the clear responsibility of the health authorities.</li><li>d) On a number of occasions assistance is provided to both local and national organisations, either in whole or in part, with the costs of hiring accommodation such as the Beach Ballroom for various fund-raising events and gatherings.</li></ul> |
|---|

An analysis of the ad-hoc requests for funding over the last couple of years shows that a high proportion are for requests to cover costs relating to hiring the Beach Ballroom for events, whether they are charitable or otherwise, and for individuals or groups seeking assistance with excursions and travel outside the city.

There is no specific time scale for requests being received and no deadlines have ever been set due to the ad-hoc nature of most requests. What is evident is that where an organisation has received funding in one year it is highly likely they will return to the same source of funding in the future.

### Updating the Process

In relation to reviewing and streamlining the process of grant funding and in particular making it clear where funding requests are to be addressed a number of principles have been set out:

1. An application for funding will be considered in relation to the current grant funding budgets and established grant funding streams that exist in the Council;
2. Where an established grant funding budget exists then it will be sent to the relevant service and consideration of the matter will be subject to regular criteria and time scales set down for that grant;
3. Where an application does not fit into any established grant funding budget a check of the Central Register of Grant Funding will be made to establish if the person, group or organisation is in receipt of other Aberdeen City Council funding;
4. If funding is already in place for the person, group or organisation the application will be rejected and the applicant notified by officers;
5. Where an application is successful in securing ad-hoc financial assistance it will not be repeated in the subsequent financial year;
6. If the reason for the application is expected to be recurring then suitable information will be provided to the applicant to allow for consideration of alternative funding streams;
7. An award for ad-hoc financial assistance will not exceed £2,500 for any application
8. It is recognised that in exceptional circumstances that the Committee deems fit funding in excess of £2,500 may be approved and if this were to occur then arrangements in relation to the Local Code of Guidance on Funding External Organisations and Following the Public Pound would require to be put in place; and
9. The financial assistance budget is set each year and means that the availability of funding is cash limited.

It is recommended that the above principles determine the arrangements to be used by the Council for awarding of small financial assistance grants that are of an ad-hoc nature.

The criteria used currently should be continued and amended to reflect the above principles. These would now be amended to take account of the principles, and will provide a general framework against which to initially judge an application.

**Small Financial Assistance Grants – Assessment Criteria**

- a) An application will only be considered where there is no established Council funding budget alternative;
- b) An application can be submitted by an individual, group or organisation for a clear and specific purpose and must include relevant background information and financial circumstances;
- c) If funding is being provided to the applicant from another Council budget the application will not be considered;
- d) Funding, where awarded, will not be available in the subsequent year from this budget;
- e) Funding, where awarded, will not exceed £2,500;
- f) Applications from individuals seeking sponsorship, for taking part in fundraising events abroad or for placements with charitable organisations or trusts in developing countries, will be declined;
- g) Applications from individuals, groups or organisations seeking assistance towards costs of excursions outwith the City will not be supported;
- h) Applications from national organisations will not be supported unless there is some clear and measurable local benefit;
- i) Applications in relation to health related matters, which are seen as the clear responsibility of the health authorities, will not be supported;
- j) Costs associated with hiring the Beach Ballroom either in whole or in part, can be considered, for fund-raising events and gatherings;
- k) An award of financial assistance will only be considered where budget remains available.

It is recommended that the criteria are made available on the Grants and Funding webpage.

While the primary grant funding schemes in many cases have specific deadlines, the very nature of ad-hoc financial assistance applications does not lend itself to the setting of deadlines. However it is possible to be clearer in relation to when an application will be considered if it's received at a particular time and to which Committee cycle that would relate.

<b>Financial Year 2013/14</b>	
<b>Month Application Received</b>	<b>Finance &amp; Resources Committee</b>
April	June
May	June or September
June	September
July	September
August	September or December
September	December



October	December
November	December or February
December	February
January	February or May
February	May
March	May

It is recommended that the timescale information be made available on the Grants and Funding webpage to advise applicants of the time needed to address an application request.


**6. IMPACT**

The City Council will, within financial constraints, seek to support external organisations and partnerships within the City. All applicants will be given equal consideration within the general criteria for the disbursement of grants and donations from the budgets.

**7. BACKGROUND PAPERS**

None

**8. REPORT AUTHOR DETAILS**

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance & Resources
DATE	25 April 2013
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Capital Monitoring – Non Housing Capital Programme 2012-18
REPORT NUMBER:	EPI/12/288

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### 1. PURPOSE OF REPORT

To advise the Committee of the capital spend to end of February for all projects included within the Non-Housing Capital Programme.

### 2. RECOMMENDATIONS

The Committee note the current position and approve the legally committed projects requiring carry forwards.

### 3. FINANCIAL IMPLICATIONS

The monies required to fund these projects are achieved through external borrowing, capital receipts and grant income. These projects are all accommodated within the Non-Housing Capital Programme. Any underspend, carry forward or overspend will have implications for the programme. There are no issues at present that would result in such implications.

There are no other implications at this time but as projects progress, or indeed fail to progress, then other implications may arise and will be reported to this and any other appropriate Committee.

Capital expenditure is now monitored within a five year timescale. This has given budget holders the ability to profile within a five year period. In year monitoring will continue, alongside monitoring the larger five year programme.

Additionally, the rolling programmes included in the Capital programme (Corporate Property Condition & Suitability Programme, Planned Renewal & Replacement of Road Infrastructure and Private Sector Housing Grant) are now profiled and monitored on a five year basis with a recommendation by the Corporate Asset Groups at the end of the year regarding carry forwards on legal commitments.

Budget holders will soon be completing capital monitoring pro formas to profile anticipated expenditure over the next five years. This will be reported in future reports to this Committee.

#### 4. BACKGROUND / MAIN ISSUES

The overall responsibility for the monitoring / management of the Capital Programme lies with the Head of Asset Management & Operations. The Planning & Monitoring Officer within Asset Management & Operations is in regular contact with service representatives and the capital accountant, reporting in the first instance to the Corporate Asset Group. This ensures that the spend figures are always up to date and accurate.

##### 2012-13

At the time of writing this report, the final out – turns for each project have not been confirmed. The completion of year end accruals for the 2012-13 financial year, will allow the calculation of the final spend on each project. Appendix A currently shows spend to the end of February. Updated figures with the final spend for 2012/13 will be included within the late papers or circulated separately if required.

A number of projects approved in 2012-13 require carry forward to the present financial year. These projects were approved as part of the previous three year capital programme and all have legal commitments against them.

The projects requiring carry forward to fund existing legal commitments are:

- 1) Data Centre Move
- 2) School Estate Strategy - Bucksburn / Newhills
- 3) School Estate Strategy – Riverbank
- 4) Provision for Children with Complex Needs
- 5) Tullos Pool Refurbishment
- 6) Woodside Replacement Pitch
- 7) Access From the North
- 8) Western Peripheral Route
- 9) Corporate Office Accommodation

- 10)Hydrogen Buses
- 11)City Broadband
- 12)St. Nicholas House Demolition
- 13)Land Acquisition – Contingency
- 14)Duthie Park & Winter Gardens - Cost Net of HLF
- 15)Victoria House
- 16)Integrated Drugs Service
- 17)Marchburn House

The carry forward figures will be included within the late papers or circulated separately if required as these can not be determined until the accruals are completed.

#### 2013-14 to 2017-18

The following new projects have been added to the capital programme for the next five years. The amount committed to each project for the next five years is also included.

- 1) ICT Data Centre (£3,000,000)
- 2) Technology Investment Requirements (£2,700,000)
- 3) Museums Collections Centre (£3,000,000)
- 4) Art Gallery HLF Redevelopment (£29,000,000)
- 5) New Academy to the South (£32,000,000)
- 6) New Milltimber Primary (£11,750,000)
- 7) Fleet Replacement (£15,000,000)
- 8) Central Aberdeen Infrastructure (£20,050,000)
- 9) A96 Park & Choose: Stage 1 - Dyce Drive Link Road (£5,100,000)
- 10)A96 Park & Choose: Stage 2 - Park & Choose Facility (£10,100,000)
- 11)Waste: Implement Waste Strategy (£18,250,000)

- 12) Leachate & Gas Control Measures at Ness Landfill Site (£1,900,000)
- 13) Waste: Hill of Tramaud - Change of Law (£350,000)
- 14) Energy from Waste - Procurement & Land Acquisition (£5,000,000)
- 15) Social Care Facilities: Burnside (£4,400,000)
- 16) Children's Home Replacement / Upgrade (£1,550,000)
- 17) Social Care Facilities: Quarry Centre Refurbishment (£150,000)
- 18) Social Care Facilities: Craigielea Refurbishment (£200,000)
- 19) Social Care Facilities: Fergus House (£250,000)
- 20) Social Care Facilities: Respite Centre (£500,000)
- 21) Social Care Facilities: Rosewell House (£2,000,000)
- 22) Tillydrone Extra Care Village: Residential Type Care (£10,000,000)
- 23) Tillydrone Extra Care Village: Community Hub (£3,000,000)

The total value of new projects added to the capital programme is £179,250,000.

The five year programme (before adding of any carry forwards) is included in Appendix B.

#### Spend to Date

Spend for all projects to the end of February totalled £20,865,000. Variances in monthly spend compared to predicted spend have been identified in some cases, which has resulted in spend profiles being amended. As shown in Appendix A, the anticipated out - turn for 2012-13 is presently £23,596,000. This will increase as final invoices are settled by 11 April.

An update on the capital position will be reported to this Committee on 13 June 2013.

#### 5. IMPACT

Corporate - The capital programme encompasses projects which link to the Community Plan, Single Outcome Agreement, Corporate and Individual Service Plans.

Public - This report will be of interest to the public as it outlines the Council's capital spending to date.

6. BACKGROUND PAPERS

Capital Monitoring – Non Housing Capital Programme 12/13: Report approved at Finance & Resources Committee on 21 February 2013.

7. REPORT AUTHOR DETAILS

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**Appendix A:  
Capital Monitoring – Non Housing Capital Programme 2012/13**

<b>Project Description</b>	<b>2012/13 revised budget</b>	<b>Spend to end Feb.</b>	<b>Legally committed</b>	<b>2012/13 Anticipated spend</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Corporate Governance</b>				
Data Centre Move	175	57	118	57
Police - Capital Grant	1,705	1,429	276	1,429
	<b>1,880</b>	<b>1,486</b>	<b>394</b>	<b>1,486</b>
<b>Education, Culture &amp; Sport</b>				
Information Communication Technology Connectivity	34	34	0	34
Replacement Education Management Information System	167	52	86	138
School Estate Strategy - Bucksburn / Newhills	522	0	0	0
School Estate Strategy – Riverbank	172	8	1,742	8
Provision for Children with Complex Needs	771	71	0	73
Tullos Pool Refurbishment	1,049	103	946	103
Woodside Replacement Pitch	91	0	91	9
	<b>2,806</b>	<b>269</b>	<b>2,774</b>	<b>365</b>
<b>Enterprise, Planning &amp; Infrastructure</b>				
Corp Property Condition & Suitability Programme	7,710	3,884	1,871	4,834
Cycling Walking Safer Streets Grant	252	108	180	250
Access From the North	430	248	190	314
Western Peripheral Route	4,100	218	3,882	218
Corporate Office Accommodation	1,000	54	200	54
NESTRANS - Capital Grant	960	960	0	960
3R's Furniture, Fittings & Equipment and Other Works	50	37	19	37
Planned Renewal & Replacement of Road Infrastructure	3,748	2,623	1,005	3,500
Land Acquisition - Contingency	650	86	564	86
Frederick Street Relocations - Crombie Road	43	293	0	293
Frederick Street Multi Storey Car Park	2,425	2,421	1,464	2,422
Hydrogen Buses	400	0	0	0
City Broadband	1,000	41	25	46
St. Nicholas House Demolition	1,000	920	200	920
	<b>23,768</b>	<b>11,895</b>	<b>9,600</b>	<b>13,934</b>
<b>Housing &amp; Environment</b>				
Duthie Park & Winter Gardens - Cost Net of HLF	3,170	2,716	454	2,943
Ness Landfill Restoration	4,000	3,198	802	3,355
Hill of Tramaud Landfill - Change of Law Costs	449	47	402	47
Private Sector Housing Grant	921	711	210	711
Duthie Park & Winter Gardens Replacement Greenhouses	4	3	1	3
Victoria House	1,271	53	1,218	76
	<b>9,815</b>	<b>6,728</b>	<b>3,087</b>	<b>7,135</b>
<b>Social Care &amp; Wellbeing</b>				
Integrated Drugs Service	650	0	650	0
Marchburn House	981	480	501	675
<b>Totals</b>	<b>1,631</b>	<b>480</b>	<b>1,151</b>	<b>675</b>
<b>Total - All Services</b>	<b>39,900</b>	<b>20,857</b>	<b>17,006</b>	<b>23,596</b>



**Appendix B:**  
**Capital Monitoring – Non Housing Capital Programme 2013/14 to 2017/18**

Project Description	Approved Budget 13/14	Carry forward 12/13	Approved Adjustments	Total Budget 13/14	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	5 year budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporate Governance</b>									
Data Centre Move	0	TBC	0	0	0	0	0	0	0
ICT Data Centre	0	0	0	0	0	2,500	500	0	3,000
Technology Investment Requirements	900	0	0	900	1,800	0	0	0	2,700
<b>Totals</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>1,800</b>	<b>2,500</b>	<b>500</b>	<b>0</b>	<b>5,700</b>
<b>Education, Culture &amp; Sport</b>									
School Estate Strategy - Bucksburn / Newhills	1,215	TBC	0	1,215	7,638	2,555	149	0	11,557
School Estate Strategy - Riverbank	1,490	TBC	0	1,490	88	0	0	0	1,578
Provision for Children with Complex Needs	5,722	TBC	0	5,722	6,393	1,057	835	0	14,007
Tullis Pool Refurbishment	100	TBC	178	278	0	0	0	0	278
Museums Collections Centre	246	0	0	246	2,320	434	0	0	3,000
Art Gallery HLF Redevelopment	1,100	0	0	1,100	867	12,300	13,883	850	29,000
Woodside Replacement Pitch	0	TBC	0	0	0	0	0	0	0
New Academy to the South	500	0	0	500	11,500	19,000	1,000	0	32,000
New Milltimber Primary	0	0	0	0	0	1,250	7,500	3,000	11,750
<b>Totals</b>	<b>10,373</b>	<b>0</b>	<b>178</b>	<b>10,551</b>	<b>28,806</b>	<b>36,596</b>	<b>23,367</b>	<b>3,850</b>	<b>103,170</b>

Project Description	Approved Budget 13/14	Carry forward 12/13	Approved Adjustments	Total Budget 13/14	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	5 year budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Enterprise, Planning &amp; Infrastructure</b>									
Corp Property Condition & Suitability Programme	7,400	TBC	0	7,400	7,400	7,400	7,400	7,400	37,000
Cycling Walking Safer Streets Grant	232	0	0	232	341	0	0	0	573
Access From the North	5,180	0	0	5,180	5,230	3,280	1,670	0	15,360
Western Peripheral Route	1,000	TBC	0	1,000	600	600	600	600	3,400
Corporate Office Accommodation	0	TBC	0	0	0	0	0	0	0
NESTRANS - Capital Grant	882	0	0	882	1,295	1,295	1,295	1,295	6,062
Fleet Replacement	3,000	0	0	3,000	3,000	3,000	3,000	3,000	15,000
Planned Renewal & Replacement of Road Infrastructure	3,768	0	0	3,768	3,659	4,000	4,000	4,000	19,427
Land Acquisition - Contingency	0	TBC	0	0	0	0	0	0	0
Hydrogen Buses	400	TBC	0	400	400	400	400	0	1,600
City Broadband	1,000	TBC	0	1,000	0	0	0	0	1,000
St. Nicholas House Demolition	2,692	TBC	0	2,692	0	0	0	0	2,692
Central Aberdeen Infrastructure	1,915	0	0	1,915	3,935	3,740	6,790	3,670	20,050
A96 Park & Choose: Stage 1 - Dyce Drive Link Road	100	0	0	100	2,500	2,500	0	0	5,100
A96 Park & Choose: Stage 2 - Park & Choose Facility	0	0	0	0	100	5,000	5,000	0	10,100
<b>Totals</b>	<b>27,569</b>	<b>0</b>	<b>0</b>	<b>27,569</b>	<b>28,460</b>	<b>31,215</b>	<b>30,155</b>	<b>19,965</b>	<b>137,364</b>

Project Description	Approved Budget 13/14	Carry forward 12/13	Approved Adjustments	Total Budget 13/14	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	5 year budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing &amp; Environment</b>									
Duthie Park & Winter Gardens - Cost Net of HLF	0	0	0	0	0	0	0	0	0
Private Sector Housing Grant	1,032	0	0	1,032	1,512	1,200	1,200	1,200	6,144
Victoria House	1,272	TBC	0	1,272	0	0	0	0	1,272
Public Analyst Mass Spectrometer	0	0	0	0	0	0	0	0	0
Waste: Implement Waste Strategy	6,200	0	0	6,200	10,050	2,000	0	0	18,250
Leachate & Gas Control Measures at Ness Landfill Site	0	0	0	0	500	1,000	400	0	1,900
Waste: Hill of Traud - Change of Law	350	0	0	350	0	0	0	0	350
Energy from Waste - Procurement & Land Acquisition	3,625	0	0	3,625	500	500	375	0	5,000
<b>Totals</b>	<b>12,479</b>	<b>0</b>	<b>0</b>	<b>12,479</b>	<b>12,562</b>	<b>4,700</b>	<b>1,975</b>	<b>1,200</b>	<b>32,916</b>

Project Description	Approved Budget 13/14	Carry forward 12/13	Approved Adjustments	Total Budget 13/14	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	5 year budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Social Care &amp; Wellbeing</b>									
Integrated Drugs Service	0	TBC	0	0	0	0	0	0	0
Marchburn House	0	TBC	69	69	0	0	0	0	69
Social Care Facilities: Burnside	3,960	0	0	3,960	440	0	0	0	4,400
Children's Home Replacement / Upgrade	250	0	0	250	1,100	200	0	0	1,550
Social Care Facilities: Quarry Centre Refurbishment	150	0	0	150	0	0	0	0	150
Social Care Facilities: Craigielea Refurbishment	200	0	0	200	0	0	0	0	200
Social Care Facilities: Fergus House	250	0	0	250	0	0	0	0	250
Social Care Facilities: Respite Centre	0	0	0	0	500	0	0	0	500
Social Care Facilities: Rosewell House	400	0	0	400	1,400	200	0	0	2,000
Tillydrone Extra Care Village: Residential Type Care	500	0	0	500	1,000	2,000	3,000	3,500	10,000
Tillydrone Extra Care Village: Community Hub	0	0	0	0	0	500	500	2,000	3,000
<b>Totals</b>	<b>5,710</b>	<b>0</b>	<b>69</b>	<b>5,779</b>	<b>4,440</b>	<b>2,900</b>	<b>3,500</b>	<b>5,500</b>	<b>22,119</b>
<b>Total - all services</b>	<b>57,031</b>	<b>0</b>	<b>247</b>	<b>57,278</b>	<b>76,068</b>	<b>77,911</b>	<b>59,497</b>	<b>30,515</b>	<b>301,269</b>

## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources
DATE	25 April 2013
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Scottish National War Memorial
REPORT NUMBER	OCE/13/014

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### 1. PURPOSE OF REPORT

The report brings before the Committee for its consideration a request for financial assistance from the Scottish National War Memorial.

### 2. RECOMMENDATION

That the Committee agrees a contribution of £1,500 from the Council's Financial Assistance budget towards the costs of the Scottish National War Memorial's project to commemorate the 100<sup>th</sup> anniversary of the Great War.

### 3. FINANCIAL IMPLICATIONS

The recommended contribution of £1,500 can be met from the Council's Financial Assistance budget.

### 4. OTHER IMPLICATIONS

None.

### 5. BACKGROUND/MAIN ISSUES

Attached is correspondence received by the Chief Executive from the Chairman of the Trustees of the Scottish National War Memorial at Edinburgh Castle. The correspondence outlines a project the Memorial is undertaking to mark the 100<sup>th</sup> anniversary of the Great War.

The project comprises the researching, writing and publication of a book on the Memorial together with the development of a new website, both underpinned by a newly-commissioned high definition photographic record. In addition the project will also see the refurbishment of the Rolls of Honour housed within the Memorial.

It is considered that a contribution by the Council to this national project, sits well alongside the allocation made in the 2013/2014 budget towards the cost of renovating the local war memorials in the City. It is recommended that a contribution of £1,500 is agreed.

6. IMPACT

The subject matter of the report is relevant both to the City Council's role in upholding the civic dignity of Aberdeen and in working in the spirit of the Community Covenant the Council has with the armed forces community.

7. MANAGEMENT OF RISK

As indicated in paragraph 6 above agreeing the recommendation of the report is appropriate in light of the Council's role in supporting and highlighting the work of the armed forces community. Given this, there may be a reputational risk for the Council in rejecting the request for support.

8. BACKGROUND PAPERS

None.

9. REPORT AUTHOR DETAILS

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01224 522293



## THE SCOTTISH NATIONAL WAR MEMORIAL

*Chairman* Major General MJ Strudwick CBE  
*Secretary* Lieutenant Colonel RJ Binks FCIS  
*Hon Treasurer* Major TD Straton TD CA CTA

**THE CASTLE  
EDINBURGH  
EH1 2YT**

Telephone:  
e-mail:

Facsimile:  
Website:

*Dedicated 1927. Granted Royal Charter 1947. Registered Scottish Charity: SC009869.*

Our Reference: SNWM/200

1<sup>st</sup> March 2013

*Dear Chief Executive,*

The 100th Anniversary of the start of the Great War in August 2014 has prompted the Trustees of The Scottish National War Memorial to identify the best way of marking these historic years.

The Memorial was designed by Sir Robert Lorimer with over 120 different artists in support, built in the decade after the First World War and completed in 1927. The cost was met through public subscription organised across the burghs and parishes of Scotland with an appeal to Scotsmen in every part of the globe for contributions.

After the work of the Committee, a Royal Charter was granted in December 1947. The Trustees today consist of four individuals nominated by the First Minister, The General Officer Commanding the Army in Scotland who is Governor of Edinburgh Castle, The Lord Provosts of Edinburgh, Glasgow, Aberdeen and Dundee with six other local authorities and the Scottish Trades Unions Congress represented. This composition reflects and recognises the influence and support of the Scottish People and the importance of the Scottish National War Memorial in the psyche of the Nation.

The Trustees are conscious that the Memorial web-site is nearly two decades old, that modern communications is putting its identity and relevance at risk and that the photographic archive is woefully inadequate.

We have therefore decided to embark on a Corporate Communications Project to update our archives and modernise our approach and considerably increase our out-reach. The Project will consist of three parts: a new web-site, a high definition photographic record and a book to commemorate the Memorial as we mark 100 years from the outbreak of hostilities.

At the same time we are using the anniversary of the Great War to ensure that our Rolls of Honour are completely up to date and refurbished. The record of over 200,000 individuals of whom two-thirds died in the First World War, a quarter in the Second World War and many others in campaigns world-wide to the present day.

This Project is going to cost in the region of £50,000 and I will oversee its delivery. Inevitably we are going to require significant support and we will be approaching a number of Trusts and Foundations and individuals to seek financial assistance. I request that you will consider supporting this Project. If every Local Authority was to contribute £500 to £1,500 or whatever you decide; we would have a magnificent foundation of support to be matched by private donations. The Trustees have decided that any funding over and above the cost of the Project would be donated by the Scottish National War Memorial to PoppyScotland (Earl Haig Fund) for their important benevolent work supporting those who suffer as a result of their service in the Armed Forces.

I am copying this letter to the Civic Head, Council Leader and Chief Executive of all the Local Authorities in Scotland and undertake to keep you in touch with our progress. Naturally the book will record contributors who have made this Project possible.

Attached is an outline of the Scottish National War Memorial Project commemorating the centenary of the Great War.

Many thanks for your support,  
Yours sincerely,

Major General Mark Strudwick CBE

Chairman of Trustees



**The Scottish National War Memorial Project  
to commemorate the 100th anniversary of The Great War.**

***The Memorial***

The Scottish National War Memorial is unique in its richness and complexity, but also in the way it originated. It was built entirely by public subscription in response to the widespread feeling that a memorial in London was too remote and impersonal to express the grief of the people of Scotland who had lost so many of their young men. Each one of those losses was personal and the extraordinary achievement of the Memorial is that for all its grandeur and complexity, the personal is at its heart, right there in the individual names of those who died inscribed in the Rolls of Honour. From that base in private and individual grief, the Memorial evolves through monuments to the individual services and regiments, including the non-combatants, to express the collective grief of the Nation as a whole.

It is its success in expressing that collective emotion coupled with the comprehensive way it represents those who were involved that is so exceptional. However, crucially, it also clearly expresses the sentiment that the Nation could only ever be reconciled to so much loss if the message for the future was one of peace. Thus the Memorial enshrines the memory of the losses of war, but it is also a monument to the hope of peace. That other wars have followed and sadly there are constantly new names to enter on the Rolls of Honour is a comment on the fallibility of human nature, not on the success in enshrining their message of the team of artists and craftsmen and women who designed and built the Memorial led by Sir Robert Lorimer.

***The Book and Website***

The purpose of the proposed book is to tell the story of how the Memorial was designed and built and to interpret the richness and complexity of its meaning and purpose for future generations. That story has not hitherto been told. Such publications as the Trustees have sponsored in the past, while serving their purpose at the time, are no longer adequate in this global age where people of dozens of nationalities pass through the Memorial every day. It is essential too that this story is told while a sense of the original purpose of the Memorial is still accessible to us so that future generations will understand, respect and preserve it. There are two obvious places to do this, in a book and on the website. They will complement each other; both will require modern photography.

The research and writing for the book, even the organisation of the information, for instance, are a necessary precondition to building a new web site. So too is photography. There is no adequate photographic record of the Memorial. A book will be the best way of putting those images into wider circulation and thus take the reputation of the Memorial with them. A book will also serve a wider purpose than the website and so would in turn feed back into its usefulness and reputation. It will present the narrative of the Memorial in a way that the website could not do, for websites are not used or constructed in that way. They are there as a tool for finding things, not for telling a unified story with a beginning, a middle and end.

The book will tell the story of the public campaign that led to building of the Memorial, the debate surrounding its design and the way the idea was developed by Lorimer, his team and their advisors, both lay and military. The book will give an account of that team and of the work its members variously undertook. The narrative will then proceed to an exploration of the Memorial itself with an analysis and discussion of the whole building as well as of the role and meaning of its individual parts, from the separate regimental, service and other monuments, the windows in the nave and transepts, through to the shrine with the frieze around the sides, the casket at the centre and the superb windows above.

#### ***The Library and Archive***

The Memorial Library holds many records dating from the inception and development of the building and Rolls of Honour, but does not have a composite portfolio of images which can be used with current technology. The gathering of such an Archive will enhance any publication and the website and provide opportunities to offer images to relatives and the wider community.

#### ***The Outreach***

The book would greatly broaden the base of public interest. Even in Edinburgh, it is remarkable how often, if you speak to people about the Memorial, they simply look blank. It is an enormously important place, yet it is hardly known at all, certainly not as it deserves to be. The new website will serve those who already have an interest in the Memorial and will be properly designed to be extremely useful in the modern communication age. It will help to widen interest and broaden understanding when the searcher's interest has been aroused. The book will have a quite different publicity arc to the website and will help establish the Memorial in its proper place in the popular imagination and in the Nation's pride.

*Edinburgh Castle*

*February 2013*

## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources
DATE	25 April 2013
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Aberdeen Trades Union Council Mayday March
REPORT NUMBER:	OCE/13/017

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### 1. PURPOSE OF REPORT

The report brings before the Committee for its consideration a request for financial assistance from the Aberdeen Trades Union Council towards the costs of a Mayday March to be held in Aberdeen on Saturday 4 May 2013.

### 2. RECOMMENDATION

That the Committee considers the request and agrees whether or not to provide financial assistance towards the costs of the proposed Mayday March and if so, to what level of expenditure.

### 3. FINANCIAL IMPLICATIONS

Officers from the Council's Events team estimate the total cost of the traffic management requirements for the proposed event to be £3,500 inclusive of the application cost, the staffing and barrier installation and removal, and the related costs for the full road closure from Albyn Place to Castlegate.

Officers from the Finance team state that in the past an application in relation to the Trades Union Council Mayday March has been made and when approved has been paid from the Council's general Financial Assistance Budget. The most recent financial support provided was £185 in financial year 2008/09 and was specifically for the cost of bus hire. The request for funding of £3,500 is affordable in relation to the budget for 2013/14.

If an award of £3,500 were approved then consideration of the local code of guidance on funding external organisations and Following the Public Pound will require to be undertaken. The specific requirements for this level of funding include, providing the Council with a copy of the latest set of signed accounts (these may or may not have to be audited or verified depending on the requirements for the specific organisation),

and a funding agreement in the form of a letter is put in place to cover a range of non-financial targets and information (such as setting out the purpose of the funding, the policy and strategy it is linked to, monitoring and reporting requirements and a statement on access to the accounting records of the organisation).

The Council does recognise that small values of funding should not create or support an administrative burden on either the Council or an organisation requesting funding, therefore for funding of less than £2,500 the local code makes no specific requirements to financial, non-financial information or a formal funding agreement.

#### 4. LEGAL IMPLICATIONS

In terms of the Local Government Act 1986 (as amended) a local authority shall not publish any material which, in whole or in part, appears to affect public support for a political party. Furthermore a local authority shall not give financial or other assistance to a person for the publication of material which the authority are prohibited by this section from publishing themselves.

“Publicity, publish and publication” are given a very wide meaning. They refer to any communication, in whatever form, addressed to the public at large or to a section of the public. So in the case of this procession it is only fair to assume given the nature of the pre-march information that banners will be carried articulating political affiliation and points of view. To that end it is the view that to provide this financial support would amount to a breach of the Local Government Act 1986.

#### 5. OTHER IMPLICATIONS

At the time of writing the report, Legal and Democratic Services officers were awaiting comments from Police Scotland in light of an objection to the March received from National Front Scotland. An update on the situation will be provided at the Committee meeting.

#### 6. BACKGROUND/MAIN ISSUES

Attached is the text of an e-mail received from the Joint Secretary of Aberdeen Trades Union Council requesting that the City Council meets the estimated £3,500 cost of the proposed Aberdeen Mayday March.

#### 7. IMPACT

Given the subject matter of the report, it is likely to be of interest to the public.

8. MANAGEMENT OF RISK

Given the subject matter of the report, there is likely to be a reputational impact for the Council in either providing or refusing support towards the costs of the March.

9. BACKGROUND PAPERS

None

10. REPORT AUTHOR DETAILS

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01224 522293

**e-mail of 8 April 2013 received from the Joint Secretary of Aberdeen Trades Union Council**

RE: ABERDEEN TRADES UNION COUNCIL MAYDAY MARCH.

I formally request that Aberdeen City Council meet the cost of the annual Aberdeen Mayday March of £3500 approximately.

The official documents have all been submitted.

Aberdeen Mayday March- assemble at 11am on Saturday 4th May 2013, march off at 1130am.

March the full length of Union Street, free of charge to Aberdeen Trades Union Council.

Open air speeches at the Castlegate.

Please confirm as a matter of urgency as all our publicity is on hold.

## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources Committee
DATE	25 April 2013
DIRECTOR	Fred McBride
TITLE OF REPORT	Joint Commissioning Strategy for Older People 2013 – 2023 - Financial Framework
REPORT NUMBER:	SCW/13/017

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### 1. PURPOSE OF REPORT

The purpose of this report is to inform Members of the progress so far in preparing the Financial Framework that supports the development of the Joint Commissioning Strategy for Older People 2013 – 2023.

### 2. RECOMMENDATION(S)

It is recommended that the Committee:

- (i) Note the content of the Financial Framework linked to the Joint Commissioning Strategy for Older People 2013 – 2023, attached as Appendix A.
- (ii) Note that initial preparatory work has been undertaken to begin to develop a baseline integrated budget, and that this will be an ongoing requirement as the details of the integration legislation become clearer.
- (iii) Agree to receive a report on the baseline integrated budget, once the work on this is completed.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The Joint Commissioning Strategy outlines how services for Older People will be provided in future and the costs associated with these services will be funded from the integrated budget for older people's services, comprising the Social Care & Wellbeing and NHS Grampian budgets for this group.
- 3.2 The financial contribution of Social Care and Wellbeing to the Joint Commissioning Strategy will be the annual budget for Older People's services as set by the Council. For 2012-2013 this was £56m net (£66m gross). The details of the budget are set out in the Joint Commissioning Strategy Financial Framework attached as Appendix A.

3.3 There are no further financial implications for the Council in the work of developing and implementing the Joint Commissioning Strategy. It is expected that a resource to support this work will be made available to the Partners in the Joint Commissioning Strategy from the Change Fund for Older People.

#### 4. OTHER IMPLICATIONS

4.1 The development of an Implementation Plan will be the subject of a Workshop in May 2013. A fully costed implementation plan requires that the total available integrated budget from Social Care and Wellbeing and NHS Grampian is known. Further work is required by NHS Grampian to identify the total NHS contribution to the integrated budget.

#### 5. BACKGROUND/MAIN ISSUES

##### 5.1 Development of Joint Commissioning Strategy

5.1.1 The development of the Joint Commissioning Strategy is part of the work towards the Integration of Health and Social Care. Forthcoming legislation on Integration, which will set out the acceptable models of integration, the requirements for an integrated budget, and governance arrangements, is likely to have an impact across the life of the Strategy. Though initial work has been undertaken to establish an integrated budget, we are awaiting national guidance on what is to be included from NHS budgets.

5.1.2 The Joint Commissioning Strategy for Older People 2013 – 2023 has been in development since June 2012 and was submitted to the Scottish Government's Joint Improvement Team along with the Joint Commissioning Plan Template on 28 February 2013.

5.1.3 The Strategy provides a 10 year vision: ***“Working with you to make Aberdeen a great place to grow old and flourish, by maximising choice and promoting independence. “***

It focuses on outcomes for older people and has been developed following extensive consultation and in Partnership with NHS Grampian, ACVO (on behalf of the Voluntary Sector) and Scottish Care (on behalf of the Independent Sector), Older People and their Carers.

5.1.4 The Commissioning Intentions are linked to the current Single Outcome Agreement themes under the headings of Healthier, Wealthier and Fairer, Smarter, Greener, with the addition of an outcome relating to Best Value – Making Best Use of Resources.

5.1.5 The next step is to develop an Implementation Plan that will translate the Commissioning Intentions into Actions. The Plan will be the subject



of a workshop involving all Partners, which is due to be held in May 2013.

- 5.1.6 The Plan will identify Actions, Lead Agencies and Resources that will support the implementation of the Strategy and will cover three specific time periods: Year 1 - Linked to the Change Fund, Year 2 to 5 – Mid-term plans and Year 5 to 10 – Long-term plan.

## 5.2 Financial Framework

- 5.2.1 The development of the Financial Framework, attached as Appendix A, that supports the Implementation of the Strategy is ongoing and requires further refinement. It gives details of the Social Care and Wellbeing's budget for Older People, including some elements of rehabilitation budget of £66m gross.
- 5.2.2 Initial work has been undertaken by NHS Grampian which has identified a **partial** budget of £18.857m (see section 4 of Appendix A and Appendix B). This includes the budget spent on older people in 2012/13. The element spent on older people has yet to be identified from the NHS budget for Family Health Services, GP Prescribing, Devolved Dental Services and services in the Acute Sector. Further work is needed to disaggregate the budgets relating to Grampian wide and older people specific elements of these universal services.
- 5.2.3 The Partners have agreed to adopt the Integrated Resource Framework (IRF) methodology to identify to the total resource envelope associated with the Joint Strategy.
- 5.2.4 The IRF has been developed jointly by the Scottish Government, NHS Scotland and Convention of Scottish Local Authorities (COSLA). The IRF aims to help partnerships to understand more clearly current resource use across health and social care, enabling better understanding of costs, activity and variation across service planning and service provision.
- 5.2.5 The latest available data is for the year 2010/11, which is shown in Section 4 of Appendix A. The derived (net) budget for older people was:



**Total Derived IRF Resource 2010/11 (Older People)**

Further work to establish the up to date figures is underway.

### **5.3 Change Fund**

- 5.3.1 The Change Fund, which part of the Reshaping Care for Older People Programme provides a further £3.14m in 2013/14 and £2.738m in 2014/15. Further details on the Change Fund allocation and priorities can be found in Section 5 of Appendix A.

## **6. IMPACT**

The Strategy links to the Single Outcome Agreements and the Corporate Business Plan Priorities set out in 'Aberdeen: The Smarter City'

An Equalities and Human Rights Impact Assessment was undertaken in relation to the Consultation exercise and will be repeated to reflect the completed Strategy.

## **7. BACKGROUND PAPERS**

- Joint Commissioning Strategy for Older People 2013 – 2023 (and associated Appendices)
- Joint Commissioning Plan Template, submitted to Scottish Government 28 February 2013
- Report to Health and Social Care Partnership, Executive Board, 24 August 2012

## **8. REPORT AUTHOR DETAILS**

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**Aberdeen City Health and Social Care  
Partnership**

**Joint Commissioning  
Strategy - Appendix 3**

**Financial  
Framework**

**Joint Commissioning Strategy for Older  
People  
2013 – 2023**

## JCS Financial Framework

### 1. Introduction

Our Joint Commissioning Strategy sets out our ten year vision and outlines our commissioning intentions for health and social care in Aberdeen over the next three years. This will be supported by an implementation plan, for 2013 to 2016, which will define our short to medium term actions and commissioning priorities and a one year investment plan detailing the use of the 2013/14 Change Fund for Reshaping Care for Older People, worth £3.14m.

In our Strategy we have focused on securing the best range and quality of health and social care provision to meet the needs of older people into the future. Our commissioning priorities are based on delivering better outcomes within available resources, by prioritising needs, providing joined-up services that give value for money and ensuring fair access within all localities in Aberdeen City. By addressing health and social care inequalities, our Strategy is consistent with the community planning outcomes in our Single Outcome Agreement (SOA).

We face significant challenges in developing our joint financial framework and identification of the resources available to support our commissioning intentions. This is in part due to the differences in accounting and budget setting procedures between Aberdeen City Council and NHS Grampian. In section 2 we have provided an indication of the overall Aberdeen City Council social care costs for 2012/13 and projections for the next 5 years as per the Priority Based Budget (PBB), which form part of the 5-year Business Plan. Similarly in section 3 we have provided an indication of NHS Grampian resource that could be considered as part of the resource to support jointly commissioned services. Further work needs to be done by NHS Grampian to identify and disaggregate all of the resource from across all the universal services to support our joint commissioning approach for older people.

For the purpose of this strategy we have agreed to use the 2010/11 expenditure that has been mapped as the total spend on Community Health, Local Authority, Family Health/General Medical Services and Prescribing and Hospital based services through the mechanism of the Integrated Resource Framework (IRF) as our benchmark. This gives an indication of the potential total resource (plus additions due to cost pressures for 2012/13 year) available. This is discussed in more detail in section 4 below.

## 2. Aberdeen City Council -Priority Based Budget

Aberdeen City Council has adopted the Priority Based Budget Model to determine budget allocations across all service areas on a 5-year rolling basis. The 2012/13 net costs of social care and wellbeing services is £122m. This is forecast to rise by approximately 13.9% to £139m by 2017/18. These cost pressures will largely be driven by:

- An increase in demand for services due to an ageing population
- Rising staff costs, and
- An increase in the cost of services commissioned externally

The impact of costs pressures will be mitigated through a range of transformation options that will help in constraining demand while delivering on older peoples outcomes more cost effectively through:

1. Transforming the assessment & care planning process
2. Promoting prevention through early intervention
3. Reducing residential care
4. Re-designing adult day support
5. Delivering outcomes focused commissioning.

The projected costs pressures will impact on SC&WB services over the next 5 years and possibly over the entire lifetime of this strategy. Aberdeen City Council's expenditure from the total Social Care and Wellbeing budget for 2012/13 of £122m (net) (c£156m gross) includes £56m (net) (c£66m gross) for the provision of social care services for older people. Of this, c£42m (gross) is spent on the purchase of care home and care at home services from the independent sector.

(Source: Aberdeen City Priority based budget 2013/14 – 2017/18, <http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=48636&SID=13437> )

## 3. Aberdeen City Community Health and Social Care Partnership

A significant amount of work has been done to identify and disaggregate the direct patient care spend on older peoples care in Aberdeen from universal budgets in NHS Grampian. There is still much more work to be done particularly from an NHS Grampian perspective in order to have a full analysis on the expenditure on older people within mixed patient groups for GP services, prescribing, dental services and acute hospital services. The proposal is to continue with this work during the 2013/14 financial year in tandem with the development of our 3 year Implementation Plan. It is our intention to provide fully disaggregated revenue budgets and a clear indication of what components of these budgets would be available the joint health and social care 'pot' for supporting our jointly commissioned services.

This will be available in subsequent updates of the Joint Commissioning Strategy.

## 4. Integrated Resource Framework (IRF)

The integrated resource framework (IRF) is an integrated data mapping mechanism developed by the Information Services Division (ISD) of Scottish Government and partners to enable the local understanding of costs, activity and variation across service provision for different population groups.

The mechanism support shifts in the balance of care through integrated mapping of information for health and social care and assigning of unit costs to all activities. In Aberdeen, we propose to use the IRF model approach in support of the development of the new joint financial mechanisms between Local Authorities and NHS Boards.

The most recent summary of joint mapping through IRF is available for 2010/11. This has been developed by mapping the Acute (SMR01); Maternity (SMR02); Mental Health (SMR04) and Geriatric Long Stay (SMR01\_1E) activity data and costs.

The costs are derived from the NHS Scotland Costs Book 2010/11 and Local Finance Returns (LFR) for social care costs. LFR costs are not based on activity levels but derived from the annual Local Authority return.

The IRF model uses service level activity to allow health and social care costs to be attributed to service user activity in a very detailed way reflecting key cost drivers such as length of stay. The costing methodology apportions hospital site and specialty specific direct costs to individual patient records based on:

- Admission type
- Length of stay (per day)
- Theatre Time
- High Cost Items e.g. prosthetics

Unit tariffs, e.g. pharmacy costs per day, medical costs per admission, are calculated from the various direct cost and activity totals; after adjusting costs for any high cost items that are applied separately. These direct cost unit tariffs can then be applied to individual patient records using the appropriate activity measure e.g. length of stay.

An overhead allocation is calculated by applying the appropriate overhead percentage to the direct costs total. The unit tariffs are calculated using activity calculated from SMR data (rather than Costs Book activity).

Table 1 and Figure 1 below shows the net total resources identified along with the derived cost of services for older people for the 2010/11 financial year.

[Table 1: Derived Older People Resource for 2010/11](#)

Area of Service	All Services IRF Resource	Indicative % H & SC Expenditure for aged 65+	Derived IRF Resource Older People
Community Health	49.3	27.6%	13.6
Local Authority	122.8	40.6%	49.9
Family Health Services (FHS) – General Medical Service (GMS) & General Practice (GP) Prescribing	66.3	30.9%	20.5
Hospital Based	197.3	41.5%	81.9
<b>Total IRF Resource</b>	<b>435.6</b>	<b>38.1%</b>	<b>166.0</b>

Figure 1: Value of IRF Resources 2010/11

**Total IRF Resource 2010/11 (all ages)**



**Total Derived IRF Resource 2010/11 (Older People)**



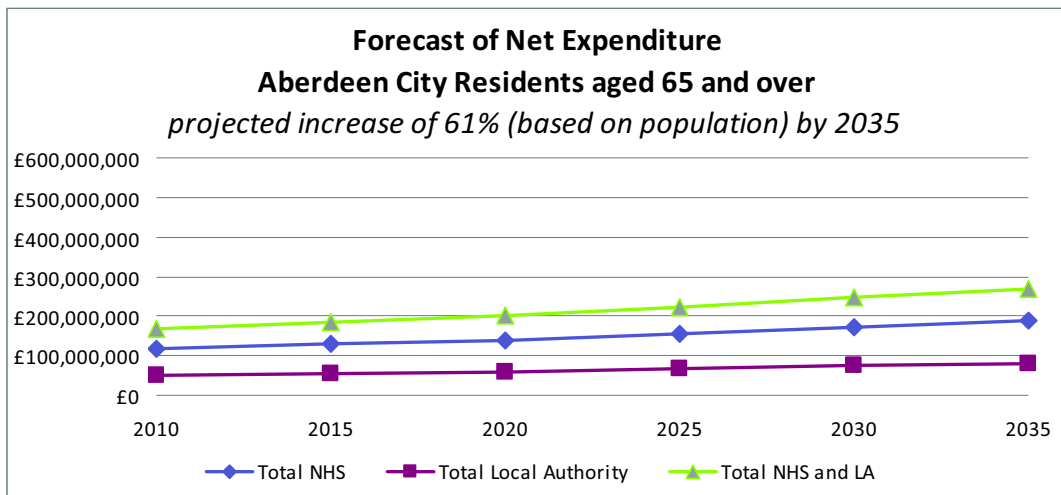
Source: ISD, Integrated Resource Framework.

The total IRF resource provides a benchmark to enable us to determine the resources needed to support future joint commissioning work consistent with our strategy.

In developing our joint budgeting framework Partners will make reference to the IRF data in developing the three year Implementation Plan.

Figure 2 shows that the projected expenditure on services for older people would need to increase by £34.6m and between 2010 and 2020 and by £100m by 2035. This is based on a projected population increase of 61% and retaining the same level of service activity.

Figure 2: Forecast of Projected Net Expenditure on Older People based on IRF data



Source: ISD



## 5. Reshaping Care Framework- Change Fund

The Scottish Government established the Change Fund as part of the Reshaping Care for Older People Programme to provide 'bridging finance' to support the delivery of improved outcomes for older people. Aberdeen City's allocation is shown in Table 2.

Table 2: Scottish Government's Change Fund Allocation 2011 - 2015

Year	Scotland Allocation	Aberdeen Allocation
2011/12	£70m	£2.738m
2012/13	£80m	£3.14m
2013/14	£80m	£3.14m
2014/15	£70m	£2.738m

The Change Fund is providing us with the opportunity to accelerate our plans for transformational change, to support wider system redesign and disinvestment in traditional ways of service delivery, continuing the shift towards optimising independence and shifting the balance of care.

The Partnership has supported initiatives under 5 themes (see Table 3 below) and has given priority to those that are preventive in nature or ensure that more people can be supported at home. Person-centred care, dementia services and support for carers are priorities under all five themes. It is expected that at least 20% of the Change Fund allocation will be in support of carers, directly and indirectly.

Table 3: Allocation levels based on the Reshaping Care for Older People Themes

	Preventative & Anticipatory Care	Proactive Care & Support at Home	Effective Care at Time of Transition	Hospital & Care Homes	Enablers
2011/12	35%	30%	15%	10%	10%
2012/13	40%	28%	15%	7%	10%
<b>2013/14</b>	<b>45%</b>	<b>30%</b>	<b>15%</b>	<b>5%</b>	<b>5%</b>
2014/15	50%	30%	10%	5%	5%

### 5.2 Future use of the Change Fund

In the first two years of the Change Fund proposals were invited from across the Aberdeen Partnership to meet broad outcomes. A new process, agreed

by the four partners, will be in place for 2013/14 and 14/15. This will focus on achieving outcomes to meet agreed priorities as given in Table 3.

## 6. Projections for Future Demand

Table 4 below shows the potential increase in demand at current service levels based on population projections and the impact of constraining demand by 5%, 10% and 15% across the health and care system.

In order to meet future growth within current level of resources we would need to reduce demand by 15% across the whole system. Whilst we may expect some growth in resources, the increase in demand suggests the need for investment and new ways of delivering services with more emphasis on prevention and earlier intervention to constrain growth in demand for more costly health and care services.

Table 4: Prospective demand based on population change and constrained demand

Service Provision	Current levels of service provision levels	"do the same", plus population change		Reduce demand by 5% plus population change		Reduce demand by 10% plus population change		Reduce demand by 15% plus population change	
		2020	2035	2020	2035	2020	2035	2020	2035
As at 2011/12									
Home Care (hours provided per week)	13,522	16,415	26,428	15,594	25,107	14,774	23,785	13,953	22,464
Home care (No. of people in week)	1,785	2,160	3,477	2,052	3,303	1,944	3,129	1,836	2,955
Care Home (No. Places)	1,357	1,642	2,185	1,560	2,076	1,478	1,967	1,396	1,857
GP Visits (daily all ages)	2400	-	-	-	-	-	-	-	-
GP daily Visits(65 plus assumption 65% of total)	1,560	1,888	2,512	1,793	2,386	1,699	2,260	1,604	2,135
Hospital Unplanned admissions	8,594	10,399	13,836	9,879	13,144	9,359	12,452	8,839	11,761
Hospital Multiple emergency admissions	4,039	4,887	6,503	4,643	6,178	4,398	5,253	4,154	5,527

Source: Joint Commissioning Team (ACC/NHSG)

[NOTE: Further information will be inserted providing indicative monetary costs relating to Table 4]

## 6.1 Assumptions for our Projections for future demand

In developing our projections for future demand it was necessary to make certain assumptions, this section provides the rationale to support these.

### Population<sup>1</sup>

The population assumptions are based on a projected increase of 21% by 2020 and 61% rise by 2035. The population projections are based on General Registrar of Scotland, 2010 based statistics (accessed from <http://www.gro-scotland.gov.uk/statistics/theme/population/projections/scotland/2010-based/index.html>)

### Home Care

The home care hours given in Table 3 are a snap-shot of provision captured as part of the Home Care Census held in the last week of 31 March 2012 (part of Scottish Government's H1 return). The projections are based on an applying the average number of hours (7.6 per person)<sup>2</sup> and applying this to the projected population increase for 2020 and 2035.

*Calculation: Average number of hours<sup>2</sup> x % population increase<sup>1</sup>*

<sup>2</sup>Average number of hours = Home Care hours/number of people

### Care Home

The number of care home places for people aged 65 and over purchased in 2011/12.

*Calculation: Number of places x % population change*

### GP Visits

The approximate number of GP visits daily. Based on statistical and anecdotal information we have taken a "conservative" estimate that at least 65% of these visits will relate to older people. Therefore our projection are based on the follow:

*Calculation: 65% of total visits x % population change*

### Hospital

The recorded number of Unplanned admissions to hospital.

*Calculation: 65% of total visits x % population change*

### Hospital

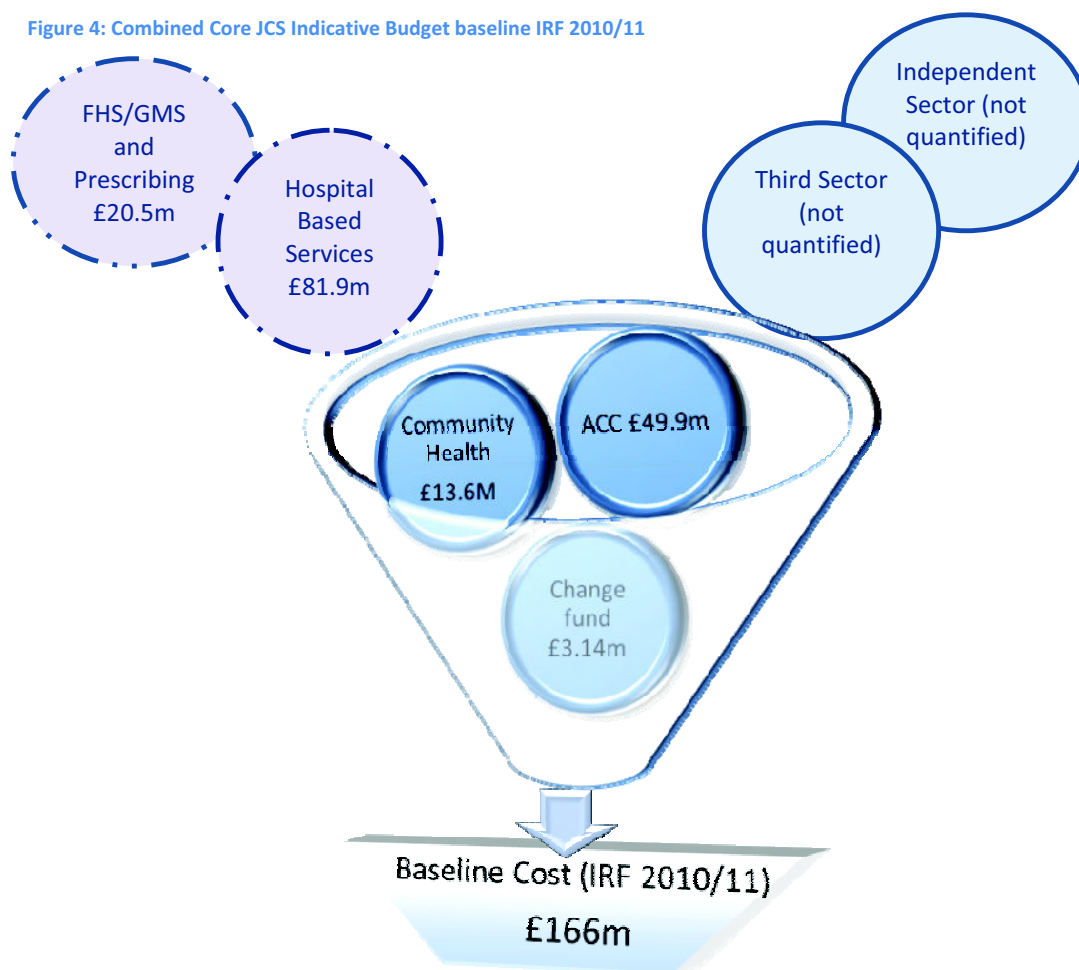
The recorded number of multiple emergency admissions.

*Calculation: 65% of total visits x % population change*

## 7.0 Indicative Financial Resources for Older Peoples Services for the Aberdeen City Partnership based on IRF Data and Costs

This document provides an overview of the current indicative finance information that is available to support joint commissioning in Aberdeen as seen in Figure 2. The indicative budget is based on 2010/11 costs and will therefore not incorporate any subsequent changes in budget to reflect associated costs pressures, budget savings or service changes.

Figure 4: Combined Core JCS Indicative Budget baseline IRF 2010/11



Note: The dashed lines in our diagram indicated that further work needs to be undertaken to establish the components of these costs which would come into the total resource available for jointly commissioned services for older people.

Significant work will be undertaken over the next few months to establish the scope of the financial resources available to the Partnership to support Joint

Commissioning and to update the IRF data in conjunction with ISD to reflect 2011/12 costs and if possible 2012/13.

The Third and Independent Sectors contribute significant input to Partnership working via innovation, research and development and service delivery, which is not quantified.

**This document should be read in conjunction with Section 1.4 of “Ageing wi’ Opportunity”: A Joint Commissioning Strategy for Aberdeen, 2013 – 2023 and the associated documents.**

## NHS Grampian CHP Budget Breakdown

NHS Community Health Partnership (CHP) 2012/13

Service	2012/13 Older People Spend	Comments
Community Nursing	£5566k	Estimated 85% of Community Nursing including out of hours plus admin overhead. Excludes non- elderly services such as pre-school and school nursing.
Delayed discharge	£449.8k	Estimated 70% of team costs, mainly Nursing and AHP's
Rapid Response	£325.7k	Estimated 85% of team costs, mainly Nursing and AHP's
Supported Discharge	£206.7k	Estimated 75% of team costs, mainly Nursing and AHP's
Clinical Support	£2194.6k	Mainly AHPs apportioned on different bases plus non-pay costs and equipment.
Public Health	£33.2	Allocated in proportion to direct costs derived above. (Indicative only)
CHP Management & Administration costs	£503.5k	Allocated in proportion to direct costs derived above. (Indicative only)
Property	£483.3k	Allocated in proportion to direct costs derived above. (Indicative only)
Elderly and Rehabilitation	£3880.3k	Wards and Day Hospital
Mental Health – Old Age Psychiatry	£4914.6	Wards, Community Mental Health Teams, Day Hospital, Management and administration.
<b>Gross Total</b>	<b>£18856.8k</b>	

The information shown in the table above relates to **elderly services** provided by NHS Grampian in Aberdeen City where the resource is readily identifiable as being for elderly services, either in whole or in part.

The information **excludes** –

- Change Fund - reported separately
- Family Health Services
- Devolved Dental Services
- GP Prescribing
- Resource Transfer (assumed to be in Local Authority's submission)
- Services in the Acute Sector
- Corporate Overheads

## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance and Resources
DATE	25 April 2013
DIRECTOR	Pete Leonard
TITLE OF REPORT	Service Level Agreement between Aberdeen City Council and Citizens Advice Bureau 2013-2016
REPORT NUMBER:	H&E/13/019

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### 1. PURPOSE OF REPORT

The purpose of this report is to update the Committee on the development of Service Level Agreement between Aberdeen City Council and Citizens Advice Bureau Aberdeen.

### 2. RECOMMENDATION(S)

It is recommended that

1. The Committee note a draft Service Level Agreement has been submitted for consideration by the Citizens Advice Bureau Aberdeen which will be considered at their board meeting later in April.
2. Agree to set aside standing orders that would otherwise require this service to be competitively tendered.
3. Delegate responsibility to the Director and Head of Legal and Democratic Services, in consultation with the convener of Finance and Resources to sign off the Service Level Agreement once agreed by the Citizens Advice Bureau Board and on terms satisfactory to the Council.

### 3. FINANCIAL IMPLICATIONS

The funding levels included within the SLA will be paid from the Common Good Fund as per the ACC budget approval process for 2013/2014 agreed at Council in February 2013. The funding levels from the Common Good Fund were subject to a detailed costed bid received from the CAB as part of this process. For 2013/14 the funding will be £271k.

### 4. OTHER IMPLICATIONS

If the proposed assistance is not provided it will unquestionably raise issues for the sustainability of the Citizens Advice service within Aberdeen and indeed may result in a Service not being available to the Citizens of the City. A significant gap in independent advocacy services will therefore arise which may ultimately require to be provided by other bodies who will seek financial assistance from the City Council.

## 5. BACKGROUND/MAIN ISSUES

For a number of years now Aberdeen City Council has supported financially the Citizens Advice Bureau within Aberdeen. Aberdeen Citizens Advice Bureau provides free, confidential, impartial and independent information and assistance in order to relieve financial hardship and promote wellbeing. Citizens Advice Bureau (CAB) gives advice and help on any subject without any preconceived attitudes on the part of the organization. The service is open to everybody regardless of race, creed or politics. The Aberdeen office is open Monday to Friday and offers impartial, confidential and independent advice to anyone on subjects such as –

- Consumer rights
- Court Proceeding and compensation
- Debt counseling
- Employment
- Family and personal problems
- Housing
- Immigration
- Nationality
- Welfare Benefits
- Kin ship Care

In addition Aberdeen CAB also runs a number of projects which are separately financed, historically either by Aberdeen City Council, Fairer Scotland Funding, or other independent funding sources.

Core funding has been historically provided by Aberdeen City Council from the Common Good Fund to support CAB Aberdeen and, in addition, other funding for individual projects has also been made available when appropriate.

This Service Level Agreement focuses on the provision of core funding to allow the Citizens Advice Bureau to operate its core services and will not include any additional funding for ad hoc projects. The CAB Aberdeen will however be able to tender for additional funding as Aberdeen City Council, or indeed Fairer Scotland, requests them to do so. These additional projects will be subject to separate terms, conditions and performance standards. In order to provide stability to CAB Aberdeen and to facilitate the development of the working relationship between Aberdeen City Council and CAB the SLA will be



in place for 3 years with funding from years 2 & 3 subject to acceptable performance in 2013/14.

Previous attempts to establish a service level agreement between Aberdeen City Council and the CAB in Aberdeen have not been successful however it is accepted that both organizations see value in there being clarity in the funding arrangement to be provided and also a clear mutual understanding of what services are to be provided for the funding available. This will help to ensure that Aberdeen City Council will receive value for money for the common good monies and the citizens of the City will receive the services they require.

A draft of the SLA is currently with the Chairman, Board and manager of CAB Aberdeen and an update will be provided at the Finance and Resources Committee meeting of any views expressed by them as to the content of the document.

Aberdeen City Council Standing Orders relating to contracts and procurement part A – general contracts for supplies, services and works, would ordinarily require open tendering to be carried out for services provided for Aberdeen City Council to its citizens however in this case on the grounds that the nature and breadth of service to be provided are particularly specialist and could in this case only be provided by Citizens Advice Bureau, it is recommended that standing orders should be set aside.

Members will be aware of the changes taking place under the UK Government Welfare Reform proposals and it is anticipated that there will be a substantial increase in the numbers of citizens seeking advice both from Aberdeen City Council and also other agencies. It is appropriate for Aberdeen City Council to acknowledge this and to recognize the value of the impartial nature of the advice and support provided by CAB Aberdeen. Members will wish to be aware that a review will be taking place during the financial year, with regard to the financial inclusion services within Aberdeen City Council to monitor the level of activity and request for information and support from citizens, arising from the changes to welfare and benefits entitlement. This may in due course result in a reshaping of the delivery of welfare, benefits and money advice services etc provided directly by Aberdeen City Council, as well as those commissioned by the City Council.

## 6 IMPACT

The report has strong links to the Community Plan and our vision as a city to be an even better place to live and work, where people can expect high quality services to meet their needs. The report relates to the Single Outcome Agreement and the Council vision of Aberdeen – the Smarter City, in particular the strategic priority 'Smarter Living (Quality of Life)' where we challenge inequality and positively promote

wellbeing building on cultural and physical activity. The report also relates to the following National Outcome Measures:

- National Outcome 6 – “We live longer, healthier lives”
- National Outcome 9 – “A Safer and Stronger Scotland
- National Outcome 10 – “We live in well designed, sustainable places where we are able to access the amenities and service we need.

7. MANAGEMENT OF RISK

8. BACKGROUND PAPERS

Members may wish to refer to item 8(h) on the Council agenda 6<sup>th</sup> March for background to the Welfare Reform changes.

9. AUTHOR OF REPORT

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance & Resources
DATE	25 April 2013
DIRECTOR	Stewart Carruth
TITLE OF REPORT	ICT Investment Programme 2013-2014
REPORT NUMBER:	CG/13/052

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### 1. PURPOSE OF REPORT

This report advises on the provisional ICT Investment Programme that is included in the approved Revenue Budget for 2013/14.

### 2. RECOMMENDATION(S)

- 1) The committee approves the programme listed in Appendix A.
- 2) The committee authorises the estimated expenditure in respect of each item.
- 3) Instruct appropriate officials to implement the detailed programme.
- 4) To delegate to the Head of Customer Service & Performance, in consultation with the Convenor and Vice Convenor of this Committee, to amend the programme should priorities change during the year.
- 5) Grant approval to appropriate officers to award contracts on receipt of a valid tender submission, where appropriate, subject to necessary funding in the approved revenue budget.

### 3. FINANCIAL IMPLICATIONS

Expenditure will be in accordance with the Council's approved Revenue Budget for ICT Investment for 2013-2014 of £1.15M.

### 4. OTHER IMPLICATIONS

All proposed works will be carried in compliance with the ICT Technical Strategy and ICT Security Strategy, which take into consideration whole life cycle cost, sustainability and environmental issues. All works will be assessed against agreed Enterprise Architecture framework principles.

Prior to commencement of proposed works, a detailed Health & Safety risk assessment will be carried out. Any network connectivity work may also require an asbestos survey. This may necessitate unplanned additional works to be carried out at short notice.

The ICT Asset Management Plan approved by this Committee in December identified continuing budgetary requirements for a sustainable ICT Investment Programme going forward.

## 5. BACKGROUND/MAIN ISSUES

This report brings together, for members' approval, the proposed ICT Investment Programme for 2013-14. The programme was prepared using ICT Asset Information gathered as part of the development of the ICT Asset Management Plan and in consultation with Education, Culture & Sport.

A revenue budget of £1,150,000 has been allocated to progress ICT Investment projects. This programme is specifically aimed at a rolling programme of refresh of ICT Assets which have reached the end of their useful life and implementation of new ICT Assets to deliver improvements across all Services, including schools, in the most cost effective manner. The proposed programme is contained in Appendix A.

An ICT Asset Management Plan (ICT\_AMP) has been developed and approved by this Committee in December 2012 and will be updated on an annual basis. This is now an integral part of the Council's Property Asset Management Plan (PAMP) and follows the vision that ICT Assets are fit for purpose, accessible, efficient, suitable and sustainable. The ICT Asset Management Plan covers all ICT Assets, i.e. desktop computers, laptops, printers, scanners and other peripheral devices, servers, communications equipment, telephony equipment and systems, databases, applications, software licenses, media, contracts and any associated services.

Key priority areas for consideration within the 2013/14 programme are as follows:-

### **Support for Flexible working**

The ICT Investment Programme supports the implementation of internal wireless access points across Council properties to facilitate flexible working for employees. Further establishments will be included within the programme for 2013/14 to complete the rollout of internal wireless local networks within educational establishments to support the strategy of utilising mobile devices within the curriculum.

### **Network and Telephony Improvements**

Within the ICT Asset Management Plan, telephone switches at Kittybrewster and Mastrick office sites have been identified as priorities for refresh. It is intended that these would be replaced with IP telephony systems linked to Council's main telephone system to enable seamless cordless telephony between sites.

#### **Schools Server Refresh**

The schools server estate is now over 5 years old and has reached its end of life. An options appraisal has been completed to review options for refresh and a business case is in the process of being developed around the favoured options. A separate report will be provided to this committee seeking approval to progress a recommended option in due course. Funding for this server refresh programme is likely to be required over a 3 year period.

#### **Laptop and Desktop Refresh**

During 2012/13 a large number of corporate laptops were replaced. There is a continuing need to refresh laptops on the curricular estate to facilitate the use of Microsoft Office 2010 within the curriculum.

#### 6. IMPACT

Corporate - The use of ICT is a core and critical component to the provision and operation of all Council services. The continued implementation of an ICT Investment Programme will ensure that the Council is utilising its ICT Assets most effectively to support Services in implementing the Single Outcome Agreement and fulfilling actions within the 5 year Corporate Business Plan and individual Service plans.

Public – This report may be of interest to the public as it outlines Council's spending on ICT Assets.

#### 7. BACKGROUND PAPERS

ICT Asset Management Plan 2012

#### 8. REPORT AUTHOR DETAILS

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Appendix A - ICT Investment Proposed Programme 2013/14				
Location	ICT Asset	Proposed Works	Estimated Expenditure (£k)	Notes
All Establishments	Laptop and other client device Re	Replace laptops which are no longer fit for purpose.	100	Supports mobile working
Kittybrewster/Tillydrone and Mastrick sites	Telephone Switch	Replace telephone switches with fit for purpose IP switch	120	Switch has had major failures on a number of occasions during 12/13. Priority within ICT Asset Management Plan
All Education Establishments	Server, Storage and Backup Refr	Refresh server and storage solution within Educational Establishments - phase 1	500	Server Estate over 5 years old, running unsupported operating system. Commencement of 3 year programme to replace servers
Muirfield Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Loirston Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Greenbrae Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Scotstown Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Middleton Park Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Forehill Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Danestone Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Stoneywood Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
St Peters RC Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Bramble Brae Primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Holy Family primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
Dyce primary	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required



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