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ABERDEEN
CITY COUNCIL

<u>To</u>: Councillor Young, <u>Convener</u>; Councillor Forsyth, <u>Vice-Convener</u>; and Councillors Allan, Cameron, Crockett, Dickson, Donnelly, Jackie Dunbar, Grant, Laing, McCaig, Milne, Noble, Reynolds and Yuill.

Town House,
ABERDEEN 18 September 2013

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FINANCE, POLICY AND RESOURCES COMMITTEE

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The Members of the **FINANCE, POLICY AND RESOURCES COMMITTEE** are requested to meet in Committee Room 2 - Town House on **THURSDAY, 26 SEPTEMBER 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 DEPUTATIONS

2.1   None received at this stage

MINUTE, COMMITTEE BUSINESS STATEMENT AND MOTIONS LIST

3.1   Minute of Meeting of Finance and Resources Committee of 13 June 2013 (Pages 1 - 16)

3.2   Minute of the Additional Meeting of Finance and Resources Committee of 25 July 2013 (Pages 17 - 22)

3.3   Minute of Meeting of the Local Government Employees Joint Consultative Committee of 22 May 2013 - for information (Pages 23 - 26)

MOTIONS

CORPORATE GOVERNANCE SERVICE ISSUES

FINANCE

HUMAN RESOURCES

PROCUREMENT

GENERAL BUSINESS

ITEMS WHICH THE COMMITTEE MAY WISH TO CONSIDER IN PRIVATE

REFERRALS

HUMAN RESOURCES

FINANCE

PROCUREMENT

13.1 Extension of Council Insurances (Pages 357 - 360)

13.2 Lagan Customer Relationship Management (CRM) System Contract Renewal (Pages 361 - 364)

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, 13 June 2013 - minute of meeting of the FINANCE AND RESOURCES COMMITTEE. <u>Present</u>: Councillor Young, <u>Convener</u>; Councillor Allan, <u>Vice Convener</u>; and Councillors Cameron, Cooney (as substitute for Councillor Laing), Cormie (as substitute for Councillor Jackie Dunbar), Dickson, Forsyth, Graham, Grant (as substitute for Councillor Reynolds), Malone, McCaig, Milne, Jean Morrison MBE, Noble and Yuill.

The agenda and reports associated with this minute can be located at the following link:-
http://committees.aberdeencity.gov.uk/ielistdocuments.aspx?cid=146&mid=2587&ver=4

DETERMINATION OF EXEMPT ITEMS OF BUSINESS

1. 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.

<u>The Committee resolved</u>:-
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 10.1 of the agenda (article 19 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 19 (paragraph 6), article 20 paragraphs 6 and 9), article 21 (paragraphs 6 and 9), article 22 (paragraphs 6 and 9), and article 23 (paragraph 6).

MINUTE OF PREVIOUS MEETING

2. The Committee had before it the minute of its previous meeting of 25 April 2013.

In relation to article 27, resolution (iii), Ms Donnelly, Legal Manager, advised that the investigation into the leaking of the exempt report was ongoing and would be reported to a future meeting of the Corporate Policy and Performance Committee.

<u>The Committee resolved</u>:-
(i)   to approve the minute as a correct record; and
(ii)   in relation to article 27, resolution (iii), to note the oral update in relation to the Monitoring Officer's investigation into the leaking of the exempt report.

COMMEMORATION OF THE DIAMOND JUBILEE AND QUEEN'S REIGN - MOTION BY COUNCILLOR GREIG - MINUTE OF MEETING OF THE DIAMOND JUBILEE WORKING GROUP OF 2 MAY 2013

3. With reference to article 8 of the minute of its meeting of 25 April 2013, the Committee had before it, by way of referral, the minute of the Diamond Jubilee Working

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Group of 2 May 2013, for consideration of resolution (vii) at article 3, which requested that the name and remit of the Working Group be adjusted to the following:
Diamond Jubilee Commonwealth Travel Bursary Working Group
To receive and determine applications to the Diamond Jubilee Commonwealth Travel Bursary scheme, within the budget allocated by the Finance and Resources Committee (up to a maximum of £50,000).

The Committee resolved:-
(i)   to agree that the name and remit of the Diamond Jubilee Working Group be adjusted to the following:
Diamond Jubilee Commonwealth Travel Bursary Working Group
To receive and determine applications to the Diamond Jubilee Commonwealth Travel Bursary scheme, within the budget allocated by the Finance and Resources Committee (up to a maximum of £50,000); and
(ii)   to note that the £50,000 budget for the Travel Bursary scheme was a one off budget.

DECLARATION OF INTEREST

Councillor Dickson declared an interest in relation to item 1 (CAB – Debt Advice Service), of the Committee Business Statement by virtue of his position on the Citizens' Advice Bureau Management Committee and withdrew from the meeting during consideration of that item only.

COMMITTEE BUSINESS STATEMENT

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

In relation to item 16 (Greenferns Development Update), the Property Estates Manager advised that a development strategy for the site was currently being prepared.

The Committee resolved:-
(i)   in relation to item 1 (CAB – Debt Advice Service), to instruct the Head of Housing and Community Safety to advise the Committee, by email, of the current status of the Service Level Agreement with CAB;
(ii)   to remove items 1 (CAB – Debt Advice Service) and 4 (Accord Card – Citizen Roll Out);
(iii)   to note that reports on items 7 (Review of Commercial Office Properties) resolution (i) and 11 (Annual Housing and Council Tax Benefit Report), were to be considered on today's agenda and to remove them subject to the decision taken;
(iv)   in relation to item 12 (Local Authority Mortgage Scheme), to instruct the Director of Housing and Environment to advise the Committee if he had written to the building society to determine its position;

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(v)   in relation to 16 (Greenferns Development Update), to note the oral update; and
(vi)   otherwise to note the updates contained therein.

MOTIONS LIST

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

In relation to motion 2 (Motion by Councillor McCaig – BRIS), the Committee heard from the Corporate Accounting Manager who advised of the financial year end position in relation to Business Rates Incentivisation Scheme. Thereafter, the Director of Corporate Governance advised that three suppliers had been asked to submit tenders for 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.

The Convener then moved, seconded by Councillor Allan:-
    That the Committee:
    (a)   note the previous decision of the Committee;
    (b)   note and commend the policy of Aberdeen City Council to maintain Council Tax at its present level from 2008 until at least 2016;
    (c)   note with regret the Scottish Government's under-funding of the Council Tax freeze which had seen Aberdeen lose £2.1million after taking account of inflation over the same period;
    (d)   express concern that the Scottish Government continued to fail to deliver the funding it had promised Aberdeen by ignoring the 85% floor which would cost Aberdeen City £12.1 million in 2013/2014 alone;
    (e)   express dismay at the Scottish Government's abandonment of its commitment to honour payments under the Business Rates Incentivisation Scheme which would see Aberdeen City lose £3 million in 2013/2014; and
    (f)   note the total amount of funding due to Aberdeen, but lost through Scottish Government back-tracking and broken promises was estimated to be £17.2 million.

Councillor McCaig moved as an amendment, seconded by Councillor Noble:-
    That the Committee:
    (1)   note the previous decision of the Committee;
    (2)   welcome the continuation of the council tax freeze funded by the Scottish Government that had seen Band D council taxpayers benefit by over £800 since its inception;
    (3)   note that the Convener of the Finance and Resources Committee at a recent hustings expressed his desire to hand back the £3.3 million the Council received from the Scottish Government for the council tax freeze;
    (4)   note with concern that there had been a fall in the rateable value of properties of £4.3 million under the current administration;

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    (5)   instruct the Director of Enterprise, Planning and Infrastructure to bring an urgent report to council detailing how this situation could be addressed;

    (6)   note that the additional £7 million that Aberdeen had received from the Scottish Government and the opposition this had received from the Scottish Labour Party; and

    (7)   call on all the city's elected representatives to call for fairer funding for Aberdeen to invest in the economic development of the city for the benefit of the city and Scotland.

Councillor Yuill then moved a further amendment, seconded by Councillor Malone:-
    That the Committee:

    (i)   note the previous decision of the Committee and the officers update; note that a report would be forthcoming from an independent consultant on the existing settlement;

    (ii)   deplore the longstanding failure to receive fair funding for Aberdeen City;

    (ii)   call on all of the city's elected representatives and citizens to continue to campaign for fairer funding for Aberdeen.

There being a motion and two amendments, the Committee first divided between the amendment by Councillor McCaig and the amendment by Councillor Yuill.

On a division, there voted:- <u>For the amendment by Councillor McCaig</u> (5) - Councillors Cameron, Cormie, Dickson, McCaig and Noble. <u>For the amendment by Councillor Yuill</u> (2) – Councillors Malone and Yuill. <u>Declined to vote</u> (8) – the Convener; the Vice Convener; and Councillors Cooney, Forsyth, Graham, Grant, Ironside and Milne.

The Committee then divided between the motion and the amendment by Councillor McCaig.

On a division, there voted:- <u>For the motion</u> (8) - the Convener; the Vice Convener; and Councillors Cooney, Forsyth, Graham, Grant, Ironside and Milne. <u>For the amendment by Councillor McCaig</u> (5) - Councillors Cameron, Cormie, Dickson, McCaig and Noble. <u>Declined to vote</u> (2) – Councillors Malone and Yuill.

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 the minute of the Diamond Jubilee Working Group had been considered earlier on today's agenda and to delete the motion; and

(ii)   in relation to motion 2 (Motion by Councillor McCaig – BRIS), to note the oral update.

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MOTION BY COUNCILLOR GREIG - POLICING MUSEUM

6. With reference to article 7 of the minute of its meeting of 25 April 2013, the Committee had before it a motion in the following terms 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."

Councillor Greig formally moved his motion and explained the rationale behind his request.

The Committee resolved:-
to instruct officers to hold discussions with the organisations named in the motion, as well as the Scottish Fire and Rescue Service and any other relevant organisations, regarding the terms of the motion, and the possibility of the creation of a regional museum which would include a public protection section.

COUNCIL REVENUE BUDGET 2012/2013 MONITORING (CG/13/072)

7. With reference to article 15 of the minute of its meeting of 25 April 2013, the Committee had before it a report by the Director of Corporate Governance which presented the revenue position for the Council for 2012/2013 and advised as to any areas of risk that had been highlighted by Directors.

The report recommended –
that the Committee -
(a) note the positive year end Revenue Budget position for the financial year 2012/13;
(b) note that the draft Statement of Accounts for 2012/2013 would be presented to Council at its meeting of 26 June 2013 prior to being sent, as required by statute, to Audit Scotland before 30 June; and
(c) note that the audited Statement of Accounts would be presented to the Audit and Risk Committee, along with the external auditor's report to Elected Members in the Autumn, and thereafter would be presented to Council.

The Committee resolved:-
to approve the recommendations.

SMALL FINANCIAL ASSISTANCE GRANTS 2013/2014 (CG/13/071)

8. The Committee had before it a report by the Director of Corporate Governance which presented three applications for financial assistance.

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The report recommended –
that the Committee agree to award the following grants:
- Doors Open Day - £300;
- Queens Cross Church for Lajee Centre Visit - £320; and
- Aberdeen Student Charities Campaign – up to value of £2,500 inclusive of VAT towards the total 2013 cost of traffic management and barriers.

The Committee resolved:-
(i)   to agree to award the following grants:
- Doors Open Day - £300;
- Queens Cross Church for Lajee Centre Visit - £500; and
- Aberdeen Student Charities Campaign – up to value of £2,500 inclusive of VAT towards the total 2013 cost of traffic management and barriers; and
(ii)   to instruct officers to write to Celebrate Aberdeen and invite them to submit a request for financial assistance towards the cost of traffic management and barriers for its parade held on 1 June 2013.

TREASURY MANAGEMENT POLICY AND STRATEGY (CG/13/062)

9.   With reference to article 12 of the minute of its meeting of 21 February 2013, the Committee had before it a report by the Director of Corporate Governance which provided an update on Treasury Management activities undertaken during 2012/2013.

The report recommended –
that the Committee recommend that Council –
(a)   note the Treasury Management activities undertaken in 2012/13 as detailed in the report, and
(b)   approve the revised Counterparty list as detailed at Appendix 1.

The Committee resolved:-
to recommend that Council approve the recommendations.

ANNUAL HOUSING AND COUNCIL TAX BENEFIT REPORT (CG/13/063)

10.   With reference to article 18 of the minute of its meeting of 6 December 2012, the Committee had before it a report by the Director of Corporate Governance which provided an update on the performance of Housing and Council Tax Benefit during 2012/2013, by way of an annual report.

The report recommended –
that the Committee note the content of the report and that an annual report advising of Housing and Council Tax Benefit service performance would be presented to the Committee.

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The Committee resolved:-
to approve the recommendation.

FINANCIAL CONTRIBUTION TO ABERDEENSHIRE COUNCIL FOR HOSTING NORTH SEA CONFERENCE 2014 (EPI/13/106)

11. With reference to article 13 of the minute of the meeting of the Enterprise, Planning and Infrastructure Committee of 21 May 2013, at which time it was agreed to allocate £5000 from existing service budgets to Aberdeenshire Council towards the hosting of the North Sea Conference in June 2014, the Committee now had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval of a further contribution to Aberdeenshire Council of up to £15,000 plus a dinner, towards their hosting of the aforementioned conference.

The report recommended –
that the Committee -
(a)   agree that a total of £20,000 cash contribution (noting that the Enterprise, Planning and Infrastructure Committee had already agreed to allocate £5,000) be allocated to Aberdeenshire Council towards the hosting of the North Sea Conference in June 2014, subject to the main conference plenary sessions being held at the AECC and that all conference publications must carry the Aberdeen City Council logo as a conference sponsor;
(b)   approve the hosting of a dinner, subject to the dinner being held at AECC or Beach Ballroom; and
(c)   subject to the approval of recommendations (a) and (b) above, identifies a source of funding for the costs of the dinner, plus the additional £15,000 cash contribution.

The Committee resolved:-
(i)   to approve the recommendations (a) and (b); and
(ii)   to instruct the Director of Corporate Governance and the Senior Partnerships, Performance and Funding Officer, to identify a source of funding for the costs of the dinner, plus the additional £15,000 cash contribution.

LOW CARBON REGIONS IN THE NORTH SEA (LOWCAP) FINAL CONFERENCE (EPI/13/108)

12. The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval for two elected members to attend the final conference of the Low Carbon Regions in the North Sea (LOWCAP) project, of which the Council was lead partner.

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The report recommended –
that the Committee approve the attendance of the Leader of the Council and one other elected member to attend the LOWCAP final conference to be held in Brussels on 26 June 2013.

The Committee resolved:-
to approve the recommendations.

FEES FOR CITIZENSHIP CEREMONIES AND NATIONALITY CHECKING SERVICE (CG/13/073)

13.   The Committee had before it a report by the Director of Corporate Governance which sought approval (a) to increase the fee charged for individual citizenship ceremonies and (b) for a fee structure for a nationality checking service on behalf of the Home Office.

The report recommended –
that the Committee -
(a)   agree to increase the fee charged for individual citizenship ceremonies to £50;
(b)   approve the following a fee structure for a nationality checking service-
　　　　　　Single adult - £75
　　　　　　Single person under 18 - £40
　　　　　　Couples - £120
　　　　　　Family - £180
(c)   agree to delegate authority to the Heads of Finance and Legal and Democratic Services, in consultation with the Convener of the Finance and Resources (or equivalent) Committee, to review these fees annually and make adjustments if deemed necessary.

The Committee resolved:-
to approve the recommendations.

NATIVITY SCENE INFRASTRUCTURE COSTS

14.   With reference to article 9 of the minute of the meeting of the Enterprise, Planning and Infrastructure Committee of 27 October 2009, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval for staging the Christmas 2013 Nativity Scene and the allocation of an increased budget which: (a) reflected the actual costs incurred for staging the December 2012 Nativity Scene; and (b) allowed for an anticipated 10% inflationary cost increase associated with staging the 2013 Nativity Scene.

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The report recommended –
that the Committee –
(a)   approve a proposed budget of £6000 from the Common Good Fund to stage the 2013 Nativity Scene; and
(b)   otherwise note the content of the report.

The Convener, seconded by the Vice Convener, moved that the report be referred simpliciter to Council.

On a division, there voted:- For the procedural motion (13) – the Convener, the Vice Convener; and Councillors Cameron, Cooney, Cormie, Dickson, Forsyth, Graham, Grant, Ironside, McCaig, Milne and Noble; Against the procedural motion (2) – Councillors Malone and Yuill.

The Committee resolved:-
to refer the report simpliciter to Council.

HAUDAGAIN UPGRADE - A WAY FORWARD (MIDDLEFIELD) (H&E/13/042)

15.   With reference to article 14 of the minute of the meeting of the Housing and Environment Committee of 14 May 2013, the Committee had before it a report by the Director of Housing and Environment which provided an update on a way forward for the regeneration of Middlefield as a result of the Haudagain roundabout upgrade.

The report recommended –
that the Committee -
(a)   note the progress to date as detailed in the report;
(b)   note the next stages of work for Middlefield as instructed by the Housing and Environment Committee on 14 May 2013.

Councillor McCaig moved, seconded by Councillor Malone:-
        That the recommendations be approved.

The Convener moved as an amendment, seconded by the Vice Convener:-
        That the Committee:
(1)   note the words of Keith Brown, Minister for Transport and Veterans, who stated in the Scottish parliament on 22 May "We have stated on a number of occasions our commitment to funding the design and construction of the road improvement, which will include associated land and compensation costs for the delivery of the Haudagain scheme. As was the case with all of our schemes, landowners, including the local authority, will be compensated for any land or property that was required to enable the construction of the road improvement";
(2)   to note paragraph 7.1 of the report which stated "There is as yet no detailed information from government on the financial arrangements to be made to purchase assets required to deliver the Haudagain junction

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improvements" and therefore to instruct officers to enter into negotiations with the Scottish Government within the next 30 days with a view to agreeing a legally binding contract as soon as possible ensuring the Council and other land owners were suitably and properly compensated for the land or property that was required to enable the construction on the road improvements with a view to starting work on the Haudagain roundabout within the next two years rather than in 2018/2019 as proposed by the SNP;

(3)   to note with complete disappointment the decision to postpone the arranged meeting between the Council and Transport Scotland on 27 May 2013, and reschedule the meeting until 28 June 2013, a clear sign that the Haudagain roundabout improvements were not a key priority for the Scottish Government;

(4)   to note the speed in which the Scottish Government were prepared to compensate landowners, including building a brand new International School in Cults, long before the AWPR work had started and questions the Scottish Government's resolve to fully compensate the people and residents of Middlefield which was the most deprived area of the city in terms of employment, health, income, education and training quickly and efficiently as they did in the most prosperous area of the city; and

(5)   to instruct officers to bring a report to an additional meeting of the Finance and Resources Committee on 25 July 2013 on the meeting with Transport Scotland, including detailed information from the Government on the financial arrangements to be made to purchase assets required to deliver the Haudagain junction improvements and setting out the Council's objectives to start this project within the next two years.

Further to the motion and amendment above being moved and seconded, the Committee received advice regarding the competency of number (5) of the amendment detailed above.

Following the advice, the Convener, seconded by the Vice Convener, moved suspension of Standing Order 3(4)(a) to enable an additional meeting of this Committee to be held on 25 July 2013.

On a division, there voted:-

For the procedural motion (8) – the Convener, the Vice Convener; and Councillors Cooney, Forsyth, Graham, Grant, Ironside and Milne; Against the procedural motion (7) – Councillors Cameron, Cormie, Dickson, Malone, McCaig, Noble and Yuill.

The Committee then divided on the motion and amendment.

On a division, there voted:-

For the motion by Councillor McCaig (7) – Councillors Cameron, Cormie, Dickson Malone, McCaig, Noble and Yuill; For the amendment by the Convener (8) – the

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Convener, the Vice Convener; and Councillors Cooney, Forsyth, Graham, Grant, Ironside and Milne.

The Committee resolved:-
(i)   to adopt the amendment; and
(ii)   to instruct officers to advise all members, by email, whether a further Equality Human Rights Impact Assessment was required in light of the proposal to shorten the project timescales.

In terms of Standing Order 36(3), Councillor McCaig intimated he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor McCaig was supported by Councillors Cameron, Cormie, Dickson, Malone and Yuill.

SERVICE REVIEW OF LEGAL SERVICES (CG/13/075)

16. The Committee had before it a report by the Director of Corporate Governance which advised of the outcome of the Legal Services Review and the actions to be taken by management going forward.

The report recommended –
that the Committee note the content of the report.

The Committee resolved:-
to refer the report simpliciter to Council.

SCOTLAND EXCEL, GOVERNMENT PROCUREMENT SERVICE AND EASTERN SHIRES PURCHASING ORGANISATION FRAMEWORK AGREEMENTS TENDER (CG/13/068)

17. The Committee had before it a report by the Director of Corporate Governance which sought approval to use Scotland Excel, Government Procurement Service and Eastern Shires Purchasing Organisation Framework Agreements for the purchase of the commodities detailed in appendix 1.

The report recommended –
that the Committee –
(a)   approve the use of the Scotland Excel, Government Procurement Service and Eastern Shires Purchasing Organisation Framework Agreements for the purchasing of the commodities detailed in Appendix 1; and
(b)   approve the estimated expenditure for each of the commodities listed in Appendix 1.

The Committee resolved:-
to approve the recommendations.

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DESTRUCTION OF CONFIDENTIAL WASTE TENDER (CG/13/067)

18.   The Committee had before it a report by the Director of Corporate Governance which advised of the intention to go out to tender for the destruction of confidential waste for a maximum of four years and sought approval of the estimated expenditure as detailed in the report.

The report recommended –
that the Committee approve the estimated expenditure of £43,804 per annum for a period of four years on the destruction of confidential waste, in accordance with SO1(3) of the Council's Standing Orders Relating to Contracts and Procurement.

The Committee resolved:-
to approve the recommendation.

> **In accordance with the decision recorded under article 3 of this minute, the following items were considered with the press and public excluded.**

> **At this juncture, the Vice Convener assumed the Chair.**

REVIEW OF COMMERCIAL CAR PARKS (EPI/13/104)

19.   With reference to article 25 of the minute of its meeting of 28 September 2010, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought consideration of the Council's car parks portfolio, not including public use car parking, with a view to establishing a strategy for the management and maximising potential income from that asset group in the future.

The report recommended –
that the Committee -
(a)   agree that in the short term, the Council would retain ownership of the leased car park sites on the Investment Portfolio with a view to maximising rental income and potential capital receipts;
(b)   agree that in the medium term, the Head of Asset Management and Operations assess the options again with a view to establishing whether any changes in economic factors were affecting the Council's car parks Investment Portfolio interests; and
(c)   agree that where applicable, to continue to explore all avenues of income generation for the vacant/development parking sites.

The Committee resolved:-
to approve the recommendations.

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PROPERTY - VACANT AND SURPLUS ASSETS JUNE 2013 (EPI/13/065)

20. With reference to article 31 of the minute of its meeting of 25 April 2013, 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)   in relation to the former Causewayend School, note that substantial progress had been made following ultimatums from Asset Management officers and a conditional missive should be concluded shortly;
(c)   in relation to Devil's Den Woodside, note that discussions were continuing with the adjacent owners with the intension to report to the next meeting of this Committee with details of the risks associated with taking the development forward, the parties carrying the risks and the potential mechanism for sharing the development return;
(d)   in relation to Victoria Road School, Torry, approve the request by Torry Community Council to place the demolition and marketing of the building on hold for six months while they undertake a feasibility study on the property;
(e)   note the sale of the former Cairnfield Community Centre held on the Housing Revenue Account/General Services Account for £105,000, concluded since the Committee's meeting on 25 April 2013;
(f)   note the lease of the following properties held on the tenanted non residential portfolio, concluded since the Committee's meeting on 25 April 2013:-
   • Building, Faulds Row, Kincorth £2,500
   • Unit 19 Woodlands Drive, Kirkhill industrial estate, Dyce £27,500
   • 24-28 Belmont Street £28,000
(g)   in relation to the Grove Nursery Site, Hazledene Road, to note that the Housing and Environment Committee would like to make representations in the local development plan review to have the site re-designated for use as 'a garden centre with associated horticultural uses'.   The deadline for making such submission to the Local Development Plan Review was 14 June 2013.   No officer had delegated powers to make such applications without Committee approval and therefore the Committee were asked to consent to such submission being made by the Head of Asset Management and Operations.

The Committee received an oral update from the Property Estates Manager in relation to the following properties: Causewayend School, Mile End School and Victoria Road School.

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The Convener then moved, seconded by Councillor Forsyth:-
That the Committee approve the recommendations and the further oral recommendations from the Property Estates Manager.

Councillor Noble moved as an amendment, seconded by Councillor McCaig:-
That the Committee approve recommendations (a), (b), (c), (d), (e) and (f) and the further oral recommendations from the Property Estates Manager.

Further to clarification from the Property Estates Manager in relation to the Grove Nursery Site, Hazledene Road, Councillor Noble withdrew his amendment.

The Committee resolved:-
(i)   to approve recommendations (a), (b), (c), (e), (f) and (g);
(ii)   in relation to the former Causewayend School, to note that despite efforts from Asset Management officers to conclude the conditional missive this had not been possible and as such the property would be re-marketed, the outcome of which would be reported to Committee in due course;
(iii)   to approve recommendation (d) and to instruct officers to continue to liaise with the Community Council and to report back on progress to the next meeting of the Committee;
(iv)   in relation to Westburn House, and the limited response from marketing to instruct officers undertake a review of activities and report back to this Committee with a revised marketing strategy and options appraisal, such report to be circulated to all local members; and
(v)   to note the oral updates by the Property Estates Manager.

PROPERTY SALES (EPI/13/102)

21.   The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which advised on the outcome of marketing activities in relation to a surplus Housing Revenue Account (HRA) property and the offers subsequently received.

The report recommended –
that the Committee –
(a)   accept the offer for Flat 5, 60 Rosemount Viaduct, Rosemount, the highest offer submitted by Mackie and Dewar, on behalf of The Firm of Ardoe Properties;
(b)   instruct the Head of Finance to obtain First Minister approval for the future sale of the property on the basis of the offer to be accepted; and
(c)   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.

FINANCE AND RESOURCES COMMITTEE
13 June 2013

PROPERTY SALES - 0.62 HA SITE, TARBOTHILL ROAD, BALGOWNIE

22. The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which advised on the outcome of marketing activities in relation to a surplus site at Tarbothill Road, Balgownie and the offers subsequently received.

The report recommended –
that the Committee –
(a)   accept the offer from Brodies LLP on behalf of Tulloch Homes Limited; 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.

ASSET APPRAISAL OF 11/13 AND 15/17 BELMONT STREET (EPI/12/105)

23. The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which advised on the outcome of marketing activities in relation to a surplus site at Tarbothill Road, Balgownie and the offers subsequently received.

The report recommended –
that the Committee –
(a)   given that the potential interest/income generated from the refurbishment of the suites was too small to justify the substantial investment required at 11/13 Belmont Street at this time, instruct the Head of Asset Management and Operations to conduct a development appraisal of 11/13 Belmont Street during the financial year 2014/2015 with the aim to identify options for its future use prior to the expiry of the current tenant's lease; and
(b)   instruct the Head of Asset Management and Operations to continue to monitor the common areas within 15/17 Belmont Street and to refurbish said parts as and when it became necessary.

The Committee resolved:-
to approve the recommendations.
- COUNCILLOR WILLIE YOUNG, <u>Convener</u>.

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FINANCE AND RESOURCES COMMITTEE

ABERDEEN, 25 July 2013 - minute of meeting of the additional FINANCE AND RESOURCES COMMITTEE. <u>Present</u>: Councillor Young, <u>Convener</u>; and Councillors Cormie (as a substitute for Councillor Dickson), Jackie Dunbar, Graham, Grant (as a substitute for Councillor Forsyth for item 1 only), Greig (as a substitute for Councillor Malone), Ironside CBE (as a substitute for Councillor Crockett), Laing, McCaig, Milne, Jean Morrison MBE (as a substitute for Councillor Allan), Noble, Reynolds, Stuart (as a substitute for Councillor Cameron), Thomson (as a substitute for Councillor Forsyth from item 2 onwards) and Yuill.

The agenda and reports associated with this minute can be located at the following link:-
HTTP://COMMITTEES.ABERDEENCITY.GOV.UK/IELISTDOCUMENTS.ASPX ?CID=146&MID=3090&VER=4

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 item of business be considered as a matter of urgency to enable the matter to be considered prior to Bon Accord Care Limited and Bon Accord Support Services Limited becoming operational on 1 August 2013.

PROPERTY ARRANGEMENTS - LOCAL AUTHORITY TRADING COMPANY

1.   With reference to article 27 of the minute of Council of 6 March 2013, the Committee had before it a report by the Director of Social Care and Wellbeing which sought approval for revision to arrangements for transfer of property to Bon Accord Support Services Ltd, as previously approved by Council on 6 March 2013.

The report recommended –
that the Committee -
(a)   agree to the appropriate accommodation within Archibald Simpson House being leased to Bon Accord Support Services, on terms and conditions to be agreed by the Head of Asset Management and Operations;
(b)   agree to the transfer of Hillylands to Bon Accord Support Services under a licence agreement, within one week of receipt of a Certificate of Practical Completion of all works to bring the building to standard fit for the purpose of occupancy; and
(c)   note the remaining five properties which would transfer to Bon Accord Support Services as narrated in 6.4 of the report.

Further to advice from the clerk, the Committee agreed to suspend Standing Order 22 to enable the Committee to consider the recommendations contained in the report.

The Committee resolved:-
to approve the recommendations.

DECLARATIONS OF INTERESTS

Councillors Jackie Dunbar and Graham declared an interest in the application by Middlefield Community Project by virtue of their appointment to Middlefield Community Project Management Committee. Both Councillors considered that the nature of their interest required them to leave the meeting and they took no part in the Committee's deliberations on the Middlefield Community Project. Councillor Jackie Dunbar was substituted by Councillor Townson and Councillor Graham was substituted by Councillor Grant for consideration of the Middlefield Community Project application only.

SMALL FINANCIAL ASSISTANCE GRANTS 2013/2014 (CG/13/083)

2.   The Committee had before it a report by the Head of Finance which presented three applications for financial assistance.

The report recommended –
that the Committee

(i)   agree to award the following grants:
- Project Hawker - £1,250
- Powis Residents Group Fundraising – amount to be decided by the Committee
(ii)   agree not to award a grant to the following applications:
- Middlefield Community Project Polish Trip
- Tillydrone Vision Uganda Trip
- Powis Residents Group Fundraising

The Convener moved, seconded by Councillor Milne:-
        that the Committee award £1500 to the Tillydrone Vision Uganda trip.

Councillor Yuill moved as an amendment, seconded by Councillor Greig:-
        that the Committee take no action on the Tillydrone Vision application.

On a division, there voted:-

For the motion by the Convener (8) – the Convener; and Councillors Graham, Ironside, Laing, Milne, Jean Morrison, Reynolds and Thomson; For the amendment by Councillor Yuill (7) – Councillors Cormie, Jackie Dunbar, Greig, McCaig, Noble, Stuart, and Yuill.

The Committee resolved:-
to adopt the motion.

The Convener moved, seconded by Councillor Milne:-
        that the Committee award £591 to the Middlefield Community Project Polish trip.
        .
Councillor Yuill moved as an amendment, seconded by Councillor Greig:-

that the Committee take no action on the Middlefield Community Project application.

On a division, there voted:-

For the motion by the Convener (8) – the Convener; and Councillors Grant, Ironside, Laing, Milne, Jean Morrison, Reynolds and Thomson; For the amendment by Councillor Yuill (7) – Councillors Cormie, Jackie Dunbar, Greig, McCaig, Noble, Stuart, and Yuill.

The Committee resolved:-
to adopt the motion

The Committee further resolved:-
(i)   to agree to award the following grants:
- Project Hawker - £1250
- Powis Residents Group Fundraising - £1000; and
(iii)   to request officers to remind applicants of the requirement to submit applications in a timely manner.

HAUDAGAIN UPGRADE – A WAY FORWARD (MIDDLEFIELD) (H&E/13/046)

3.   With reference to article 15 of the minute of the meeting of the Finance and Resources Committee of 13 June 2013 the Committee had before it (1) a report by the Director of Housing and Environment which advised of the outcomes of the first meeting of Council and NESTRANS officers with Transport Scotland on the future progress and delivery of the Haudagain Junction Improvements by the Scottish Government and the Council's regeneration proposals for the wider Middlefield area, taking into account the instructions of this Committee of 13 June 2013, which were subsequently approved by Full Council on 26 June 2013; and (2) an addendum to appendix 2 contained in the report.

The report recommended –
that the Committee -
(a)   note the minutes contained at appendix 1 of the report of the meeting held by officers of the Council, NESTRANS, Transport Scotland and their consultants on 28 June 2013;
(b)   acknowledge that Transport Scotland had agreed to arrange a meeting with the District Valuer and Aberdeen City Council to discuss financial compensation arrangements for Council assets as soon as possible;
(c)   note the Council's proposed plan to start the regeneration project within the next two years contained at appendix 2;
(d)   note that a further Equality Human Rights Impact Assessment was required in light of the Council's proposal to shorten the project timescales and that this was currently being developed, and
(e)   note that officers in the project team were developing a communications strategy for local residents that would provide regular updates on progress as the project develops.

The Convener moved, seconded by Councillor Thomson:-
That the Committee:
(1)   agree (a), (b) and (d) of the recommendations contained within the report;

(2)   note the decision of the Council on 26 June 2013 and instruct officers to continue to work to that timescale;

(3)   instruct Councillor Crockett, Leader of the Council, to write to all council tax payers within the Middlefield regeneration area setting out the Council's objectives for regeneration, taking into consideration the fact that the Scottish Government had not yet agreed a compensation package despite this matter being discussed by Council on 25 June 2008 as an emergency item in order that the decision of Council could be referred to the Scottish Government at the earliest opportunity;

(4)   note the complete failure of the previous SNP/Liberal Democrat administration and its own two Lead Councillors for Regeneration, Councillor Jackie Dunbar and Kevin Stewart MSP, who, despite both representing the area did absolutely nothing to implement regeneration;

(5)   note that the policy of the SNP was to allow the good people of Middlefield to continue to be treated as second class citizens given their failure to deliver new kitchens and bathrooms despite the Scottish Housing Quality Standard to be met by 2015;

(6)   instruct officers to continue to push the Scottish Government to enter into a legally binding contract with the Council to fully fund the project noting the decision of the previous administration on 19 November 2009 at the Housing and Environment Committee, which included the then Vice Convener of that Committee, Councillor Mark McDonald now MSP and ward Councillors Kevin Stewart now MSP and Jackie Dunbar, "to suggest that the Scottish Government fully fund replacement facilities for the Middlefield Community Project, Middlefield Youth Project, Pathways and the Healthy Hoose, reporting back to the December meeting of the Finance and Resources on its progress";

(7)   instruct officers to carry out a feasibility study on how best to proceed with Middlefield regeneration should the Scottish Government renege on its verbal promise to fund the construction of the road improvements, including all compensation costs for the delivery of the Haudagain Scheme, reporting back to the December meeting of the Finance and Resources Committee; and

(8)   request a comprehensive risk assessment covering political, business and finance risks to be considered in the form of the Corporate Risk Register, reporting back to the December meeting of the Finance and Resources Committee.

DECLARATION OF INTEREST

At this juncture, Councillor McCaig declared an interest by virtue of his employment by Kevin Stewart MSP. Councillor McCaig explained that the subject detailed in the Convener's motion related to before Mr Stewart was a MSP and therefore he considered that the nature of his interest did not require him to leave the meeting.

Councillor McCaig moved as an amendment, seconded by Councillor Yuill:-
That the Committee:
(1)   note with concern the contents of the report;
(2)   note the impact of the Council's proposed plan to begin work within two years would not allow for sufficient time to meet the commitments previously given by the Council to the Middlefield community; and
(3)   revert to the original timescale for redevelopment as agreed by the Housing and Environment Committee at its meeting in May 2013.

Further to the motion and amendment above being moved and seconded, the Committee received advice regarding the competency of number (3) of the amendment detailed above.

Following the advice, Councillor McCaig, seconded by Councillor Noble, moved a procedural motion that Standing Order 22 be suspended in order for the Committee to consider number (3) of the amendment.

On a division, there voted:-

For the procedural motion (7) – Councillors Cormie, Jackie Dunbar, Greig, McCaig, Noble, Stuart, and Yuill; Against the procedural motion (8) – the Convener; and Councillors Graham, Ironside, Laing, Milne, Jean Morrison, Reynolds and Thomson.

The amendment having been ruled incompetent, Councillor McCaig then moved a further amendment, seconded by Councillor Noble:-
That the Committee:
(1)   note with concern the contents of the report;
(2)   instruct officers to urgently carry out an Equality and Human Rights Impact assessment in light of the administration's proposals to shorten the timescales for the redevelopment of the Haudagain;
(3)   instruct the Director of Housing and Environment and the Director of Enterprise, Planning and Infrastructure to hold an urgent meeting with the Middlefield community to consult with them on the proposals contained within the report;
(4)   request that a report be brought to the next meeting of the Finance and Resources Committee detailing the outcome of (2) and (3) above with recommendations on how to progress the Haudagain whilst respecting the rights and aspirations of the Middlefield community.

The Committee then divided on the motion and the second amendment by Councillor McCaig.

On a division, there voted:-

For the motion by the Convener (8) – the Convener; and Councillors Graham, Ironside, Laing, Milne, Jean Morrison, Reynolds and Thomson; For the amendment by Councillor McCaig (7) – Councillors Cormie, Jackie Dunbar, Greig, McCaig, Noble, Stuart, and Yuill.

The Committee resolved:-
(i)   to adopt the motion; and
(ii)   to request the Director of Housing and Environment to circulate the full programme for the two year programme to all members, by email.

In terms of Standing Order 36(3), Councillor McCaig intimated he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor McCaig was supported by Councillors Cormie, Jackie Dunbar, Greig, Noble, Stuart and Yuill.

- COUNCILLOR WILLIE YOUNG, Convener.

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LOCAL GOVERNMENT EMPLOYEES JOINT CONSULTATIVE COMMITTEE

ABERDEEN, 22 May 2013. Minute of Meeting of the LOCAL GOVERNMENT EMPLOYEES JOINT CONSULTATIVE COMMITTEE. <u>Aberdeen City Council Representatives</u>:- Councillor Young (Chair); and Councillors Finlayson, Forsyth, Graham, Greig, Kiddie and McCaig.

<u>Trade Union Representatives</u>:- Joe Craig and Patrick Evans (UNITE), Kevin Masson (as a substitute for Michelle McDonald) and Neil Watson (GMB), John Noble (UCATT), John Connon, Karen Davidson, Deirdre Macdonald (Vice-Chair) (UNISON), and Grant Bruce (EIS).

<u>Officers in attendance</u>:- Valerie Watts (Chief Executive), Stewart Carruth (Director of Corporate Governance), Pete Leonard (Director of Housing and Environment), Gayle Gorman (Director of Education, Culture and Sport), Fred McBride (Director of Social Care and Wellbeing), Ewan Sutherland, (Head of Human Resources and Organisational Development) and Jeff Capstick, (Personnel Manager).

APOLOGIES

1.   Apologies for absence were intimated on behalf of Councillor Malone, Mike Middleton (GMB), Steve Robb (UNITE), and Rebecka Coull (UNISON), Jim Currie (UNISON) and Peter Smyth (UNISON).

MINUTE OF PREVIOUS MEETING OF 23 JANUARY 2013

2.   The Committee had before it the minute of its previous meeting of 23 January 2013, for information.

In relation to item 2, Karen Davidson (UNISON) advised that at the two previous meetings it had been agreed that Andrew Sproull would meet with Trades Union representatives on a regular basis to provide updates on the current actions being taken to address issues still being experienced at Marischal College, however a meeting had yet to be held and she therefore requested that this be arranged as soon as possible.

In relation to item 3 (Joint Consultative Committee Update), Karen Davidson whilst noting that the Council was moving to electron pay slips sought clarity on whether Trades Union could advertise by means of pay inserts. In response Jeff Capstick advised that there was a Committee decision which stated that Trades Union could not use this method of advertising.

<u>**The Committee resolved**</u>:-
(i)   to note the minute;
(ii)   to note that the Chief Executive would ensure that a meeting between Trades Union representatives and Andrew Sproull was held in early course; and

(iii)   to instruct Jeff Capstick to provide all members of the Committee with a copy of the report and decision regarding advertising in payslip inserts.

JOINT CONSULTATIVE COMMITTEE UPDATE

3.   With reference to article 3 of the minute of its meeting of 23 January 2013, the Committee had before it a report by the Director of Corporate Governance on progress with the partnership agreement and employee forums.

Members discussed the report, in particular noting that a report on the draft partnership agreement and employee forums had been drafted by officers and that this had been the subject of an initial discussion at CMT. However, further discussion was required and when a decision was taken by CMT, the proposals would be placed before trades union for formal consultation.

The Committee resolved:-
to note the report.

DELEGATED POWERS

4.   The Committee heard from Karen Davidson (UNISON) who raised concern regarding the consistency of the application of the delegated power which permitted all Directors to carry out restructuring including appointing new posts, converting one post to another, changing grade and changing job titles, provided it is within approved Service budget. Specifically, she referred to two current proposed restructures both of which were within budget, noting that one was being reported to Committee, whilst the other was not.

In response, the Head of Human Resources and Organisational Development explained that the restructure which was being reported to Committee was for elected members' information only and was not seeking approval.

The Committee resolved:-
to note the information.

CCTV POLICY

5.   The Committee heard from Karen Davidson (UNISON) who advised that the matter regarding CCTV policy had been resolved prior to today's meeting.

TRADE UNION USE OF UNION TERRACE GARDENS

6.   The Committee heard from Karen Davidson (UNISON) who advised that UNISON had held a May Day Fun Day in Union Terrace Gardens and would like to do this again, however the total cost for use of this venue was prohibitive. She asked whether the Council would consider providing a discount on charges applied for the use of this venue to Trades Unions for events such as these. Concern was also expressed about the quality of services which were being charged for.

The Committee resolved:-
to note that the Chief Executive would review the charging policy.

DATE OF NEXT MEETING

7. The Committee noted that the next meeting would be held on 23 October 2013 at 10am.
- COUNCILLOR YOUNG, Chairperson

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FINANCE, POLICY AND RESOURCES COMMITTEE

COMMITTEE BUSINESS

26 September 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.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
1.	Housing and Environment 24/01/12 article 13	**Affordable Housing Delivery** 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 empty properties provides an incentive to owners to bring their empty properties back into use.	A report will be issued on the outcome of consultation with Scottish Government.	Head of Finance/ Revenues and Benefits Manager	**06/12/12**	5/12/13
2.	Finance and Resources 15/03/12 article 30	**Grampian Japan Trust Loan Request** The Committee resolved: (i) to instruct officers to seek further clarification on the Grampian Japan Trust as per paragraph 5.4 of the report; (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		Enterprise, Planning and Infrastructure	**04/10/12**	5/12/13

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
	Finance and Resources 21/06/12 article 14	of Finance being satisfied that there is no financial risk to the Council, and evidence of proper financial stewardship of the Trust; and (iii) **to instruct the Director of Education, Culture and Sport to report back to this Committee providing details of the final outcome of the above.** 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 sought has been provided and the loan made, or that the loan offer has been withdrawn.				
3.	Finance and Resources 21/04/11 article 25 Corporate Policy and Performance Committee 14/06/12 article 4	**External Support to Deliver the Business Plan** 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 as appropriate	As and when required	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
4.	Finance and Resources 04/10/12 article 29	**Satrosphere** 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.	At its meeting on 25 April 2013, the Committee resolved, amongst other things, (a) to note the position in respect of both the potential re-development of the premises at 179 Constitution Street and discussions around the establishment of a Partnership Agreement to formalise continued support of Satrosphere Limited by the Council instructed at the Committee meeting of 4th October 2012; and (b) to approve the recommendation, identified within 5.3.8 (i) that oversight of Satrosphere's operational and educational outcomes, linked to the development of a formal partnership framework, is provided annually through the Culture and Sports Sub-Committee with consideration of future renewals of the Bank Guarantee being considered separately by this Committee. The Service is in on-going discussions with Satrosphere around the detailed terms of the Partnership Agreement which are progressing well, and the potential re-development proposal for the premises.	Head of Educational Development, Policy and Performance	**26/9/13**	5/12/13

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
			With the appointment of a full-time Chief Executive Officer, commencing in late August/September 2013, Satrosphere have signalled an intent to enhance it's capacity to effectively move forwards with these projects and a report will be made availble to Committee on conclusion of the Partnership Agreement negotiations and, dependant on the progress of the re-development option, as and when additional authorities are required in connection with the premises lease. As agreed at the April meeting of the Committee, a separate oversight report, linked to the Partnership Agreement will be reported to the Culture and Sport Sub-Committee in May 2014			
5.	Housing and Environment 15/01/13 article	**Local Authority Mortgage Scheme** 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.	An information bulletin report was presented to the Committee's meeting on 21 February 2013. A report was withdrawn from the agenda of 25 April. Legal Services provided detailed legal advice in relation to the position of the Council and the Monitoring Officer in advance of the previous Finance and Resources Committee meeting, however the report was withdrawn before consideration by the Committee. The Chancellor of the Exchequer announced a Help To	Head of Housing and Community Safety	**25/4/13**	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
			Buy Scheme at the March Budget, which will apply to Scotland and provide the same assistance as the LAMS would do. This is likely to be introduced in January 2014. We are awaiting details of the scheme which will almost certainly result in the need for the aforementioned LAMS scheme to be replaced with this new scheme. Details of the new Scheme and the potential for participation by ACC will be reported to the Housing and Environment Committee. **At its meeting on 26 June 2013, the Committee resolved to request officers to advise the Committee if the Director of Housing and Environment had written to the building society to determine its position.** The Director has not at this stage written to the building society. We await details of the revised Help to Buy Scheme due for introduction in early 2014. Once details are known we will be in a better position to consider our position.			
6.	Finance and Resources 21/2/13 article 16	**Centre for Scottish Public Policy** 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	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
7.	Finance and Resources 25/4/13 article 21	**Joint Commissioning Strategy for Older People 2013-2023 - Financial Framework** The Committee resolved amongst other things to agree to receive a report on the baseline integrated budget, once the work on this was completed		Head of Older People and Rehabilitation	**26/9/13**	5/12/13
8.	Housing and Environment 14/05/13	**Haudagain Upgrade - A Way Forward – Middlefield** The Committee resolved amongst other things: (i) to report to the relevant Committees as soon as possible to advise on the project and at each stage of the project thereafter; and (ii) to note the meeting with Transport Scotland in May 2013 to discuss the way forward for regeneration in association with the Haudagain upgrade and instruct officers to report to the next meeting of Finance and Resources Committee outlining the financial implications for the project.	At its meeting on 13/6/13 a report was considered and referred to Council on 26/6/13 for consideration. Council on 26 June 2013 agreed, amongst other things, to instruct officers to bring a report to an additional meeting of the Finance and Resources Committee on 25 July 2013 on the meeting with Transport Scotland, including detailed information from the Government on the financial arrangements to be made to purchase assets required to deliver the Haudagain junction improvements and setting out the Council's objectives to start this project within the next two years. The Committee on 25 July 2013 agreed, amongst other things, to: (1) instruct Councillor Crockett, Leader of the Council, to write to all council tax payers within the Middlefield regeneration area setting out the Council's objectives for regeneration, taking into consideration the fact that the Scottish	Head of Regeneration and Housing Investment	5/12/13	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
			Government had not yet agreed a compensation package despite this matter being discussed by Council on 25 June 2008 as an emergency item in order that the decision of Council could be referred to the Scottish Government at the earliest opportunity; (2) instruct officers to continue to push the Scottish Government to enter into a legally binding contract with the Council to fully fund the project noting the decision of the previous administration on 19 November 2009 at the Housing and Environment Committee, which included the then Vice Convener of that Committee, Councillor Mark McDonald now MSP and ward Councillors Kevin Stewart now MSP and Jackie Dunbar, "to suggest that the Scottish Government fully fund replacement facilities for the Middlefield Community Project, Middlefield Youth Project, Pathways and the Healthy Hoose, reporting back to the December meeting of the Finance and Resources on its progress"; (3) instruct officers to carry out a feasibility study on how best to proceed with Middlefield			

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
			regeneration should the Scottish Government renege on its verbal promise to fund the construction of the road improvements, including all compensation costs for the delivery of the Haudagain Scheme, reporting back to the December meeting of the Finance and Resources Committee; and (4) request a comprehensive risk assessment covering political, business and finance risks to be considered in the form of the Corporate Risk Register, reporting back to the December meeting of the Finance and Resources Committee. **This decision was referred to Council for determination and was approved by Council on 21 August.**			
9.	Finance and Resources 13/6/13 article 10	**Annual Housing And Council Tax Benefit Report** The Committee resolved to note that an annual report advising of Housing and Council Tax Benefit service performance would be presented to the Committee.		Head of Finance	19/6/14	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
10.	Urgent Business Committee 29/4/13 article 2	**Processions Charging Policy** The Urgent Business Committee resolved, amongst other things, to instruct that a report be submitted to the next meeting of the Finance and Resources Committee on a policy review and the introduction of a processions charging policy.	A report will be submitted to the next meeting of the Enterprise, Strategic Planning and Infrastructure Committee.	Head of Asset Management and Operations	**26/9/13**	12/11/13 – Enterprise, Strategic Planning and Infrastructure
11.	Council 26/6/13	**Tillydrone Project** Council resolved, amongst other things, to authorise officers to implement mitigation measures to reduce the uncertainty over grant funding contribution, and request that reports be submitted to the Housing and Environment and Finance and Resources Committees once grant funding levels are known.		Head of Regeneration and Housing Investment	5/12/13	
12.	Council 26/6/13	**Grampian Joint Police Board Draft Statement of Accounts 2012/13** Council resolved, amongst other things, to request officers to report to a future meeting of the Finance and Resources Committee regarding the reserves redistributed by Grampian Police to the Council and how it would be spent.		Head of Finance	5/12/13	
13.	Continuous Improvement 06/05/08 Article 10 Scrutiny Panel 19/01/09	**Local Code of Corporate Governance** The Continuous Improvement Committee agreed that the refreshed Local Code of Corporate Governance be brought to its meeting on 17 June 2008, having been updated in light of the improvement	Further updates on the development of the Code in light of the decisions made by the Audit and Risk Committee to be brought back to the Corporate Policy and Performance Committee as and when required.	Head of Service, Office of Chief Executive	**As required**	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
	Article 2	agenda set out in the Audit of Best Value and Community Planning and in line with the new Framework for Delivering Good Governance in Local Government. At its meeting on 19 January 2009, the Scrutiny Panel agreed to instruct officers to investigate, in consultation with appropriate Councillors, all appropriate and viable alternative methods other than investigations to address the issue of leaked reports and report back to the next meeting of the Panel on 2 March 2009. At its meeting on 29 November 2012, the Committee (i) noted the update on the ongoing implementation of the Council's Local Code of Corporate Governance; and (ii) agreed that further updates on the development of the Code in light of the decisions made by the Audit and Risk Committee would be brought to the Corporate Policy and Performance Committee when required.				
14.	Finance and Resources 21/04/11 article 35	**Trade Union Facility Time** The Committee resolved: to instruct the Head of Human Resources and Organisational Development to report back to this Committee on the review within six months. At its meeting on 22 September, the Committee agreed to refer the report to Aberdeen City Council's Local	At its meeting of 20 February 2013, the Committee noted that discussions were still ongoing, with a report due before CMT in a few weeks, following which there would be a formal engagement process where Councillors could be involved. The report back to Committee would therefore be expected in a few months' time.	Head of Human Resources and OD	**01/12/11**	5/12/13

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
			Government Employee's Joint Consultative Committee for discussion, not negotiation, and that a report on this matter be considered at the next meeting of the Corporate Policy and Performance Committee on 1 December 2011.	This matter is now being discussed at the Local Government Employee's Joint Consultative Committee, thereafter should a decision be required a report will be submitted to this Committee.		
15.	Corporate Policy and Performance Committee 22/9/11 article 6	**Sickness Absence Performance** The Committee resolved, amongst other things, to instruct the Head of Human Resources and Organisational Development to report quarterly to the Corporate Policy and Performance Committee on the Council's performance on the management of sickness absence.	The Committee had a report before it at its meeting of 18 April 2013. At that meeting, the Committee requested that future reports reflect the long-term sickness absence figures. **A report will be submitted to the Committee at its meeting on 5 December 2013.**	Head of Human Resources and OD	**26/09/13**	5/13/13
16.	Corporate Policy and Performance Committee 01/12/11 article 16	**Volunteering Strategy** The Committee resolved, amongst other things, to agree that further work on updating the Council's Volunteering Policy be carried out and reported back to Committee at its meeting on 14 June, 2012.	Following consultation on a draft policy, further engagement with stakeholders is ongoing. **A report is on the agenda.**	Head of Customer Service and Performance	**14/06/12**	26/09/13
17.	Corporate Policy and Performance Committee 08/03/12 Article 10	**Auto-Enrolment** The Committee resolved to note the contents of the report and instruct officers to proceed with the implementation of Auto-Enrolment, and to request officers to report back to Committee later in the year. At its meeting on 29 November 2012, the Committee considered a report on	Following the decisions taken at its meeting on 29 November 2012 (see column to the left), the Committee noted that officers would report back to a future meeting on the matter. It is too soon to provide meaningful information in relation to the number of employees who may choose to opt out of the pension schemes, following	Head of Human Resources and OD	26/09/13	26/09/13

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
		the matter and agreed (i) to note the update on the preparation for auto-enrolment set out under section 5(a) of the report, and to instruct officers to continue to progress the project plan to implementation; (b) <u>not</u> to apply the 'transitional period' for the reasons set out in section 5(b) of the report; and (c) agreed to grant the Head of Human Resources and Organisational Development discretion to apply the 'postponement' provision as considered necessary. The Committee noted that officers would report back to a future meeting on the matter.	being auto-enrolled. The picture should be clearer by late summer, and it is therefore intended to report back to committee on 19th September. **A report is on the agenda.**			
18.	Corporate Policy and Performance Committee 27/09/12 Article 13	**Parenting Strategy** At its meeting of 27 September 2012, the Committee approved the Parenting Strategy and asked that a review of the policy be brought back to Corporate Policy and Performance Committee in six months' time.	In line with the SOA this work will be reported as part of the supporting families' priority. A revised strategy will be reported to the Committee in April 2014.	Education, Culture and Sport	**06/06/13**	24/04/14
19.	Corporate Policy and Performance Committee 18/04/13 Article 13	**Impact and Potential for Social Media** The Committee resolved, amongst other things, to approve a further review of Council business use of social media to be presented to this Committee in April 2014		Communications Manager	24/04/14	

No.	Minute Reference	Committee Decision	Update	Lead Officer(s)	Report Due	Report Expected (if known)
20	Finance and Resources 25/04/13 Article 27	**Social Care and Wellbeing Management Structure** The Finance and Resources Committee resolved to instruct the Monitoring Officer to conduct an investigation into the leaking of this exempt report to the press and to request that all Councillors and officers make themselves available to be interviewed as part of this process.	A report will be presented to a future meeting of the Committee once the investigation has been completed.	Monitoring Officer	**26/09/13**	5/12/13
21	Corporate Policy and Performance Committee 06/06/13 Article 7	**Corporate Parenting Policy** At its meeting of 6 June 2013, the Committee, amongst other things, resolved to instruct officers to report back on the implementation and review of the Corporate Parenting Policy and action plan to the Corporate Policy and Performance Committee in May 2014.		Director of Social Care and Wellbeing	12/06/14	
22	Enterprise, Strategic Planning and Infrastructure Committee 29/8/13	**Subsistence Rate for Foreign Travel** At its meeting of 29 August 2013, the Committee, amongst other things, to request officers to review the method of calculating the subsistence rate for foreign travel and report to the Finance, Policy and Resources Committee on the outcome.		Economic and Business Development	5/12/13	

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FINANCE AND RESOURCES COMMITTEE

MOTIONS LIST

26 SEPTEMBER 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.

No.	Motion	Date of Council Meeting	Committee Motion referred to / date/ decision of Committee	Action taken / Proposed Future Action	Responsible Head(s) of Service	Due Date	Is authority sought to remove motion from list?
1.	Motion by Councillor McCaig "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."	10 October 2012	The Finance and Resources Committee of 06/12/12 resolved: (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 (ii) to instruct officers to report on the Council's current position regarding BRIS at the budget meeting on 7 February 2013.	At its meeting on 21 February, the Committee resolved, amongst other things, (a) to note that officers would report on the terms of Councillor McCaig's motion to the next meeting of the Committee; (b) 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	Finance	13.6.13	No

No.	Motion	Date of Council Meeting	Committee Motion referred to / date/ decision of Committee	Action taken / Proposed Future Action	Responsible Head(s) of Service	Due Date	Is authority sought to remove motion from list?
				Committee, at which time the Committee can determine its position on the contents and findings of the study. At its meeting on 25 April 2013, the Committee agreed, amongst other things: (i) to 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; and (ii) to note the oral update from the Director of Corporate Governance regarding action (b) above. At its meeting on 13 June 2013, the Committee received an oral update from the Director of Corporate Governance and the Corporate Accounting Manager. **A report will be submitted to the meeting on 5December 2013.**			

2

No.	Motion	Date of Council Meeting	Committee Motion referred to / date/ decision of Committee	Action taken / Proposed Future Action	Responsible Head(s) of Service	Due Date	Is authority sought to remove motion from list?
2.	Motion by Councillor Greig - Policing Museum

"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. | 6 March, 2013 | The Finance and Resources Committee of 13/6/13 resolved to request officers to hold discussions with the organisations named in the motion, as well as the Scottish Fire and Rescue Service and any other relevant organisations, regarding the terms of the motion, and the possibility of the creation of a regional museum which would include a public protection section. | A report is on the agenda. | Communities, Culture and Sport | 26.9.13 | |

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ABERDEEN CITY COUNCIL
PROPERTY SUB COMMITTEE
ORDERS OF REFERENCE

1. To set and monitor an asset management strategy for the Council and to scrutinise performance within this.

2. To undertake overall management of the Council's property at the stage of acquisition or disposal.

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ABERDEEN CITY COUNCIL

COMMITTEE	**Finance, Policy and Resources**
DATE	**26th September 2013**
DIRECTOR	**Gayle Gorman**
TITLE OF REPORT	**Motion by Councillor Greig to set up a policing museum for the North East**
REPORT NUMBER:	**ECS/13/065**

1. PURPOSE OF REPORT

At the Finance and Resources Committee on Thursday, 13th June, 2013 a Motion was tabled 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."

The Committee determined to request officers to hold discussions with the organisations named in the motion, as well as the Scottish Fire and Rescue Service and any other relevant organisations, regarding the terms of the motion, and the possibility of the creation of a regional museum which would include a public protection section.

This report provides an initial response to the Motion.

2. RECOMMENDATION(S)

That the Committee:
1) Notes the information herein and;
2) Instructs officers to report in more detail to a future meeting of the Education, Culture and Sport committee, and if agreed to pursue this project, to refer it to the budget process.

3. FINANCIAL IMPLICATIONS

There are none at present, although final recommendations may have either direct or indirect implications. While officers do not have details of the building condition, layout and potential planning constraints we would provisionally estimate that a museum facility, occupying the full building and having suitable storage would likely cost in excess of £10M based on other facilities built

elsewhere. The annual cost to run the Maritime Museum is £105,270. It is likely that the proposed facility would exceed this figure as there would also be costs associated with repayment of the Capital expenditure by way of debt. Currently there is no provision in the Council's approved 5 year business plan for this expenditure.

Should there be implications in the future, which include budget growth, any request will require to be incorporated into the Council's Priority-Based Budget process. The project is not included within the capital plan which is fully allocated at this time. Should resources be required to take the project forward any request for capital expenditure will require to be considered within the Council's capital prioritisation process.

4.   OTHER IMPLICATIONS

The approved Education, Culture & Sport Service Asset Management Plan (SAMP) sets out the current and projected future property needs for delivery of services meeting the requirements of the current approved Council 5 year business plan and likely future demands. The SAMP's only reference to the need for such a cultural facility is an action to ' undertake a review of Cultural assets across the city to assist in the implementation of the Cultural Strategy and prioritise investment in Cultural Assets'. This is detailed in section 5.16.

While Officers do not have details of the building condition, layout and potential planning constraints we would provisionally estimate that a museum facility, occupying the full building and having suitable storage would likely cost in excess of £10M based on other facilities built elsewhere. The annual cost to run the Maritime Museum is £105,270. It is likely that the proposed facility would exceed this figure. Currently there is no provision in the Council's approved 5 year business plan for this expenditure.

In planning and land use terms the Council has previously approved a planning brief for the Woolmanhill/Denburn sites. NHS Grampian and the Council are working towards a redevelopment of these sites and there would be significant financial consequences of the lost capital receipt to either or both parties which would have to be compensated in one way or another.

The Council has approved procedures for consideration of major infrastructure projects which includes the need for an option appraisal to be undertaken as part of the business case. Currently there are a number of other potential prominent historic buildings for such a facility e.g. Marischal College/Mitchell Hall which would have to be considered as alternative viable options if such a project was to be progressed.

5.   BACKGROUND/MAIN ISSUES

5.1   The Motion requested officers to hold discussions with Grampian Police, its two successor divisions, Aberdeenshire Council and the Moray

Council, as well as the Scottish Fire and Rescue Service and any other relevant organisations, to consider the possibility of creating a regional museum with a public protection section. All the listed organisations, with the exception of Grampian Police, which no longer exists, including the two Divisions of its successor body, Police Scotland, Aberdeenshire and Moray, and Aberdeen City have been contacted in order to ascertain the interest and feasibility of the proposal. To date, no discussions have taken place with NHS Grampian, however it would be appropriate to seek information as to any proposals they may have for access and display of their archives and historical collections, as well as their ownership of properties being considered by other bodies (please see 5.8 and elsewhere, below).

5.2   At the time of drafting, only general communications have taken place with Police Scotland, the Scottish Fire and Rescue Service, Aberdeenshire and the Moray Councils. This has been mainly due to the summer period. The Scottish Fire and Rescue Service have work in hand in respect of their assets and officers have been advised that the request to discuss the Motion may assist. Police Scotland has confirmed that it still maintains the former Grampian Police museum.

5.3   Councillor Greig, in discussing the terms of his motion, asked that the proposal by former Councillor Cormack in respect of a museum relating to granite be referenced. The Committee is reminded that Council considered a motion from Councillor Cormack at its meeting on 18th November 2009, "That in the light of the restoration and re-use of Marischal College, the second largest granite building in the world, and in recognition of the central role that the granite industry has played in the city's economic development and in its cultural identity, that this Council agrees to the production of a report with options on how the Council and its partners can properly acknowledge the key contribution that the use of granite has made to the environment of Aberdeen and the wider North East region."

5.4   At the Education, Culture and Sport Committee on 18th November 2010, a full report was considered, which outlined various options to acknowledge the contribution of granite. The report noted that officers had explored the possibility of establishing a Museum of Granite to acknowledge the contribution of granite to Aberdeen's economic development; however, due to the costs of developing a new single purpose museum, the Council was not in a position to take the matter forward at present. It was however suggested that the option could be explored further through the Granite Panel in due course. Other work, including an annual "Granite Festival" has progressed.

5.5   The Committee is asked to also note that a Motion by Councillor Kiddie in 2004 relates; the motion was, "(t)hat Aberdeen City Council notes the success of the Royal Scottish Museum as the focus of Scotland's national heritage; that the Council agrees that the need for a museum centred in Aberdeen to represent the heritage of Aberdeen and the North

East of Scotland should be explored by the appropriate committee." At that time, officers highlighted the then current provision: Aberdeen Art Gallery, Aberdeen Maritime Museum, Provost Skene's House and the Tolbooth and in addition, the University of Aberdeen, Gordon Highlanders Museum and the St. Peter's Heritage Trust at Peterculter. The good relationship with Aberdeenshire Heritage and independent museums such as Blairs Museum was also noted.

5.6   The report also referenced the Museums and Galleries Collecting and Disposals Policy, which the same Committee considered, as well as outlined a joint initiative between the Council, Aberdeenshire Council and the University of Aberdeen to establish a North East Museums Partnership. This latter partnership was funded by the then Scottish Museums Council. The Committee decided that the motion be referred to the Arts, Culture and Heritage Strategy Task Group and that it consider ways in which to improve cross-referencing arts, culture and heritage venues in the city.

5.7   In reporting to Committee in connection with the Art Gallery redevelopment proposals and the enabling development of a Museums Collections Centre, reference has been made to the above motion. Officers have reflected that the latter facility will become a new venue in the city, an "open store", where visitors can access the Collections not displayed within either special or permanent exhibitions. The creation of new spaces in the Art Gallery will also enable more of the Collections to be shown.

5.8   Approaches to officers by the Open Space Trust and their aspirations for the East Kirk of St. Nicholas ("Mither Kirk") and Aberdeen Medico-chirurgical Society's ("Med-chi") vision for the Simpson Pavilion at Woolmanhill are relevant to the Motion. A separate report on the "Mither Kirk" proposals is intended to be brought to a future meeting of the Education, Culture and Sport Committee, as it also relates to the Council decision on 22nd August 2012 to make a contribution to the project (Item 13, City Garden project) and which will require to be seen within the context of the Council's future budget decisions.

5.9   The "Med-chi" Society wishes to exhibit its archives and artefacts in a more public place; they are currently held at Foresterhill. They have linked this wish to the likely forthcoming sale of the Woolmanhill Hospital site by NHS Grampian, which own the complex. In particular, they believe that there is merit in the recreation of the operating theatre in the Simpson Pavilion. The theatre was used by Professor Sir Alexander Ogston, who discovered the staphylococcus bacterium, which can be the cause of infections getting into a break or cut in the skin. These can range from "a minor boil to life-threatening infections such as septicemia (infection of the blood) or endocarditis (infection of the lining of the heart)"[1].

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[1] http://www.nhs.uk/conditions/Staphylococcal-infections/Pages/Introduction.aspx accessed 26.8.13

5.10   The Society have suggested that the Simpson Pavilion could "become an Aberdeen city museum with the operating theatre restored to its original state and the other areas of the building, including the original entrance, largely restored to create spaces for exhibitions, meetings and other uses, including education."[2] The vision includes proposals that the collections from the police and fire services, two universities and those of the City could all be displayed in the Pavilion. In addition, the story of granite and oil; Archibald Simpson, the architect of the Pavilion and many other key buildings in the city, could be celebrated, along with farming and other regional industries were the breadth of the displays to be widened.

5.11   The vision is complemented by an exploratory meeting in May, to which the Society invited representatives of Aberdeen Civic Society, Aberdeen City Heritage Trust and the Council's Museums & Galleries and Planning and Sustainable Development Services to attend. The then draft vision was accepted, however achieving the purchase and renovation/redevelopment and the ongoing operational costs were the subject of discussion.

5.12   The proposal would be that always subject to a scheme being acceptable to the current owners, NHS Grampian; Historic Scotland and the Council as planning authority, capital funding would be raised; to progress this since the meeting in May, the Society now proposes that a steering group of interested parties be formed, which would draw up a business plan, commission a feasibility study to test the vision, survey the building internally and externally, as well as assess its value. The steering group would raise funding to carry out the feasibility study and survey, finance a project manager and fundraising capacity, as well as operating costs initially. The challenge of identifying additional Revenue budget was made clear at the meeting. The scale of what was being proposed was recognised by those attending the meeting in May. The Society has also written to the Council, seeking "cross party" support and offering to arrange a meeting of interested parties at an appropriate time.

5.13   Councillor Corall has highlighted that the city has been in the forefront of medicine, industries including textiles, paper, combs, heavy engineering, as well as granite and how for example, the creativity of local designers and manufacturers brought both benefit locally and spread Aberdeen's reputation across the World. He believes that Woolmanhill would be a very appropriate location to tell that story, bringing collections from the City Council and University of Aberdeen together.

5.14   The University of Aberdeen has indicated that the concept of a Museum of Aberdeen is a priority with which it accords; using the collections held locally, including its own and those of the City, to project our heritage. Its current plans are to continue exhibiting its own Collections on campus at

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[2] Aberdeen Medico-Chirurgical Society, Simpson Pavilion, Woolmanhill, see below.

Old Aberdeen, however wishes to be included in the proposed wider discussion.

5.15 In addition to these projects, future uses of the "Grey Mill" at Broadford Works, Scotland's oldest iron-framed mill, are due to be considered. There is potential for this to house a cultural and/or a heritage/museum facility, dependent on whatever offers and agreements might be proposed for consideration.

5.16 The Council has had a Cultural Assets mapping undertaken to gain a more comprehensive understanding of the city's current creativity activity, a greater understanding of Aberdeen's cultural assets, strengths, unique qualities, as well as identifying local cultural and social needs, and developing a more robust evidence database for future strategic initiatives and investment.

Key objectives for the research included the requirement to:

- Provide evidence, findings and recommendations to support the Service Assets Plan and future Non Housing Capital Investment.
- Set priorities for refurbishment and new build cultural facilities within the Council's future Capital Programme.
- Provide baseline evidence to support agreed targets and outcomes.
- Provide population and participation profile and barriers.
- Provide Ethnic Group and Immigration Profiles.
- Profile existing Cultural Facilities and Institutions.
- Inform a future 'Community Benefit Package' clause procurement processes.
- Provide a Cultural Inheritance Profile: providing a profile of the City which further enables a longer term approach to a cultural legacy for Aberdeen.
- Provide a profile of Artists and Artistic Activities.
- A Quality of Life Profile to enable a strategic approach to promoting the city as a place to live and work.
- Provide commentary for other cultural facilities and enterprises in the city, including priorities for Council support for funding applications.
- Support the development and planning of the Creative Scotland Place Partnership agreement's Initiatives and programmes.

It was also anticipated that the research would present benefits to the wider cultural sector, supporting and informing their development planning, partnership work, audience development and income generation.

5.17 In the context of this report, the consultants found that the city centre is distinctive, but lacklustre and suggests that culture can play a major part in revitalising the city centre, suggesting that more imaginative

consideration is given to public space, make more of the city's unique heritage and tell the story of the city in a more engaging manner. Officers would interpret the consultants' recommendations to include developing what is already in place, using innovation, contemporary practice and making better use of the existing built environment to bring history alive in the city.

5.18 Within the "Assessment of offer quality" for Museums, Libraries and Archives, the consultants comment, it "has been suggested that the city lacks a Museum of Aberdeen – a venue in which all its history is explored in a comprehensive way. Many places have such city museums, but they are rarely central to a city's cultural or tourist offer." It also reflects that "the Maritime Museum explores several elements of the city's history, including the oil and gas industry; members of Oil and Gas UK have recently generously funded a complete refreshment of the oil and gas galleries. The report also points out that the "city needs to be more imaginative in the way it promotes" Aberdeen's archives, both the City's own and those held at the University of Aberdeen. A copy of the cultural assets mapping report by BOP can be found in the Members Library and a full report will be brought to the meeting of the Education, Culture and Sport Committee on 21st November.

5.19 In order to fully report on the Motion, further dialogue with the bodies listed in 5.1, the Open Space Trust, the Med-chi Society, NHS Grampian, the University of Aberdeen, the Scottish Historic Buildings Trust and any other interested bodies will need to take place and all the aspirations overlaid. Dependent on the outcome of this dialogue, it is likely that a subsequent report to Committee would include recommendation for an options appraisal of properties to be undertaken.

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.

It 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

Public – There is likely to be considerable public interest in this report, due to the range of initiatives and aspirations included.

7.   MANAGEMENT OF RISK

As with the financial implications, there may be risks, which at this time relate to the decisions of timescales third parties and the willingness or ability of the Council to respond, dependent on its priorities.

8.   BACKGROUND PAPERS

Report to Education and Leisure Committee, 30th August 2004, Notice of Motion, Councillor James Kiddie: Museum of Aberdeen and North East Scotland.

Aberdeen Medico-Chirurgical Society, Simpson Pavilion, Woolmanhill, Vision Paper – an Aberdeen City Museum? June 2013 (included below).

9. **REPORT AUTHOR DETAILS**

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ABERDEEN MEDICO-CHIRURGICAL SOCIETY
SIMPSON PAVILION, WOOLMANHILL
VISION PAPER
AN ABERDEEN CITY MUSEUM?

Introduction

The Simpson Pavilion (called after Archibald Simpson, its architect) was opened in 1840 to replace older infirmary buildings on the same site. It was the first of three pavilions forming Aberdeen Royal Infirmary. Most functions moved to the Foresterhill site in 1936 and the Simpson Pavilion was thereafter used for various purposes by various tenants. At present only the ground floor is in use. It will shortly be vacated and the whole site put on the market.

The Simpson Pavilion is a striking grade A listed building occupying a prominent site overlooking the Denburn area of the city centre and close to the art gallery and His Majesty's Theatre. It has a copper dome with north facing windows under which was an operating theatre most famously used by Professor Sir Alexander Ogston, the discoverer of the staphylococcus bacterium and an early proponent of antiseptic surgery. The interior of the building, including the operating theatre, has been significantly altered over the years. There is an historic ventilation plant in the basement. It is believed that the whole Denburn area is scheduled for redevelopment.

Vision

The Medico-Chirurgical Society (Med Chi) would like to see the Simpson Pavilion become an **Aberdeen city museum** with the operating theatre restored to its original state and the other areas of the building, including the original entrance, largely restored to create spaces for exhibitions, meetings and other uses, including education. The Society feels that this would be a valuable civic amenity, adding to Aberdeen's cultural life as well as providing a significant visitor attraction. It is thought that various local organisations may have collections which they would wish to be on public display including

- the Med Chi Society

- the police and fire services

- possibly the University of Aberdeen and Robert Gordon's University

- Aberdeen City may have items in storage, including some from the old Regional Museum, as well as other items meriting display and the art gallery is believed to have many items which it is currently unable to exhibit.

- Other local industries such as the granite and oil industries may also have stories to tell and be willing to contribute. Archibald Simpson was the architect for many famous buildings in Aberdeen, so recognition of his work would also be appropriate. If Aberdeenshire were involved, then farming and other industries could be included.

It is possible that some parts of the building could be used for housing or other commercial purposes without impacting on the main area. Hopefully it could be managed either by the city council or a trust.

Present Position
Members of the Society's Heritage Group have held a very preliminary meeting with representatives of Aberdeen Civic Trust, Aberdeen City Heritage Trust, the City Planning Department and the City Libraries and Museums Department. Many issues were identified and the scale and complexity of the vision was recognised but the Society would like to pursue the project.

Next Moves
Some future actions have been identified and are listed below but it is acknowledged that this list is not complete and is not in order since most actions are interdependent.

- Produce a preliminary briefing paper (this paper)
- Inform and hopefully gain support from other organisations, including the City Council and University of Aberdeen
- Establish a project steering group, involving as many relevant bodies as possible and preferably with a well known chairperson
- Draw up a proper business plan
- Commission a feasibility study to establish the possible pros and cons of the vision
- Survey the building to ascertain its present state (especially the roof and copper dome); the feasibility of restoring the interior; the feasibility of clearing any asbestos and the building's likely valuation
- Gain funding for the feasibility study and survey before considering options including appointing a project manager and fundraising for the purchase and restoration of the building and hopefully including the running costs for the first few years.

W Melvin Morrison
Secretary, Aberdeen Medico-Chirurgical Society Heritage Group
Medical School, Cornhill Road, Aberdeen AB25 2ZD
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7th June 2013

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources Committee
DATE	26 September 2013
DIRECTOR	Acting Director of Corporate Governance
TITLE OF REPORT	Statutory Performance Indicators 2012/13
REPORT NUMBER	CG/13/089

1. PURPOSE OF REPORT

The report presents the Committee with the outturn of the Council's Statutory Performance Indicators for the financial year 2012/13.

2. RECOMMENDATION(S)

It is recommended that the Committee:-

(i)   Note the outturn performance for 2012/13 Statutory Performance Indicators (SPIs);

(ii)   Note that the SPIs detailed in the report will also be reported to the Council's Service committees as appropriate and that further details required by members, including analysis and trend information are available on request;

(iii)   Agree that the performance outturn detailed in the report be published in accordance with statutory requirements;

(iv)   Note the developments in SPI management and reporting scheduled for the 2013/14 financial year.

3. FINANCIAL IMPLICATIONS

There are no direct implications arising from this report.

4. SERVICE & COMMUNITY IMPACT

There are no direct implications arising from this report. However, it presents performance information across the range of council services. The Council's management of that performance, along with that of our partners, has considerable impact on the community.

5. OTHER IMPLICATIONS

None

6. MANAGEMENT OF RISK

The Council faces potential reputational and statutory risks in connection with the reliability of indicators detailed in this report. In management of those risks, we undertake to accurately collate, record and report all data required by the Scottish Government and its agencies. Each individual indicator requires Head of Service authorisation before going forward to the Committee and the Council's auditors.

Other specific service, finance, legislative and reputation risks exist in relation to the performance reported through the indicators. These risks are identified and managed through the Council's corporate and service risk arrangements.

7. REPORT

7.1 The current SPI reporting framework was introduced by Audit Scotland for the 2010/11reporting year. There are 25 specified (mandatory) indicators. However, councils are additionally required to report a range of performance information sufficient to demonstrate that it is securing Best Value across a defined set of criteria. The table illustrates the current framework:

1	Prescribed	25 Specified Indicators
2	SPI 1	A range of information sufficient to demonstrate that the Council is securing Best value in relation to: • Responsiveness to communities • Revenues and service costs • Employees • Assets • Procurement • Sustainable development • Equalities and diversity
3	SPI 2	A range of information sufficient to demonstrate that the Council is securing Best Value in providing the following services: • Benefits Administration • Community Care • Criminal Justice social work • Cultural and community services covering at least sport and leisure, museums, the arts and libraries • Planning (both environmental and development management) • The education of children • Child protection and children's social work • Housing and homelessness • Protective services including environmental health and trading standards • Roads and lighting • Waste management services

7.2 There are 47 indicators to support SPIs 1 and 2 making an overall total of 72* detailed in this report, when the specified indicators are included. External audit of the outturn performance represented by these indicators offers an evaluation of the Council's performance in relation to other local authorities as well as offering an opinion on whether our reported indicators

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meet the statutory requirements of the Local Government (Scotland) Act 2003 and related Best Value requirements.

* 3 indicators contain qualitative assessments rather than figures

7.3   **Appendix B** gives the details of each of the SPIs including commentary which is designed to provide information on movement from the previous reporting year.   Around two-thirds of the indicators used to support the SPIs have targets. The chart below illustrates the Council's overall performance against these targets where:

Red is below target
Amber is warning
Green is met or exceeded target.

Performance against target
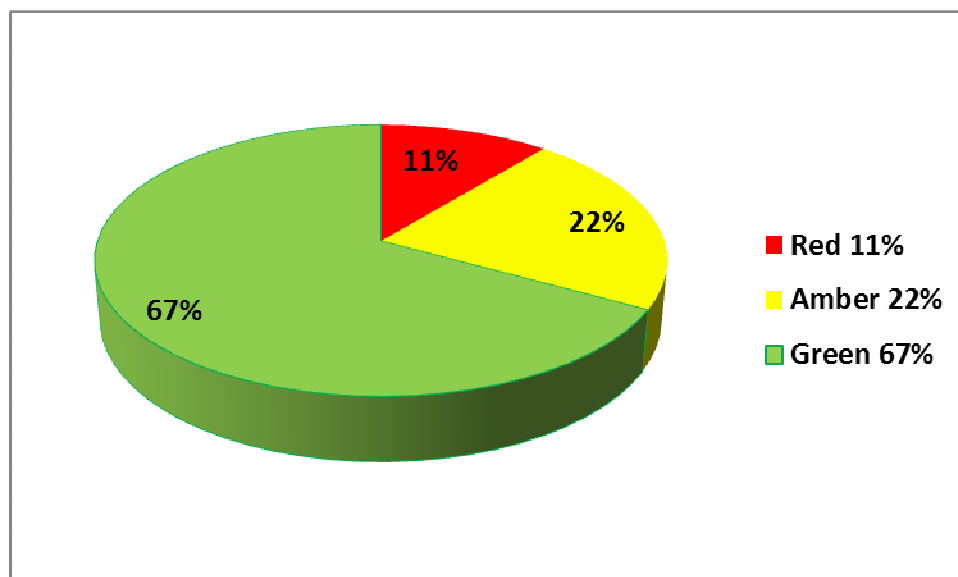
The 2012/13 performance has seen improvement over the previous financial year, when 65% of indicators met or exceeded target and 13% were below target. The number at warning (amber) status remains unchanged.

7.4   Performance Trends Over Last 2 Years

Appendix A highlights the movement for each of the 25 specified indicators only, from 2010/11 to 2012/13. This shows that of the 52 indicators referenced, 51% show improvement, 14% are unchanged and 35% have worsened.

7.5 Performance Against National Average

The chart below illustrates the Council's performance over 58 metrics which support the 25 specified SPIs against the national average for 2011/12, where red is below average, green above and amber the same as average. Indicators for Homecare and Planning have been excluded due to absence of current benchmarking capability.

45%

54%

1%

■ Red 45%
■ Amber 1%
■ Green 54%
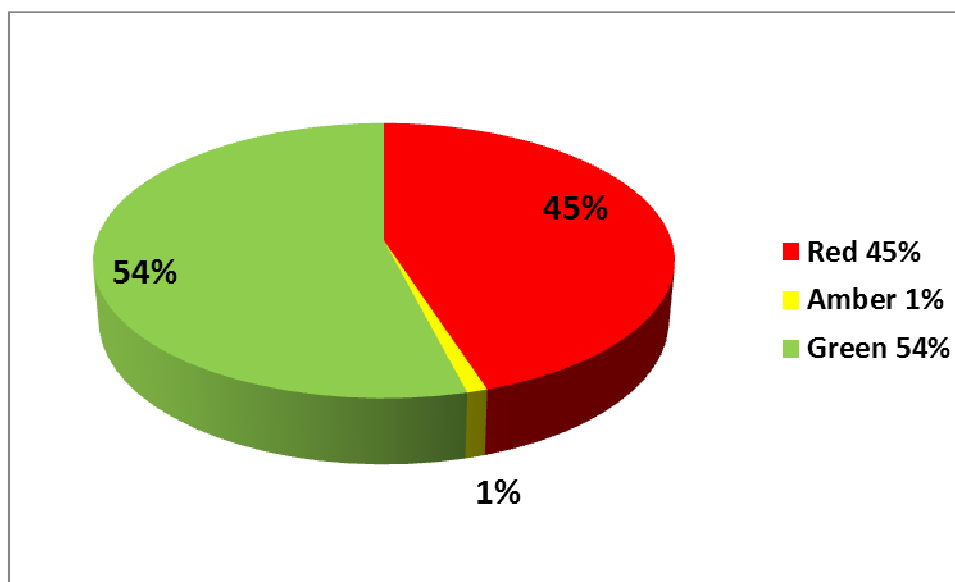
The majority of indicators show a positive outturn against the national average.

7.6 Significant Areas of Performance

Sickness Absence – In 2012/13 the average number of working days per employee lost to sickness absence, overall, was 11.8. Teachers' absence fell slightly again in 2012/13 and there was a very slight rise in absence for non-teaching staff from 13.05 to 13.37 days.

2009/10	2010/11	2011/12	2012/13
14.2	13.9	11.6	11.8

The Council continues to implement the Maximising Attendance Policy. However, performance against this indicator remains below the Scottish average of 8.3 days in 2011/12.

Scottish Housing Quality Standard – The proportion of the Council's housing stock now meeting the standard has risen significantly over the previous 12 months to reach 89.1% of the total stock. This contrasts with a national average for Scotland of 66.1% in 2011/12.

Net Cost of Refuse Collection – The cost of collection per premise has reduced to £38.53 due to a number of service efficiencies and reduction in vehicle costs. The Scottish average for 2011/12 was £66.15.

4

Benefit Administration Costs – Further progress has been made at reducing this cost with performance this year standing at £39.47 per benefit case. The Scottish Average for 2011/12 was £42.80.

Cost of Collecting Council Tax – A further small reduction in the cost of collecting Council Tax per dwelling has been achieved with performance standing at £9.90. The Scottish average cost in 2011/12 was £13.15.

7.7   Future SPI Requirements

In early 2013, SOLACE and the Improvement Service prepared a set of indicators based on standardised data sources, to aid local authority benchmarking. Currently, 54 indicators have been adopted by Audit Scotland as required indicators and these are reportable from 2013/14 onwards. Although still subject to amendment, there is likely to be little further change to these new indicators. The new set of indicators will be known collectively as SPI 3 and the supporting data will generally be sourced as follows:

Type of Indicator	Data Source
Unit Cost	Local Financial Return (LFR)
Customer Satisfaction	Scottish Household Survey (SHS)
Other	Local and National Performance Data

7.8   The proposed new indicators are appended to this report at **Appendix C**. The current suite of 25 specified indicators will be withdrawn with effect from 2013/14.   There remains a requirement for local authorities to report the existing SPIs 1 and 2, as detailed at 7.1 of this report. In view of the changes, the Corporate Performance Management Group will shortly begin work to examine the indicators detailed in SPIs 1 and 2, to ensure consistency with the new approach.

7.9   A key feature of the new set of 54 benchmarking indicators is the Council's placement in benchmarking 'family groups.' As things stand, Aberdeen City Council will be included in two different 'families', one for **People Indicators** and one for **Other Indicators**. Data is available for 2011/12 with regard to these indicators and their context within the family groups and is appended to this report at **Appendix D.**

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10. BACKGROUND PAPERS
None

Appendix A

Changes in Performance 2010/11 to 2012/13 Specified PIs only

Better				No Change	Worse			
>15%	10-15%	5-10%	0-5%		0-5%	5-10%	10-15%	>15%
Sickness (Non Teachers) Equal Opps (Top 2% are women) Council Tax collection costs Processing invoices Attendance at indoor sports (not pools) Housing Quality Standard Dwellings low demand at year end Low demand dwellings at year start Cost of refuse collection	Homeless decisions in 28 days Homeless housed Usage of museums	Equal Opps(Top 5% are women) Benefit Admin Costs Tenant terminating in arrears Consumer complaints	Sickness (Teachers) Council Tax Income Operational accommodation satisfactory Response repairs (total) Response repairs (Priority 1,2,3) Average debt of tenants in arrears at leaving Homeless reassessed in 12 months Homeless advice and guidance in 12 months Homeless retaining tenancy 12 months + Recycling	Planning time (major developments) Planning time (local developments) Planning time (all)* Response repairs (Priority 1 / 2) Low demand dwellings subject to disposal Homeless advice and guidance in 28 days Attendance at ASBO noise complaints	Operational accommodation suitable for use Response repairs (Priority99) Rent loss to voids Non-low demand lets time Rent arrears as % of rent due Tenants owing more than 13 weeks Trading Standards (Business Advice) Carriageway condition Street Cleanliness	Public Access (Council Buildings) Museum visits (in person) Low demand lets at year end	No of people 65+ supported to stay at home Attendance at pools Library visits	Attendance at domestic noise complaints Cost of refuse disposal

*New indicators not comparable with previous years

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Appendix B
Statutory Performance Indicators 2012/13

A. Specified Indicators

01. Sickness Absence

	2010/11	2011/12	Scot	2012/13
The average number of working days per employee lost through sickness absence for teachers	6.92	6.74	6.2	6.69
The average number of working days per employee lost through sickness absence for other local government employees	15.91	13.05	10.4	13.37

In 2012/13 the average number of working days per employee lost through sickness absence for the 'local government employees' category was 13.4 days, compared to 13.0 days in 2011/12, an increase of 0.4 days between the two years. In 2012/13 the average number of working days per employee lost through sickness absence for 'teachers' was 6.7 days, compared to 6.7 days in 2011/12, there having been no change between the two years. For the Council as a whole in 2012/13 the average number of working days per employee lost through sickness absence was 11.8 days, compared to 11.6 days in 2011/12, an increase of 0.2 days between the two years.

This was due to an increase in the average number of working days per employee lost through sickness absence in Corporate Governance of 1.1 days due to some long term cases in the operational areas, which have now been addressed and an increase in Enterprise, Planning and Infrastructure of 2.8 days due to a rise in the rate of both short and long term absence mainly in the Roads and Soft Facilities Management services. Housing and Environment and Social Care and Wellbeing both had moderate reductions in absence with Education, Culture and Sport having remained unchanged.

Although there has been a slight increase in the Council's figures in 2012/13, the position regarding sickness absence has, in the main, been consolidated following the significant decreases across the Services in 2010/11. This is believed to be due to the range of initiatives applied over the last year as well as the continuation of those of the previous year.

02. Equal Opportunities Policy

	2010/11	2011/12	Scot	2012/13
Percentage of council employees in top 2% of earners that are women	35.51%	36.43%	41.2%	39.68%
Percentage of council employees in top 5% of earners that are women	46.65%	44.91%	48.5%	49.69%

The figures show increases in both categories and are in line with management expectation. Changes in the workforce have, in the main, been due to natural wastage with replacements made through the recruitment and selection process, where authority was given to fill posts. The increase in the % of female employees in both the top 2 and 5% categories indicates that female appointments have been made to posts in the upper echelon of the organisation's structure. In light of the above, it is still considered that the Council is providing equality of opportunity to both female and male employees.

03. Public Access

	2010/11	2011/12	Scot	2012/13
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	86.13%	83.92%	70.7%	81.63%

This year sees a further drop from 83.9% to a new figure of 81.6%. Seven assets were included within the SPI for the first time, with three being removed from the list. A number of these assets were assessed as not accessible resulting in an increase in the number of not accessible assets. These assets have not been included previously due to insufficient information or because they have become operational in the last year.

Although none of the existing assets have become not accessible, there has been no significant work that would result in any of the existing not accessible properties being reassessed as accessible. Looking ahead there is very little within the main capital programme that would result in improvements to the SPI but there is still scope for small improvement through the C&S programme. All the assets assessed as not accessible have been reviewed on a desktop basis to identify those that can potentially be addressed with reasonable levels of investment. This information will be fed through into the C&S prioritisation process.

It is not anticipated that any significant improvements will be made in the next 12 months, so a target of 82% has been set. This is essentially maintaining the current position for the forthcoming year.

04. Benefit Administration Costs

	2010/11	2011/12	Scot	2012/13
Weighted rent rebate caseload	16,872	17,374	-	17,273
Weighted private rented sector caseload	2,650	3,065.07	-	3,070.23
Weighted registered social landlord caseload	4,096	4,258	-	4,292.84
Weighted Council Tax Benefit caseload	24,441	24,008	-	23,486.
Gross administration cost per benefit case	£41.41	£39.51	£42.80	£39.47

The cost per Benefits case has decreased from £39.51 in 2011/12 to £39.47 in 2012/13. The costs of the benefit service reduced from £1,924,382 in 2011/12 to £1,899,375 in 2012/13.

The weighted caseload figure (i.e. the number of benefit cases) used to calculate cost per case has also decreased from 48,705.53 to 48,122.27. This mainly due to changes to benefit legislation where less claimants qualify for benefit, e.g. changes to Non Dependant deductions.

A performance target of £39.00 has been set for 2013/14.

05. Council Tax Collection

	2010/11	2011/12	Scot	2012/13
Cost of collecting council tax per dwelling	£12.96	£9.93	£13.15	£9.90

The cost per dwelling has decreased from £9.93 in 2011/12 to £9.90 in 2012/13. This is mainly due to the increase in the number of council tax properties within the city.

A performance target of £9.85 has been set for 2013/14.

06. Council Tax Income

	2010/11	2011/12	Scot	2012/13
6a: Income due from council tax for the year net reliefs and rebates	100,348	101,169	-	102,898
6b: Percentage of income due from council tax for the year that was received by the end of the year	93.34%	93.69%	95.1%	94.19%

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The collection rate for 2012/13 is 94.2% compared to 93.7% in 2011/12. The improvement can be credited to two actions:

Local Authorities collect council tax, water and sewerage charges in one payment from customers. A Water Order prescribes a formula to establish how much of the monies collected is allocated to water and sewerage for Scottish Water. A change to the water order has meant that local authorities have been able to allocate more of the monies collected to council tax rather than water and sewerage. Thus giving a better collection rate. This change has resulted in the collection rate for Council Tax increased by approx. 0.03%.

The collection rate disregarding the Water Order had increased by approximately 0.02%. This is an excellent result in a very difficult area of business. The improvement can be attributed to changes made to the recovery timetable, for example, starting recovery processes in April rather than May.

07. Payment of Invoices

	2010/11	2011/12	Scot	2012/13
Percentage of invoices sampled and paid within 30 days	83.99%	95.12%	90.2%	98.82%

Performance continues to improve as staff across the Council get more used to using Infosmart our Workflow and Imaging System. The majority of invoices are now received within the central Accounts Payable Section, scanned at source. The introduction of new Optical Character Recognition (OCR) software has meant less manual intervention and quicker processing of invoices. Combined with more invoices now arriving with Purchase Order numbers this has led to improved performance. Target figure of 96.0% was set as an improved figure on previous years and this has been exceeded in 2012/13. The target figure is not a figure imposed but an internal way of gauging performance.

08. Asset Management

	2010/11	2011/12	Scot	2012/13
Percentage of internal floor area of operational accommodation that is in a satisfactory condition.	89.02%	94.04%	82.7%	91.7%
The proportion of operational accommodation that is suitable for its current use.	81.56%	81.46%	74.8%	80.9%

Condition – This year's satisfactory condition figure of 91.7% falls short of the 95% target, with the percentage falling by 2.3% on last year's figure. The decrease was predominately due to the resurvey and resulting down grading of several properties, a number of smaller assets moving into the C category and some C&S projects not progressing as planned. There is the potential for further assets to move into C category as the survey programme continues but it is difficult to predict the impact this may have on the SPI.

Suitability – The figure has dropped very slightly from 81.5% to 80.9%. A drop was anticipated following the implementation of the non-schools form, which is now completed. The overall figure has declined over the four years of reporting but to a lesser extent than expected. Capital projects due for completion over the next 12 months should result in a small number of assets becoming suitable but resurveys may well counteract this.

Summary – Capital projects due to be completed over the next 12 months that will improve this indicator includes an extension to Riverbank Primary and a new children's home. In addition the amalgamation of Newhills and Bucksburn primary schools on a temporary basis on the Bucksburn site means the closure of Newhills, a poor condition asset. Out with the C&S programme there are several approved capital projects due to go ahead, the completion of which will not have any impact on next year's figures but will result in improvements in subsequent years. Generally the position is still positive, with the condition side being at a good level. It should however be noted that within the 91.7% there are still many elements of buildings that are unsatisfactory. Improving suitability is more of a challenge both in terms of quality of information and investment required to make assets suitable. Relevant EP&I officials will continue to review the data and make sensible investment.

09. Home Care / Home Helps

	2010/11	2011/12	Scot	2012/13
01.05biii: The Number of people aged 65+ receiving a service who are supported to stay at home	1791	1785	-	1599
01.14a09: Total number of homecare hours provided as a rate per 1,000 population aged 65+	415.45	421.17	-	358.77

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	2010/11	2011/12	Scot	2012/13
01.14a11:The % of homecare clients aged 65+ receiving personal care	99.94%	99.89%	92.6%	100%
01.14a13: The % of homecare clients aged 65+ receiving a service during evening/overnight	29.25%	30.98%	-	28.71%
ASW4c: The % of homecare clients aged 65+ receiving a service at weekends	76.9%	79.44%	-	77.61%

The Number of people aged 65+ receiving a service who are supported to stay at home
The downward trend, in part, reflects the level of unmet need at the point of sample. Securing the level of care required remains a challenge. We expect demand and numbers to continue to rise in line with demographic projections. We continue to only commission care at home to meet needs assessed as high/urgent. The trend is also related to other developments - the positive impact of telecare, and the introduction of reablement, reducing the need for home care and hence numbers of service users.

Total number of homecare hours provided as a rate per 1,000 population aged 65+
Though this number is reducing the demand for higher levels of input is increasing, e.g. double-up carers four or more times a day. We provide only personal care so we are targeting resources on those with the highest level of need. We are investing in rehabilitation, reablement, active ageing & wellbeing, & befriending to reduce the need for direct services such as home care.

The % of homecare clients aged 65+ receiving a service at weekends
We continue to meet growing demand from more people with higher level needs.

10. Sport and Leisure Management

	2010/11	2011/12	Scot	2012/13
Number of attendances per 1,000 population for other indoor sports and leisure facilities excluding pools in a combined complex	6209	6902	5655	7308
Number of attendances per 1,000 population for pools	2782	2517	3466	2509

Overall attendances at dry and pool sports facilities rose by 118,705 admissions on 2012/13 providing for a total of 2,163,756, attendances, an increase of 5.8%. This, as a result of a rise in the City's comparative mid- year population figure, offers a marginally smaller increase (+4.2%) in the combined SPI calculation of attendance per thousand of population of 9,817, with dry facilities generating an outcome of 7,308 attendances per thousand of population, and pool facilities recording a figure of 2,509 admissions per thousand.

Dry Facility Attendances

The Citywide dry facility attendances for 2012/13 show an increase of 7.49% (+112,314 admissions) compared to 2011/12 with a total of 1,610,804 attendances, which equates to 7,308 (+ 5.88%) attendances per thousand of population as opposed to 6,902 admissions in 2011/12. A number of contributory factors have driven a real level of growth with a range of 'stand-alone' Sports facilities, including Aberdeen Sports Village, the Beacon Centre, Kincorth, Sheddocksley and Torry Youth and Leisure Centre all contributing to the increase in use by some 85,001 attendances, although the overall attendances for directly transferred Sport Aberdeen facilities is marginally down (- 3.5%) on 2011/12. Of almost equal significance, attendance levels across the range of Educational premises have risen by some 63,600 (24.1%) to 327,118 attendances, with significant positive movement in figures at both Cults facilities and Dyce Primary along with Harlaw, Kincorth, Torry and St. Machar Academies.

Pool Attendances

The total Citywide Pool admissions for 2012/13 were recorded at 552,952 attendances, an increase of 1.2% compared to 546,561 attendances in 2011/12. This, however, corresponds to 2,509 attendances per thousand of population based on a mid year population of 220,420 and is 0.31% lower than the SPI figure for 2011/12.Factoring out influences which have reduced the overall extent of operating hours, arising from essential/pre-planned maintenance affecting directly managed Sport Aberdeen facilities, the underlying statistical data tends to suggest a more positive trend against 2011/12 with the use of Community and School Pools, for example, increasing by 12.8%.

11. Museum Services	2010/11	2011/12	Scot	2012/13
Number of visits to/usages of council funded or part funded museums that were in person per 1,000 population	1496	1587	1547	1386
Number of visits to/usages of council funded or part funded museums per 1,000 population	3289	4450	2314	3637

This SPI suite comprises of Visits/Usages in Person and a wider Visits/Usages figure that combines visits in person with outreach participation, enquires and virtual visits. Despite there being a fall in combined Visits/Usages against 2011-12 of 17%, the Service target figure per head of population set for this latter Performance Indicator (3250) was exceeded by 11.8%, achieving an outcome of 3637 visits per 1,000 of population and a total of over 800,00 visits/usages that, in the context of the previous year which demonstrated significant growth linked largely to the Service's ability to invest significant resources against the delivery of a hugely successful exhibitions programme both at the Art Gallery and, in lesser part, other museum premises, should be considered as sustaining a largely positive longer term trend.

Visits In Person, Outreach Participation and Enquiries

Although Visits in Person experienced a reduction of 35,000 visits, in part as a result of partial year closures of both Provost Skene's House and The Maritime Museum due to external and internal redevelopment, the aggregate position on attendances, across the five facilities, at year end was 305.495 (-11.3%) with 39,014 fewer admissions across the Service than in 2011/12, providing for an SPI outcome of 1,386 attendances per 1,000 of population which is within the 5% target threshold for this Indicator, set at 1,450. Counter to this pattern, the level of Outreach visits and attendances to talks has exceeded that of 2011/12 by 5.8% with 1,883 attendances which is a three year high. The number of Enquiries received, at 2,554, also reached a new level, being up 25.8% on 2011/12. Resultantly, a total of 309,932 visits were recorded for 2012/13 an outcome which is some 10% below the combined personal visits/outreach and enquiries figure for 2011/12, but over a three year trend period shows comparative growth.

Virtual Visits

Whilst, cumulatively, the separate Aberdeen Art Gallery and Museum website has steadily grown the number of user-sessions and the long term pattern for virtual visits continues upwards, (increasing by 29% on the 2010/11 figure), the virtual visits figure, that contributes significantly to the overall total, for 2012/13 is down 20% (-126,300 visits) on 2011/12, although, as with Visits In Person, this does reflect 2011/12 being a particularly successful year . The Service is also recording that visitors are increasingly using other digital media, such as FaceBook and Twitter, not eligible for the SPI return, to access information. that has influenced the outcome for Virtual Visits.

12. Use of Libraries

	2010/11	2011/12	Scot	2012/13
Number of visits to libraries per 1,000 population	7401	7232	6127	6709

The number of visitors has fallen from 1,570,220 in 2011/12 to 1,458,738 (-7%) in 2012/13, with the number of visits per 1,000 of population decreasing from 7,232 to 6709, 2.7% below the Service target for the year.

Visits In Person; The decrease in the number of physical visits from 1,075,137 to 1,005,459 (-6.4%) is partially attributable to a lower number of opening hours - 262 hours fewer in 2012/13 than the previous year, exacerbated by prolonged spells of bad weather through the late Winter, reflected particularly in relative falls in visits against 2012 over the period from January – March 2013. Outwith these influences, whilst, overall, 'community' libraries have retained proportionately higher levels of use than those based within the Central Library building, a larger number of branches reflected a reduction in visits than those that recorded an improvement on 2011/12.

Virtual Visits; The drop in virtual visitors from 495,083 to 473,269 relates largely to the period from July-September 2012, where changes in legislation relating to the application of website cookie permissions materially affected the capacity of the Service to record and calculate the numbers of web-based visits where, otherwise, an increase in use would have been anticipated.

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13. Planning Applications Processing Time

	2010/11	2011/12	Scot	2012/13
Average Time (Weeks) to deal with Planning Applications - Major Developments	n/a	n/a	n/a	64.7
Average Time (Weeks) to deal with Planning Applications - Local Developments	n/a	n/a	n/a	12.3
Average Time (Weeks) to deal with Planning Applications - All Applications	n/a	n/a	n/a	13

This is the first full year that performance figures giving average timescales for processing applications have been produced. This is a different way of measuring performance compared to previous years when application processing speed was measured on the basis of the percentage of application dealt with within 2 months (local developments) or 4 months (national and major applications). These latter figures continue to be reported as SPI43.

Although comparator figures with previous years for average timescales were not available it is considered that performance in terms of average timescales for applications determined during the course of the year could be regarded, at first glance, as disappointing. The average time for dealing with the 17 major developments determined during the course of the year was 64.7 weeks and for the 1410 local developments this figure was 12.2 weeks.

It should be noted, however, that the figures are significantly distorted by a few larger applications. If the 4 major applications that took longest to determine are taken out of the figures then the average timescale for dealing with major applications more than halves from 64.7 weeks to 30.7 weeks. Furthermore if these 4 applications are examined closely some were held up for valid reasons whilst others were held up because of the delay in signing the associated legal agreement.

14. Response Repairs

	2010/11	2011/12	Scot	2012/13
% Response repairs completed in target	91.6%	94%	93.6%	93.1%
Response repairs completed in target (percentage) - Priority 1	92%	94%	-	95%
Response repairs completed in target (percentage) - Priority 1/2	96%	97%	-	96%
Response repairs completed in target (percentage) - Priority 2	96%	97%	-	97%
Response repairs completed in target (percentage) - Priority 3	92%	96%	-	95%
Response repairs completed in target (percentage) - Priority 99	81%	83%	-	77%

In 2012/13 the % of orders completed on target was 93% compared with 2011/12 which was 94%, however it is worth noting that there has been an increase of 13840 orders completed in 2012/13.

The success achieved in clearing the backlog of billing queries throughout 2012/13 has impacted on the increase in the number of completions recorded. As can be seen from the data the number of orders completed and processed through the System during 2012/13 shows a significant increase on the previous year's figures. The resource issues which previously delayed the monthly billing and reporting processes have been resolved allowing a more visible approach to the compilation of the data to reflect a more accurate monthly count. The performance reports for 2012/13 were re-run at year end to give greater accuracy on actual completions by picking up late submissions not processed until after the monthly reporting date.

There were a total of 77909 response repairs orders completed during 2012/13 of which 25.8% were classified as P1s, 21.6% - P12, 5.6% - P2, 34% - P3 and 12.9% - P99.

15. Housing Quality

	2010/11	2011/12	Scot	2012/13
Percentage of total dwellings meeting Scottish Housing Quality Standard	59.2%	81%	66.1%	89.12%
% dwellings of tolerable standard	99.6%	100%	99.9%	100%
% dwellings free from serious disrepair	99.9%	99%	93.2%	99.9%
% dwellings energy efficient	91.3%	98%	81.2%	99.9%
% dwellings with modern facilities and services	67.0%	83%	88.8%	89.2%
% dwellings healthy, safe and secure	93.9%	99%	90.5%	99.9%

Housing Quality Statutory Performance Indicator 15 has progressed slightly above the estimated target reporting at 89.1 for 2012-13 submission. The continued survey and works completed from the Housing Investment Capital Programme are keeping Aberdeen City Council on course to achieve compliance with the Scottish Housing Quality Standard by April 2015.

Abeyances are now recorded where works have been refused by the existing tenant, as the guidance on abeyance and exemption only became available prior to the previous year's submission work has begun to revisit properties where these were refused and the tenancy has changed.

The guidance changes with regards to kitchen storage also resulted in approximately 5% of properties that had previously passed this criteria element now failing SHQS, fortunately these are in properties that are in the Capital Programme to be completed prior to April 2015.

16. Managing Tenancy Changes i

	2010/11	2011/12	Scot	2012/13
Charter Indicator - Rent loss due to voids - Citywide	1.13%	1%	1.3%	1.01%

Void Rent Loss for 2012/2013 was 1.01% against a target of 0.86%. This represented an increase of 0.01% on the previous year and in monetary terms equates to £746k. The main factors in the drop in performance were as follows:

Low demand properties and specifically low demand sheltered housing continued to be problematic. One of the aims and benefits of "The Housing for Varying Needs" review is to resolve the supply/demand issue albeit this is not an easy or quick solution. The Housing and Environment Committee approved recommendations contained in the review to re-classify certain sheltered buildings. This work has commenced although it will be 2013/14 before any benefits materialise.

Performance in repairing properties within 3 weeks dropped from last year albeit performance still exceeded the agreed target levels. There were a number of factors affecting this including the poor standard of properties being returned to the Council, and difficulties with gas maintenance associated with the change of contractor. It is debatable that the targets are not challenging enough and greater allowance could be afforded other areas of the process where timescales are exceptionally demanding.

The poor acceptance rate for offers which highlighted that too many applicants were moving due to choice rather than need and that higher standards of property at the time of letting were expected.

The implementation of the revised scheme of allocations whereby the focus is on allocations based on housing need was introduced in October 2012 and further amendments to the scheme with a reduction in offers for all applicants prior to suspension or fulfilment of homeless statutory duties is expected to positively impact on performance in 2013/14. A review and audit of the entire voids process is underway which includes a review of the letting standard and the automatic removal of all items left in a property irrespective of condition or benefit for any prospective tenant and amendments to operating practices to deliver a more focussed approach to lettings.

17. Managing Tenancy Changes ii.

	2010/11	2011/12	Scot	2012/13
Non-low demand relets (average time - days) - Citywide	47.5	44.5	33	48.4
Low demand relets (average time - days) - Citywide	123.3	140.8	57	131.4
HS4cii: Low demand stock: Average period these dwellings had been un-let at year end (days)	234	139	345	190.1
HS4d: Number of dwellings considered to be low demand at year end	1,200	700	-	485
Number of dwellings considered to be low demand at start of year	1,249	1,200	-	700
Number of low demand dwellings not actively being re-let as subject to a disposal strategy	0	0	-	0

The overall average relet times for all void properties improved from 51.8 days to 50.4 days. This was due to a drop in the total number of properties actually relet and in particular a significant reduction in the number of low demand properties relet. For properties classified as non-low demand the average relet time dropped to 48.4 days from 44.5 days. This would be a more accurate reflection of performance and highlighted a number of areas particularly given the increased demand for Council housing.

The main factors impeding performance were as follows;

Low demand properties and specifically low demand sheltered housing continued to be problematic. One of the aims and benefits of "The Housing for Varying Needs" review is to resolve the supply/demand issue albeit this is not an easy or quick solution. The Housing and Environment Committee approved recommendations contained in the review to re-classify certain sheltered buildings. This work has commenced although it will be 2013/14 before any benefits materialise.

Performance in repairing properties within 3 weeks dropped from last year albeit performance still exceeded the agreed target levels. There were a number of factors affecting this including the poor standard of properties being returned to the Council, and difficulties with gas maintenance associated with the change of contractor. It is debatable that the targets are not challenging enough and greater allowance could be afforded other areas of the process where timescales are exceptionally demanding.

The poor acceptance rate for offers which highlighted that too many applicants were moving due to choice rather than need and that higher standards of property at time of letting were expected.

The implementation of the revised scheme of allocations whereby the focus is on allocations based on housing need was introduced in October 2012 and further amendments to the scheme with a reduction in offers for all applicants prior to suspension or fulfilment of homeless statutory duties is expected to positively impact on performance in 2013/14. A review and audit of the entire voids process is underway which includes a review of the letting standard and the automatic removal of all items left in a property irrespective of condition or benefit for any prospective tenant and amendments to operating practices to deliver a more focussed approach to lettings

18. Rent Management

	2010/11	2011/12	Scot	2012/13
Rent Arrears as a % of Net amount Due (SPI)	6.2%	7.4%	6.1%	8.7%
% of tenants owing more than 13 weeks rent	5.9%	6.4%	4.3%	7.6%
Terminations in Arrears	35%	29.3%	39.2%	28.4%
The average debt (in weeks) owed by tenants leaving in arrears	13.3	11.9	9.2	11.5
% of former tenant arrears written off or collected during the year	40.9%	31.6%	35.7%	23.7%

Performance in respect of current tenancy arrears has deteriorated from 7.4% last financial year to 8.7% at year end. This is in part due to the review of the escalation process and the increased timescales given to carry out the pre action requirements which came into force on the 1 August 2012. Our aim has been to concentrate on tenancy sustainment by keeping tenants in their home and by reducing the number of tenants being faced with legal action. By pursuing legal action against a tenant it has the effect of increasing their overall debt to the Council because of the Court costs involved. The knock on effect of pursuing eviction action against a tenant obviously leads to increased costs for the Housing Service because of the void, relet and perhaps rehousing situation through our Homeless Service.

Proportionate to this is that the percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250 has been calculated as 7.6% compared to 6.4% in the previous year. Again, taking into account the fact that our aim is to keep tenants in their home will have a detrimental effect on this indicator.
28.4% of tenants gave up their tenancies in arrears compared with 29.3% in the previous year and the average numbers of weeks a tenant leaves in arrears is 11.5 weeks compared with 11.9 in the previous year. This figure shows an improvement because of the work being done with tenants during the life of their tenancy.

The proportion of former tenancy arrears written off or collected remained considerably under target at 23.4%. This compares with 31.6% in the previous financial year. In terms of debt collected, this remained fairly consistent with £203,594 collected in comparison to £215, 463 the previous year. Where performance diverges is with amounts written off - £184,314 this financial year compared with £306,028 in 2011-2012. The specialised team whose focus it is to concentrate on the cases being pursued for legal action also has responsibility for the pursuit of former tenant arrears. There has therefore been a training and development requirement which has led to a drop in cases being passed to the Sheriff Officer for collection or indeed for being written off. However the team remain committed to trying to collect the debt themselves where we have a forwarding address. A proposal to increase this team in size will be considered to allow for a higher focus on former tenant arrears.

19. Homelessness

	2010/11	2011/12	Scot	2012/13
Council duty to secure permanent accommodation for household - % of decision notifications issued within 28 days of date of initial presentation	56.01%	65.4%	89.1%	70.8%
Council duty to secure permanent accommodation for household - iii. the % who are housed	69.8%	68.46%	49.2%	78.4%
Council duty to secure permanent accommodation for household - iv. % of cases reassessed within 12 months of completion of duty	5.02%	5.9%	5.4%	4.6%
Council duty to secure temporary accommodation, provide advice and guidance or take reasonable measures to retain accommodation - ii. % of decision notifications issued within 28 days of date of initial presentation	74.5%	80.7%	87.1%	74.3%
Council duty to secure temporary accommodation, provide advice and guidance or take reasonable measures to retain accommodation - iv. % of cases reassessed within 12 months of completion of duty	2.6%	4.6%	4.3%	3.2%
Homelessness - The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.	89%	93.6%	86.2%	91.8%

During 2012/13, continuous improvement against many of the statutory performance indicators has been achieved. There was a substantial reduction in the number of homelessness applications received and assessments completed during 2011 - 2012. This trend continued in 2012 - 2013, albeit at a lower rate than the previous year, with a further 9% fall in the number of applications recorded along with a 14.8% fall in the total number of assessments completed. Although there has been a further decline in homelessness applications and assessments completed, there was a slight increase in the number of households (870) assessed as unintentionally homeless and qualifying for permanent accommodation in 2012 - 2013, up 0.3% upon the 867 recorded the previous year). There were 198 intentionality decisions made in 2012 - 2013, a 103% increase upon the 98 decisions made in 2011 - 2012.

709 homeless households were provided with permanent housing in 2012 - 2013, this is 44 less households than in 2011 - 2012. However, due to reduced demand where we saw a 17.8% decline in the number of cases open and closed in 2012 - 2013, the actual percentage of households provided permanent accommodation increased by 9.9% upon the 68.5% achieved in 2011 - 2012. The number of household that sustained their tenancy for a year or longer in 2012 – 2013 fell by 1.8% from the 93.8% achieved in 2011 - 2012.

20. Domestic Noise Complaints

	2010/11	2011/12	Scot	2012/13
PS2b: For domestic noise complaints received during the year requiring attendance on site, the average time (hours) between the time of the complaint and attendance on site.	24	30.54	30.5	31.6
PS2b: For domestic noise complaints received during the year dealt with under part V of the Antisocial Behaviour etc. (Scotland) Act 2004, the average time (hours) between the time of the complaint and attendance on site	0.31	0.39	0.6	0.32

There were fewer domestic noise complaints received by the Antisocial Behaviour Team in 2012/13 (2887 complaints) compared to 2011/12 (3957 complaints). In 2012/13 55% (1575 complaints) required a visit compared to 46% (1801 complaints) in 2011/12. The average time to visit in 2012/13 (0.32 hours) was marginally less than in 2011/12 (0.39 hours).

The number of domestic noise complaints received by the Environmental Health team in 2012/13 (320 complaints) was similar to 2012/13 (302 complaints). The number of complaints visited and average response time (186 complaints visited and average response time 31.6 hours) was also similar to 2011/12 (180 visits and average response time of 30.5 hours).

21. Trading Standards - Complaints and Advice

	2010/11	2011/12	Scot	2012/13
% of trading standards consumer complaints that were dealt with in 14 days	74.7%	82.47%	81.4%	79.18%
PS4: % of trading standards business advice requests that were dealt with in 14 days	94.8%	94.16%	96.3%	89.91%

Consumer complaint work is becoming more complex and some complaints take longer to resolve, which may explain the decline in performance.
Business advice complaint response time has declined slightly.
Performance is suffering due to a number of unfilled posts within the Service.

22. Carriageway Condition

	2010/11	2011/12	Scot	2012/13
Percentage of road network that should be considered for maintenance treatment	34.7%	34.09%	36.4%	30.48%

A comparison for the years from 2010 – 2011, 2011 - 2012 continues to show a decrease in the RCI from 34.7% down to this year's figure of 30.5%. The RCI shows that both the red and amber values also continue to decrease. Variances in the reported figures will be as a result of surveying "A" Class roads in alternate directions each year along with the "B" &"C" Class roads being surveyed in alternative directions in years 3 & 4. Random selection of unclassified roads over the four year period of the survey will also influence the RCI dependant on the condition of the random sample. This is noticeable in the yearly variation of the results.

The Service will continue to target roads in most need of maintenance using both the Condition Survey Data and additional surveys and in doing so strive to achieve a reduction in the overall backlog of maintenance operations required to the road network. The overall RCI for roads within the "red" category, and therefore requiring treatment, is 6.3%. There is an allocation of capital monies allocated annually for the resurfacing of roads, during 2011-2012 and 2012-2013 the money allowed approximately 1.14% and 1.03% of the network to be tackled each year respectively.

23. Refuse Collection

	2010/11	2011/12	Scot	2012/13
WM1a: Net cost of refuse collection per premise	£54.96	£50.24	£66.15	£38.53
Net cost of refuse disposal per premise	£141.76	£132.16	£98.11	£174.66

This SPI has been impacted by a change in fleet management accounting that has reduced costs significantly. A decision was taken to apply available funds in 2012/13 to paying off outstanding debt on some classes of fixed assets, including vehicles, with the result that both the outstanding debt and the interest payable on that debt are significantly reduced. In addition to this staff costs were reduced through service efficiency and improved absence rates.

24. Refuse Recycling

	2010/11	2011/12	Scot	2012/13
% of Household waste collected that was recycled or composted		35.37%	53.94%	37.32%

In the period April 2012 to March 2013 continued the trend of falling waste arisings, down from 98,982 in 2011-12 to 93,360 in 2012-13 a reduction of 5.68%

Overall the amount recycled through Kerbside and Bring schemes showed a slight increase, however Garden and Food Waste stream showed a slight drop from the previous year, mostly due to poor weather early in 2013.

As part of the Waste Collection's continuing drive to increase the city's recycling rate a trial where waste was diverted from landfill and processed through a local Material Recovery Facility resulted in around a 1.5% increase in the recycling figure.

25. Cleanliness

	2010/11	2011/12	Scot	2012/13
The cleanliness index achieved following inspection	71	72	75	69

Cleanliness Index for the year 2012 / 13 of 69 is a three point decrease on the 2011/12 performance. Our performance has been consistent in recent years and has constantly achieved a higher score than 67 which is seen as the acceptable standard.   Previous years scores are:
2009/10 - 72
2008/09 - 70
2007/08 - 72
2006/07 - 69
Our score of 69 is higher than the standard satisfactory score of 67 and is as a result of three main issues –
Being more proactive in our monitoring and reporting of cleanliness issues. Over time our planned monitoring programmes have highlighted litter 'hot spots' which has allowed us to target resources at these areas. This has led to improved cleanliness of these areas. Improved programming of mechanical street sweeping resources.   In 2011/12 mechanical sweeping programmes were reviewed and developed to be more localised. This has led to streets being mechanically swept more frequently and cleaner streets. With 'hot spot' areas being tackled more often. Increased level of enforcement. City Wardens operate a zero tolerance approach to litter enforcement. This has come on the back of a big media campaign aimed at making people aware of litter to help in our efforts to keep our streets clear of litter.

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B. Non-specified Indicators

26. Refuse Complaints

	2010/11	2011/12	2012/13
Refuse Complaints received per 1000 households	44.1	21.9	28.49

The number of complaints per 1000 households has increased from 21.897 to 28.492 an increase of 30.12%.

While most months showed a slight increase from the previous year January showed a marked increase due to the bad weather experienced

The council has introduced new route optimising software. The routing software will be fully implemented across all collection services during the next reporting period, and as such many changes to existing routes will be incorporated.

27. Abandoned Vehicles

	2010/11	2011/12	2012/13
The number of abandoned vehicles that require to be removed by the council - removed within 14 days	89.61%	95.12%	83.12%

The performance related to SPI 27 Removal of Abandoned Cars has shown a decrease in performance, from 4 failures in 2011 - 12 to 13 failures in 2012 - 13.

Following investigation of each failure it was found that 10 instances were caused by resource issues within the service and 3 were due to particular circumstances associated with that particular car and delay was unavoidable.

A systems review is underway that will improve processes and response times in the coming year.

28. Affordable Homes

	2010/11	2011/12	2012/13
No. of affordable houses developed	175	264	157

The current target set by the Council in 2007 is for 350 affordable units per annum. This target was set before the downturn in housing development, and was also a very challenging target rather than one which was to be easily achieved.

RSLs and developers build to their own timetable and the council has no influence over the amount that become available each year. There are many factors which can affect the number of houses completed in any year. Adverse weather can cause building delays and developers may decide to build affordable units at a later stage in the overall development. Whilst this may see a reduction in actual units completed in one year, the houses are still being built and will show as completions in a later year.

29. House Sales

	2010/11	2011/12	2012/13
House Sales completed within 26 weeks - %	96.7%	90.7%	86.3%
Average time for house sales (weeks)	21.9	22.7	22.9

The number of Council properties sold under the Right to Buy Scheme increased to 117 for year 2012/13 from 86 last year. The total applications made also increased to 296 from 190 for the same period. 53% of applications were for flatted accommodation and 24% for houses. This reflects the drop in the number of houses available under the scheme. There was also clear evidence that applications with a protected RTB (pre-September 2002) were more likely to complete their sale than applicants under the modernised RTB where the discounts are less generous.

101 properties were sold in under 26 weeks representing 86.3% of all sales and is a drop from last year (90.7%) and below the annualised target (97%). The delays are due to factors beyond the control of the Council including disputes over boundaries. The average time to process and complete a sale was largely in line with previous years at 22.9 weeks and slightly out with the annualised target of 21.6 weeks. Actual timescales varied between 11.9 weeks and 43 weeks.

Subject to any further legislative changes, it is anticipated that RTB sales will continue to be dependent on 3 factors:
The current instability in the financial sector with difficulties accessing mortgage funding, reduction in net income and general lack of confidence in the financial and economic market.
The continued decline in the availability of desirable properties over the life of the RTB scheme.
The designation of 50 pressured areas which precludes any house sales in these areas until 2022 and that new tenants from March 2011 have no RTB.

30. Food Hygiene

	2010/11	2011/12	2012/13
Food Safety Hygiene Inspections % premises inspected 6 monthly	96.8%	100%	100%
Food Safety Hygiene Inspections % premises inspected 12 monthly	99.37%	100%	98.75%
Food Safety Hygiene Inspections % premises inspected more than 12 monthly	94.92%	95.62%	95.38%

The overall performance in relation to inspection of high risk food premises remains high despite officer resource being diverted to the investigation of a major Fish Fraud in June 2012.

In the last quarter of the financial year resources were again diverted to assist the Food Standards Agency in investigating the National Horse Meat scandal which came to light in the early part of the year.   As a service we are continuing to make improvements to the inspection regime despite a high level of vacancies.

31. Trading Standards Inspections

	2010/11	2011/12	2012/13
Trading Standards Inspections - % visits to high risk premises achieved	96.88%	94.37%	94.51%

Of the 91 High Risk premises due to be visited in 2012-13, 86 were inspected on time and 5 were missed. Officer error accounted for 4 of these visits. The remaining missed visit was because a new weights and measures technology had been introduced at the petrol station involved and officers did not have the correct training or equipment to carry out the inspection and testing work. Both of these issues have now been addressed.

32. Housing Repairs Expenditure

	2010/11	2011/12	2012/13
Average repairs and maintenance expenditure per house per year	888	946	969

The target figure for 2012/13 for this SPI is £1.088 per house this is based on the budgets for each heading contained within the definition (Budget papers attached as Appendix 2). The actual figure for 2012/13 for this SPI is £969 per house this compares favourably to the target figure. Analysis of the actuals in 2011/12 and 2012/13 is contained in Appendix 3, this is continued efficiencies within the service.

33. Housing Management Expenditure

	2010/11	2011/12	2012/13
Average supervision and management expenditure per house	616	604	664

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The target figure for 2012/13 for this SPI is £682.07 per house. The actual figure is £664.20 which compares favourably to the target. There has been an increase of £1,344k principally as a result of additional work on the maintenance of grounds (£191k), the charges for property and technical now including the RCC and Contact centre (£588k) and integrated housing system (£88k) due to less equipment being capitalised.

34. Gross Cost of Environmental Health Service per 1,000 population

	2010/11	2011/12	2012/13
Gross Cost of Environmental Health Service per 1,000 population	£14,020.67	£11,982.77	£10,938.12

Spend has gone down by 8.7%. This was mainly due to a reduction in staffing costs through maintaining vacant posts, together with staff leaving the Service.

It is anticipated that operating costs are likely to increase due to increased costs of general supplies, equipment and fuel costs.

35. Trading Standards Costs

	2010/11	2011/12	2012/13
Gross Cost of Trading Standards Service per 1,000 population	£3,550.27	£3,003.82	£3,012.34

Spending has remained almost constant having increased by only £1,877 during 2012-13 and remains low due to a number of unfilled posts. Efficiencies are being sought through a partnership initiative whereby skills are being brought in from Aberdeenshire Council where this is cheaper than training and maintaining the competency of our own staff.

Other operating costs were broadly similar to last year and there was a small increase in income. It is anticipated that operating costs are likely to increase due to increases in costs of general supplies, equipment fuel and storage facility costs.

36. Carbon Emissions: Council owned and managed assets

	2010/11	2011/12	2012/13
Carbon Emissions: Council Assets and Operations (CO2 Tonnes)	-	100,134	-

The Council Carbon Management Plan 2010 - 2015 has set a target for a 23% reduction in CO2 emissions by 2015 (against a 2008/.2009) from business travel, fleet, some Council housing (59 multi-storey blocks), public buildings, street lighting, water and waste. The plan was developed as part of the Carbon Trust Local Authority Carbon Management Programme with an aim to monitor and reduce CO2 emissions from measurable emission sources.

The plan is monitored annually to review progress. Data for each of the above emissions sources for the 2011/12 financial year was collated in 2012 and this revealed that the total CO2 emissions for this period was 100,134 tonnes.

This data was collated with information from previous monitoring periods to show Council progress against the overall carbon reduction target. The 2011/12 calculations indicate that Aberdeen City Council has reduced its carbon footprint by 15.5% since 2008/2009. This is a total reduction of 17,001 tonnes CO2 and shows the Council is on track to meet the emission reduction target.

37. Sustainable Development

Work done to encourage and support sustainable development

Ongoing progress to encourage and support sustainable development continued in 2012/13. Key outcomes included the completion
partner or lead partner roles in several European Interreg projects with a sustainability focus. This work involved the production and dissemination of project outputs at local, national and European level, including policy, recommendations, project reports and practitioner toolkits.

Aberdeen successfully renewed Fairtrade City status in July 2012 and launched a new Fairtrade pledge scheme for local businesses and organisations in 2013.
The Council made a commitment to sustainable timber signing up to the WWF "What Wood you Choose" silver pledge and has enhanced biodiversity, reaching a target of planting 210,000 trees in the city. Increasing public awareness of sustainability measures, 4 editions of environmental news and events publication Our Green Times

	Work done to encourage and support sustainable development

were produced and distributed to households in Aberdeen.

Actions to reduce carbon emissions and adapt to climate change were reported with the publication of the 2012 Aberdeen Climate Change Declaration report, reflecting local authority commitment to Scotland's Climate Change Declaration. The report outlines measures to reduce carbon emissions and enhance sustainability including: installation of photovoltaic panels on public buildings; the launch of sustainable transport initiatives the Co-Wheels Car Club; and work to develop a Sustainable Urban Mobility Plan for Aberdeen city centre, which was recognised in a European award scheme. Additional training in Strategic Environmental Assessment and Habitats Regulation Assessment has enhanced capacity in the environmental assessment of plans, policies and strategies.

38. Street Cleanliness

	2010/11	2011/12	2012/13
Percentage Achieving Cleanliness	94%	94%	92%

PAC monitoring ceased in November 2012 and is replaced by a comprehensive LEAMS survey for 2013-14.
The target for the forthcoming year is to identify the lower scoring areas highlighted through surveys and target resources at these areas with the aim being to improve our overall rating. Aberdeen's street cleaning service is being modernised. Mechanical methods for street cleaning are replacing the old and outdated manual method. The street cleaning service is now more efficient and more effective.

The performance of the street cleaning service is monitored at regular council committee meetings where senior council staff challenge the service on its performance and seeks continually improvement. Aberdeen's street cleansing is benchmarked through APSE (Association of Public Service Excellence) and shows that we provide a good level of service.

39. High Priority Pest Control

	2010/11	2011/12	2012/13
High Priority Pest Control % responded to within 2 days	98.9%	99.7%	99.2%
High Priority Pest Control - % completed within 30 days	90.7%	93%	93.9%

869 complaints were received for the year. 99.2% of the complaints were responded to within the 2 day period, means that only 7 complaints in the year were not responded to within 2 days. This may be due to staff holidays, volume of work or staff error.

93.9% of the complaints were completed within the 30 day period, this may be due to some of the treatments required taking longer than 30 days to complete. Last year 969 complaints were received and 99.7% were responded to within the 2 day period and 93% of these were completed within 30 days. Compared to last year a high level of customer service is still being maintained.

40. Low Priority Pest Control

	2010/11	2011/12	2012/13
Low Priority Pest Control - % responded to within 5 days	95.5%	95.8%	99.8%
Low priority Pest Control % completed within 30 days	95.9%	96.6%	97.9%

Near 100% of complaints responded to within 5 days, high level of performance maintained.

1031 complaints were received within the year, 97.9% of these were completed within 30 days. This can be due to some treatments requiring longer than 30 days to be completed. Last year 1605 complaints were received and 96.6% of these were completed within 30 days, in comparison this shows that a high level of customer service is still being maintained.

41. High Priority Public Health Complaints

	2010/11	2011/12	2012/13
High Priority Public Health % responded to within 2 days	92.4%	92.8%	90.9%
High Priority Public Health - % completed within 30 days	87.3%	85.3%	89.6%

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789 complaints were received in the year, 90.9% were responded to within 2 days. The reason for the small number of complaints not being responded to within 5 days may be due to staff holidays, illness or error. In March a member of the team retired and this may have contributed to the lower percentage of complaints responded to within 2 days. Last year 891 complaints were received and 92.8% were responded to within 2 days. In comparison it is shown that a high level of customer service is still being delivered.

89.6% of complaints were completed within 30 days. This is because it is not always possible to complete all complaints within the 30 day period due to the nature of some complaints. These may need more extensive investigation to find the exact cause of complaint or require the service of a statutory notice. The number of complaints received last year was 891 and 85.3% were completed within 30 days, therefore, in comparison a high level of customer service is being maintained.

42. Low Priority Public Health Complaints

	2010/11	2011/12	2012/13
Low Priority Public Health - % responded to within 5 days	97.2%	97.1%	96.7%
Low Priority Public Health -% completed within 30 days	79.5%	85%	84.5%

663 complaints were received. 641 were responded to within 5 days, this gives 96.7%. In the months November to February 100% of complaints were responded to within 5 days. March shows 86.5% responded to within 5 days, this is lower as a member of staff retired at this time and resources may have been used to deal with higher priority complaints. Last year 96.7% of complaints were responded to within 5 days so in comparison a high level of customer service is still being maintained.

560 of the complaints were completed within 30 days, this gives 84.5%. It is not always possible to complete all complaints within 30 days due to the nature of some complaints. These may need more extensive investigation to find out the exact cause of the complaint or service of a statutory notice. Last year 681 complaints were received and 84.5% were completed within 30 days. In comparison a high level of customer service is still being delivered.

43. Planning Application Processing Times

	2010/11	2011/12	2012/13
Percentage of householder and non-householder planning applications dealt with within two months (monthly)	71.1%	81.47%	66%
Percentage of householder applications dealt with within two months (monthly)	85.24%	91.23%	79.2%
Percentage of non-householder applications dealt with within two months (monthly)	48.92%	68.28%	52.11%

Performance in Development Management for 2012/13 showed a decrease when considered in terms of the percentage of applications determined on time in comparison with compared to the previous year for both householder and non-householder local development applications (from 81 % to 66 % within 2 months). This was despite a decrease in the total number of applications decided from 1,608 to 1,384 as a direct result of the decline in the number of householder applications following the extension of permitted development rights.

44. Attainment for National Qualifications

	2010/11	2011/12	2012/13
SQA Performance - % attaining 5+ awards at SCQF level 3 or better by end of S4 in publicly funded schools	91%	90%	
SQA Performance - % attaining 5+ awards at SCQF level 4 or better by end of S4 in publicly funded schools	76%	76%	
SQA Performance - % attaining 5+ awards at SCQF level 5 or better by end of S4 in publicly funded schools	33%	34%	
SQA Performance - % attaining English and Maths at SCQF Level 3+ or better by the end of S4 in publicly funded schools	92.0	91.0	
SQA Performance - % attaining 1+ awards at SCQF level 6 or better by end of S5 in publicly funded schools	41%	43%	
SQA Performance - % attaining 3+ awards at SCQF level 6 or better by	27%	25%	

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	2010/11	2011/12	2012/13
end of S5 in publicly funded schools			
SQA Performance - % attaining 5+ awards at SCQF level 5 or better by end of S5 in publicly funded schools	48%	47%	
SQA Performance - % attaining 1+ awards at SCQF level 6 or better by end of S6 in publicly funded schools	45%	47%	
SQA Performance - % attaining 1+ awards at SCQF level 7 or better by end of S6 in publicly funded schools	17%	19%	
SQA Performance - % attaining 3+ awards at SCQF level 6 or better by end of S6 in publicly funded schools	32%	35%	
SQA Performance - % attaining 5+ awards at SCQF level 6 or better by end of S6 in publicly funded schools	22%	27%	

Overall, the percentage of pupils attaining positive outcomes across the indicator suite increased by 10 percentage points against 2010/11, with improvement being recorded against 6 of the 11 indicators and a marked positive trend in S6 attainment. In regards to this latter observation, the Aberdeen City Campus, a transformational project which was agreed by the Council to enhance learning opportunities for pupils, initially in the senior phase of secondary school education, was launched in session 2011/12. An interim evaluation of the Campus concluded that the aim of delivering enhanced access to Advanced Higher courses was achieved and supported and welcomed by staff and students across all schools. The Campus project has now been extended to other areas of the Senior Phase curriculum for session 2012-13.

Aberdeen City Council has also invested significantly in Professional Development, which includes the Subject Networks and also in Leadership development across Schools, which was supported through the introduction of the ECS Leadership Development Policy in 2012. Fundamental to the approach is a model that creates capacity and resilience in staff and builds on existing good practice and expertise. This model is supported by a programme of the highest quality and most relevant continuing professional development experiences. This new approach has already had a noticeable impact, as observed by HMIe in the two secondary inspections carried out in 2012/13.

In addition, there will be a renewed focus on literacy and numeracy with the development of a both a Literacy and a Numeracy Strategic Plan for 2013. As the responsibility of all education related service teams within the Directorate, literacy and numeracy will be delivered across the curriculum from 3-18 and supported by outside agencies and links across Aberdeen City. This will enable our future generations to achieve their full potential and provide them with the desire and tools to learn and succeed.

45. School Inspections

	2010/11	2011/12	2012/13
% of publicly funded primary schools receiving positive Education Scotland inspection reports per financial year	67%	100%	100%
% of publicly funded secondary schools receiving positive Education Scotland inspection reports per financial year	100%	100%	100%
% of publicly funded special schools receiving positive Education Scotland inspection reports per financial year	50%	N/A	N/A

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Publicly funded Primary Schools

In 2012/13, there were two full inspections of primary school establishments, Fernielea and Kirkhill Primary Schools, both of which resulted in positive inspection outcomes.

The inspection of Fernielea noted 1 Excellent and 4 Very Good ratings against the five quality parameters. Kirkhill's result from the inspection process recorded Very Good outcomes against the 'Learner's Experiences' and 'Improvement Through Self-Evaluation' indicators and Good ratings against the three remaining inspection areas.

Overall, the outcome of these inspections, in comparison with 2011/12, show year-on-year progression with all the Quality Indicators being rated as being Good or above and a higher proportion achieving Very Good or Excellent grades.

Publicly funded Secondary Schools

Both of the Education Scotland inspections carried out in 2012/13, of Bucksburn and St. Machar Academies resulted in positive inspection outcomes.

Reflecting on the three core Quality Indicators, Bucksburn was rated 'Good' against each of these with St.Machar recording 'Good' ratings against 'Learner's Experiences' and 'Meeting Learning Needs' and a 'Satisfactory' rating on 'Improvements In Performance'. Evaluations of the remaining aspects of the work of each school, 'The Curriculum' and 'Improvement Through Self-Evaluation' provided for 'Good' outcomes in the case of St. Machar Academy and 'Very Good' ratings for Bucksburn Academy.

Cumulatively, this represents an improved position on 2011/12 where, in reviewing the gradings against each individual Indicator/parameter, 50% fewer base Satisfactory ratings were noted and some 20% of the outcomes being graded Very Good as opposed to none being recorded at this level in the previous year.

No inspections relating to special schools were completed during the financial year 2012/13.

46. Learning Communities Inspections

	2010/11	2011/12	2012/13
% of learning communities receiving positive evaluations from Education Scotland per financial year	0%	100%	100%

One inspection of learning communities was undertaken by Education Scotland during the period 2012/13 - the St Machar Learning Community report in May 2012 - all 5 indicators (and the report as a whole) received a positive grading. Quality indicator 1 was graded as Satisfactory with 2, 3 and 4 (the impacts on young people, adults and communities) graded as Very Good and 5 was graded as Good. This indicates progress against the outcomes from the previous year's inspection(s) with improvements in 3 of the 5 quality indicators evaluated from these inspections.

47. Local Authority Pre-school Inspections

	2010/11	2011/12	2012/13
% of local authority pre-school education centres receiving positive Care Inspectorate reports per financial year	100%	100%	100%
% of local authority pre-school education centres receiving positive Education Scotland inspection reports per financial year	100%	100%	100%

Local authority pre-school education centres receiving positive Care Inspectorate reports
The total number of Care Inspectorate inspections of local authority centres undertaken for the period 2012/13 was 17. All of these inspections were graded 3 or greater resulting in 100% positive inspection outcomes which maintains the five year trend of 100% positive inspection results.

A drill down of the data on the individual Quality Themes from these inspections reveals 100% were graded 4 or above, and 79.4% being graded at level 5 which demonstrates an advancement on 2011/12 where the respective figures were 87.5% and 0%.

On this basis it can be demonstrated that additional value and quality of provision is being delivered year-on-year through these centres and the outcomes for children attending are consistently improving.

Local authority pre-school education centres receiving positive Education Scotland reports
Education Scotland inspected 2 local authority pre-school education centres during the period 2012/13, Fernielea and Kirkhill Nurseries. Both of these received positive inspection outcomes receiving Good gradings or above against each of the Quality Indicators involved resulting in a 100% figure for this particular Statutory Performance Indicator.

Whilst this 100% positive out-turn is consistent with previous years, the outcomes against individual assessment areas show continuous improvement against 2010/11 and 2011/12 with 80% of the Indicators/parameters being graded Very Good as opposed to 20% in 2011/12, 10% being rated as Excellent where none were recorded at this level the previous year, and no base Satisfactory evaluations arising from the inspection regime in 2012/13 in contrast with 20% the year prior.

48. Partner Pre-school Inspections

	2010/11	2011/12	2012/13
% of partner provider pre-school education centres receiving positive Care Inspectorate reports per financial year	96.9%	87.5%	93.1%
% of partner provider pre-school education centres receiving positive Education Scotland inspection reports per financial year	N/A	100%	83%

Partner provider pre-school education centres receiving positive Care Inspectorate reports
There has been an overall improvement in the outcomes for Care Inspectorate inspections of partner provider centres over the last year with the % of positive inspections rising by 5.6 percentage points from 87.5% in 2011/12 to 93.1% in 2012/13.

Of the 29 inspections undertaken at partner provider pre school education centres by SCSWIS, two failed to attain positive inspection results with one private nursery being graded 2 on three of the 4 quality themes and the other falling short on a single quality measure. The Early Years Team is working closely with these partner organisations to support improvement against these identified areas for both (a) follow-through inspections and (b) more immediately to ensure raising of the current standards of provision for those children already attending these centres.

Outwith these observations, the proportion of facilities receiving gradings of 4 or more against the four quality themes has risen from 75% in 2011/12 to 89.7% in 2012/13 and with a number of highest level gradings of 6 being recorded as a result of the inspections conducted during 2012/13.

Partner provider pre-school education centres receiving positive Education Scotland inspection reports
Six inspections were undertaken of partner provider pre-school education centres by the Education Scotland's HM Inspectors during the period 2012/13. Of these inspections, one centre was identified as weak against each of the core quality indicators which has resulted in a negative inspection outcome and in a fall in the percentage of positive inspections against 2011/12 (which was 100%) to 83.3% in 2012/13.

The Early Years Team, post-inspection, provided intensive support to help improve the quality of service and, particularly, the outcomes for children attending the centre which has resulted in a follow-through visit by HMI in May 2013 that showed improvement although some additional work may require to be undertaken to ensure that the centre achieves either a future positive inspection result and/or avoids the need for further Care Inspectorate visits connected to the original inspection report.

49. School Leaver Destinations

	2010/11	2011/12	2012/13
% school leavers from publicly funded schools in positive and sustained destinations	86%	88%	

The percentage and total number of positive destinations in Aberdeen has risen between the 2010/11 and 2011/12 SLDR initial surveys (October 2012). This is an increase from 85.6% (1,516) of total school leavers (1,774) in 2010/11, rising to 88.4% (1,608) of total school leavers (1,818) in 2011/12. This is an overall increase of 92 (2.8%) school leavers entering positive destinations.

Higher Education remains Aberdeen's highest initial leaver destination, there has been a slight rise in the percentage of leavers entering this destination from 35.6% (631) in 2010/11 to 36.5% (664) in 2011/12 and there has also been a steady rise in the percentage of young people entering employment (Aberdeen's 3rd highest leaver destination) from 21.4% (380) in 2010/11 to 23.0% (418) in 2011/12. The percentage of leavers entering further education (the 2nd highest leaver destination at 25.4% (462) in 2011/12), training and voluntary work has remained relatively stable between 2010/11-2011/12 with some minor variations.

New national performance measuring indicators are being introduced by the Government in 2014 to replace the current STACS educational assessment system. Details of the new national benchmarking tool have still to be announced but indications are that there will be four new performance indicators which will include 'Positive & Sustained Destinations' as a measure. Alongside this, the EC&S Service is presently developing methodologies between and across various teams that will enhance the capacity for interpretation of the data provided by SDS and inform action planning for supporting young people to attain positive destinations.

50. Learning Centres / Access Points

	2010/11	2011/12	2012/13
Number of times that PC terminals in Library Learning Centres and Learning Access Points are used per 1,000 population	1,052	901	871
Number of users of PC terminals within Library Learning Centres and Learning Access Points as percentage of resident population	18.85%	18.62%	17.45%

Number of times that PC terminals in Library Learning Centres and Learning Access Points are used per 1,000 population

The number of times that terminals were accessed decreased from 213,004 in 2011/12 to 191,946 in 2012/13 with the number of visits per 1,000 population decreasing from 981 to 871.

The decrease in PC use has been significantly offset by the uptake of WiFi connectivity which has increased by 40.5% on last year although this is not reflected in these calculations. Once the security issues surrounding access from particular mobile devices are resolved, this should increase further and it is worth noting that, whereas, PC sessions are recorded per hour, WiFi use is unlimited so, in terms of the number of times that users are accessing the service, the actual level of use is likely to be higher than that recorded, and this movement to remote accessing of services and networks, conversely, will have the effect of artificially deflating the SPI outcome against personal computer uses.

Number of users of PC terminals within Library Learning Centres and Learning Access Points as percentage of resident population

The population base increased from 217,120 in 2011/12 to 220,420 in 2012/13 and the number of learning centre users has decreased from 40,421 in 2011/12 to 38,455 in 2012/13. This represents 17.45% of the population, a drop of 1.17 percentage points on 2011/12.

This decrease in PC use has been largely offset by the uptake of WiFi connectivity which has increased usage by 40.5% on last year but against which there is no capacity to record this use within this particular SPI template. However, consideration is being given to the development of a replacement indicator that will enable the capture of information that better reflects the diversity of access routes to both the networks provided by the Council and the specific Service content. Additionally, there were fewer PC taster sessions in 2012-13 than in 2011-12 which partly reflects a reduction in the capacity of partner providers to support this programme and the increased focus on this provision during 2011-12 linked to the launch of the library digital archive, the Silver City Vault, which was supported by an expanded number of introductory events.

Although the full impact of the Welfare Reform Act is yet to be seen, it is possible that this will have a positive effect on PC usage, as people seek support in gaining ICT skills, applying for jobs online and accessing benefit applications. The Library and Information Service is actively working with Job Centre Plus to provide PC facilities for such support and anticipates that, in concert with the movement to remote access through mobile devices, demand for these services will continue to develop.

51. Use of Libraries

	2010/11	2011/12	2012/13
Annual number of borrowers from libraries as percentage of the resident population	25.57%	24.24%	23.23%

The population base increased from 217,120 in 2011/12 to 220,420 in 2012/13 and active borrower numbers have decreased from 52,632 in 2011/12 to 51,195 in 2012/13.The number of borrowers as a percentage of the resident population has dropped from 24.24% in 2011/12 to 23.23% in 2012/13.

Library membership is falling nationally, however, compared to other benchmarking authorities, Aberdeen is still performing well. In terms of addressing the extent of relative decline and maintaining the City's comparative position, the Service streamlined the registration procedure towards the end of the 2012-13, speeding up and simplifying the membership process and this is being underpinned by revisions in the joining policy during 2013 to enhance the flexibility of the system and reduce potential barriers. Full online registration is being introduced in 2013, along with a new digital user category for customers who want to access online resources, such as e-books and online databases but don't require lending rights to physical items.

Consideration will also be given, over the course of 2013/14, to purchasing a new Capita product, a web-based version of the library management system. This will enable staff to register new customers during outreach activities in real time.

52. Operational Assets Required Maintenance Costs

	2010/11	2011/12	2012/13
The required maintenance cost of operational assets per square metre	£121.66	£111.99	£117.28

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This is the fourth year that this figure has been reported through the SPI process and the first time a rise in the figure has been reported. This year's figures of £65m and £117 is an increase of around 9% on last year's figures of £60.7 million and £112 per sqm. A target of £107 per sqm was set last year as it was anticipated that there would be an improvement but this has not been achieved. It was noted last year that a decline in condition may become apparent during the resurveys and this has been the case. Albeit on a scale not expected.

The maintenance revenue budget currently only covers emergency, statutory cyclical and Health & Safety maintenance, as well as other statutory obligations. As noted above, action is being taken to try to address the limited funding in revenue terms and to realign spending more with planned maintenance rather than reactive. Councillors are also being made aware of the possible continuing deterioration of its assets if it does not address the situation. In the meantime, the C&S programme will continue to allow for targeted priority capital spend. This will result in improvements to specific assets but assets not included in the programme may decline. The resurvey of assets during the second cycle of the condition survey programme will continue to pick up such decline in condition. However, this is likely to be offset by the Capital and C&S projects set to be completed in the next 12 months, probably leading to a small improvement. Taking this into account, a target of £112 per sqm has been set for next year.

53. Traffic Light Repairs

	2010/11	2011/12	2012/13
Percentage of all traffic light repairs completed within 48 hours	96.54%	95.36%	94.36%

The target performance for this SPI is 98% whilst the actual performance figure for 2011/12 is 94.4% and represents a slight decrease in performance on the 2011/12 figure of 95.3%. It is of concern that the performance target for this year was not met, and issues relating to spare parts, either not being available at the local depot or delays in obtaining them from the manufacturers of third party equipment, has been a factor in this. It is not acceptable for commonly used spare parts of this nature to be unavailable at the local depot.

The age of a significant number of the traffic signal installations in the city and the associated difficulties with sourcing spare parts are also considered to be contributory factors to the lower than expected performance figure.

The overall performance is lower than expected and steps are being taken to address this with the maintenance contractor and improve performance. It should be noted that repairs which exceed 48 hours and are due to age related issues in older equipment or equipment damaged in Road Traffic Accidents (RTA) are accepted as being unavoidable in some cases.

54. Street Light Repairs

	2010/11	2011/12	2012/13
Percentage of all street light repairs completed within 7 days	82.41%	89.09%	86.18%

Performance has decreased from the 2011/12 figure of 89.09% by approximately 3.5% in 2012/13 and the target level of performance for the year, of 92% was not met. Looking at the performance on a month by month basis, we performed particularly poorly during January and February. The Festive break along with long term absences had an impact on the figures.

In order to achieve the target in 2013/14, closer monitoring and control of the fault tickets going through the Confirm system will be carried out and in particular over the festive period and into January.
A seasonal target has been established for the % of repairs carried out within the required timescales.
A monthly report will be prepared to cover the performance achieved in responding to repairs and this will be discussed along with any required improvements.
An additional electrician has also been employed which will help increase the repairs response times.

55. Street Light Columns

	2010/11	2011/12	2012/13
Percentage of street lighting columns that are over 30 years old	34.9%	32.63%	31.09%

The replacement programme continued through 2012/13 with an allocation of £300,000 for this area of work. While this provided a minor improvement on our performance the longer term trend from the RAMP (Road Asset Management Plan) identifies a gradual increase in columns over 30 years old and then a dramatic increase in numbers by the end of this decade. Potentially we will require £1 million per annum in order to replace columns exceeding their expected service life.

The RAMP has identified that the current budget is not sufficient to allow us to replace columns exceeding their service life. At the current rate of spend, by the end of 2016, 10,700 columns will have exceeded their expected service life. The cost to replace this number of columns in a single year would be approximately £11M.

The 5 year Capital programme does not provide sufficient funding to make a significant impact on reducing this figure. The Capital spend will therefore be prioritised to ensure those columns replaced are the ones in most need. This will be achieved by a combination of column identification by means of a survey and carrying out non-destructive column testing. We will also use performance networks and peer reviews/benchmarking to ascertain whether there are specific types of columns suffering from failures or indeed benefiting from longer life than the anticipated 30 years to profile our expected demands more finitely. The additional survey work and column testing will require funding from the Revenue Budget which will in effect be a budget pressure as the survey programme increases.

56. Road Network Restrictions

	2010/11	2011/12	2012/13
Percentage of council and private bridges assessed that failed to meet the EU standard of 40 tonnes	4.12%	3.09%	3.09%

Currently there is no change from 2011/12, although preliminary design work has progressed on the Rob Roy Bridge & is awaiting a category 2 check.   The programme of work regarding weak bridges is dependent upon budget and priority.

None of the 6 bridges listed below can be regarded as a serious restriction to the public road network.
The current situation of each bridge is as follows;
29Db Rob Roy Bridge – Preliminary design & drawings complete – awaiting category 2 check. - Utility design survey works in progress – bridge presently propped to carry 40 Tonne.
242D Farburn Terrace No.1 – No weight restriction – monitor.
295D Union Terrace Widening – No weight restriction – monitor. Report to be presented to Council for the £1,000,000 funding required to strengthen,
105R Park Road Railway Bridge– Weak footpaths – no intention to strengthen – install footpath protection, as funding becomes available. To be agreed with Network Rail in 2013/14.
115Rb Market Street Railway Bridge, Stoneywood – Weak footpath – no decision – discuss with Network Rail.
48D Milton of Drum Bridge – 7.5 Tonne limit – no plans to strengthen as Aberdeenshire Council are happy with the limit and not at present interested in contributing to a strengthening scheme.

57. Pothole Repairs

	2010/11	2011/12	2012/13
Percentage of Pothole repairs carried out within target time (Category 1 and 2)	73.95%	96.72%	86.5%

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The number and severity of pothole repairs vary dramatically with the weather and time of year. Usually the highest volume of repairs occurs during the winter period although periods of high rainfall also have a significant effect. Targets are set to take into consideration this monthly change in numbers although high rainfall is more difficult to forecast. Regular Work teams are normally added to from internal resources in order that account is taken of seasonal variations in the workload. External contractors are not available at all times due to workload, budget constraints may also preclude their use.

Priority pothole repairs reduced from 9,606 in 2011/12 to 8,554 in 2012/13 giving a decrease of 10.95% on the previous financial year. 1464 Category 1 defects, the most serious failures, were repaired in the period. Performance for both Category 1 & 2 repairs was static around 100% until January 2013 when 3,500 reported potholes were required to be repaired over a three month period and a further 1,800 potholes were recorded by the squads during the normal course of their work. These numbers of potholes meant that we were unable to maintain our high performance level. Category 1 performance remained consistent with 94% completed within the stipulated 48 hours, Category 2 responses fell. Overall performance for the year was 86.5%. A combination of a long winter and high number of failures contributed to the figure.

Squads are instructed to initially repair the defect shown on the paperwork then check the immediate vicinity repairing any additional potholes on a find and fix basis. This definitely assisted in repairing defects and stopping future deterioration of this area of road, these additional repaired potholes do not form part of the SPI as they are not Category 1 or 2 defects. The total number of find and fix potholes repaired during 2012/13 was 6,145. Different products are being trialled not only to speed up the process but to give a longer lasting permanent repair. To assist in this a Jetpatcher was purchased in March 2009 and this does create a more permanent repair. Cold patch repairs and hot patch were also used during the period. It is recognised that there are an increasing number of high priority pothole repairs required. The Council is currently considering whether it can allocate additional financial resources to this work. £2.1m of Capital funding for carriageway resurfacing was awarded in 2012/13.

58. Efficiencies Achieved

	2010/11	2011/12	2012/13
Council-wide efficiencies as a percentage of revenue budget	4.07%	3.18%	4.6%

Nationally for 2012/13 3% (an increase on previous years of 1%) efficiency saving targets were built into the council funding settlement therefore this is the minimum that is to be achieved. In recent years this has been achieved and continued in 2012/13 with savings of over £20 million representing over 4% of the net budget

This was an increase from the previous year, as the full effect of the efficiency savings driven out in year 1 of the Priority Based Budgeting process start to flow through.. Again staff / vacancy management savings and service delivery changes featured, along with procurement savings and savings involving a complete redesign of the learning disability service within social work. The council continues to have to plan for cost reductions and savings as part of its 5 year business plan, The target has been reached each year by the Council and will strive to meet its funding constraints and efficiency targets in the future.

59. Accountancy Costs

	2010/11	2011/12	2012/13
Cost of overall accountancy function per £1,000 of net expenditure	£5.95	£6.33	£5.62

Costs for the Accountancy Service decreased during the year, and the reasons for these decreased costs are:
1. Reduced reliance on agency staff following the embedding of the new accounting structure;
2. Reduction in use of consultants to support year end and process improvements. This follows changes to staff structures and successful recruitment;
3. Costs of technology incurred in 2011/12 were one-off and did not have to be borne in 2012/13.

The combined impact of these factors was to decrease the cost per £'000 of net expenditure for Accounting Services. The Accounting Service has been through a period of change and continues to re-evaluate its resource requirements. In 2012/13 progress to deliver services using permanent staff rather than agency or consultants support has been delivered, and Accounting will continue to review the demands of the financial environment to seek further improvement.

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60. Human Resources Costs

	2010/11	2011/12	2012/13
Cost of overall human resources function per £1,000 of net expenditure	£5.28	£5.63	£5.24

In 2011/2012 evolution of the HR Service Centre continued and in order to ensure services experienced no drop in performance of these transactional tasks at a time when the staff and processes involved were undergoing significant change, it was necessary to ensure an appropriate staffing level for the HR Service Centre. This involved a number of fixed term contracts that offset the initial reductions seen at the inception of the Service Centre model. This rebound effect was not a surprise and the fixed term nature of the increases in posts showed that a return to lower staffing levels was anticipated as working practices and corporate procedures continued to be streamlined and which has been seen in the 2012/2013 figure.

This coupled to the natural turnover of the service has seen the overall cost of HR in 2012/2013 being calculated as £2,362,805. In 2011/2012 the cost of HR was calculated as being £2,493,126.36. So the cost of HR has fallen by £130,321.36 with an associated reduction to the SPI.

The decrease is in line with management expectation given the continued evolution of the HR Service Centre during the period covered by the calculation. Predicting a future trend is difficult and longer term savings are perhaps more likely to be achieved by vacancy reduction and voluntary turnover rather than further significant changes to service delivery.

61. Benefits Claims and Changes

	2010/11	2011/12	2012/13
Right Time Indicator - Average number of time taken in calendar days to process all new claims and change events in Housing Benefit/Council Tax Benefit	15.33	19.96	17.69

The average number of days to process new claims and change of circumstances (Right Time Indicator) has improved from 19.96 days in 2011/12 to 17.69 days in 2012/13. The target was 18 days. The improved performance is a direct result of reducing the number of vacant posts in the service and a restructure undertaken in 2011/12. A performance target of 17 days has been set for 2013/14.

62. Resident Influence

This indicator is not measured in 2012/13.

63. Diversity

Work done to encourage and support equalities and diversity within the city

The new public sector duty of the Equalities Act 2010 and its requirements to publish Equality Outcomes for the Council for 2013-17 and a report on our progress in mainstreaming equality by 30 April 2013, provided the opportunity over the last year to refresh and rebrand the whole equalities agenda for the council. Extensive community involvement, engagement with partners and analysis of local and national research has shaped and informed the development of the Equality Outcomes, which are closely aligned with the Single Outcome Agreement and Corporate Business Plan.

Key events and projects over the last year, which provide evidence of the council's work to eliminate discrimination, advance equality of opportunity and foster good relations and, which contribute to the equality outcomes, include
Celebration of International Women's Day which saw between 500 and 600 women come in the Town House who may not have ordinarily seen Sex Inequality as an issue
Council leading the North East LGBT+Development Group and supporting LGBT community groups in marking LGBT History Month and international Day against Homophobia and Transphobia
Being shortlisted for APSE Awards for our partnership work in trying to improve services for Gypsy/ Travellers and building bridges between the Gypsy/ Traveller and the settled community.
Greater understanding and use of Equality and Human Rights Impact Assessments.

64. Community Engagement

Work done to encourage and support community engagement within the city

The Community Planning & Corporate Performance section has led on the development of community engagement within its remit for equalities, promoting partnership working, community planning and information and research. This is done through policy development, internal consultancy, facilitation and development initiatives, partnership development and supporting consultative forums. Amongst the main methods of engagement and consultation are:-

Citizens' Panel - The Council continues to manage and utilise its Citizens' Panel ("City Voice") to inform service planning. During 2012/13, 3 questionnaires were issued and reports made. There are now more than 1,000 members of the panel.

Civic Forum - The Council continues to support, with partners, Aberdeen's Civic Forum which has representation from locality and community of interest based groups. The Civic Forum is a full member of Community Planning Aberdeen. A review of the operation of the Civic Forum was undertaken through Community Planning in 2012/13 to build on the current arrangements.

Regeneration Matters - Regeneration Matters is a forum of representatives from all the priority regeneration neighbourhoods in the city and are active in addressing issues that affect the disadvantaged communities they live in. Regeneration Matters elects 7 representatives to act as community representatives on the Fairer Scotland Fund Board who are directly making decisions on the use of the Fairer Scotland Fund grants – currently £1.625M per annum.

Other Consultation and Engagement - All Services undertake consultation and engagement specific to their remits and stakeholders. A range of feedback mechanisms is used including surveys; forums; meetings; written communication, etc.

65. Criminal Justice Social Work Reports

	2010/11	2011/12	2012/13
01.14a33: Percentage of Criminal Justice Social Work reports submitted to courts by the due date	99.35%	99.37%	99.35%

This SPI has maintained the general good level of performance. It has exceeded the Scottish average of 2008/09, and has fulfilled management expectation for 2012-13. The minimum expectation is to maintain current performance, but ideally to continue to improve. It is however acknowledged that a 100% target is not realistic due to acceptable reasons for late reports. For example, if a client is unavailable until the last minute because they are remanded in prison some distance from Aberdeen and can only be interviewed on the morning of their court appearance, it is preferable to submit a late report rather than no report.

66. Court Orders with Supervision	**2010/11**	**2011/12**	**2012/13**
01.14a35: Proportion of offenders with supervision seen within 5 working days		77.06%	65.44%

Having seen a significant upward trend last year, this year's figures are disappointing. We are currently investigating possible causes, which appear to be a combination of factors including a higher proportion of clients who are failing to attend their scheduled appointment (please note: many of these clients will have seen a member of CJSW staff within 1 day of appearing in court). Actions to improve performance include: • Investigations into whether failures to attend by clients are followed up by workers as rigorously as possible • Investigation of factors which underlie clients' non attendance, eg. drugs/alcohol/mental health/homelessness/financial problems • Prioritising the issue of rigorous follow up to non attendance by line managers in supervision with workers Results of these actions will inform further improvements to the service. It is worth noting that whilst there is no increase in the number of orders from 2011/12, there is an increase in workload in terms of supervision, particularly in the cumulative effect from the significant increase in orders last year

67. Court Orders with Unpaid Work

	2010/11	**2011/12**	**2012/13**
Percentage of offenders with Unpaid Work who attended their first work placement within 7 working days of date of order		32.75	22.08

The result for the second year of reporting is that 22.1% of offenders attended their unpaid work within 7 working days of their court appearance. This is a fall of 10.6%. Factors affecting this figure are: • Where individuals have multiple orders in the course of the year, these must be worked consecutively. This means that they must complete one order before starting the next, so by definition the second and subsequent orders will be started late. • Non attendance – failure to attend on time for work placement, medical reasons for non attendance • People waiting for specific placements, eg. craft workshop, due to level of risk, physical or mental health issues, work patterns (eg. offshore workers) and caring responsibilities. • The workload has increased again over the last 2 years. In 2012/13 the hours of unpaid work given by the courts has increased by 11%, on top of the 41% increase in 2011/12. This increase has led to significant pressures on staff, work parties and infrastructure. We are currently reviewing the service, with a view to re-aligning resources where necessary, increasing capacity and throughput. We are also looking at additional community based facilities to increase workshop space, leading to increased placement capacity, and are working to increase the number of individual placements, enabling those who need a specific placement to begin their order as soon as possible.

68. Delayed Discharge

	2010/11	**2011/12**	**2012/13**
01.05bii: Number of delayed discharges outwith the six week delayed discharge planning period	9	2	34

Routine reports are provided to seniors and service managers enabling individual progress chasing and review, plus ongoing overview of performance.
The major reason for delays from last autumn was due to the shortage of care at home coupled with the increased level of support required to enable patients to return home safely.

Delayed discharges are recorded and reported nationally to ISD Scotland using nationally agreed procedures and a national database, therefore this part of the system cannot be changed. ISD have access to reports taken from Business Objects. EDISON training continues to be delivered across health and social care as needed.

Despite the significant pressures in relation to provision of care at home, we have met the 4 week standard introduced in April 2013. Prior to the implementation of the new target, briefings took place in all teams led by the Discharge Manager and the Service Manager ensuring all staff were clear in their responsibilities. This also enabled us to continue to identify issues or problems which can be addressed in weekly progress meetings at Aberdeen Royal Infirmary and Woodend hospital. Flow to care homes remains good but care at home remains challenging. A workforce strategy group has been established in partnership with the Joint Improvement Team, SSSC and partners in the private and voluntary sector. This group is developing short and long term activities designed to address the capacity issues in the care sector in Aberdeen. We have been fully involved in consultation with the government's new policy regarding the revised choice of accommodation guidance. Publication is expected in June and we have established a short life working group with Health to ensure that changes are implemented in partnership and key staff fully briefed across the sector. We believe the overall trend reflects the continuing shift we are making in the balance of care from care homes to supporting people to remain in their own homes for longer.

69. Child Protection Register No's

	2010/11	2011/12	2012/13
Number of children on child protection register	267	232	223

In 2012/13, there were a total of 225 registrations involving 223 children. This is a slight decrease from the previous year which had 236 registrations involving 232 children. This decrease means Aberdeen no longer has disproportionately high figures for registration, as was the case in the past.

The nature of registration means there may be slight fluctuations in numbers of children due to individual circumstances. There is no target set for the length of time a child's name should be on the register, nor for numbers on the register, and nor should this be the case. Each case should be taken on its merits and the test of significant harm and requirement of a multi-agency child protection plan applied and satisfied.

70. Looked After Accommodated Children

	2010/11	2011/12	2012/13
01.14a48: The % of Looked After Accommodated Children with 3 or more placements in the current care episode	13%	10%	29.7%

This year's data looks at the full looked after care history of children. The full extent of children's care history was not included in previous years due to a reporting object in the previous Business Objects Report which was mapped to an incorrect data source. This error has now been identified and a different reporting process has been put in place to avoid use of this incorrect object.

In view of the above it may be difficult to compare data with previous years' submissions.
Given the major change to the system used to calculate the figures it is not possible to comment on the overall trend. A fuller examination of the data will be necessary to determine its usefulness as a "management information" tool to monitor and minimise the number of moves looked after children experience.

71. Families at Risk

	2010/11	2011/12	2012/13
01.11a: % of looked after young people and families at risk supported to stay together or in their own communities	60.88%	57.56%	54.97%

It is worth noting that there are many more young people and families at risk supported to stay together or in their own communities who are not 'looked after' children. At 31 March 2013 there were another 1345 children who were receiving a social work service and were in their families or communities. To only consider the looked after population is to only consider part of the picture. While the percentage of looked after children in communities has reduced by 2.5% the actual number of looked after children has reduced by 27.

Nationally the figure for looked after children has increased and is now at a record high, with over 16,000 children looked after. It is likely that over the next 3 years with the implementation of the Reclaiming Social Work model there will be an increase in the number of children and families at risk being supported in their families and communities. However this will apply to the whole population receiving a service from children's services and not only looked after children.

There is the additional factor of the role of the Children's Hearing and their decision making powers in relation to where children live. There is a number of cases where the Children's hearing make decisions that are against the professional recommendation.

72. Child Protection Re-registrations

	2010/11	2011/12	2012/13
01.14a47: The number of children re-registering on the Children Protection Register within two years of being taken off the register	34	16	24

The figures for 2012/13 show that there were 24 children re-registered within a 2-year period. This is a slight increase from the previous year figure where 16 children were re-registered, perhaps reflecting that a high proportion of registrations in Aberdeen City contain concerns about parental drug and alcohol misuse, which are conditions which are prone to lapse and relapse over time. It would be more helpful to consider the categories of cause for concern as part of this measure to give a more accurate picture and analysis.

Appendix C

Proposed New SPI 3 Required Indicators (2013/14)

Children's Services	Cost per primary school pupil
	Cost per Secondary School Pupil
	Cost per Pre-School Education Registration
	Percentage of Secondary School Pupils in S4 Achieving 5 or More Awards at Level 5
	Percentage of Secondary School Pupils in S6 Achieving 5 or More Awards at Level 6
	Percentage of Pupils in S4 Living in the 20% Most Deprived Areas Achieving 5 or More Awards at Level 5
	Percentage of Pupils in S6 Living in the 20% Most Deprived Areas Achieving 5 or More Awards at Level 6
	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week
	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
	Balance of Care for looked after children: % of children being looked after in the Community
	Percentage of Adults Satisfied with Local Schools
	Proportion of Pupils Entering Positive Destinations
Corporate Services	Support services as a Percentage of Total Gross expenditure
	Cost of Democratic Core per 1,000 population
	The percentage of the highest paid 2 % of employees who are women
	The percentage of the highest paid 5 % of employees who are women
	The cost per dwelling of collecting Council Tax
	The number of complaints of domestic noise received during the year settled without the need for attendance on site
	The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under part V of the Antisocial Behavior (ASB) Act
	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site
	Average time (hours) between time of complaint and attendance on site, for those dealt with under

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	the ASB Act
	Sickness Absence Days per Employee
Social Work Services	Older Persons (Over65) Home Care Costs per Hour
	Self Directed Support spend on adults 18+ as& of total social work spend on adults 18+
	Percentage of people 65+ with intensive needs receiving care at home
	Percentage of Adults satisfied with social care or social work services
Culture & Leisure Services	Gross cost per attendance at Sports facilities
	Cost Per Library Visit
	Cost of Parks& Open Spaces per 1,000 Populations
	Percentage of adults satisfied with libraries
	Percentage of adults satisfied with parks and open spaces
	Percentage of adults satisfied with museums and galleries
	Percentage of adults satisfied with leisure facilities
Environmental Services	Gross cost of Waste collection per premise
	Gross cost per Waste disposal per premise
	Net cost of street cleaning per 1,000 population
	Street Cleanliness Index
	Cost of maintenance per kilometer of roads
	Percentage of A class roads that should be considered for maintenance treatment
	Percentage of B class roads that should be considered for maintenance treatment
	Percentage of C class roads that should be considered for maintenance treatment
	Cost of trading standards and environmental health per 1,000 population
	The Percentage of total waste arising that is recycled
	Percentage of adults satisfied with refuse collection
	Percentage of adults satisfied with street cleaning
Housing Services	Current tenants' arrears as a percentage of net rent due
	Percentage of rent due in the year that was lost due to voids

	Percentage of dwellings meeting Scottish Housing Quality Standards
	Percentage of repairs completed within target times
	Percentage of council dwellings that are energy efficient
Corporate Assets	Proportion of operational buildings that are suitable for their current use
	Proportion of internal floor area of operational buildings in satisfactory condition

Appendix D
Proposed SPI 3 Indicators by Family Group – Outturn 2011/12

People Services

Local Authority	Cost per secondary school pupil £ 2011-12	Cost per pre-school place £ 11-12	% of pupils gaining 5+ awards at level 5 2011-12	% of pupils gaining 5+ awards at level 6 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 5 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 6 2011-12	The gross cost of "children looked after" in residential based services per child per week £ 11-12	The gross cost of "children looked after" in a community setting per child per week £ 11-12	Balance of care for looked after children: % of children being looked after in the community 11-12	% of adults satisfied with local schools 10-11	% of pupils entering positive destinations 11-12	Support services as a % of total gross expenditure 11-12	Self directed support spend for people aged over 18 as a % of total social work spend on adults 11-12
Aberdeen City	6613.4	2185.7	33.0	27.0	11.5	5.1	2915.0	277.8	90.9	75.1	88.4	4.8	1.6
Aberdeenshire	6036.7	2473.8	39.0	27.0	N/A	*	2450.5	228.9	87.6	81.2	93.6	4.3	0.4
East Dunbartonshire	6480.5	2778.9	56.0	44.0	33.6	31.6	3682.2	184.6	88.3	89.7	94.7	4.2	2.2
East Renfrewshire	6297.9	3968.5	67.0	53.0	33.1	16.1	3009.6	95.4	92.0	87.9	95.3	5.3	3.3
Edinburgh City	6442.1	2573.6	39.0	29.0	14.5	7.8	3539.2	256.4	92.6	75.1	88.3	6.2	5.7
Orkney Islands	9468.0	2437.8	43.0	26.0	N/A	N/A	2685.9	305.8	76.9	95.6	93.7	5.1	1.6
Perth & Kinross	6341.5	2675.6	39.0	30.0	21.5	11.3	2850.4	239.4	91.9	82.9	92.8	7.5	3.1
Shetland Islands	12825.9	3395.3	52.0	26.0	N/A	N/A	10519.2	404.6	87.1	93.0	90.9	7.8	1.4

Local Authority	% of people aged 65 or over with intensive needs receiving care at home 11-12	% of adults satisfied with social care or social work services 10-11	Cost per attendance at sports facilities £ 11-12	% of council rent that was lost due to houses remaining empty 11-12	% of council dwellings that meet the Scottish Housing Quality Standard 11-12	Percentage of council houses that are energy efficient % 11-12
Aberdeen City	28.3	49.1	3.7	1.0	81.4	98.5
Aberdeenshire	19.8	53.1	4.8	1.2	73.2	91.2
East Dunbartonshire	24.4	67.5	3.1	0.6	70.1	100.0
East Renfrewshire	42.0	49.9	7.2	1.9	71.2	91.2
Edinburgh City	31.2	52.5	2.4	0.5	74.5	86.4
Orkney Islands	15.6	64.8	4.4	1.5	39.0	42.9
Perth & Kinross	27.3	73.0	4.3	0.7	59.0	76.7
Shetland Islands	49.2	78.2	1.4	1.9	85.7	86.6

Other Services

Local Authority	Corporate and democratic core costs per 1,000 population 11-12	The percentage of the highest paid 2% employees who are women 2011-12	The percentage of the highest paid 5% employees who are women 2011-12	Percentage of income due from council tax received by the end of the year % 11-12	The number of complaints of noise received requiring attendance on site & not dealt with under the ASB Act 11-12	The number of complaints of domestic noise received & settled without the need for attendance on site 11-12	Average time between time of noise complaint and attendance on site (hours) 11-12	Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours) 11-12	Sickness absence days per employee 2011-12	Proportion of operational buildings that are suitable for their current use % 11-12	Proportion of internal floor area of operational buildings in satisfactory condition % 2011-12	Cost of collecting council tax per dwelling £ 2011-12	Percentage of invoices sampled that were paid within 30 days % 11-12
Aberdeen City	32782.9	36.4	44.9	93.7	183.0	2283.0	30.5	0.4	11.6	81.5	94.0	9.9	95.1
Dundee City	24565.5	33.3	40.5	93.3	194.0	319.0	8.8	0.3	9.9	81.7	80.2	20.4	92.6
East Dunbartonshire	31041.4	44.1	47.2	96.6	107.0	42.0	21.6	0.5	13.5	61.5	97.7	9.1	85.3
Edinburgh City	24311.6	48.3	51.4	94.6	79.0	3683.0	18.8	0.6	9.3	46.2	92.7	18.6	95.6
Falkirk	18603.4	39.8	42.2	96.1	103.0	1827.0	46.1	0.5	8.7	81.6	82.0	9.8	93.1
Glasgow City	23794.7	41.8	52.1	92.6	0.0	4904.0	N/A	1.0	8.3	92.3	87.9	17.5	88.0
North Lanarkshire	11448.5	39.9	51.0	94.4	144.0	4667.0	0.8	0.0	9.6	77.9	76.4	16.7	94.2
West Dunbartonshire	33222.7	42.9	54.8	94.2	738.0	456.0	0.4	0.4	11.1	84.8	39.3	13.9	84.3

Local Authority	Home care costs for people aged 65 or over per hour £11-12	Cost per library visit £11-12	Cost per museum visit £11-12	% of adults satisfied with libraries 10-11	% of adults satisfied with parks and open spaces 10-11	% of adults satisfied with museums and galleries 10-11	% of adults satisfied with leisure facilities 10-11	Gross waste collection cost per premises £11-12	Gross waste disposal cost per premises £11-12	Cost of street cleaning per 1,000 population £11-12	Street cleanliness index 11-12	Road cost per kilometre £11-12	% of Class A roads that should be considered for maintenance treatment 10-12	% of Class B roads that should be considered for maintenance treatment 10-12	% of Class C roads that should be considered for maintenance treatment 10-12	Cost of trading standards and environmental health per 1,000 population £11-12
Aberdeen City	19.8	2.6	3.6	77.1	88.0	73.8	56.2	85.9	121.6	13859.9	72.0	9691.1	25.1	21.9	28.0	22842.8
Dundee City	25.4	3.2	5.8	87.3	88.3	73.1	80.2	78.4	87.4	31002.3	75.0	8316.6	21.4	18.7	16.5	24105.2
East Dunbartonshire	24.0	5.0	10.2	87.1	81.0	82.9	80.7	119.0	103.1	10461.9	78.0	10027.8	38.8	32.5	29.5	20981.2
Edinburgh City	19.7	3.9	1.6	82.3	86.1	89.2	73.8	92.2	76.4	33957.1	72.0	17429.7	27.4	23.4	25.7	34469.9
Falkirk	23.4	4.5	3.7	88.3	84.2	54.3	73.9	85.3	72.9	17741.9	73.0	6315.1	28.4	38.5	41.4	23118.3
Glasgow City	19.8	3.0	4.6	85.1	85.6	92.6	81.3	60.2	127.8	29656.2	72.0	8983.9	32.3	29.5	23.3	20630.2
North Lanarkshire	16.2	3.7	7.8	85.3	74.8	70.5	76.7	50.4	125.1	22220.5	74.0	9800.4	25.1	27.8	29.4	21198.1
West Dunbartonshire	15.7	3.7	0.9	87.1	76.6	80.6	77.2	73.9	84.1	21602.5	72.0	12992.4	27.5	23.3	37.4	19885.0

Local Authority	% of total household waste that is recycled 11-12	% of adults satisfied with refuse collection 10-11	% of adults satisfied with street cleaning 10-11	Current tenants' arrears as a percentage of total rent due % 11-12
Aberdeen City	35.4	79.7	66.6	7.4
Dundee City	31.8	85.5	79.8	10.0
East Dunbartonshire	41.0	83.0	79.4	5.3
Edinburgh City	33.3	72.1	69.0	5.8
Falkirk	53.3	81.5	71.3	7.9
Glasgow City	26.5	77.5	70.2	No Service
North Lanarkshire	40.4	86.2	73.9	3.5
West Dunbartonshire	46.1	80.4	75.3	9.8

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources Committee
DATE	26 September 2013
DIRECTOR	Acting Director of Corporate Governance
TITLE OF REPORT	Corporate Governance Service – Performance Reporting
REPORT NUMBER	CG/13/ 090

1. PURPOSE OF REPORT

The report details the performance of the Corporate Governance Service at September 2013 and updates the Committee on the progress in implementing the Service Business Plan 2011/16.

2. RECOMMENDATION(S)

It is recommended that the Committee:-

(i) Note the Corporate Governance Service's reported progress and performance;
(ii) Note the progress being made towards continuous improvement in risk management arrangements across the Service and;
(iii) Instruct such action as is considered appropriate.

3. FINANCIAL IMPLICATIONS

There are no direct implications arising from this report.

4. SERVICE & COMMUNITY IMPACT

The Corporate Governance Service's success in delivering its Service Business Plan commitments will have considerable impact on the Council's services and the wider community.   The Service also performs the strategic role required to embed effective risk management processes across the Council.

5. OTHER IMPLICATIONS

None

6. MANAGEMENT OF RISK

The Corporate Governance Service plays a key role in the management of corporate risks, as well as those risks with the potential to impact on essential service functions such as financial management, statutory requirements (including Community Planning and Best Value) and service standards.

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The Corporate Governance Service Risk Register, detailing relevant controls and mitigation of service specific risks is appended to this report.

7.   REPORT

7.1.1   The Finance and Resources Committee at its meeting on 17 June 2011 approved the revised Service Business Plan 2011/16 for the Corporate Governance Service.   Governance of the Business Plan transferred to the Corporate Policy and Performance Committee in December 2011 and is now transferred to the Finance, Policy and Resources Committee with effect from the current cycle.

7.1.2   In order to ensure alignment of Corporate Governance Service business planning and reporting with the delivery of the Council's corporate priorities, represented by the 'Smarter Aberdeen' vision, the Public Service Value model has been adopted. The model focuses both on public investment in services and on the delivery of improved results for people and their communities. Regular reporting of evaluated outcome measures will ensure that the impacts, benefits and consequences of the activities driven through the business plan are demonstrated.

7.1.3   Our model categorises each outcome into one of four quadrants. Through this medium, we can 'weight' the indicators we have identified to support the achievement of outcomes which fall within each quadrant:
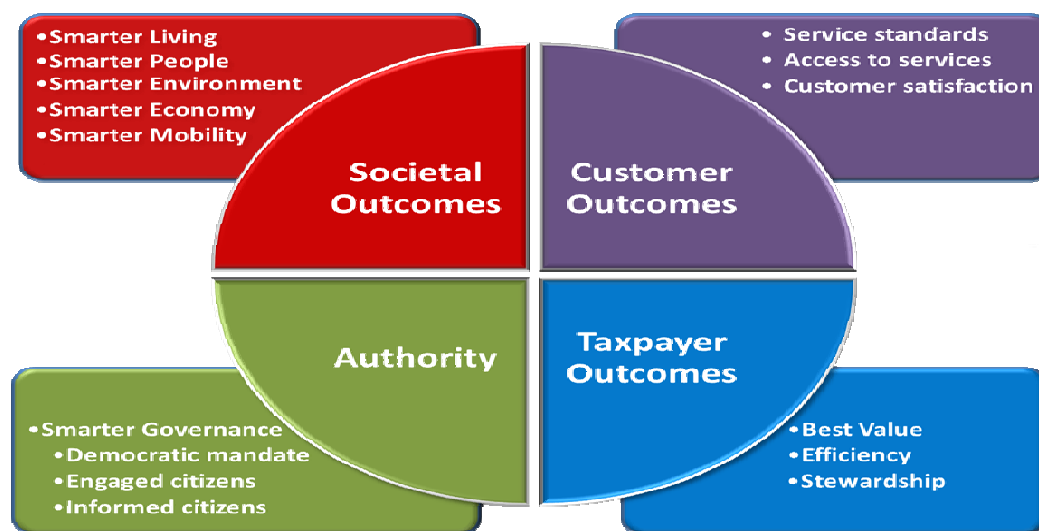
7.1.4   The scorecard at Appendix 1 details the performance indicators which have been identified to support the achievement of our agreed service outcomes. The last column illustrates the relative 'weight,' in percentage terms, which each indicator represents in the process. Those indicators having the most significant impact on outcomes, are assigned a greater percentage weighting, relative to others.   Whilst data is available to support the majority of the scorecard, some indicators are developmental at the present time.   Every effort has been made to ensure data will be available to permit full reporting of these indicators to the Committee in the near future.

7.1.5   Although many indicators have targets, providing a clear picture of performance, there is further room for the establishment of meaningful targets in some parts of the scorecard. With effect from the 2013/14 reporting year, the Council will be required to collect and report a new set of statutory performance indicators which will permit benchmarking with other authorities.

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Many of these relevant to Corporate Governance can be classified as unit cost indicators and have been included in the scorecard. Benchmarking these indicators will provide the opportunity to set targets which more accurately reflect our performance relative to our peer authorities.

7.1.6 Many of the indicators in the scorecard reflect the Service's corporate role. Two key indicators of performance are the management of employee sickness absence and the delivery of effective customer service operations. Performance over the preceding 12 months is illustrated below.

Fig 1.

Corporate Governance Service - Average no. of days absence due to sickness per employee

Fig 2

Council-wide - Average no. of days absence due to sickness per employee
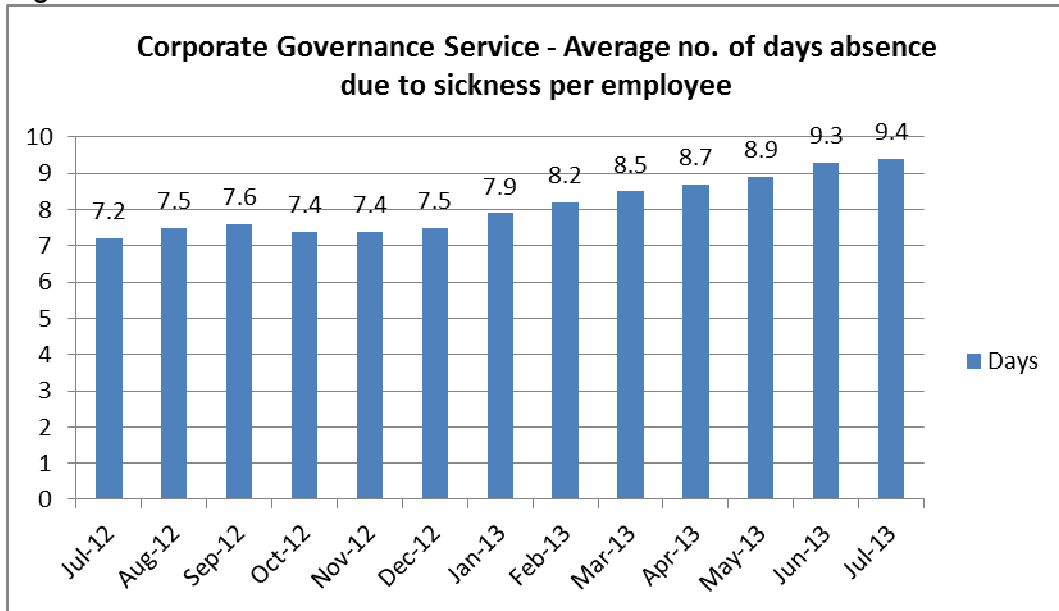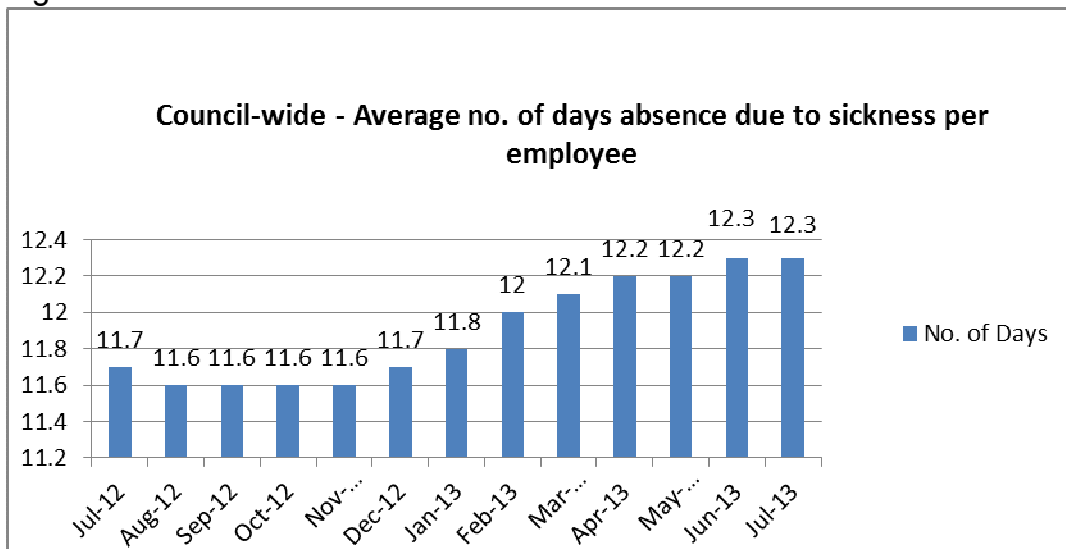
Analysis – 2013 has seen slight increase in absence for both the Corporate Governance Service and across the Council as a whole. The Maximising Attendance Policy is now embedded and further developments are currently coming on stream including the Performance Review and Development process and measures to reward positive behaviour by employees. Future reports will provide further information on the effectiveness of these projects. High areas of sickness are being targeted.

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Fig 3

Average Waiting Times for the Customer Contact Centre (telephony) July 2012 - August 2013
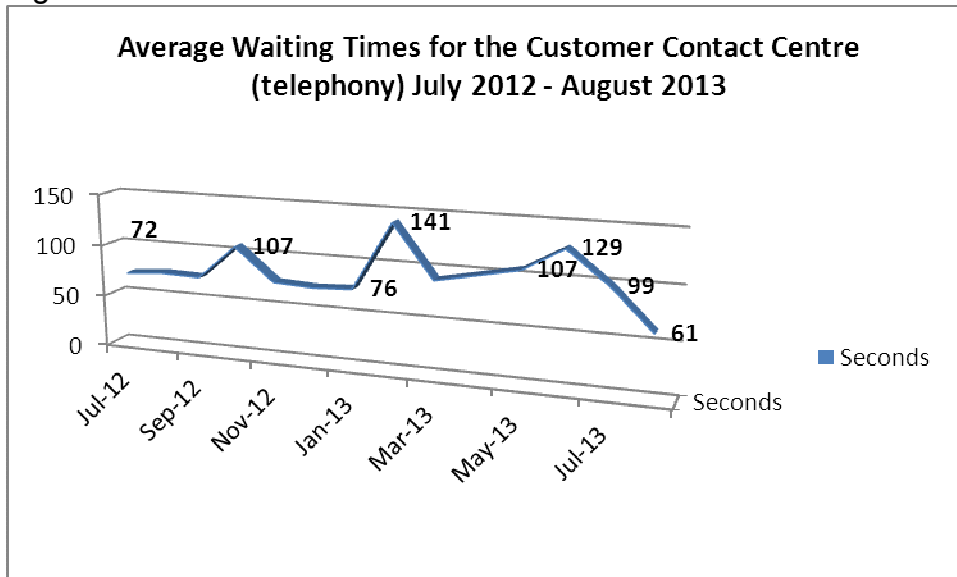
Analysis – The chart demonstrates the cyclical nature of operations at the Customer Contact Centre, with peaks of activity at key times, including for example, council tax annual billing and issue of reminders.

Fig 4

Average waiting times for Customer Service Centre July 2012 - August 2013
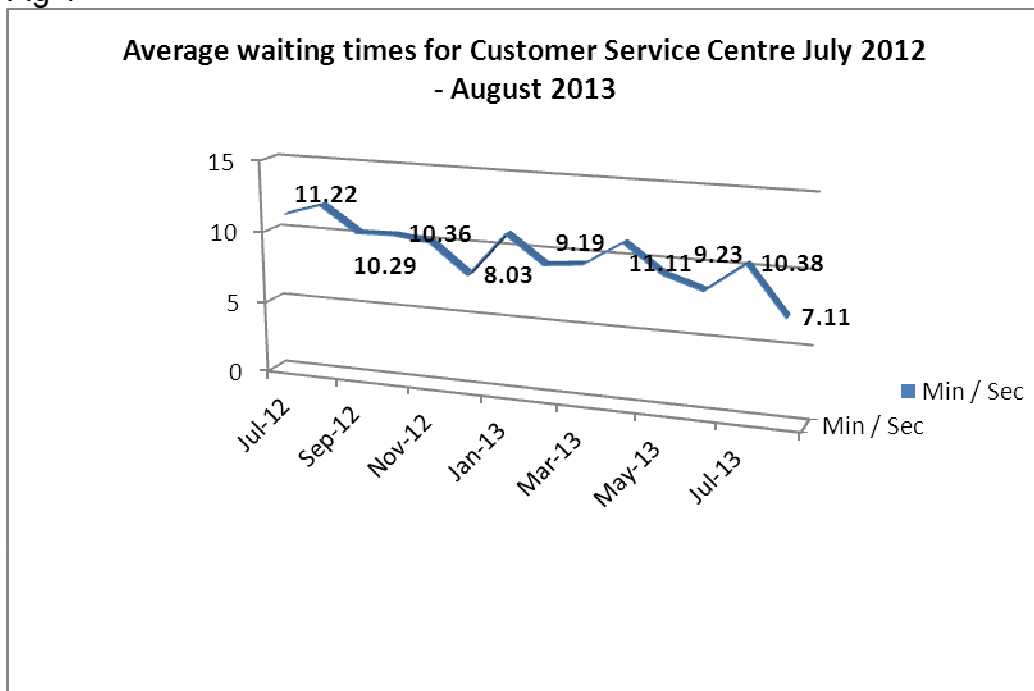
Analysis – The above chart details the average waiting times at the Customer Service Centre for those services managed by Corporate Governance. With recent additional resource gaining more experience and new staff currently being interviewed aligned with the payment kiosks now up and running, we will see a gradual decrease of the average waiting times in the coming months.

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8.   RISK MANAGEMENT

8.1   The Corporate Governance Service Risk Register was first before the
      Corporate Policy and Performance Committee at its meeting in December
      2011. The register is subject to regular review, monitoring and reporting.   All
      risks impacting on the Service Business Plan are included within the
      performance scorecard. An Enterprise Risk Management approach is being
      taken in addressing identified risks with the potential to impact on the delivery
      of priorities and the achievement of outcomes. This requires categorizing
      risks as 'Hazard', 'Control' and 'Opportunity. The table illustrates this process.

Hazard	Risks which inhibit the achievement of benefits
Control	Risks which increase uncertainty or doubt about achieving benefits
Opportunity	Risks which enhance the possible achievement of benefits

8.2   To further aid risk management practice and clarity, the Accounts
      Commission's classification of risks according to impact – financial,
      management / professional, business, customer / citizen, people,
      technological and legislative, are in place on the register.

8.3   In addition to managing the risks associated with the Corporate Governance
      Service Business Plan, the Service also undertakes a corporate role in the
      management of risk. The Corporate Risk management Group includes
      representatives from all services as well as other key officers, the Health,
      Safety and Wellbeing Manager and the Emergency Planning Manager
      (Grampian). Through this medium, the Council continues to make good
      progress in the management of risk at all levels of the organisation.

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BACKGROUND PAPERS
None

Corporate Governance Service Performance

September 2013

Customer Outcomes

We listen to, and are responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed	Timescale	Status
We will systematically engage internal customers, external customers and our partners, embedding their feedback to shape the services we deliver.	31-Mar-2014	

Performance Measures	Target	Value	Traffic Light Icon	Weight
Average waiting time for the Customer Contact Centre		61 seconds		10%
Average waiting time at the Customer Service Centre (CG managed services)	10 min	07.11 min/sec	✅	10%
Customer Satisfaction with Corporate Governance (Internal) (2011)		6.7		10%
Customer Satisfaction with Corporate Governance (External) (2011)		6.8		10%
City Voice Feedback - Satisfaction with Corporate Governance services				10%
The percentage of all invoices paid within 30 calendar days (August)	88.5%	98.4%	✅	10%
The average time in working days to resolve complaints at the frontline stage (Stage 1)- Corporate Governance Quarter 1	5 days	4 days	✅	10%
The average time in working days to resolve complaints at the investigation stage (Stage 2)- Corporate Governance Quarter 1	20 days	29 days	🔴	10%

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		Traffic Light Icon	Value	Traffic Light Icon	
% of complaints upheld (Stage 1 & 2 combined)		▬	42.86%	▬	10%
% of complaints partially upheld (Stage 1 & 2 combined)		▬	14.29%	▬	10%

Associated Risks	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)

| **Commentary** | The communications and engagement action plan reflects the approved strategy and has included delivery of major pieces of work including the delivery of the Priority Based Budgeting (PBB) and Business Plan engagement programme, a series of external events targeting specific groups such as public and voluntary sectors or the business sector. In addition, the delivery of the first council Star Awards programme has encouraged over 80 submissions across the council and will now become an annual event. Work continues to enhance and develop the engagement programme and is led in partnership with the People Dimension Group.

Work continues to improve the handling of complaints, in particular the response times. Future reports will provide information on the lessons learnt from the analysis of complaints handled across the Corporate Governance Service and details of satisfaction with the complaints handling process, to further support achievement of this outcome.

In addition, work has commenced through Community Planning Aberdeen, to review engagement and communication activity across all partners with a view to co-ordination and sharing of information. |
|---|---|

The Council's published standards for customer service meet the needs of customers and these standards are delivered	**Timescale**	**Status**
We will review business processes to support delivery to the council's customers	31-Mar-2014	▶

Performance Measures	**Target**	**Value**	**Traffic Light Icon**	**Weight**
Corporate Governance costs as a % of net council spend	▬	5.8%	▬	50%
Customer Satisfaction with Corporate Governance (rating 1-10) (2011)	▬	6.7	▬	25%
Customer Satisfaction with Corporate Governance (External) (rating 1-10) (2011)	▬	6.8	▬	25%

	CG007 Risk of poor financial management and decision making. (Control Risk)
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)

Commentary	Business processes across the Service have been fundamentally reviewed and improved over the last 2 years and this continues. Following Council's approval, in June 2013, of the Corporate Governance Improvement Programme, work is on-going to progress a range of projects which will further review and improve processes across the Service.

Human Resources	
	A comprehensive review of the recruitment process, entitled 'Smarter Recruitment', has been undertaken which will result in a faster, more streamlined processes and more efficient documentation. These improvements will be rolled out on an incremental basis over the next 6 months with a couple of significant improvements already implemented. A customer feedback questionnaire has also been introduced to help identify opportunities for further improvements.

The Council's services are accessible to all customers in the ways which meet their needs	Timescale	Status
We will develop and implement a flexible customer services model to enable efficient and high quality service delivery, ensuring skilled and motivated employees.	31-March-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Average waiting time for the Customer Contact Centre	▬	61 seconds	▬	50%
Average waiting time at the Customer Service Centre (CG managed services)	10 min	07.11 min/sec	✅	50%
Commentary	Current restructuring of the Customer services team will provide solid underpinning of future development and ability to achieve expected improvement in front line services.			

	Timescale	Status
We will develop a channel optimisation strategy, to route customer facing services through the most appropriate customer contact channels to demonstrate enhanced customer service and improved efficiency	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Total number of calls offered to the Customer Contact Centre	▬	22,361	▬	20%
No of enquiries at the Customer Service Centre (total for all queues at the Customer Service Centre)	▬	11,422	▬	10%
No of enquiries at the CSC (total for all queues at the CSC) as a % of all face to face enquiries	▬	43.41%	▬	10%
Total no of face to face enquiries	▬	26,311	▬	20%
Total number of online transactions	▬	178,211	▬	30%
No of external calls offered to the Switchboard	▬	17,759	▬	10%
Associated Risks	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)			

Commentary	Recent activity in this programme has focussed in three areas: **Payment Kiosks**: These have now been installed in the Marischal College Customer Service Centre. Since their implementation on 20 August, they have taken almost 3,000 cash and card payments totalling over £250,000. This has reduced the number of people attending the counters, and reduced waiting times for other services. **Council Tax Applications**: These have now been implemented on the website, and in the first 6 months of operation over 3,500 applications have been made online, reducing the number of paper-based applications received by post or over the counter. **Parking Permits:** Online forms for renewals have been developed and are being tested prior to our deploying them. Forms for new applications will follow.

We will manage contracts and supplier performance to ensure we maximize value and efficiency in the goods and services we procure whilst ensuring they meet the needs of our customers and services.	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Procurement - Quality, Price, Time and Service	85%	80%	🔺	100%

Associated Risks	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)
Commentary	Strategic Procurement is one of the prime legs of Priority Based Budgeting 4. Workshops will be facilitated with key staff to further ascertain from which contracts further value can be achieved.

We will engage with our supplier base to effectively manage relationships so that the Council is perceived as an attractive business partner.	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Procurement - Supplier Rating of Council as an Attractive Partner	▬	75%	▬	100%

Commentary	A new Positive Programme is in place with the Central Procurement Unit working in partnership with colleagues from Economic and Business Development. A series of 'meet the buyer' events, training and networking opportunities are scheduled throughout 2013. 2000 local suppliers are engaged with feedback surveys being collated after each event to form a progress report during 2013.

We will deliver a positive customer experience through an improved customer service centre at the new corporate headquarters	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Average waiting time at the Customer Service Centre (CG managed services)	10 min	07.11 min/sec	✅	100%

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Associated Risks	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)
Commentary	The performance development and evaluation framework is beginning to show increased understanding of expectation and improvement and the newly created team structure will reinforce this. Under consideration is a dedicated trainer/generalist to specialise in customer service needs and provide and maintain a constant focus on efficiencies and improvement.

Taxpayer Outcomes

We will make best use of the resources available to us, delivering best value for the public purse and ensuring we have a flexible, skilled and motivated workforce	Timescale	Status
We will continue to support a priority based approach to budgeting and planning	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Council-wide efficiencies as a percentage of revenue budget	3%	4.6%	✅	25%
Percentage of PBB Options Delivered - Corporate Governance	88%	100%	✅	25%
Percentage of PBB Options Delivered - Corporate	▬	79%	▬	25%
Percentage of PBB Options Delivered - Council Wide Options	▬	100%	▬	25%

Associated Risks	CG003 Risk that major projects are not effectively delivered. (Hazard Risk)
	CG007 Risk of poor financial management and decision making. (Control Risk)
	CG026 Risk of not meeting Service Option/Targets (Hazard Risk)
Commentary	The Priority Based Budgeting process (PBB) is currently underway and on target to report to Finance, Policy and Resources Committee in December 2013. August has seen the delivery of the Directorate roundtables and this will be followed up with the Corporate Roundtable in September. Scottish Government settlement announcement is expected in the final quarter of the current calendar year.

The PBB process has introduced an additional 2 strands this year. They are Analysis of growth through a risk based analysis and also Strategic Procurement which aims to mitigate growth and cost pressures as well as reducing the Council's cost base through active procurement. |

The Council's services are efficient and demonstrably represent Best Value	Timescale	Status
We will improve cost and quality of services through transformational change to achieve best value	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Corporate Governance costs as a % of net council spend	▬	5.8%	▬	50%
Value of efficiencies achieved from Improved Procurement (£000)	£1,100,000	£2,100,000	✅	25%
Customer Satisfaction with Corporate Governance (External) (rating 1-10)	▬	6.8	▬	25%

Associated Risks	CG007 Risk of poor financial management and decision making. (Control Risk)
	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)
	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)
	CG026 Risk of not meeting Service Option/Targets (Hazard Risk)
Commentary	The Corporate Governance improvement programme addresses these requirements on a short, medium and long-term basis.

We will further develop benchmarking of our services against best in class across a range of sectors	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Total cost of overall accountancy function	▬	£2,536,781	▬	5%
Total cost of overall human resources function	▬	£2,362,805	▬	5%
Total Cost of Ownership per ICT workstation	▬	£986.76	▬	10%
Internal Audit cost per £1m expenditure	£761.00	£604.00	✅	10%

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Risk Management Maturity (2012/13)	73.79	77.86	✅	10%
Support Services as a % of total gross spend (2011/12)	▬	4.8%	▬	20%
Cost of Democratic Core per 1,000 population (2011/12)	▬	£32,783	▬	20%
Cost of collecting council tax per dwelling (2012/13)	£13.15	£9.90	✅	20%

Commentary	The Council participated in the Association of Local Authority Risk Managers (ALARM)/Chartered Institute of Public Finance and Accountancy (CIPFA) Risk Management Benchmarking Club for the third time in 2013. Comparison with the output from 2011/12 exercise shows significant improvement in a number of key areas: Policy and Strategy People Partnership and Resources Process Risk Handling and Assurance Outcomes and Delivery Overall, the Council's risk maturity is graded now at 77.86, against a target of 73.79. The target reflects the average score for the members of the Benchmarking Club. The Council's risk management function has once again shortlisted for an award from the Continuity, Insurance and Risk Magazine annual awards. The cost of collecting council tax has again fallen slightly and compares favourably with the national average (target). From 2013/14, the Council will be actively benchmarking a set of 54 new statutory performance indicators with comparator authorities. This includes cost of the democratic core and support services as a % of total gross spend. This will allow meaningful targets to be set for these indicators.

We will work with our partners and users to identify and deliver efficiencies from effective procurement	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Value of efficiencies achieved from Improved Procurement (£000)	£1,100,000	£2,100,000	✅	100%

Associated Risks	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)
Commentary	The savings target of £800K for 2011/2012 was achieved. The savings target of £1.1M for 2012/2013 has also been agreed and achieved and a further £1M as a corporate Priority Based Budgeting saving through Procurement has also been delivered. Savings for PBB4 are currently being explored.

We will implement and embed a model of self-evaluation across the Council to improve understanding of our business and to co-ordinate our effort for external inspection	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
How good is Corporate Governance Rating - Outcomes (1-6)	▬	4	▬	10%
How good is Corporate Governance Rating - Impact (1-6)	▬	4.5	▬	10%
How good is Corporate Governance Rating - Management (1-6)	▬	3.5	▬	10%
How good is Corporate Governance Rating - Leadership (1-6)	▬	4	▬	10%
How good is Corporate Governance Rating - Overall (1-6)	▬	4	▬	60%

Associated Risks	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)
Commentary	The Corporate Governance Service completed its self-evaluation for 2011/12. The output of this has been used to inform the updating of the revised Service Business Plan. An evaluation of the process followed in the exercise is being conducted and learning points will inform future exercises. The process and output has been discussed at the Corporate Performance Management Group to assist with and facilitate embedding of self-evaluation across services and at the corporate level. A self-evaluation exercise has also been undertaken, with all partners, for the Community Planning Partnership. Further self-evaluation for the service is planned and a council-wide exercise is to take place in October 2013.

We will improve our corporate ICT infrastructure to support the business in cost effective ways.	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees.	20%	17.4%	🔺	30%
Customer Satisfaction with ICT (2011)	▬	70%	▬	30%
Total Cost of Ownership per ICT workstation	▬	£986.76	▬	20%
Major computer application uptime	99.5%	100%	✅	40%

Associated Risks	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)
	CORP012 Risk of major business systems failure (Hazard Risk)

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Commentary	The Enterprise Architecture Governance Board is established and meeting on a regular basis. This governance framework, supported by the post of Enterprise Architect which was filled at the beginning of May 2013, will inform ICT decision-making, ensuring that ICT decisions align with business requirements. As of end of February 2013, Virtual Desktop Environment (VDE) is now available throughout the corporate infrastructure and has been used successfully to provision access to Microsoft Office 2010 from April 2013.		
We will continue to develop the HR Service Centre to meet the needs of the customer	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Customer Satisfaction with HR (rating 1-10) (2011)	▬	6.6	▬	10%
% enquiries completed without requiring escalation - HR Service Centre (first fix) (in development)	▬	▬	▬	30%
Average response time for un-escalated enquiries (HR Service Centre) (in development)	▬	▬	▬	30%
Average response time for escalated enquiries (HR Service Centre) (in development)	▬	▬	▬	30%
Commentary	We are producing a series of process flowcharts, to supplement service agreements, in response to customer needs. We are also developing the reporting capability within Lagan to redefine the scope and type of queries that fall into the First Time Fix (FTF) Portfolio in order to produce a more realistic FTF rate and identify knowledge gaps that need to be addressed through training. Apart from producing higher quality reports and metrics, this will result in a higher FTF rate for those queries that customers could reasonably expect to be fixed first time. Recently concluded a comprehensive joint review (titled Smarter Recruitment) with a sample of recruiters representing all services to improve recruitment processes and the overall recruitment experience for managers. This has resulted in a series of improvements, some already implemented.			

We will develop improved tracking and recording systems to better control the Council's agreed establishment	31-Mar-2014		▶

Associated Risks	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)
Commentary	As previous update:- The Corporate Management Team (CMT) receives a monthly corporate performance report, within this report is funded establishment information. We are working with services to report to directors on a regular basis funded vacancies and this is likely to be completed by the end of the year. Work is still ongoing as above, with CMT still receiving a report on a monthly basis.

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We will engage with other local authorities and public sector agencies to maximise efficiency and income generation.	31-Mar-2014		▶	

Performance Measures	Target	Value	Traffic Light Icon	Weight
Council-wide efficiencies as a percentage of revenue budget	3%	4.6%	✓	20%
Total cost of overall accountancy function	▬	£2,536,781	▬	10%
Total cost of overall human resources function	▬	£2,362,805	▬	10%
Total Cost of Ownership per ICT workstation	▬	£986.76	▬	10%
Internal Audit cost per £1m expenditure	£761.00	£604.00	✓	10%
The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI) **Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 94%**	39.15%	52.69%	✓	10%
The percentage of Business rates collected during the year **Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 97.4%**	40.58%	45.48%	✓	10%
Gross administration cost per benefit case (2012/13)	£42.80	£39.47	✓	10%
Cost of collecting council tax per dwelling	£13.15	£9.90	✓	10%

Associated Risks	CG007 Risk of poor financial management and decision making. (Control Risk)
	CG021 Risk of collection levels deteriorating (Hazard Risk)
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)
Commentary	Those indicators with targets show a positive result. The gross cost of benefits administration per case reflects positively against the Scottish average (target).

We will engage with other authorities to investigate the possibility of shared legal and democratic services.	31-Mar-2014		▶

Commentary	Discussions are ongoing with neighbouring authorities regarding the possibility of tendering jointly for the provision of external legal advice. Further meetings will be arranged to discuss, in detail, the possibility of shared services.

Self-assessment benching against P3M3 Government maturity Model for the management of projects and programmes	31-Mar-2014		▶

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Performance Measures	Target	Value	Traffic Light Icon	Weight
Maturity of Project Management Practices (scale 1-5)	3	2	🛑	50%
Maturity of Programme Management Practices (scale 1-5)	3	3	✅	50%
Commentary	Initial self-assessment results against the UK Government's P3M3 Framework for Project and Programme Management have shown Aberdeen City Council has achieved Level 3 (out of 5) for the maturity of its Programme Management practices; and Level 2 (out of 5) for Project Management practices. The target by next year is to consolidate both at Level 3 at which time external assessment will be considered, as will whether we want to target higher levels of maturity. A programme of improvements is being developed by the Programme management Office to roll out the necessary changes to achieve the targets given here. This will also improve the quality and efficiency of our management of change across the Council.			

Income generation by providing Programme Management Office (PMO) services to other organisations	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Number of external customers	1	0	🛑	100%
Commentary	The Programme Management Office has been exploring opportunities to provide services to other organisations, either on a consultancy basis or shared service etc. A number of discussions have taken place but no commitments have been made.			

We will make best use of the resources available to us, delivering best value for the public purse and ensuring we have a flexible, skilled and motivated workforce	Timescale	Status
We will maintain strong governance and ensure the probity of all actions taken by the Council	31-Mar-2014	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Unsuccessful Legal Challenges	▬	▬	▬	10%
AIP "Areas of Concern" with Corporate Governance responsibility (Shared Risk Assessment)	0	0	✅	50%
The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI) **Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 94%**	39.15%	52.69%	✅	20%
The percentage of Business Rates collected during the year **Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 97.4%**	40.58%	45.48%	✅	20%

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Associated Risks	CG006 Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)
	CG007 Risk of poor financial management and decision making. (Control Risk)
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)
	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)
	CG014 Risk that legislative changes are not effectively planned for. (Control Risk)
Commentary	We continue to provide guidance and advice to all Services of the Council to ensure all decisions comply with Standing Orders and Financial Regulations. In addition, we continue to monitor all reports presented to Council and Council committees to ensure probity and *vires* of all decisions. Committee reports now include a 'management of risk' section to ensure decision-making is fully informed on this important area.

We will develop and implement a strategy to raise motivation and commitment to the organisation	31-March-2014	

Performance Measures	Target	Value	Traffic Light Icon	Weight
Employee Opinion Survey – Enjoyment (1-10)	▬	7.58	▬	20%
Employee Opinion Survey – Motivation (1-10)	▬	7.08	▬	20%
Employee Opinion Survey – Morale (1-10)	▬	4.31	▬	20%
Level of Staff Turnover (Corporate)	▬	1.14%	▬	40%

Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)
Commentary	Employee Voice was successfully implemented and has been running for 18 months. It continues to attract new and innovative ideas for improving services across the council. The employee opinion survey was carried out in Nov/Dec 2012 with results published and distributed to staff over the spring. Further outcomes to commit to raising levels of motivation and commitment for staff arising from this survey have been developed and will be carried out by the People Dimension Group over the coming 24 months. These feature the council's core behaviours for all staff and the four additional management behaviours and will see a prolonged and targeted promotion of each behaviour in turn.

We will develop new remuneration and reward systems which recognise and promote high performance and is linked to Council objectives	31-Mar-2014	

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Performance Measures	Target	Value	Traffic Light Icon	Weight
Number of employees meeting organisational behaviours at appraisal (council-wide)	▬	2,150	▬	100%

Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)
Commentary	The first full round of Performance Review & Development (PR&D) was completed at end of May 2013. Statistical outcomes from this showing the number of high performing individuals has been made available to Service Management Teams through the HR Business Partners.

We will work with Service Managers to ensure that workforce planning is undertaken so that the future service delivery objectives are properly resourced	28-Feb-2014	▶

Associated Risks	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)
Commentary	Work started to update the Corporate Workforce Plan in time for Council's budget meeting in February next year. Workforce Plan being 'fleshed out' in terms of Services anticipating numbers of staff within each occupational group required over the next 5 years. Organisational metrics and additional reporting being devised to measure performance against the strategic priorities. Results of employee survey to be reflected in Plan and actions required.

The Council's resources are managed effectively in full compliance with statutory responsibilities and best practice	Timescale	Status
We will ensure that all HR policies and procedures are effective in the management of its human resources in a modern, safe and appropriate way	31-Mar-2014	✔

Performance Measures	Target	Value	Traffic Light Icon	Weight
Average number of days lost through sickness absence - Corporate Governance (SPI) (July 2013)	10	9.4	✔	30%
Average number of days lost through sickness absence (Council overall) - SPI Corporate (July 2013)	10	12.3	⬤	70%

Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)
	CG006 Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)
Commentary	We continue to look at HR policies and procedures and make sure these are fit for purpose.

We will improve knowledge management and sharing within the Directorate and with our partners.	31-Mar-2014		▶
Associated Risks	CG023 Risk that inadequate information management processes create inaccuracies and uncertainty over compliance with statutory obligations and lead to under-informed decision making (Control Risk)		
Commentary	A draft succession planning framework has been developed - awaiting approval. This will be linked to Performance Review & Development (PR&D) and YourHR. The Information and Knowledge Strategy will be revised in the next few months with the managing leavers policy and procedure being the first priority. This will be revised to reflect the introduction of the proposed succession planning framework.		

We will explore approaches which support and promote positive behaviours of employees	31-Mar-2014		▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
Average number of days lost through sickness absence - Corporate Governance (July 2013)	10	9.4	✔	5%
Average number of days lost through sickness absence - Education Culture & Sport (July 2013)	10	8.4	✔	5%
Average number of days lost through sickness absence - Enterprise Planning & Infrastructure (July 2013)	10	12.7	⬤	5%
Average number of days lost through sickness absence - Housing & Environment (July 2013)	10	15.4	⬤	5%
Average number of days lost through sickness absence - Office of the Chief Executive (July 2013)	10	4.8	✔	5%
Average number of days lost through sickness absence - Social Care & Wellbeing (July 2013)	10	17.7	⬤	5%
Average number of days lost through sickness absence (Council overall) - SPI Corporate (July 2013)	10	12.3	⬤	35%
Number of employees meeting organisational behaviours at appraisal (council-wide)	▬	2,150	▬	35%

Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)
Commentary	A number of initiatives are being developed to support the new behaviours - this includes new workshops round communication, customer focus, creative thinking and future focus. The Heads Up Campaign will start in September - this will see Heads of Service, in turn, promote a behaviour for a period of 2 months including Hot Topic sessions, back to the floor days etc. The first behaviour will be leadership headed up by Mark Reilly, Head of Service Housing and Environment.

Societal Outcomes

We will work with our partners to seek to reduce the levels of inequality in the city We will seek to develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity & responsibility & will encourage & support citizens to participate in the development, design & decision-making	Timescale	Status
We will actively engage with existing community planning partners and build new relationships, to develop an innovative service planning and delivery model based on a 'whole systems' approach	31-Mar-2015	▶

Associated Risks	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)
	CORP009 Risk of Community Planning failing to deliver city wide projects/opportunities and associated funding (Control Risk)
Commentary	The review of community planning arrangements in Aberdeen City has now been completed and a revised structure implemented. The revised arrangements are designed to facilitate added value strategic leadership and decision making at the partnership level. A new Single Outcome Agreement has been agreed by the Partnership and "signed off" by the Scottish Government in August 2013. This reflects many months of work across all partners and gives the Partnership a sound basis for going forward. In regard to the whole system pilots, the Partnership has agreed to the establishment of 2 Programme manager posts to support the initiative. Arrangements for funding and deploying these posts is currently being concluded.

We will engage with elected members, directors, partners and communities to develop our equality outcomes and assist services in their delivery	31-Mar-2015	▶

Performance Measures	Target	Value	Traffic Light Icon	Weight
No of projects with a Social Return on Investment appraisal conducted	▬	2	▬	50%
No of contracts concluded with a Community Benefit Clause	▬	▬	▬	50%
% workforce who have notified a disability	▬	2.5%	▬	30%
Percentage of council employees in top 2% of earners that are women	▬	39.68%	▬	40%
Percentage of council employees in top 5% of earners that are women	▬	49.69%	▬	40%
Associated Risks	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)

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Commentary	Our Equality Outcomes were published by 30 April 2013. We are now engaging with directors, their senior management teams, partners and communities to confirm the actions, timescales, accountability and indicators to achieve these outcomes, for example, currently meeting with partners in the third sector to check that organisations funded through equalities budgets are contributing to these outcomes and event planned for Older People's Advisory Group and similar groups on 1 October.

We will include, where suitable, appropriate Community Benefit Clauses within procurement contracts, maximising economic and social benefits for residents and businesses within the City	31-Mar-2014	▶

Performance Measures	**Target**	**Value**	**Traffic Light Icon**	**Weight**
No of contracts concluded with a Community Benefit Clause	▬	▬	▬	100%
Commentary	The number of contracts with Community Benefit Clauses and the results achieved from them are being collated though the Procurement Dashboards and will filter into this reporting mechanism during 2013.			

We will explore and apply, where appropriate, a Social Return on Investment methodology to option appraisal and decision making	31-Mar-2014	▶

Performance Measures	**Target**	**Value**	**Traffic Light Icon**	**Weight**
No of projects with a Social Return on Investment appraisal conducted	▬	2	▬	100%
Commentary	Staff involved in the management of the Fairer Scotland Fund and representatives of a number of projects that receive Fairer Scotland Fund (FSF) grant have undertaken training in Social Return On Investment (SROI) methodology. 2 Fairer Scotland Fund projects Station House Media Unit and Pathways have undertaken SROI studies with the Fairer Scotland Fund Coordinator and Social Value Lab and final reports have now been produced that show that for every pound of FSF investment the additional benefit based on the SROI calculation amounted to between £3 and £5 for these projects. Consideration is now being given to whether the approach should be rolled out further and a report on this subject will be produced in due course.			

The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development	Timescale	Status		
Performance Measures	**Target**	**Value**	**Traffic Light Icon**	**Weight**
Total number of online transactions (2012/13)	▬	178,211	▬	50%
Use of online Customer Feedback Form (in development)	▬	▬	▬	50%
Associated Risks	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)			
Commentary	The development of improved online reporting capability will provide customers with enhanced service and improved response timescales. The new form, when in place, will capture information on complaints, comments and compliments, allowing improved knowledge on our customer base which will be used to inform service design and improvements.			

Negative outcomes of transportation are minimized (casualties from accidents; air pollution; noise pollution; built environment)	Timescale	Status		
Performance Measures	**Target**	**Value**	**Traffic Light Icon**	**Weight**
Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees.	20%	17.4%	🔺	100%
Commentary	The policy of encouraging flexible working patterns by the Council's workforce aims to increase efficiencies, staff morale and motivation and has the additional benefit of reducing travel to work volumes in some areas of operation.			

Authority

Citizens feel they can influence their communities through engagement in the development, design and decision making of services	Timescale	Status
Commentary	The communications and engagement action plan reflects the approved strategy and has included delivery of major pieces of work including the delivery of the Priority Based Budgeting (PBB) and Business Plan engagement programme, a series of external events targeting specific groups such as public and voluntary sectors or the business sector. In addition, the delivery of the first council Star Awards programme has encouraged over 80 submissions across the council and will now become an annual event. Work continues to enhance and develop the engagement programme and is led in partnership with the People Dimension Group. In addition, work has commenced through Community Planning Aberdeen, to review engagement and communication activity across all partners with a view to co-ordination and sharing of information. Complaints handling continues to improve with the model Scottish Complaints Procedure now embedded across all services as well as Corporate Governance. 'Lessons learnt' from analysis of complaints is a key feature of the new procedure and future reports will reference improvements resulting from this analysis.	
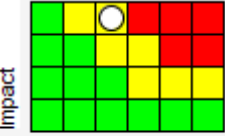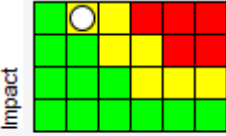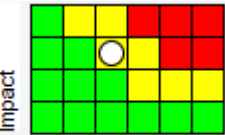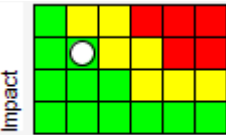
Corporate Governance Service Risk Register
September 2013

Business Risks					

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that major projects are not effectively delivered. (Hazard Risk)	Increased pressure from central government regarding delivery of priorities. Negative impact on the maintenance of a balanced budget.	Impact / Likelihood	Impact / Likelihood	
Internal Controls	Internal audit of project management effectiveness. Reporting requirement of PMO to sponsor group. Scrutiny by elected members through committee structure.			Programme Manager
Mitigating Actions	Programme Management Office monitoring progress on delivery of the priority based budget decisions and reporting monthly to the Sponsoring Group. Scheduled (2011) internal audit of the PMO. Appropriate planning / maintenance of effective delivery capacity. Quality standards in project management and effective training resources for key staff. Contract management training for key staff. Performance management monitoring regimes built in to projects. Benchmarking of project performance.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that effective business continuity and disaster recovery arrangements are not in place. (Hazard Risk)	The Council suffers a breakdown in key systems and functions and is unable to deliver essential services. Potential for serious harm / loss of life to members of the community.	Impact / Likelihood	Impact / Likelihood	
Internal Controls	Internal audit arrangements covering business continuity arrangements. BCPs are now in place regarding all of the Directorate's critical functions. Critical functions are agreed by CMT based on one or more of the following criteria being met: 1. Human welfare or the environment 2 The finances of the Council 3 The Council's statutory obligations 4 The Council's reputation 5 The Council's ability to respond to emergencies. The Business Impact Analysis has been completed and recovery time objectives for all key activities have been set. System enhancements are in progress to facilitate better Business Impact Analysis testing and Business Continuity Planning consistency across services			Director of Corporate Governance

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of poor or inadequate management of contracts and contractors. (Control Risk)	Ineffective contract management exposing the Council to financial risk.	Impact / Likelihood	Impact / Likelihood	
Internal Controls	Internal audit. Correct management of corporate and service contracts at appropriate levels within the Council. Contract management training for all key personnel.			Head of Procurement
Mitigating Actions	Individual profiling of all contracts with a risk register being held for each. Risk assessments undertaken at the onset and reviewed throughout the life of the contract.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)	Reputational damage. Legal challenge. Increased financial burden. Imposition of special measures. Additional officer resource requirement - diverted from frontline delivery.			Head of Customer Service and Performance
Internal Controls	Rolling self evaluation programme based on How Good is Our Council model. Robust forward planning for inspections. Effective relationship management. Robust risk management monitoring, reviewing and reporting protocols. Internal audit programme informed by risk assessment.			
Mitigating Actions	Embedding self evaluation. Effective engagement with key stakeholders.	Very serious	Very serious	

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that inadequate information management processes create inaccuracies and uncertainty over compliance with statutory obligations and lead to under-informed decision making (Control Risk)	The Council suffers censure and financial loss through ineffective processes for complying with statutory requirements. There is sub-optimal decision-making.			Head of Customer Service and Performance
Internal Controls	Information Management Strategy. Corporate Records Management Approach to increase confidence in information management practice and the governance framework.			
Mitigating Actions	Corporate gap analysis undertaken and improvement plan in place (includes Policy Review, implementation of procedures). Being led and co-ordinated by CG. Actions from audits and inspections being taken forward (e.g. Laptop encryption) Ensure OIL training course completed by 100% staff. Complete review of Records / Information Management functions within Community Planning and Corporate Performance Team.			

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Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of not meeting Service Option/Targets (Hazard Risk)	Poor budgetary control. Inability to deliver key priorities and policies. Reputational damage. Poor external audit outcomes.	Impact / Likelihood	Impact / Likelihood	Programme Manager
Internal Controls	Role of Sponsorship Group / ongoing challenge / annual PBB review			
Mitigating Actions	Development of Finance (Budgetary) Risk Registers covering cost pressures and growth assumptions. Further PBB service option identification.			
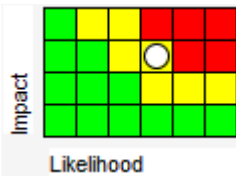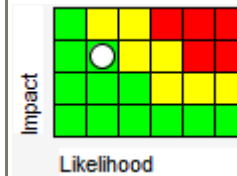
Customer/Citizen Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that the needs of our customers are not understood and met. (Control Risk)	Increased volume of complaints leading to reputational damage. Increased scrutiny by regulatory bodies. Additional resources requirement to address perceived service failures. Increased costs / multiple enquiries. Loss of business opportunities to other providers. Services not tailored to customer need. Staff retention becomes problematic due to poor customer relations.	Impact / Likelihood	Impact / Likelihood	Head of Customer Service and Performance
Internal Controls	Established processes to ensure customer feedback firmly established in service planning. Self assessment of compliance with Model Complaints Handling Procedure built into self-evaluation processes. Corporate systems governing complaints handling, self-evaluation and management reporting.			
Mitigating Actions	Training of staff in managing customer expectations. Service Level Agreements. Quality of Service Standards for customer-facing activities. Continuing workforce planning to ensure customer focus. Customer surveying. Regular reporting of complaints handling data to SMT with requirement for development of 'lessons learned' culture.			
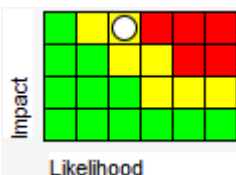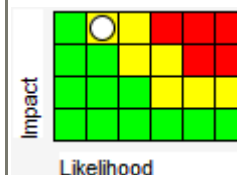
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of failing to fully engage with citizens during transformation process (Hazard Risk)	Reputational damage. Widening gap between customer / citizen expectations and business planning. Uncertainty over compliance with statutory requirements on community engagement and empowerment.	Impact / Likelihood	Impact / Likelihood	Director of Corporate Governance
Internal Controls	Ongoing PBB engagement process.			
Mitigating Actions	Development of strengthened community engagement function resulting from review of structures in Community Planning and Corporate Performance Team.			
	We will engage with elected members, directors, partners and communities to develop and implement our 'equality outcomes'			

Financial Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of poor financial management and decision making. (Control Risk)	Reputational damage. Censure by central government. Increased scrutiny by regulatory bodies. Inability to deliver key services. Urgent cost savings required outwith agreed priorities and business planning.	Impact / Likelihood	Impact / Likelihood	Head of Finance
Internal Controls	Internal audit addressing all key financial controls. PMO reporting to sponsor group on delivery of PBB programme.			
Mitigating Actions	Revised project management guidance issued by PMO. Effective maintenance of collaborative planning arrangements. Monitoring of performance indicators against 5 year business plan. Development of Finance (Budget) Risk Registers covering known and anticipated cost pressures. Challenge of risks aligned with monitoring of service options delivery.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of collection levels deteriorating (Hazard Risk)	Lower income levels; Censure by central government; Audit reports critical of internal practices; Reputational damage.			
Internal Controls Internal audit of operational effectiveness. Scrutiny by elected members at committee. Close monthly monitoring by management.				Head of Finance
Mitigating Actions Monitoring of Sheriff Officer contract. Single debt recovery team for Revenues and Benefits income streams. Regular recovery programme. Joint working with Sheriff Officer.				

Legislative Risks
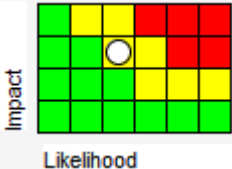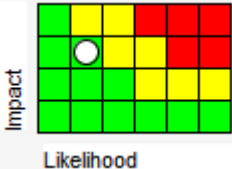
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)	Loss of life or serious harm to individuals or groups. Legal challenge resulting from harm or injury. Reputational damage. Poor media coverage. Increased insurance premiums.			
Internal Controls Internal audit rolling programme of Health and Safety arrangements. BCP for Health and Safety.				Head of Human Resources and Organisational Development
Mitigating Actions Effective Health and Safety training for managers at all levels. Systematic record keeping / event logging. Regular reporting / scrutiny of arrangements.				

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that legislative changes are not effectively planned for. (Control Risk)	Business Plan priorities are not deliverable. The Council or its workforce are exposed to legal challenge and incur costs. Reputational damage.			Head of Legal and Democratic Services
Internal Controls	Internal audit of scenario planning capacity. Training and development programmes.			
Mitigating Actions				
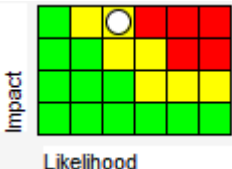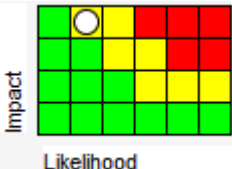
People Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of low levels of employee engagement (Control Risk)	Strikes and other forms of industrial action. Negative media coverage of the Council. Additional management time required to address employee relations matters. Negative impact on the Council's sickness absence figures. Potential non-delivery of services. Opportunity cost of higher performance / productivity which could have been achieved by higher engagement levels.			Head of Human Resources and Organisational Development
Internal Controls	Corporate Governance Communications Group. Corporate Governance Workforce Engagement Strategy. People Dimension Group (corporate but impacts on CG). 'Employee Voice' - corporate but provides temperature check on engagement levels. Employee Opinion Survey - provides a temperature check of engagement levels. Performance Review and Development Process.			
Mitigating Actions	Communications Strategy. Early management engagement policy on developments with potential effects on workforce. Drive to achieve greater transparency over decision-making. Ensuring output of employee surveys is used to inform improvements in engagement, communication, management and leadership of workforce. PR&D measuring managers' performance on their ability to engage with their teams.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)	Poor service delivery. Inability to retain key staff. Excessive use of agency / consultancy resources.			Head of Human Resources and Organisational Development
Internal Controls	PBB Workforce Stream; Workforce Planning Strategy. Service Workforce Plans			
Mitigating Actions				

Technological Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
Risk of poor ICT security and operational arrangements. (Hazard Risk)	At the security level: Electronic threats lead to systems contamination and risk of failure. Insurance premiums affected by poor security provision. Legal challenge / negative reporting by Information Commissioner. At the operational level: Services are not delivered. Productivity drops. Significant data loss. Reputational damage.			Head of Customer Service and Performance
Internal Controls	Business Continuity Plan / Disaster recovery provisions in place for ICT operations. Internal audit assessment of ICT security arrangements. ICT Acceptable Use Policy.			
Mitigating Actions	Externalisation of ICT services where best value delivered.			

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	2013/14 Financial Monitoring - Corporate Governance
REPORT NUMBER:	CG/13/092

1. PURPOSE OF REPORT

1.1 The purpose of this report is to:
   i) Inform the Committee of the 2013/14 revenue and capital budget's financial performance for the period to 31 July 2013, including the forecast outturn for the year to 31 March 2014 for the services within Corporate Governance; and
   ii) Advise on any areas of risk and management action.

2. RECOMMENDATIONS

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

3. FINANCIAL IMPLICATIONS

3.1 Financial Implications are detailed in section 5 Background/Main Issues

4. OTHER IMPLICATIONS

4.1 None

5.   REPORT

5.1   This report provides a high level summary of accrued actual expenditure to period 4, July 2013. The forecast is based on information and feedback from budget holders captured in July 2013.

Revenue Financial Position and Risks Assessment

5.2   The Service report is attached at Appendix A which shows projected net outturn savings £0.9M (3.4%), 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 £850K are anticipated 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 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.

Management Actions and Risk Assessment

5.3   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.

5.4   The Finance team in conjunction with budget holders continue to look at ways of addressing the income shortfall and its impact on future years.

Capital Financial Position

5.5   Included at Appendix B is a summary of the Corporate Governance capital programme projects and the spend to date plus forecast position for the full financial year.

5.6   The value of Police Grant payable, arising from national Police Reform introduced from 1st April 2013, means there will be lower capital expenditure than originally anticipated.

Management Actions

5.7   Continued focus on the technology investment requirements will ensure that Corporate Governance brings the necessary capital projects to fruition to deliver service improvements based on the Corporate Governance business case, previously reported to the committee.

6.   COMMUNITY & SERVICE IMPACT

6.1   The Service must managed its financial responsibilities in addition to its service delivery priorities and demand. Decisions are made by the Director and officers to ensure financial resources are committed appropriately and in line with those priorities.

6.2   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.

7.   REPORT AUTHOR DETAILS

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        01224-346400

8.   BACKGROUND PAPERS

        Financial ledger data extracted for the period 4 (not attached).

As at end of July 2013		Year to Date			Forecast to Year End		
Accounting Period 4	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	7,441	2,745	2,719	(26)	7,340	(101)	(1.4%)
Head of Legal and Democratic Services	1,509	503	468	(35)	1,164	(345)	(22.9%)
Head of Human Resources and Organisational Development	4,414	1,486	1,380	(105)	4,148	(266)	(6.0%)
Head of Procurement	464	155	134	(21)	458	(6)	(1.3%)
Head of Customer Services and Performance	13,947	4,649	4,702	53	13,712	(236)	(1.7%)
TOTAL	**27,776**	**9,538**	**9,403**	**(135)**	**26,822**	**(954)**	**(3.4%)**

Capital Monitoring – Corporate Governance projects 2013-14 to 2017-18

Project Description	Revised Budget 2013/14* £'000	Spend to July 2013 £'000	Profiled out- turn 2013/14 £'000	Five year budget 2013-18 £'000	Legal Commit- ments £'000	Profiled out- turn 2013-18 £'000
Data Centre Move	22	22	22	22	0	22
Police - Capital Grant	2,356	0	1,705	2,356	0	1,705
ICT Data Centre	0	0	0	3,000	0	3,000
Technology Investment Requirements	900	0	900	2,700	0	2,700
Totals	**3,278**	**22**	**2,627**	**8,078**	**0**	**7,427**

*Revised budget includes carry forward / adjustments approved by F&R

- The Data Centre Move has now been completed on budget.
- The Police Capital Grant budget holder is waiting on notification from the Scottish Government on the mechanism for payment in 2013/14. At present, the £651,000 budget for 2013/14 will not be required.
- Spend on the ICT Data Centre is profiled to commence in 2015/16.
- The Technology Investment Requirements budget will begin spend in the final quarter of this financial year.

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ABERDEEN CITY COUNCIL

COMMITTEE:	Finance, Policy and Resources
DATE:	26 September 2013
ACTING DIRECTOR:	Paul Fleming
TITLE OF REPORT:	Council Budget 2013/14 Monitoring
REPORT NUMBER:	CG/13/106

1. PURPOSE OF REPORT

1.1. The purpose of this report is to inform Elected Members on the current financial position for the Council and the initial forecast outturn for financial year 2013/14 and to highlight areas of risk and management action that have been identified by directors.

2. RECOMMENDATION(S)

It is recommended that the Committee:
1. note and endorse the content of the report; and
2. agree to use any uncommitted revenue surplus to benefit the funding of the Council's capital investment requirements as set out in the 5 year capital programme.

3. FINANCIAL IMPLICATIONS

3.1 The early indications are that with expenditure and income for the period to end of July being controlled and the delivery of savings options progressing positively the Council will achieve a balanced budget for the year and generate an overall underspend of £4 million.

3.2 This sum is before £1 million has been earmarked for the Music Hall, as agreed by Council at its meeting of 26 June 2013.

3.3 Risks do exist, from the potential of non-delivery of savings options in a few areas of the budget to winter / road maintenance costs substantially exceeding budget because of harsh winter weather. Contingency funds remain uncommitted to the value of £1.8 million in the General Fund budget and this provides assurance that the forecast outturn can be achieved should a financial consequence arise from the risks that exist.

3.4 An additional sum exists in the event that a national pay award is agreed, the value is the equivalent of a 1% pay award with effect from 1 April 2013.

3.5 Where expenditure can be maintained within budget during the remainder of the year and contingencies are not needed then the opportunity exists for the Council to deliver an increased contribution to the General Fund and this continues to be monitored on a monthly basis by the Corporate Management Team.

3.6 The recommended level of uncommitted General Fund Revenue reserves is £11.3 million, as approved by the Committee in October 2012. This will be maintained.

3.7 The projected funding for the General Fund Capital programme will come from a range of sources, and which can include Scottish Government capital grant, capital receipts, revenue contributions, capital usable reserves and borrowing.

3.8 The projected capital expenditure of £57.7 million and previous capital expenditure has an impact on the General Fund revenue budget, through the repayment over time of borrowing. As at the end of July 2013 the projection for the capital financing costs is in line with budget. This amounts to 7.3% of the overall net revenue budget.

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 of financial information by services and corporately by Elected 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 is the first opportunity for the Council to consider the overall financial position, with specific reference to the General Fund, for this financial year (2013/14). During the earlier months of the year the Corporate Management Team has received reports on the financial performance and is aware of the current forecast and the risks that exist.

5.2 This report considers the forecast outturn for the Council as a whole and this builds 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 Elected Members and presents actual financial figures to the end of July 2013 and the full year forecasts based thereon.

5.4 Appendix A includes a summary of the overall Council projected position.

General Fund Revenue 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 contribution to usable General Fund reserves will be possible. The value attached to this at present is £4 million. The under spending represents approximately 0.9% 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 planning and building warrant application fees, offset by lower than budgeted income in relation to advertising income. Staff costs provide considerable savings through vacancy management arrangements, while operating costs for property repairs and school transport savings are also in evidence. A highlighted cost pressure is in relation to the achievement of savings in fleet management which has been caused due to the progress in reducing the age of the vehicle fleet.

5.8 The key risk for EP&I is in relation to the timing of forecasts and the fact that there remains a degree of uncertainty in relation to key areas such as income for the design team based on the capital programme, property repairs based on early billing information and school transport contracts that are regularly re-tendered, changing the contract price profiles. There is also always the uncertainty of the costs of winter maintenance, which are currently assumed to be containable within the roads maintenance budgets.

5.9 Education, Culture and Sport (EC&S) is forecast to keep expenditure within its budget and is based on a range of small savings across the service portfolio, overall approximately £0.5 million. Specific savings such as probationer teachers savings and a saving due to the timing of the re-opening of the Tullos Swimming Pool offset costs associated with teacher entitlement changes and out of authority placements, the numbers of which remain volatile. There remains a significant cost pressure in energy costs due to rising costs and is particularly significant in EC&S as its property asset estate is the largest of any Service.

5.10 In addition to the volatility of out of authority placements the key risks are in relation to the pupil rolls and associated teacher numbers, that they remain as predicted, and that schools overall underspend will be in excess of the 2.5% carry forward limit, as this is incorporated into the full year forecast.

5.11 Corporate Governance (CG) also shows a favourable full year forecast, and an overall underspend of £1 million, this being generated in the main from tight staff management, although additional savings are forecast based on administration and supplies and services costs, which have been experienced to date. Income is forecast to be below budget, this arising from recharges for support and shared services.

5.12 Housing and Environment (H&E) forecast that an underspend against budget of £1.5 million is achievable. While significant savings are estimated in the cost of homelessness, based on the volume of people presenting as homeless, there are also savings anticipated in waste disposal, due to the level of tonnages and costs being better than had been budgeted.

5.13 The main risk for H&E is in relation to welfare reform and the unknown impact on homelessness.

5.14 Social Care & Wellbeing (SC&W) reports that a balanced budget position is achievable, although this is based on cost pressures in the commissioning of services. Income forecasts are strong particularly through grants and contributions that are now expected and other areas of expenditure are being managed to ensure that the overall position is in line with budget.

5.15 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.

5.16 As Bon Accord Care and Bon Accord Support Services became operational from 1 August there will be a shift in the operation of SC&W budgets as additional expenditure is incurred in the purchasing of care with a corresponding reduction in the staffing and supplies of delivering care.

5.17 The Corporate budgets which are made up of funding to Capital Financing Costs, the Joint Grampian Valuation Board, Council Expenses, Trading Account surpluses and funding set aside for contingencies shows a slight overspend of £0.1 million. There are income pressures in the trading accounts of both Car Parking and Property Letting and this is having an adverse impact on the overall corporate position and this is offset by anticipating reduced use of corporate contingencies. The costs of borrowing (capital financing costs) are in line with budget at this time having taken account of the current capital expenditure profile for this year and the borrowing entered into for previous years.

5.18 There are £1.8 million of uncommitted contingencies, which 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.

5.19 The figures outlined reflect previously approved Priority Based Budget options which had previously been approved for the year and had been incorporated into the 5 year business plan in earlier financial years.

General Fund Capital Programme

5.20 The Committee will consider in more detail the various projects in the General Fund capital programme for 2013/14.

5.21 In relation to funding the programme a range of options are available to the Council and many of these are used on an annual basis to ensure that the most effective way of funding capital investment is found both in-year and in planning for the future.

5.22 The total anticipated expenditure as at the end of July 2013 is £57.7 million and this is broken down by Service in Appendix B, along with the anticipated funding arrangements.

5.23 The main reason for the significant variance from budget (which includes approved projects carried forward from 2012/13) is because several of the larger new build and refurbishment projects are going to be re-profiled for commencement / delivery in the next financial year.

5.24 In relation to funding this expenditure the Scottish Government capital grants of £16 million will be the first funding stream to be utilised.

5.25   In 2013/14 the other capital financing options that the Council will consider will be contributions from the revenue budget, use of capital receipts and use of the usable capital reserves that exist in the capital fund and capital grants unapplied account. Borrowing will also be considered and, as borrowing has a long term cost, it is the strategy of the Council to reduce the level of debt it carries to ensure a sustainable revenue position for the future.

Management Actions

5.26   As the financial year progresses it is imperative that Services continue to deliver the Priority Based Budgeting saving options that are included within Service budgets. Early indications are that there are two significant risk areas (namely Fleet Management and Social Care & Wellbeing) but that these are being managed overall through the careful management of other budget areas.

5.27   Services should 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.

5.28   Further progress reports will be provided to the Committee throughout the year on both the financial position, the risks that exist for the council and the action being taken by management.

Reserves Position

5.29   The Council has a reserves strategy (approved by Finance and Resources Committee in October 2012) that means that £11.3 million of uncommitted reserves on the General Fund should be maintained., with the express intention of ensuring that the Council can deal with unexpected and unplanned expenditure should the need arise.

5.30   The impact on reserves of the current full year forecasts for expenditure and income is that additional resources can be secured to address the commitment to the Music Hall redevelopment (£1 million) and the balance should be used to contribute towards the funding of the capital investment requirements set out in the 5 year capital programme.

6. SERVICE & COMMUNITY IMPACT

6.1.   As a recognised top priority the Council must take the necessary measures to balance its budget. Therefore, Services are expected to work within a financial constraint as defined by their annual budgets.

6.2.   Opportunities to balance the budget have been identified by each Director and reported as necessary through the relevant service committee.

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;

ABERDEEN CITY COUNCIL
2013/14

General Fund Revenue Position

As at 31 July 2013

As at end of July 2013	Full Year Revised Budget £'000	Year to Date			Forecast to Year End		
Accounting Period 4		Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Forecast Outturn £'000	Variance Amount £'000	Variance Percent %
Services							
Office of Chief Executive	864	282	245	(37)	884	20	2.31%
Corporate Governance	27,776	9,538	9,403	(135)	26,822	(954)	(3.43%)
Enterprise Planning and Infrastructure	39,515	15,745	14,727	(1,018)	37,972	(1,543)	(3.90%)
Housing and Environment	36,413	12,138	13,260	1,122	34,943	(1,470)	(4.04%)
Education Culture and Sport	161,895	57,827	53,847	(3,980)	161,369	(526)	(0.32%)
Social Care and Wellbeing	121,461	40,670	40,557	(113)	121,458	(3)	(0.00%)
Total Service Budgets	**387,924**	**136,200**	**132,039**	**(4,161)**	**383,448**	**(4,476)**	**(1.15%)**
Total Corporate Budgets	**33,265**	**479**	**(1,564)**	**(2,043)**	**33,385**	**120**	**0.36%**
Total Net Expenditure	**421,189**	**136,679**	**130,475**	**(6,204)**	**416,833**	**(4,356)**	**(1.03%)**
Funding:							
Government Support-							
General Revenue Grant & Non-Domestic Rates	(321,396)	(107,132)	(110,706)	(3,574)	(321,321)	75	0.02%
Local Taxation-							
Council Tax & Community Charge Arrears	(99,793)	(33,264)	(39,972)	(6,708)	(99,805)	(12)	(0.01%)
Total Funding	**(421,189)**	**(140,396)**	**(150,678)**	**(10,282)**	**(421,126)**	**63**	**0.01%**
Net Impact on General Fund (Surplus)/Deficit	**0**	**(3,717)**	**(20,203)**	**(16,486)**	**(4,293)**	**(4,293)**	
Transfer to / (from) Earmarked GF Reserve	0	0	0	0	1,000	1,000	
Transfer to / (from) Uncommitted GF Reserve	0	0	0	0	0	0	
Net Impact on Budget (Surplus)/Deficit	**0**	**(3,717)**	**(20,203)**	**(16,486)**	**(3,293)**	**(3,293)**	

**ABERDEEN CITY COUNCIL
2013/14**

General Fund Capital Programme

As at 31 July 2013

As at end of July 2013					
Accounting Period 4	**Approved Budget £'000**	**Service Determined Minimum Required £'000**	**Actual Expenditure £'000**	**Variance Amount £'000**	**Percent Spend %**
Services					
Corporate Governance	3,278	2,627	22	(2,605)	0.8%
Education Culture and Sport	12,512	6,582	1,630	(4,952)	24.8%
Enterprise Planning and Infrastructure	37,682	33,509	3,880	(29,629)	11.6%
Housing and Environment	14,742	13,429	461	(12,968)	3.4%
Social Care and Wellbeing	6,446	1,569	172	(1,397)	10.9%
Total Service Budgets	**74,660**	**57,716**	**6,164**	**(51,552)**	**10.7%**
Funding:					
General Capital Grant	(15,807)	(15,807)	(5,269)	10,538	33.3%
Specific Capital Grant	(232)	(232)	0	232	0.0%
Other Capital Financing	(58,621)	(41,677)	(3,835)	27,842	9.2%
Total Funding	**(74,660)**	**(57,716)**	**(9,104)**	**48,612**	**15.8%**
Slippage Required/ (Underspend)	**0**	**0**	**(2,940)**	**(2,940)**	

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26th September 2013
CHIEF EXECUTIVE	Valerie Watts
TITLE OF REPORT	2013/14 Common Good Budget – Monitoring Report Update
REPORT NUMBER:	CG/13/093

1. PURPOSE OF REPORT

1.1 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 31 July 2013, including the forecast outturn for the year to 31 March 2014.
   b) Provide a forecast position of the cash balances as at 31 March 2014.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee:
   a) Notes the income and expenditure position as at 31 July 2013 and the forecast outturn for the year; and
   b) Notes the forecast cash balances as at 31 March 2014 of £6.9M based on current estimates, which is within the recommended levels indicated by the Head of Finance.

3. FINANCIAL IMPLICATIONS

3.1 The financial implications are detailed in the report at section 5.

4. OTHER IMPLICATIONS

4.1 None.

5. REPORT

Income and Expenditure – Forecast Outturn

5.1 The outturn for the year to 31 March 2014 shows a forecast deficit position of £970K which is an unfavourable variance from budget of £500K. A table summarising income and expenditure is given in Appendix A to this report.

5.2 The changes in forecast outturn compared to budget result from the following:-

	£'000s
Civic Support Team - non filling of vacant posts has resulted in a saving	(30)
Archivist Unit - The overspend relates to central support costs and reflects the actual CSS expenditure in 2012-13	30
Tenants Compensation - This expenditure was agreed at Finance and Resources on 21st February 2013.	500
	500

5.3 If additional expenditure were to be incurred, such as approval is given to undertake urgent property repairs, then the variance from budget would increase by that value. The expenditure included in a report being presented to the Property Sub-Committee and recommended for referral to this committee is £20K.

5.4 If approved the forecast outturn for the financial year would rise to £990K and be a variance from budget of £520K. While making use of cash reserves the impact on the overall position of the Common Good is not material and the position can be recovered through future budget setting and one-off receipts in future years.

Cash Balances

5.5 The forecast cash balance as at 31 March 2014 is £6.9M. Included in this amount is a sum of £280K remaining for the Greenfern Development and £20K for Newhills Development within earmarked reserves. A total budget of £450K was agreed at Resources Management committee on 18th January 2008 for Greenfern Development and this money will be paid back into the Common Good Fund at a later date. A total budget of £50K was agreed at Finance and Resources on 4th October 2012 for Newhills Development.

5.6 The Council agreed at the budget setting meeting on 14th February 2013 that the minimum cash balance should be the equivalent of two years worth of expenditure. This equates to £5.8M.

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.

5.8 The Common Good will benefit from the value of land transactions that have arisen this year and where appropriate these will be invested in line with the current Common Good investment strategy.

6. COMMUNITY & SERVICE IMPACT

6.1 To enable the Common Good to support the wide range of ventures that it does it is essential that the Common Good is managed effectively and the value maintained and investment returns improved to ensure it's sustainability for the future.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

None.

Appendix A

As At 31 July 2013		Year to Date			Forecast to Year End		
ACCOUNTING PERIOD 4	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	2,878	415	415	0	2,874	(4)	(0.1%)
Recuring income	(2,846)	(896)	(896)	0	(2,846)	0	0.00%
Budget after Recurring Items	**32**	**(481)**	**(481)**	**0**	**28**	**(4)**	**(12.5%)**
Non Recurring Expenditure	442	0	499	499	942	500	113.12%
TOTAL BUDGET	**474**	**(481)**	**18**	**499**	**970**	**496**	**1.0**

Cash Balances as at 1 April 2013 (unaudited)	(7,853)		(7,853)
Estimated Cash Balances as at 31 March 2014	(7,379)		(6,883)
Minimum cash balance requirement per budget report (Council 14th February 2013)	(5,800)		(5,800)

Note 1

The forecast outturn figure takes into account £1.75M of expenditure that takes place at year end e.g Funding of Twinning activites, Entertainment for the Elderly and Disabled and Contributions to Trusts and Festivals.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Treasury Management – Mid Year Review
REPORT NUMBER:	CG/13/091

1.   PURPOSE OF REPORT

To update the Committee on Treasury Management activities undertaken to date, during financial year 2013/14.

2.   RECOMMENDATION(S)

It is recommended that the Committee considers and recommends this report to Council for approval as follows:

a) Notes the Treasury Management activities undertaken in 2013/14 as detailed.

3.   FINANCIAL IMPLICATIONS

Treasury Management activities influence the loans pool interest rates and aims to minimise the cost of borrowing. This directly impacts upon costs chargeable to the Council's revenue budgets through the interest rates that are applied to capital financing costs. Whilst the level of borrowing a Council can undertake is now devolved from the Scottish Government to individual Councils, it will still be constrained by the requirement for capital investment to <u>be affordable, sustainable and prudent</u>. The main test of affordability will be whether the capital financing costs can be contained within the revenue budgets.

4.   OTHER IMPLICATIONS

None.

5.   BACKGROUND/MAIN ISSUES

5.1   Introduction

The Council previously approved a Treasury Management policy on 21 February 2013. Part of this policy is to report a mid-year review to committee on Treasury Management activities undertaken.

With effect from 1 April 2004, Councils are now required by regulation to have regard to the Prudential Code (the Code) when carrying out their duties under part 7 of the Local Government in Scotland Act 2003.

Historically, the Council's annual programme of capital investment has been funded by Treasury Management activities, such as additional long-term borrowing.

It is a requirement of this Code that Treasury Management is carried out in accordance with good professional practice. The Code requires the Council to comply with CIPFA "Code of Practice for Treasury Management in the Public Services", which this Council does.

This "mid-year" review on activities undertaken is also in line with current reporting requirements from the latest update of the CIPFA Code of Practice.

5.2   Treasury Management 2013/14

The following is a summary of Treasury Management activities which have been undertaken thus far in 2013/14: -

Long Term Borrowing

No new long term borrowing has yet been undertaken in this financial year. Longer-term Public Works Loans Board interest rates, for periods from 10 years to 50 years, are currently in the range of 3.70% to 4.50%.

Short-term borrowing is currently available from other Local Authorities at historic low levels. Temporary Loans, for up to one year, are available at rates around the 0.50% level, making these a more attractive option at present.

We remain open to the possibility of undertaking a small amount of longer-term borrowing later in this financial year, if more favourable market conditions were to arise.

Short Term Borrowing

With short-term borrowing rates for periods of up to 1 year continuing at historic low levels, the Council's borrowing strategy both last year and this year has been to borrow short-term where possible, to take advantage of these lower rates.

The Council currently has some £45m of Temporary Loans from other Local Authorities, at an average rate of 0.45%. This debt will be replaced over time with long-term PWLB loans, as temporary loan rates start to rise. Current forecasts are that short term interest rates will not begin to rise until 2016.

Investments

Due to the downturn in the global economy, many previously undoubted financial institutions have been removed from the Council's Counterparty list over the past the last few years. The Counterparty list is the list of approved banks and building societies that the Council may lend to either directly or through the Money Markets, on a temporary basis.

Reviews of the Council's Counterparty list were undertaken and approved by Committee as the situation deteriorated. Last year, upon advice from Sector Treasury Services, the Council's Treasury Management advisors, the Council increased the Counterparty Limit of the Nationalised UK Banks from £20m to £30m. This provided the Council with the additional flexibility required to maximise returns on short-term surplus funds, without compromising on Counterparty quality.

Money Market Funds

Money Market Funds are AAA rated, short term pooled investment vehicles. They offer security, counterparty diversification and instant access to funds, when required.

The Council opened three Money Market Fund accounts in August 2012, with Goldman Sachs Asset Management, Federated Prime Rate Capital Management and Ignis Asset Management.

These had been approved previously as part of the Council's annual Investment Strategy. These Money Market Fund accounts have greatly assisted the Council in spreading its Counterparty risk and also improve short-term cashflow liquidity.

In June 2013, approval was given for the Council to open two additional Money Market Fund accounts with Morgan Stanley & Deutsche Bank, taking our total to five accounts, each with a £10m limit.

6.   IMPACT

Corporate - If an active Treasury Management policy is not undertaken and implemented there may be future budgetary implications for the Council through greater than budgeted capital financing costs.

7.   MANAGEMENT OF RISK

The CIPFA Code of Practice states that in the use of financial instruments for the prudent management of risk, priority must be given to security and liquidity, when investing funds.

8.   BACKGROUND PAPERS

None.

9.   REPORT AUTHOR DETAILS

Neil Stewart, Treasury Officer,
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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources Committee
DATE	26 September 2013
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Capital Programme Management – Proposed Changes
REPORT NUMBER:	EPI/13/176

1. PURPOSE OF REPORT

To seek approval of the recommended changes to the management of the Capital programme to take account of the Audit Scotland report – 'Major Capital Investment in Councils'.

2. RECOMMENDATION(S)

It is recommended that the Committee approve the following changes to the capital programme process:-

1. Projects will only be considered for possible inclusion in the Capital Programme when up to date business cases, which comprehensively address the various component elements of the proforma and particularly take account of the value of the project to the Council's overall priorities are submitted.

2. In the event that Elected Members add projects to the programme that have not been subject to normal business case procedures, a full business case should be completed by officers as soon as reasonably practical and submitted for approval by the relevant service committee.

And

3. Note the other listed actions approved by the Corporate Asset Group.

3. FINANCIAL IMPLICATIONS

There are no specific financial implications flowing from this report other than the adoption of recommended best practice.

4.   OTHER IMPLICATIONS

Projects not supported by appropriately detailed business cases may not be included within the capital programme or their inclusion may be delayed or authorisation to spend may be delayed.

5.   BACKGROUND / MAIN ISSUES

Audit Scotland published a report in March 2013 entitled 'Major capital investment in Councils', which was a cross Council review of completed capital projects with a value greater than £5m. The audit and the associated documents can be viewed at:-

http://www.audit-scotland.gov.uk/media/article.php?id=229

Officers from Asset Management and Finance were tasked with reviewing the findings from the audit, as well as assessing our compliance with the good practice guide, which was produced by Audit Scotland to complement the findings. The guide has a checklist featuring a number of headings, which officers used to identify areas in which the capital process could be improved.

A report recommending a number of changes to the Capital process was submitted to the Corporate Asset Group on 26 August 2013, with the recommendations being approved with some minor changes.

Audit Scotland Recommendations and Proposed Actions

The specific Audit Scotland recommendations were:-

"Project costs are built up in a consistent manner, including specific risk and optimism bias allowances and realistic construction inflation costs."

and

"The project scope and finances are developed in detail prior to authorisation to spend is sought."

On occasion projects have been included in the capital programme which have been costed without taking into account any risk or inflation factors. Projects that are based on (often out–dated) probable costs should no longer be considered – this leads to the potential for a high probability of actual costs exceeding the estimate, potentially putting additional pressure on the overall programme.

It is recognised that the level and quality of financial information available over the lifetime of a project from initiation to completion will naturally evolve in terms of cost and phasing detail. Measures should be taken to substantiate cost estimates based on the strongest evidence available at decision making stages, with a clear indication of

risk and sensitivities in respect of these costs with contingencies identified. Project reviews should clearly set out any change control measures in respect of costs at the key project stages.

To ensure compliance with the Audit Scotland recommendations the Committee is asked to approve recommendations 1 and 2. These are not specific recommendations from the Audit Scotland report but have been formulated to ensure our processes and practices are in keeping with the expectation set out in the review document.

CAG Approved Actions

In addition to recommendations 1 and 2 the following actions were approved by the Corporate Asset Group:-

- All major capital projects over £1,000,000 will be subject to a review of scope, specification and costs before being legally committed.

- Each project requires to be reviewed at key milestones by its Project Board taking into account the aims of the project and where it currently is in relation to those aims. Spend to date and out-turn costs must be compared against the original project plan. The Project Sponsor should ensure that the business case is updated and reported for monitoring purposes of the project's delivery.

- Capital projects will be instructed to manage risks in line with the approved risk management framework.

- The Corporate Asset Group will undertake a quarterly review of progress of projects and key risks identified by project and overall for the Capital Programme.

- Project Sponsors need to ensure that designated budget holders are competent and qualified to ensure compliance with the capital procedure. This can be delivered internally using existing resources.

- The financial and budget holding roles of project managers need to be aligned with the wider range of project management competencies including work package planning, stakeholder and client relationship management and managing multiple projects since this range of skills works together to support successful project delivery.

- Modify the business case template to make identification of key milestones a mandatory step and allow project progress to be tracked.

These will be implemented by appropriate officers and the overall process will continue to be reviewed on an ongoing basis.

6.   IMPACT

Corporate – The implementation of these recommendations/actions will assist in ensuring sound capital investment that supports the Single Outcome Agreement and Smarter Aberdeen.

Public – The sound management of the Capital Programme will ensure the delivery of projects that will improve service delivery.

7.   BACKGROUND PAPERS

Property Asset Management Plan 2012
Corporate Asset Management Plan 2013
Major Capital Investment in Councils – Audit Scotland

8.   REPORT AUTHOR DETAILS

Alastair Reid
Team Leader – Asset Management
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ABERDEEN CITY COUNCIL

COMMITTEE	Finance and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Unrecoverable Debt
REPORT NUMBER:	CG/13/086

1. PURPOSE OF REPORT

To seek Committee approval on Business Rates debts recommended as unrecoverable during 2012/13 and in excess of £25,000, as required in terms of Financial Regulations 11.3.7.

To advise numbers and values, up to £10,000, of Council Tax, Business Rates, Community Charge and Housing Benefit Overpayments deemed to be unrecoverable during 2012/13 after all approved recovery procedures have been followed, as required in terms of Financial Regulations 11.3.6 and 11.3.9

2. RECOMMENDATION(S)

The Committee is asked to:

- Note the value of Council Tax, Business Rates, Community Charge and Housing Benefit Overpayments deemed by the Director of Corporate Governance as unrecoverable and shown in Appendices 1 to 4.

- Approve that the > £25,000 amounts for Business Rates shown in Appendix 5 are also deemed as unrecoverable and be written off.

3. FINANCIAL IMPLICATIONS

The sums deemed as unrecoverable are fully provided for in terms of bad debt provision.

The total cases and values in Appendices 1 to 4 is 8,187 cases with a value of £1,251,317.32 compared to 9,363 cases with a value of £1,996,932 for 2011/12. To put the level of unrecoverable debt into context, the annual sums raised in 2012/13 for Council Tax (including water charges) and Business Rates were £134.84m and £177.36m respectively. The sums deemed unrecoverable cover a number of financial years.

4. OTHER IMPLICATIONS

None

5. BACKGROUND/MAIN ISSUES

In accordance with the Council's Financial Regulations, it is policy to report annually on the levels of Council Tax, Business Rates, Community Charge, Housing Benefit Overpayments and Rent Arrears deemed unrecoverable.

The figures included within this report relate to those debts treated as unrecoverable during the financial year 2012/13. Apart from Sequestrations, debts are not deemed unrecoverable where there is ongoing liability. The sums mostly relate to previous years where all approved recovery procedures have been followed. Full bad debt provision has been made in the accounts.

It must be emphasised that prior to completing the list, full advice, where appropriate, has been received from the Council's Debt Recovery Agents (Sheriff Officers) in determining that debts are indeed unrecoverable.

It should be noted that despite being deemed unrecoverable at this time, should the debtor be subsequently located, the debt will be reinstated and pursued. During 2012/13, Council Tax debts previously written off with a value of £125,203.63 were reinstated or recovered, for example by finding new addresses for the debtors.

2012/13 saw a continuation in the upward trend of people being sequestrated and the total of £626,827.36 represents 76% of personal debt deemed unrecoverable (excluding Business Rates) compared to 73% in 2011/12 and 38% in 2010/11.

A breakdown identifying the reasons and the financial year in which the debt was first raised are shown for each category of debt as follows:

Council Tax:

In total 6,424 debts were deemed unrecoverable with a value of £845,767.95. After allowing for £125,203.63 in recoveries and reinstatements, the net amount is £720,564.32. A breakdown over the years and reasons are shown in Appendix 1.

No individual accounts exceeded the £10,000 limit, which requires specific Committee approval.

Community Charge:

In total 259 debts were deemed unrecoverable with a value of £23,707.29. A breakdown over the years and reasons are shown in Appendix 2I.

Housing Benefit Overpayments:

In total 1,413 debts were deemed unrecoverable with a value of £80,396.63. A breakdown of the reasons is shown in Appendix 3.

Business Rates:

In total 91 debts were deemed unrecoverable with a value of £426,649.08. A breakdown over the years and reasons are shown in Appendix 4.

Appendix 5 shows 2 debts with values above £25,000 and reasons are shown. The Committee is asked to deem the value of £54,876.17 as unrecoverable (totals also included in Appendix 4).

6.   IMPACT

Managing uncollectable debt in accordance with the Council's Financial Regulations promotes good practice in the administration of local taxes and other sources of income. The non-collection of the amounts owed will not affect services because full account has been taken in budgets.

The public need to be aware that debts are pursued vigorously but there is no option but to class debts as unrecoverable when businesses fail and when individuals are sequestrated (made bankrupt). This Council only writes-off debts in exceptional circumstances but reinstates amounts owed regularly when further information becomes available.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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COUNCIL TAX WRITE-OFFS 2012/13

Appendix 1

Reason	Cases	Prior Years	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Unable to Trace	288	15,872.44	2,900.82	1,315.76	1,723.33	2,417.42	1,905.04	2,225.61	2,359.12	3,624.99	2,709.16	37,053.69
Deceased	838	76,240.36	10,788.60	8,239.70	10,299.44	11,873.53	17,064.92	13,388.25	16,611.87	14,733.61	1,897.04	181,137.32
Sequestration	2,069	129,539.28	31,071.32	27,847.57	42,229.24	39,787.25	45,406.42	58,343.30	76,241.86	83,853.73	73,241.35	607,561.32
Unrecoverable - no assets	170	8,461.70	1,425.51	1,443.68	259.67	351.98	190.82	99.04	808.02	670.52	688.36	14,399.30
Uneconomical	3,059	4,511.90	3.19	9.14	237.03	47.85	437.57	3.93	48.16	354.71	-37.16	5,616.32
	6,424	234,625.68	46,189.44	38,855.85	54,748.71	54,478.03	65,004.77	74,060.13	96,069.03	103,237.56	78,498.75	845,767.95
Less address found and previous write-off reversed		-21,087.89	-5,261.09	-3,870.77	-3,513.86	-1,691.20	-497.20	-1,184.47	-1,564.33	-2,700.99	-3,034.22	-44,406.02
Less previously written off now recovered		-16,554.34	-2,292.92	-1,103.69	-2,885.39	-2,805.41	-915.07	-2,067.66	-4,203.37	-12,394.03	-35,575.73	-80,797.61
	6,424	196,983.45	38,635.43	33,881.39	48,349.46	49,981.42	63,592.50	70,808.00	90,301.33	88,142.54	39,888.80	720,564.32

COMMUNITY CHARGE WRITE-OFFS 2012/13

Reason	Cases	Total
Unable to Trace	3	128.87
Deceased	60	6,837.78
Sequestration	107	10,096.98
Uneconomical	89	6,643.66
	259	**23,707.29**

HOUSING BENEFIT OVERPAYMENT WRITE-OFFS 2012/13

Reason	Cases	Total
Deceased	67	29,423.69
Sequestration	81	9,169.06
Unable to trace	37	2,756.38
Uneconomical	998	9,223.74
Unrecoverable - no assets	230	29,823.76
	1,413	**80,396.63**

BUSINESS RATES WRITE-OFFS 2012/13

Reason	Cases	Prior Years	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Receivership/ Liquidation	60			925.00	13,166.90	64,858.83	57,216.10	103,310.50	88,190.39	327,667.72
Ceased Trading	9	2,714.35				3,397.83	15,192.45	5,023.24	625.81	26,953.68
Per Sheriff Officer	12				35.79	6,759.30	31,228.45	33,954.09		71,977.63
Rates Officer Adjustment	0									0.00
Small balance (w/off and w/on total)	10						38.72	0.02	11.31	50.05
	91	2,714.35		925.00	13,202.69	75,015.96	103,675.72	142,287.85	88,827.51	426,649.08

Society of Personnel & Development Scotland Annual Conference 7th and 8th November

Programme

Thursday 7 November

09.00	*Registration open*
09.00 - 10.30	*Morning coffee, exhibition and networking*
10.30 - 11.30	**Society of Personnel and Development Scotland AGM:** members only
11.30 - 11.45	**Welcome/President's address** Angela Wilson, President
11.45 - 12.45	**Engaging our workforce** Nita Clarke, Director, Involvement and Participation Association (IPA) - confirmed Chaired by Angela Wilson, West Dunbartonshire Council Sponsored by ASPEN
12.45 - 13.45	Lunch and exhibition
13.45 - 14.45	**Title to be confirmed:** Stephen Smillie, Depute Convener, UNISON (Prov. - AW asking) Chaired by ???, ??? Council
14.45 - 15.00	Afternoon tea and exhibition
15.00 - 15.45	**The Cosla Vision** Cllr. David O Neill, COSLA President - confirmed Chaired by XXX, ??? Council
15.45 - 16.30	**Employment post 2014 - what if?** Stephen Miller, Employment Partner, Simpson & Marwick Chaired by XXX, ??? Council

Friday 8 November

09.00 - 09.45	**Employment law session: title to be confirmed (PROV)** Paul McMahon and Lynne Marr, Brodies
09.45- 10.30	**Employment law session: title to be confirmed (PROV)** Lesley Murphy, Harper Macleod
10.30 - 11.00	Coffee and check out
11.00 = 11.45	**Scotland's 2014 Referendum: Implications for Local Government possible scenarios** Iain MacWhirter, Political Columnist, the Sunday Herald Chaired by XXX, ??? Council
11.45 - 12.30	**The political perspective** Peter Housden, Permanent Secretary, Scottish Government Chaired by XXX, ??? Council
12.30 - 13.30	Lunch and exhibition
13.30 - 14.15	**Open for debate** Cllr Billy Hendry, COSLA (Confirmed) Paul McMahon, Brodies Lesley Murphy, Harper Macleod Elma Murray, President SOLACE Scotland Chaired by Graham Haugh (AW inviting)
14.15 - 15.15	**The Guardian Lecture: title to be confirmed** Sir Chris Hoy (PROV) Incoming Vice - President, SPDS
15.15 - 15.30	**Summary, prize draw and closing remarks** Incoming Vice - President, SPDS

Registration

Conference Packages and Fees

Full Conference Package

£530 for SPDS members; £555 for public sector and includes:

NB When you select any of the following options within the above Packages you will not be charged extra over and above the cost of that Package.

- Attendance at all conference sessions on Thursday 7 November and Friday 8 November.
- Evening networking opportunities on Thursday
- Dinner on Thursday
- Lunch on Thursday and Friday
- Overnight accommodation on Thursday including breakfast Friday

Day Delegate

Thursday 7 November (includes all conference sessions plus lunch) - £200

Friday 8 November (includes all conference sessions plus lunch) - £200

Accommodation Only

Bed & Breakfast

Overnight Wednesday 6 November - £180 B&B single occupancy

Overnight Thursday 7 November - £180 B&B single occupancy

Day Delegate & Guest Dinner Bookings

NB If you are bringing a partner/guest to dinner please register them separately and select the Guest Dinner Only Package

Dinner on Thursday 7 November - £80

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Auto-enrolment – Update Following Implementation
REPORT NUMBER:	CG/13/097

1.   PURPOSE OF REPORT

The purpose of this report is to provide Committee with an update on the Auto-enrolment project following implementation at the Council's staging date on 1 April 2013, including information on the latest known costs.

2.   RECOMMENDATION(S)

The Committee is requested to:

a) Note the update on the Auto-enrolment project following implementation, including information on the latest known costs and instruct officers to continue to progress the remaining tasks in relation to auto-enrolment.
b) Note that the Council is one of the few Scottish Local Authorities to have implemented auto-enrolment on schedule at the appointed staging date, demonstrating its genuine care for the financial wellbeing of its employees in their later years.

3.   FINANCIAL IMPLICATIONS

The financial implications were detailed in the report to Committee on 8 March 2012, which were the likely incurrence of extra on-costs in the form of employer pension contributions as a result of more employees and workers being taken in, opting in or choosing to join one of the pension schemes. There were also to be some extra costs associated with implementation and maintenance of auto-enrolment e.g. system changes on Pse.

It was indicated in that report that there would be additional employer contribution costs associated with auto-enrolment, estimated at over £3million per annum if 100% of eligible employees remained in the

scheme following having been auto-enrolled. It mentioned that in preparing for financial year 2013/14, the draft budget to be presented to the Finance and Resources Committee in December 2012 would include a range of assumptions about cost movements, including the costs of auto-enrolment the Council may face, and make budgetary provision for these. It also indicated that in relation to auto-enrolment it had been projected that approximately one third of eligible employees would remain in the schemes and that this would be closely monitored during the year.

Now that auto-enrolment has been implemented at the Council's staging date, the following figures are available to report to Committee:-

- 880 eligible employees were auto-enrolled at the staging date
- 540 have so far decided to remain in one of the pension schemes
- 340 decided to opt out

Currently the actual percentage of employee opt outs of 39% is significantly below the assumed opt out level of 66%, meaning there will be a budget implication for the Council with more money having to be found to meet the extra employer pension contribution costs. The figures above were from information gathered up to July 2013. It is possible that there will be a small amount of opt outs submitted in the months ahead with some other employees deciding that they do not wish to remain in one of the pension schemes. There is also the possibility of some non eligible employees opting in or joining.

Based on the above information, as at July 2013, calculations show that there will be an additional cost in 2013/14 over and above the provision made in the 2013/14 budget. However these additional costs are reflected in service out-turns and will be accommodated within service budgets. The additional cost of auto-enrolment will be considered once again as part of PBB4 as the budgets are prepared for 2014/15 and beyond.

The system changes to Pse were developed in-house without incurring third party costs.

4.   OTHER IMPLICATIONS

The need for monitoring and reviewing ongoing compliance with the legislative requirements and putting in place arrangements for re-enrolment every three years.

5.   BACKGROUND/MAIN ISSUES

A report was submitted to the Corporate Policy and Performance Committee of 8 March 2012 on auto-enrolment providing background

information on this new statutory requirement concerned with auto-enrolling eligible employees into a 'qualifying' pension scheme. It gave a summary of the legislative requirements and the implications for the Council as well as the various actions that required to be undertaken prior to the staging date on 1 April 2013, to ensure compliance.

A further report was submitted to Committee on 29 November 2012 giving an update on the progress made towards implementation and asking for a decision on the application or otherwise of two provisions in the legislation namely the 'transitional period' and 'postponement', with the decisions having been not to apply the 'transitional period' and to apply 'postponement' as considered necessary.

The purpose of this third report is to provide Committee with a further update on the Auto-enrolment project following implementation at the Council's staging date on 1 April 2013, including information on the latest known costs.

Since the last report the following main tasks have now been carried out:

- Put in place arrangements for assessing the age and earnings of the workforce to determine eligibility for Auto-enrolment and processes for auto-enrolling, opting in and opting out of the pension schemes, with an electronic solution having been developed to achieve this.
- Put in place a solution to attach employees to the appropriate pension scheme and make the correct pension deductions.
- Undertaken appropriate communication with the workforce to meet specific auto-enrolment requirements, with all employees and workers having been issued with an appropriate letter depending on which category they were assessed as, and carried out corporate communications.
- Put in place arrangements to maintain accurate records in accordance with auto-enrolment requirements.
- Registered with The Pension Regulator following the staging date.

The main auto-enrolment arrangements have therefore been successfully implemented with legislative requirements met. Following the undertaking of benchmarking with other Scottish Local Authorities, findings show that the Council is one of the few to have implemented auto-enrolment on schedule at the appointed staging date, rather than applying the transitional arrangement which would have delayed implementation until 2017 for existing employees. This demonstrates the Council's genuine care for the financial wellbeing of its employees in their later years.

The following residual tasks that remain to be carried out include:

- Compilation of a re-enrolment process which will require to be applied every three years.
- To put in place arrangements for monitoring, reviewing and demonstrating ongoing compliance with the auto-enrolment regulations.

The project team will therefore continue to complete the above tasks at which point it will disband. Legislation requires that a re-enrolment exercise be carried out every 3 years with this to be undertaken in 2016. Re-enrolment will be a lesser task than what has been required to implement auto-enrolment but it is likely that there will be a need for a project team to be convened in the run up to 2016 to plan for this exercise.

6.   IMPACT

The main potential impact is financial; cost to the Council will go up if more eligible employees remain in the pension schemes than was anticipated (which is the case at present) or if more non eligible employees choose to join. Current calculations, based on information at July 2013, indicate that the additional costs will be accommodated within service budgets.

An Equality and Human Rights Impact Assessment has been compiled in respect of the proposals in this report, with no negative equality implications identified.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Failure to Attend Work Due to Bad Weather
REPORT NUMBER:	CG/13/098

1.   PURPOSE OF REPORT

This report proposes the replacement of the two current policies on failure to attend work due to bad weather (non-teaching and teaching), with a set of new corporate guidance.

2.   RECOMMENDATION(S)

The Committee is requested to:

a) Approve the introduction of the new attached corporate guidance on failure to attend work due to bad weather, to replace the two existing policies.

3.   FINANCIAL IMPLICATIONS

There are no costs associated with the implementation of this corporate guidance.

4.   OTHER IMPLICATIONS

Having one set of corporate guidance on failure to attend work due to bad weather, covering all employees, should help to ensure fairness and equity across the workforce.

5.   BACKGROUND/MAIN ISSUES

The existing non-teaching policy on failure to attend work due to bad weather has been in place for several years and has therefore been overdue a review. The existing teaching policy has been in place since September 2010 and generally mirrors the provisions of the non-teaching policy, but with certain differences.

One of the main reasons for the review was the need to design a document covering all employees of the Council including teachers, with two separate policies currently applying. It was decided to compile

a set of corporate guidance rather than a policy to allow more flexibility in its application.

Also, there was an aspect of the current policies that had changed in practice but was not reflected in their wording, namely that a CMT representative is required to give approval for the arrangements to apply on a particular day. This has now been included in the new corporate guidance.

As part of the review, a benchmarking exercise was carried out with 26 organisations, 19 of which were Scottish Local Authorities, to compare the provisions in their bad weather policies with those of this council. One of the main findings was that the majority of these organisations (i.e. 17) had no provision for a paid day of special leave on the first day of absence due to bad weather, with 6 having provision and the remaining 3 having a discretionary provision. Of the Scottish Local Authorities contacted, 12 out of the 19 had no provision for a paid day of special leave on the first day of absence due to bad weather, with 4 having provision and 3 having a discretionary provision. It should be mentioned that there is no legal entitlement to paid special leave for an absence due to bad weather.

From the review, the key changes that have been made between the existing two policies and the proposed new corporate guidance are as follows:-

(a) There is now no automatic right to payment in the circumstances of an employee failing to attend work due to bad weather, with the previous provision of granting the first full day of absence as paid special leave having been removed. This reflects the content of the policies of the majority of the benchmark group of organisations.

(b) The new guidance provides clarity as to what the current practice is with regard to its application, namely the Head of HR obtains information and advice on weather conditions and disseminates this to a representative of CMT who then decides on whether the arrangements will apply on any particular day based on the information obtained. This actual practice was not fully reflected in the current policies.

(c) The new guidance goes into more detail than the current policies regarding the possible arrangements for covering an absence due to bad weather, which includes using flexi time, annual leave, having the time regarded as unpaid or agreeing with the manager how the lost time will be made up at a later date. It also mentions the possibility of employees undertaking home working, where appropriate, or reporting to an alternative Council site subject to certain conditions and prior authorisation of their manager. It is recognised that only some of these options can apply to teachers and other employees working term-time e.g. use of annual leave would not be applicable.

(d) The section from both existing policies covering the arrangements to be applied when schools are closed due to bad weather has been retained in the new guidance, to give clarity to managers on how an absence related to childcare commitments caused by such a school closure can be treated. The provision of Directors having discretion to grant up to one day's paid special leave where an employee has been unable to organise alternative childcare arrangements at short notice still applies. This assumes that the employee has principal caring responsibility for the child/children.

(e) The section in the previous Teachers' policy on the scenario of a school being open to pupils but where staff cannot attend due to adverse weather has been carried over to the new guidance, covering both teachers and support staff. However, it indicates that no paid special leave will automatically apply with absence for bad weather normally regarded as one of a number of options to be agreed between the manager and employee e.g. lost time made up at a later date or regarded as unpaid leave. It mentions that in respect of a teacher who has class contact time scheduled on that day they can opt to 'pay back' those hours (or alternatively a deduction from pay could be agreed) for the day they are unable to attend due to bad weather. For any remaining hours the teacher may undertake these at a time and place of their choosing, in accordance with their national conditions.

(f) The section on schools being closed to pupils but open to staff, who can safely travel to work, has been carried over from the Teachers' existing policy to the guidance, but appropriately amended to give more detail around when teachers can elect to work at home or a place of their choosing in a situation of bad weather, it being on the assumption that they have sufficient work to undertake and are not required to participate in a 'whole school' activity.

(g) A paragraph has been added to the new guidance on a situation where a school is closed to pupils and staff and where the employee is available for work. It indicates that they may require to report to an alternative Council location, but also mentioning that a teacher can elect to work from home or a place of their choosing. It also states that where the above is not possible and all other reasonable options have been exhausted a day's paid special leave will be granted.

(h) The clause on appealing a decision made under the policy, previously contained in the non-teaching policy, has been replaced in the guidance with a clause on disputes, indicating that where an employee is dissatisfied with a decision made by their manager under the arrangements for failing to attend work due to bad weather, they should raise this with their Service Manager in the first instance and if the matter is not then resolved it would be raised through the appropriate organisational process.

(i) A section has been included at the end of the new guidance detailing both employee and manager responsibilities, this having been gleaned from the benchmarking exercise.

(j) The new guidance retains the provisions on how lateness for work and the need to leave work early would be treated, but expands on these sections compared to the existing policies to provide managers with more clarity on how these should be applied.

6.   IMPACT

The removal of the provision to automatically grant an employee the first full day of absence due to adverse weather as paid special leave should help ensure fairness and equity across the workforce. Employees who previously would have remained at home on a bad weather day and taken special leave will now need to consider the alternative arrangements. There are a number of alternatives mentioned in the guidance that could apply to accommodate the lost time, with the manager and employee identifying the best option that suits the employee's circumstances. This should result in all employees being treated equally in relation to bad weather days regardless of where they live.

An Equality and Human Rights Impact Assessment has been undertaken in respect of the proposed new guidance.

7.   BACKGROUND PAPERS

None.

8.   REPORT AUTHOR DETAILS

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Guidance on Failure to Attend Work Due to Bad Weather

September 2013

Contents

1. Introduction

Employees have a contractual duty to attend for work and every reasonable attempt must be made to reach their place of employment on any working day. The aim of this guidance is to ensure that consistent and fair practice is adopted throughout the Council in situations where adverse weather conditions affect an employee's ability to attend or remain at work. There will inevitably be occasions when weather conditions are so severe that some employees will either be prevented from getting to work or will be late and/or need to leave work early.

The Head of Human Resources and Organisational Development will be responsible for obtaining information and advice from the Police, Motoring Organisations and Transport Authorities and disseminating it to a nominated representative of the Corporate Management Team (CMT). The CMT representative will decide on whether this guidance will apply on any particular day based on the information obtained.

2. Scope

This guidance applies to all Council employees, including Teachers.

3. Arrangements for a failure to attend work

In a circumstance of an employee being unable to attend work due to adverse weather conditions, they must report the fact to their line manager at the earliest opportunity. There is **no automatic entitlement** to paid leave of absence in this circumstance. Normally, the employee will be required to use flexi leave, annual leave or have the time regarded as authorised unpaid leave to cover the absence or agree with their line manager how the lost time can be made up at a later date.

Alternatively, working from home may be granted, but this would only apply where

- the employee is able to perform the duties of their role from home, and
- sufficient work is available to be completed at home, and
- the nature of the duties to be undertaken are suitable for home working.

Consideration can also be given as to whether it was feasible for an employee to report for work at an alternative Aberdeen City Council location/site. Again, this would depend on the availability of suitable duties and on whether the particular site could accommodate an additional employee(s). Both scenarios above would require prior management authority.

4. Lateness for work

Where the Director is satisfied that an employee has genuinely been prevented from attending work by their normal starting time due to bad weather, any lateness will be ignored. The employee will be credited with the lost time calculated on the difference

between their actual arrival time and their scheduled or normal start time, including those on flexi time.

5. The Need to Leave Work Early

The Director will be responsible for deciding whether any request to leave work early is warranted, bearing in mind the information provided by the Head of Human Resources and Organisational Development and the home address, mode of travel and personal circumstances of the employee concerned. Where the Director is satisfied that early release is justified, the employee will be credited with a normal standard day. For an employee on flexi time this would be to the end of their normal finishing time.

6. School closures in general

In a situation where an employee's child/children is/are unable to attend school due to a school closure as a result of bad weather but where the employee is able to attend work, Directors will have discretion to grant the employee up to one day's paid special leave if he/she is satisfied that the employee has been unable to organise alternative childcare arrangements at short notice. This assumes that the employee has principal caring responsibility for the child/children. Other similar scenarios concerning dependant relatives can be considered in terms of the Compassionate Leave provision within the Special Leave policy.

7. School Based staff

7.1 School Open

In a situation where a school is open but staff cannot attend due to adverse weather the arrangements in paragraph 3 of this guidance will apply. In respect of Teachers who have class contact time scheduled on such a day the Teacher can opt to "pay back" scheduled class contact hours for the day(s) they are unable to attend due to adverse weather. The "pay back" arrangements of making up the lost time will be done by agreement with the Headteacher of the school. For any remaining hours that are not scheduled as class contact the Teacher may undertake these at a time and place of their choosing, in accordance with the provisions contained in paragraph 3.10 of the SNCT terms and conditions of employment. Where a teacher is unable or opts not to "pay back" the lost time, there would normally be a deduction from pay in respect of the lost class contact time only.

7.2 School closed to pupils but open to staff

Where a decision is taken to close a school to pupils due to adverse weather, but to keep it open to staff who can travel to the school safely the provisions of paragraph 3 of this guidance apply for anyone unable to attend work due to adverse weather conditions. Teachers, in accordance with paragraph 3.10 of the SNCT terms and conditions of employment, can elect to work at home or a place of their choosing. This is on the assumption that they have sufficient work to undertake and the Head Teacher does not

require them to report to the school to participate in a 'whole school' activity. Where a teacher elects to work at home or a place of their choosing due to adverse weather conditions, they must inform their line manager of their intention in this respect.

7.3 School Closed

In the unusual situation where a school is closed to both pupils and staff and the employee is available for work, they will be requested by their Head Teacher to report for duty to an alternative Council location which will normally be to another school where practicable (but could be to an administrative location where this was not practicable). An alternative for teachers is to elect to work at home or a place of their choosing.

Only where this was not possible with all other reasonable options exhausted, would a day's special leave with pay be granted.

8. Disputes

Where an employee is dissatisfied with the decision made by their manager under these arrangements for bad weather, they should raise this with their Service Manager and if this does not resolve the matter to their satisfaction the employee may wish to use the appropriate organisational process.

9. Responsibilities

Employee's responsibilities;
- To contact their line manager as soon as possible to inform of any non-attendance for work due to adverse weather conditions.
- To discuss options with their line manager on how an absence will be regarded i.e. flexi, annual, unpaid leave or agreeing an arrangement to make the lost time up at a later date.
- To determine whether it is safe travel to work during periods of adverse weather, it being the responsibility of each individual employee to make the decision in respect of their personal safety.

Manager's responsibilities;
- To consider the reason for non-attendance and discussing and approving the appropriate alternative arrangement e.g. granting of annual leave, flexi leave or unpaid leave, working from home, or an arrangement for the lost time to be made up at a later date (including lost class contact time for Teachers).

n.b. it is not for managers to give advice on whether a journey to work is safe or not, this being a decision of the individual employee.

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Smarter Working Frameworks
REPORT NUMBER:	CG/13/102

1. PURPOSE OF REPORT

To introduce comprehensive guidance for managers and for employees on different forms of flexible working available within Aberdeen City Council. This guidance subsumes within it the previous Flexible Working Scheme, Teleworking Scheme and Job Share Scheme which will be superseded by this guidance.

2. RECOMMENDATION(S)

The Committee is requested to approve the introduction of the Smarter Working Frameworks which will supersede the existing Flexible Working, Teleworking and Job Sharing schemes.

3. FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with the adoption of the Smarter Working Frameworks. Where specific applications are made by employees to work flexibly those may have some financial impact on the Directorate concerned, for example the purchase of ICT equipment. Managers will be required to consider those financial implications on a case by case basis before deciding whether to agree to an employee's request.

4. OTHER IMPLICATIONS

There are no other immediate implications associated with the adoption of the Smarter Working Frameworks. Where specific applications are made by employees to work flexibly, those may have a range of impacts depending on the nature of the request. For example, where an employee requests home working, additional equipment may be required, there is likely to be a positive environmental impact due to

reduced travelling time and there would be a requirement to risk assess the home work space to ensure that health and safety requirements are met. Managers will be required to consider any such implications before deciding whether to agree to the employee's request.

5.   BACKGROUND/MAIN ISSUES

The Council promotes and develops flexible working opportunities across the workforce and there are a wide range of flexible working arrangements which are already in operation, including:

- Flexible working hours – commonly known as flexi-time
- Compressed working arrangements – such as a 9 day fortnight
- Annualised hours – where working hours may vary at different times of the year
- Term time working – working contracted hours during school term time
- Home Working – working from home for the majority of the time
- Mobile/Satellite Working – avoiding unnecessary return to the work base
- Other Management Arrangements – for example using TOIL

Providing flexible working has a number of benefits, both for the employee and for the Council including:

- Improved performance
- Higher productivity
- Lower levels of absenteeism
- Higher retention rates
- Higher rates of return to work after maternity leave
- Lower accommodation costs
- Reduced environmental impact
- Less travelling time for the employee
- Reduced travelling costs
- Improved work life balance

To help promote access to the flexible working opportunities the attached Smarter Working Frameworks have been developed, giving information to assist managers to introduce or extend flexible working in their Services.

It is intended that all Council employees will have the opportunity to request flexible working and the current Flexible Working Scheme, which includes a process for considering an employee's legal right to request to work flexibly, will be superseded by the Smarter Working Frameworks. This will not lead to any reduction in flexible working opportunities for those with a statutory right to request flexible working

with the right to request now being covered in the Frameworks document.

The Smarter Working Frameworks will be regularly reviewed and adapted to reflect new forms of flexible working, developments in technology and any changes in legislation as they arise.

6.   IMPACT

The Smarter Working Frameworks provide a set of options for Managers which will help them to meet the requirements of the Smarter Working Programme including those relating to rationalization of office space including the current drive for 10 employees to 8 desks.

The Smarter Working Frameworks also align with the Strategic Workforce Plan which has as a priority, "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."

The overall effect of the Smarter Working Frameworks is to enhance the flexible working opportunities available to staff. This should have a particular positive impact on those with caring responsibilities and on any employees who find it difficult to work to inflexible hours or in fixed work locations.

If the Council does not offer these types of flexible working opportunities it will be more difficult to attract and retain staff, particularly those who cannot work to standard business hours. That is likely to be particularly the case with those employees who take on caring responsibilities but is not restricted to that circumstance.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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Why have flexible working?

Flexible working has a number of benefits including:

- Improved performance
- Higher productivity
- Lower levels of absenteeism
- Higher retention rates
- Higher rates of return to work after maternity leave
- Lower accommodation costs
- Reduced environmental impact
- Less traveling time for the employee
- Reduced traveling costs
- Improved work life balance

The majority of jobs which are not directly customer facing are likely to be suited to some form of flexible

Some employees already have a statutory right to have requests for flexible working considered for example those who care for a child under the age of 17 years (or under 18 years if disabled) and those who care for adults who are in need of care. The right to request flexible working is likely to be extended much more widely in the near future.

working.

Points to consider:

If you are considering introducing some form of flexible working then here are some of the things you will need to think about:

The Job

- Is the job itself suited to flexible working?

- If not, could it be changed in some way to make it suited?
- What are the implications for service delivery?

Flexible Working Frameworks

Frameworks are available for a number of flexible working arrangements:

- **Flexible working hours** – commonly known as flexi-time
- **Compressed working arrangements** – such as a 9 day fortnight
- **Annualised hours** – where working hours may vary at different times of the year
- **Term time working** – working contracted hours during school term time
- **Home Working** – working from home for the majority of the time
- **Mobile/Satellite Working** – avoiding unnecessary return to the work base
- **Other Management Arrangements** – using TOIL or coreless flexi-time

The frameworks give information on how flexible working should operate and guidance on any limitations or legal requirements. These frameworks can be used as a basis for developing local arrangements.

For flexible working hours a default scheme is available and (where appropriate) will apply unless there is a local arrangement in place.

The frameworks apply to all categories of employees, except Teachers who have their

- What are the implications for other employees?
- Would some form of training for the employees be needed?

Communication

- How will communication with the employee be organised?
- How often will the employee come into the office (eg for team meetings, one-to-ones, office based duties)?

Health and Safety

- What are the health and safety implications?
- How can you ensure that health and safety requirements are met?
- How will Display Screen Equipment tests be carried out?
- Are there any implications due to lone working?

The Employee

- Is the employee able to work with limited supervision?
- Are they able to work on their own initiative?
- Are they self-motivated to meet deadlines and manage their workload?
- Is the employee able to cope with the potential isolation associated with some forms of flexible working?

Costs

- What resources will be needed?
- What other costs are associated with the proposed flexible working option?
- What savings could be expected?
- Are resources available from other sources (eg Access to Work for disabled employees)?
- Will the costs outweigh the expected benefit?

Confidentiality and Security

- Does the employee need access to any personal data or otherwise confidential information?
- How will the security of information be assured?

Trial Periods

- Would a trial period help you and the employee to decide whether the arrangement is going to work for you?

All requests for flexible working will be given serious consideration. When deciding whether or not to operate a form of flexible working, at the least there must be no detrimental impact on services to customers.

A flexible working arrangement has to be based on trust. When evidence can be produced that trust has been abused the Council may decide to apply the disciplinary procedure and to review or remove the flexible working solution.

The frameworks apply to all categories of employees, except Teachers who have their working arrangements regulated by SNCT.

Each directorate will need to determine which flexible working solutions, if any, are appropriate. If a local flexible working arrangement is needed, the directorate will be responsible for developing the detail of the scheme and for consulting with the trade unions and staff with a view to reaching agreement. Any locally developed flexible working agreement must be discussed at the service Union Management Forum (UMF) and, once agreed, be signed off by the relevant Head of Service and by the Head of Human Resources and Organisational Development.

At an individual level the manager and the employee can work jointly to reach an acceptable solution that will be based on mutuality, co-operation and compromise.

Flexible Working Hours (often referred to as flexi-time) means an arrangement which allows an employee to vary their hours of work within agreed limits.

Is Flexi-time right for your Service?

Jobs which are not directly customer facing are likely to be suited to some flexible working hours.

For jobs with direct customer contact a modified form of the flexi-time scheme may be needed or flexi-time may not apply.

If you decide to implement flexi-time then you can either use the default scheme or develop a local flexi-time arrangement. Any locally developed arrangement will have to comply with the framework provisions.

An employee who wants to apply for flexible working must complete the Request Form. Guidance on the process and timescales is available in the application process.

Framework Provisions

The framework provisions explain which parts of the default scheme can be modified to meet the needs of individual Services.

Any locally developed flexible working arrangement will have to be discussed at the service Union Management Committee and, once agreed, be signed off by the relevant Head of Service and by the Head of Human Resources and Organisational Development.

An employee may be able to benefit from flexible working under one or more of the frameworks. If that is the case the framework benefits may be limited. For example employees working a Compressed Working Week cannot also get flexi-leave.

What is compressed working?

Compressed working means an arrangement where employees work their contracted hours over an agreed working period, e.g. 74 hours over 9 days in a 2 week period. In practice compressed working leads to an employee working for more hours per day, but for fewer days per week or month. (In this example, a standard working day would be 8.22 hours or 8 hours 14 minutes.)

Recording of Working Arrangements

The compressed working time or day off will be recorded as zero hours on the attendance card. If an employee complies with a request to work on their designated compressed working time or day off due to operational reasons they will have the option to take this at some other agreed time, or, with prior approval of their Line/ Service Manager, receive an overtime payment.

Calculating Annual Leave

Annual leave entitlement will be converted into hours for the year. As an example, annual leave entitlement based on an average 37 hour working week for an employee with less than 5 years continuous service is:

(27 days x 7.4 hours) = 199.8 hours annual leave (this will be pro-rated for part-time staff)

The number of hours that would normally be worked on the annual leave day will be deducted from the annual leave entitlement. As an example, someone working 37 hours per week over a 9 day fortnight works 8.22 hours in each working day. For each day of leave they would deduct 8.22 hours from their leave entitlement.

Public Holidays

Public Holiday entitlement will be converted into hours for the year. As an example public holiday entitlement based on an average 37 hour working week is:

(7 days x 7.4 hours) = 51.8 hours annual leave

The number of hours that would normally be worked on the designated public holiday will be deducted from the entitlement.

Compressed Working Limits

Daily working hours can be flexible between the hours of 07:00 and 20:00. Where 6 or more hours are worked in a 24 hour period an un-paid rest break of at least 30 minutes must be taken.

Local Conditions of Service Section 1.3 provides details of the Working Time Regulations. These are statutory provisions which must be complied with.

Under compressed working there is the potential for employees to work extended hours on some or all working days. Both the employee and the line manager have a duty of responsibility to ensure that all Health and Safety issues are identified and addressed and that performance is maintained at a consistent level.

Compressed working extends the normal working day and reduces the number of days worked over the period. Although there may be some flexibility in start and finish times, employees on compressed working will NOT be entitled to flexi-leave.

Compressed working can operate along with other solutions such as Term Time Working or Homeworking.

If a person is NOT scheduled to work on a public holiday no hours will be deducted. (i.e. if as a result of compressed working the normal working day is 8.22 hours, this will only be deducted from the public holiday entitlement if this would have been a normal working day.)

For part-time staff the public holiday entitlement will be pro-rated and if there are not enough hours in the public holiday entitlement to cover the time off for public holidays time will be taken from the annual leave entitlement. Conversely where there is an excess of hours for public holidays this will be added to the annual leave entitlement.

Points to consider:

If you are considering a compressed working arrangement request then you should take these points into account:

- Your decision whether to approve an application from an employee for compressed working must take into account the effect on local service delivery and the impact on the workload of other staff members.

- Compressed working is only applicable for employees who work days (ie Monday to Friday within standard working hours). It does not apply to employees who contractually work outside the standard working hours. Those employees in receipt of a regular non-standard working week payment cannot be considered for compressed working.

- Each employee on compressed working must work their contracted hours over the agreed working period, e.g. 74 hours over 9 days in a 2 week period. In this example, a standard working day would be 8.22 hours (8 hours 14 minutes).

- The time or day the employee is not required to work will be fixed and the Line Manager will be responsible for ensuring normal service provision on that time or day with no overall changes to the work requirements of any other team member.

An employee who wants to apply for Compressed Working must complete the Request Form. Guidance on the process and timescales is available in the application process.

The annualised hours scheme allows flexibility for staff to work more or fewer hours at different times in the year to match demand. It is often associated with services that experience seasonal peaks and troughs.

There is a framework document which gives guidance on operating annualised hours arrangements.

There is also an example annualised hours scheme which illustrates how annualised hours might work in practice

The annualised hours arrangement will have to detail:

- The total number of hours to be worked over the year

- A definition of what the working year is (ie when it starts and ends)

- The number of hours that have to be worked in each period.

- Any flexibility that is allowed in the working hours - Note that

employees working annualised hours will not be eligible for flexi leave

- Annual leave arrangements

- Details relating to time recording.

Balancing Hours on Termination

The number of hours worked up to the date of termination in the year will have to be checked against the required number of hours. The employee can then be asked to work more or less hours during the remainder of their employment to try to "balance" their hours. If that is not possible then the final salary payment will be adjusted in relation to any negative or positive balance of hours worked.

An employee who wants to apply for Annualised Hours must complete the Request Form. Guidance on the process and

Annualised Hours - statutory limits

To comply with the Working Time Directive an employee will not normally be permitted to work more than 48 hours per week as part of any annualised working arrangement. In addition an employee MUST not work more than 13 hours within any 24 hour period and they must have an unpaid break of at least 30 minutes when working 6 hours or more.

Annualised hours allow an employee to work reduced hours during some part of the year and more hours at another time. The reduced working time should be at times when service demand is low and increased hours when service demand is high.

All annualised working arrangements should be regularly monitored with actual working time being recorded and be within the minimum and maximum working limits per period.

With term time working contracts, the employee will remain an employee of the Council during the school holidays although they will not be required to work during this time.

Term time working may be more suited to those services that provide and operate primarily during the school term, but is not restricted solely to these services.

An employee who wants to apply for Term Time Working must complete the Request Form. Guidance on the process and timescales is available in the application process.

The Term Time Working Framework gives more detail on the operation of the scheme, including the calculation of annual leave.

Term Time Working – In Brief

Employees will be required to work their contracted hours during the recognised school term times

Employees working term time will normally be paid one twelfth of their annual salary each month. This method of payment ensures that employees receive an income over the full calendar year, even during periods when they are not contracted to work.

The twelve equal salary installments assume that employees are working all available working days in the year under the term time arrangement and are due full holiday entitlement for the year.
Employees working term time will not be issued with leave cards as all leave will be taken outwith the contracted working weeks.

Homeworking means that the employee:

- Spends around 90% of their working time working from home
- Requires access to corporate systems to perform their role
- Is provided with the required ICT equipment and support
- Has no requirement to work in the field

Working Arrangements

Before homeworking is agreed, the line manager and the employee must decide exactly how the arrangement is going to operate. Particular areas to be covered include:

- **A needs analysis of equipment, software, furniture required**
- **Proposed work pattern – i.e. number of days at home/in the office**
- **How work will be set, delivered and collected**
- **How work will be monitored**
- **How communication will be dealt with – e.g. attendance at team briefings, team meetings etc**
- **How supervision and support will be provided**
- **Whether formal daily contact by either party is required**
- **Any other concerns either party has regarding the working arrangement**

This information should be recorded in the form of a written agreement.

Permission from mortgage lender/landlord and insurer

*Employees may need the agreement of their mortgage lender or landlord to work from home. Employees must check the terms of their mortgage agreement/lease ensure that their
lender or landlord has no objections.*

Although employees will be responsible for ensuring the security of Council property within their possession, the Council will be responsible for any necessary insurance of equipment supplied.

Working from home may affect the buildings and contents insurance for the employee's home. Employees are advised to inform their insurance company of their home

Points to consider:

If you are considering a request for home working then as well as the general points to consider for flexible working, you will need to think about:

Home circumstances

- Is there a suitable workplace in the home?
- What is the impact on other family members?

- A risk assessment must be carried out before homeworking starts
- Annual risk assessments will also be needed

Health and Safety

Confidentiality and Security

Employees often need to have access to information which is confidential, personal or commercially sensitive in order to do their jobs. Employees and managers must be aware that whatever their work location and working arrangements, the need for security of that data is the same. All employees must comply with the ICT Acceptable Use Guidelines at all times. The rules on data protection and the provisions of the Data Protection Act apply just as if they were working in the normal office environment. Further guidance on confidentiality and data security is available here.

Allowances will not be paid for any extra heating and lighting costs incurred. This is on the basis that, for the most part, any such costs will be compensated by savings in travel costs.

An employee who wants to apply for Home Working must complete the Request Form. Guidance

More detailed guidance on Homeworking is available in the Homeworking Framework

on the process and timescales is available in the application process.

What is Mobile Working?

Mobile working describes an arrangement where an employee is involved in a mobile occupation entailing site or client visits.

What is Satellite Working?

Satellite working is where the employee either works from a location other than a Council site or from a different Council site to the employee's normal base. Mobile or satellite working may be particularly applicable to employees who have to make several site or client visits over the course of a day enabling those employees to complete any necessary administrative tasks between appointments without a need to return to the main work location.

Points to consider:

Work Location

Employees who are mobile or satellite working with the knowledge and consent of their manager are covered by the

Employees often need to have access to information which is confidential, personal or commercially sensitive in order to do their jobs. Employees and managers must be aware that whatever their work location and whatever their working arrangements may be the need for security of that data is the same. All employees must comply with the ICT Acceptable Use Guidelines at all times. The rules on data protection and the provisions of the Data Protection Act apply just as if they were working in the normal office environment. Further guidance on confidentiality and data security is available here.

Working Arrangements

The line manager and the employee should agree exactly how the arrangement is going to operate. Particular areas to be covered should include:

- A needs analysis of equipment (for example a suitable laptop)

- Proposed work pattern

- How work will be set

- How work will be delivered and collected

- How work will be monitored

- How supervision and support will be provided

- The extent and time of mobile working and arrangements for formal contact.

- Any other concerns/ issues either party has regarding the working arrangement

Council's insurance arrangements for employers' liability and personal accident as if they were in their normal place of work. It is therefore vital that a health and safety risk assessment is carried out for work locations. As the potential workplaces for mobile or satellite workers are not limited to standard office environments it may not be possible to carry out risk assessments in advance. All mobile or satellite workers must therefore be trained to carry out a basic risk assessment of their work location.

Lone Working

As part of the risk assessment mobile or satellite workers must take into account potential hazards due to lone working. The Council's policy on Lone Working is available on the Zone or a copy can be provided if required (contact the HR Service Centre for details). This policy gives details of steps that can be taken to manage any risks associated with lone working. Particular consideration should be given to:

- Clear reporting procedures – it is essential that employees who are frequently in lone working situations operate an efficient diary/location indicator procedure.

This should include:
- location
- telephone contact number
- description of work
- name of other person(s) involved
- estimated time of return

The procedure should include action to be taken if any employee fails to return at the indicated time.
- Personal alarms may be carried to dissuade potential attackers.
- Managers/supervisors of lone workers should be available to support and to maintain contact with lone workers.
- Information, instruction and training to facilitate the safe execution of tasks should be provided, including information on the hazards likely to be encountered, instruction about the systems and procedures to be applied and training in any skills needed to perform the job safely (this may include training in interpersonal skills such as dealing with confrontation/handling violent situations).

An employee who wants to apply for Mobile or Satellite Working must complete the Request Form. Guidance on the process and timescales is available in the application process.

An RSA token allows employees to access information easily from a wide range of locations. While the tokens are a useful tool in a range of flexible working situations, employees must be instructed that they cannot access sensitive, confidential or personal information in any situation where an unauthorised person might be able to access or even catch sight of that information.

Coreless Flexi-Time

Coreless flexi removes the requirement for employees to work during their normal core hours (1000–1200 and 1400-1600 under the default scheme). This is subject to the requirements of the service being met.

One coreless flexi day can be requested per accounting period, in addition to two half days or one full day flexi leave.

Employees must have a positive flexi-time balance before any request for coreless flexi is made and must be at work for a minimum period of four consecutive hours per day. Employees must request coreless flexi in advance of taking it.

The provisions of the Council's Special Leave policy continue to apply and the introduction of coreless flexi should be seen as a complementary addition to the provisions within the Special Leave policy. Coreless flexi provides employees with additional choices to allow them to better balance home and work commitments.

All employees participating in coreless flexi must have authorisation from their Line Manager before taking coreless flexi. Employees participating in coreless flexi must provide reasons for requesting coreless flexi which will be recorded by their Line Manager.

Employees requesting coreless flexi must provide their Line Manager in advance with specific details of their working hours on the coreless flexi day.

Options are:

- Arrive after 10am (indicate time)
- Vary lunch break (indicate times)
- Take longer lunch (indicate times)
- Leave before 4pm (indicate time)
- Leave and return during core hours (indicate times).

Where possible, appointments should continue to be made outwith core hours

Time Off in Lieu (TOIL)

Time off in lieu applies in circumstances where an employee has been asked by their manager to work longer hours so that, for example, a particular peak in workload can be dealt with.

In these circumstances the manager and employee can agree that the additional hours worked can be taken as time off in lieu at a later date.

In order to grant time off in lieu the following must apply:

- The employee must have a positive flexi balance at the time the arrangement is made.

- The manager must have requested that the employee carry out the additional work.

- The manager and employee must agree in advance that time off in lieu will be granted for those hours.

TOIL can only be given at like for like rates ie one additional hour of work gives one hour of TOIL even if worked at a time when enhanced rates would normally apply

The additional hours worked can then be recorded on the front of the leave card showing the date and the number of additional hours worked. When the employee would like to take

those hours off the TOIL can be requested and authorised by completing the Special Leave/TOIL section on the reverse of the leave card.

Security and Confidentiality Requirements

Some forms of flexible working, particularly home and mobile working, present additional challenges for confidentiality and data security. Wherever an employee works the arrangements for security/ confidentiality of data, information and documentation, including adherence to the ICT Acceptable Use policy and the Data Protection policy and related procedures apply.

Where it is agreed that the employee requires to have access to information held on the Council servers or within the email system, a Council encrypted laptop and remote access (RSA) token must be used.

RSA tokens allow employees to access information easily from a wide range of locations. While the tokens are a useful tool in a range of flexible working situations, employees must be instructed that they cannot access sensitive, confidential or personal information in any situation where an unauthorised person might be able to access or even catch sight of that information.

Use of Private Computer Equipment

Outlook webmail can be checked using the following link https://outlook.aberdeencity.gov.uk/owa. This is only secure if the email is read and not the attachments - if you open sensitive/ confidential email attachments then you could be putting yourself and the Council at risk of being prosecuted under the Data Protection Act

No Council data/information is to be stored on private computer equipment.

If you have to open an attachment then you must use a Council approved and supplied Integral Encrypted memory stick. These encrypted memory sticks can be obtained through an ICT Helpdesk call and by supplying the relevant Budget Code.

If you open an attachment and save it to the Integral Memory stick you must follow these instructions when you have finished with Outlook webmail:

1. First click on the Tools tab in Internet Explorer (IE);

- A risk assessment should be carried out by the employee's manager in relation to security and confidentiality of data, information and documentation.
- Employees must be informed that they must not in any circumstances transfer Council data or information to another PC, lap top or to the Internet.
- Employees must be informed that they must not upload software or other programs to a personal computer or lap top without the prior authorisation of ICT.
- Employees must be informed to have regard at all times to the type of work they are undertaking and where they are working, to ensure the security and confidentiality of Council information and data.
- Employees must have a facility to lock away any confidential manual information.
- Security and confidentiality must be observed when undertaking any travelling to and from workplaces or elsewhere, to ensure that Council data, information and manual files are kept secure at all times.

2. Then click on Internet Options;
3. Then the General tab;
4. Then the delete browser history;
5. Then click OK and finally close IE.

This clears any temporary data stored on the device (if you use other browsers such as Firefox, Chrome etc. then you will need to carry out the same or similar actions).

Finally, if you use gsx emails (secure email) do not proxy into your account and access gsx emails whilst accessing webmail on a non-council device.

More information on data security, including the use of secure emails, is available on the Zone.
http://thezone/CorporateGovernance/CSP/MI/ICTSecurity/CI_SDD_ict_security.asp

Use of Council Telephones and Mobile Devices

This covers use by employees of the Council's telephone systems for private calls and of mobile devices for private calls and digital messaging

Whether you work flexibly or normally at a Council site you should avoid using either the Council's telephone systems or any mobile
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devices provided to you by the Council, for private calls or messaging. If you have to make or receive private calls or messages then try to do that at periods of low workload and when it is least likely to inconvenience the public or other Council employee. Any time you spend on private calls or messages must be kept to a minimum.

Employees

Any employee with at least 26 weeks continuous service can apply for flexible working using the [Request Form](#).

Complete the form with information on:

- Any caring responsibility you have for dependants
- Why you want or need to work flexibly
- How you think the change to your work can be accommodated and how it might affect your colleagues
- Any ideas you have to reduce any problems that might be caused
- Details of your current work pattern
- What flexible working arrangement you would like
- When you would like the new arrangement to begin

When the form is completed it needs to be returned to your line manager who will then arrange to meet you and discuss your request. You can be accompanied by a trade union representative or by a colleague at that meeting if you wish.

Your manager will want to talk with you about your reasons for making the request and about how it could be accommodated. They may want to discuss alternatives with you if they think that your initial request cannot be supported.

Following the meeting your manager will let you know in writing whether they can agree your request or not. If you want to appeal against their decision then you can do that by writing to your Head of Service.

Timescales

- The manager and employee should meet to discuss the request within 28 days of the request form being submitted.
- If an adjournment to consider alternative suggestions is needed that should not normally last more than 14 days
- The employee must be informed of the manager's decision in writing within 14 days of the meeting.
- The employee can appeal the decision by writing to their Head of Service within 14 days of receiving their outcome letter.

Appeals

You can appeal against the manager's decision if;

- Your manager didn't know something important related to your request when they made their decision
- You want to challenge information used by your manager

Appeals must be submitted in writing to your Head of Service within 14 days of being advised of receiving the outcome letter. Your letter should say which of these two grounds for appeal applies and why.

The Head of Service (with an HR Adviser) will consider the appeal within a further 14 days. You can be accompanied by a trade union representative or by a work colleague at the appeal meeting if you wish.

You will be advised in writing of the outcome of the appeal within 14 days of the appeal meeting.

Frequency of Requests

Normally you will have to wait for 12 months from the date of your last request, whether successful or not, before applying again. If you can show however that there has been a substantial change to your personal circumstances and in particular to your caring responsibilities that 12 month restriction will be lifted.

Withdrawing a Request

If you decide to withdraw your request before a decision has been made by your line manager then you can submit a further request within the 12 month period if you wish.

If you fail to attend either the initial meeting with your manager or a subsequent appeal meeting more than once without a reasonable explanation then your application will have to be treated as withdrawn. In that circumstance you cannot submit another request within the next 12 months.

Extensions to Timescales

Note: The timescales in this guidance will apply after the initial application window is closed.

There are two circumstances which might lead to the timescales for the application process not being met.

- Where the manager and employee agree that more time will be needed to complete a particular part of the procedure

- Where the manager is absent when the request is submitted. If that is the case then the initial meeting to discuss the request should take place within 28 days of the manager's return to work

Managers

When you get a request to work flexibly:

- Arrange to meet the employee to discuss their request.
- Think carefully about whether their request can be approved taking into account the points to consider.
- Check the guidance in the Smarter Working frameworks for information on the particular type of flexible working being asked for.
- If you decide to agree to the request then let the employee know (in writing) confirming the details of the revised working arrangement.
- If you have discussed and agreed a trial period with the employee then the letter should detail the period and what will happen at the end of it.
- If you can't agree the request, then discuss any alternatives with the employee. Perhaps there is another solution which could work for you both.
- If you have to refuse the request then let the employee know in writing why you have refused and about their right to appeal.
- There are a limited number of acceptable grounds for refusal and you will have to let the employee know which of these is the reason you cannot agree.

Grounds for Refusal

- The burden of additional costs
- A detrimental effect on the ability to meet customer demand
- The inability to reorganize work among existing staff or recruit additional staff
- A detrimental impact on quality or performance
- Insufficient work being available during the period the employee wants to work
- Planned organisational changes

Making the Change

Once the flexible working arrangement has been agreed (which may be following a trial period) you will have to arrange for the necessary changes to the employee's contract. Forward a copy of your letter to the employee to the HR Service Centre. Depending on what type of flexible working has been agreed you may also need to send other documents such as the Health and Safety Risk Assessment, written agreement or approval checklist. The HR Service Centre will arrange for revised contractual documents to be sent to the employee and the change will become   permanent.

Flexible Working Hours (Flexi-Time)

Default Scheme

Flexible Working Time refers to an arrangement which allows an employee to vary their hours of work within agreed limits.

Where flexi-time working is agreed to be worked this default scheme will apply unless a local arrangement that meets the framework provisions is in place.

FLEXIBLE WORKING HOURS SCHEME (FLEXI-TIME)

1.   DEFINITIONS

1.1   **Permitted Working Hours**
The permitted working hours are from 0730 until 1830.

1.2   **Core Time**
Core time comprises the time which all employees must work (see Section 2).

1.3   **Flexible Working Hours (Flexi-Time)**
Within permitted working hours and, outwith core time, an employee has the flexibility to choose the start and finish of their working hours.

1.4   **Flexible Working Hours (Flexi-Time) – Group Working**
Within permitted working hours, and outwith core time, where employees are required to work as a group or a team, they may, in consultation with associated groups, choose the start and finish of the group or team's work, subject to the provision of a proper flow of work in the Service.

1.5   **Standard Hours**
These are the employee's contractual hours which should be achieved in each accounting period (i.e. 148 hours for an employee working a 37 hour week).

1.6   **Accounting Period**
An accounting period is four weeks.

1.7   **Time Credits/Time Debits**
Any time credit or debit is found at the end of the accounting period by comparing the actual hours of attendance with the standard hours. A time credit of not more than 15 hours may be carried forward to the following period (the carry forward limit will be pro-rated for those not working a 37 hour week). Anyone with a time debit greater than 7.5 hours (the carry forward debit limit will be pro-rated for those not working a 37 hour week) at the end of any period shall be reported to the Line Manager. Three such time debits in any 12 month rolling period or ongoing failure to fulfil contractual hours may be dealt with in accordance with the Council's disciplinary procedure.

1.8   **Time Recording Equipment**
This equipment registers the times of starting and stopping work and is to be used in those establishments where it is available.

1.9   **Record Card**

Where time recording equipment is not available each employee will receive a card to record their periods of attendance. This is intended as a record of attendance achieved.

1.10 **The Person Responsible**

The responsibility for ensuring that the scheme is being properly applied and complied with on a day to day basis rests with line management within the Service. It is the responsibility of the individual employee to ensure their periods of attendance are recorded accurately.

2.0 DAILY WORKING HOURS

Flexible start of work	-	between	7.30	and	10.00
Flexible lunch time (minimum 30 minutes)	-	between	12.00	and	14.00
Flexible finish of work	-	between	16.00	and	18.30
Core Time	-	10.00 - 12.00			
	-	14.00 - 16.00			
Permitted working hours	-	07.30 - 18.30			

3.0 OPERATION OF SCHEME

3.1 **Time Recording**

Each employee will record all periods of attendance at work and all absences on the record card. This will be done using time recording equipment where installed, or by manual recording where time recording equipment is not available.

3.2 **Overtime Working**

Overtime working must be pre-authorised in writing by your line manager. No work will be paid at overtime rates during the permitted working hours covered by this scheme and without authorisation having been granted.

3.3 **Categories Covered**

This scheme does not itself represent a contractual entitlement and may be withdrawn where the terms of the scheme are not complied with. The scheme applies to staff employed under the SJC for Local Government Employees but may also apply to Chief Officials and Craft Workers where deemed appropriate.

3.4 **Abuse of the Scheme**

The Flexible Working Hours Scheme relies heavily on the trust and co-operation of all employees. It should be noted that any abuse of the scheme will be regarded in a most serious light and the offending member of staff will be dealt with in accordance with the Disciplinary Procedure and provisions of the scheme removed where the scheme is being abused.

4.0 "FLEXI" LEAVE

4.1   Staff may request flexi-leave, including core time, on the following conditions:-

4.1.1 such leave of absence will not exceed two half-days, or one full day, in any four week period (i.e. 13 days per year).

4.1.2 a time credit of not less than four hours must apply at the date when flexi-leave is granted.

4.1.3 such leave cannot be authorised retrospectively and any such unauthorised absence will be treated as leave without pay.

4.1.4 where possible three clear working days' notice of request must be given to the Line Manager before the day of absence and the agreement of the Line Manager must be obtained at least one clear day before the day of absence.

4.1.5 flexi-leave will normally be granted; however due to demands or exigencies of the service that apply at the time the request may be refused and either an alternative day suggested or accrued time taken at some other time.

4.1.6 no credit will be granted for any period of "flexi" leave.

Flexible Working Hours

Framework Provisions

This framework document explains which parts of the default scheme can be modified to meet the needs of individual Services and should be read in conjunction with the default scheme.

Any locally developed flexible working agreement must be discussed at the service Union Management Committee and, once agreed, be signed off by the relevant Head of Service and by the Head of Human Resources and Organisational Development.

Where an employee is contracted to work on a compressed working arrangement (in accordance with the Compressed Working Arrangements Framework) they may also be permitted by their Line Manager to work their contracted hours as detailed in the flexi-time scheme. In those circumstances however there is no entitlement to accrue hours in order to take flexi leave.

1. Permitted Working Hours

The permitted working hours of flexi-time will normally be within the standard working week (i.e. 0700 until 2000). Directorates may vary the hours of the standard working week when normal service provision is outwith these times. Any variation in permitted working hours cannot exceed a continuous period of 13 hours per day maximum.

(Non-Standard Working Week Allowance will not be payable for any hours worked within the standard working week.)

2. Core Time

Core hours should normally cover;-

A six hour period; with

A maximum break period of 2 hours; and

A minimum break period of 30 minutes; and

At least 4 hours to be worked with no more than one break period.

Services may decide that core hours are not required for service reasons and not apply this provision.

3. Daily Working Hours

- Where 6 or more hours are worked continuously in a 24 hour period an unpaid rest break of 30 minutes must be taken. Local Conditions of Service Section 1.3 provides details of the Working Time Regulations, which must be complied with.
- A maximum of 11 hours may be worked in any 24 hour period. If an employee chooses to work in excess of the recommended maximum they will not accrue additional time credits.
- Under the flexible working time scheme there is the potential for employees to work extended hours. Both the employee and the line manager have a duty of responsibility to ensure that all Health and Safety issues are identified and addressed and that performance is maintained at a consistent level.

4. Local Operating Arrangements

Directorates may develop local arrangements taking account of local operating environments (i.e. standard working when flexi-time operates, core hours). Only those provisions which are noted in the framework above can be varied. All other provisions must apply as detailed in the default scheme.

If a local flexible working arrangement is needed, the directorate will be responsible for developing the detail of the scheme and for consulting with the trade unions and staff with a view to reaching agreement. It is recommended that managers discuss their intentions with the HR Business Partner for their directorate before beginning formal consultation so that the legal compliance of the proposals can be confirmed.

Framework Provisions

Scope

This framework document explains the operation of the scheme which can be modified to meet the needs of individual Services.

1.   DEFINITIONS

1.1   Annualised Hours

These are the contracted number of hours required to be worked over a 12 month period which are expressed in the contract of employment.

1.2   Working Year

This is a 12 month period commencing at the first day of January and ending the last day of December.

1.3   Working Limits per Period

In each period the employee will be required to work a minimum of 71% of their contracted hours for that period.

In each period the employee will **NOT** be permitted to work more than 129% of their contracted hours for that period.

1.4   Weekly Working Limits and Working Time Regulation

To comply with the Working Time Directive an employee will not normally be permitted to work more than 48 hours per week as part of any annualised working arrangement. In addition an employee MUST not work more than 13 hours within any 24 hour period and they must have an unpaid break of at least 30 minutes when working 6 hours or more.

1.5   Balancing Months

Within the working year the employee will have their actual time worked "balanced" against the notional time that should have been worked. The balancing will take place at the end of April and September.

2   ANNUALISED WORKING HOURS

Annualised Hours	1924 per annum (FTE)
Notional Weekly Hours	37 per week (based on FTE working 12 months per year)
Minimum Weekly Hours (71% of 37 hours)	26.27 hours
Maximum weekly Hours (129% of 37 hours)	47.73 hours

These example figures are based on weekly periods. The same principles apply where either 4 weekly or monthly periods are used. For example, if basing the calculation on 12 monthly periods a full time employee would have notional hours of

160.33 per month and could not work for less than 113.83 or more than 206.83 hours per month.

## 3	OPERATION OF SCHEME

### 3.1	Annualised Working Arrangement

A working arrangement for the year MUST be agreed in advance with the employee to undertake the annualised hours. If a working arrangement cannot be agreed between Manager and Employee it will be for the Service Manager to determine the working arrangement based on service requirements.

### 3.2	Varying Work Hours during the Year

By definition annualised hours allow an employee to work reduced hours during some part of the year and more hours at another time. The reduced working time should be at times when service demand is low and increased hours when service demand is high.

The scheme allows for individual working arrangements for employees, where agreed with their Line Manager, not to work for a particular day(s), week(s) or month(s). In this case the notional hours will be calculated over actual total period required.

All annualised working arrangements should be regularly monitored with actual working time being recorded and be within the minimum and maximum working limits per period.

### 3.3	Balancing Months

For individual annualised working arrangements which vary from month to month there is a requirement for the actual working hours to be reconciled against the notional working hours for a preset period.

### 3.4	Abuse of the Scheme

The Annualised Hours Scheme relies heavily on the trust and co-operation of all employees. It should be noted therefore that any abuse of the scheme will be regarded in a most serious light and the offending member of staff will be dealt with in accordance with the Disciplinary Procedure and provisions of the scheme removed where the scheme is being abused.

Local Operating Arrangements

Directorates may develop local arrangements taking account of local operating environments. In the case of annualised hours arrangements only the monthly working limits (as detailed above) can be varied. All other provisions must apply as detailed in the framework.

An example Annualised Hours Scheme is attached at Appendix 4 to illustrate how these arrangements might work in practice.

If a local flexible working arrangement is needed, the directorate will be responsible for developing the detail of the scheme and for consulting with the trade unions and staff with a view to reaching agreement. It is recommended that managers discuss their intentions with the HR Business Partner for their directorate before beginning formal consultation and provide a copy of the final agreement before implementation so that the legal compliance of the proposals can be confirmed.

Annualised Hours – Additional Guidance

Working Time and Hours

The total number of hours an employee is contracted to work within the scheme year will be agreed in advance by the Service Manager.

Where 6 or more hours are worked in a 24 hour period an un-paid rest break of 30 minutes must be taken. Local Conditions of Service Section 1.3 provides details of the Working Time Regulations, which must be complied with. Both the employee and the line manager have a duty of responsibility to ensure that all Health and Safety issues are identified and addressed and that performance is maintained at a consistent level.

Annual Leave

The annual leave and public holiday entitlement will be calculated for the year and where appropriate on a pro-rata basis. For a full time employee with less than 5 years service this would be worked out on the basis of:

> Annual Leave: 27 days x 7.4 hours = 199.8 hours
> Public Holidays 7 days x 7.4 hours = 51.8 hours

When requesting annual leave it will be deducted from the above hours based on the number of hours due to be worked on the day for which leave is requested. For example, if the employee was due to work for 8 hours on the day leave is taken, then 8 hours will be deducted from the leave entitlement. The Annualised Working Hours Scheme may specify limits on the proportion of annual leave which can be taken during periods of extended working hours.

Relationship with other Flexible Working Frameworks

Annualised hours is likely to vary the normal working day and perhaps reduce the number of days worked over the year. Although there may be some limited flexibility in start and finish times, those employees with an annualised hours working arrangement will NOT be entitled to access the full provisions of the flexi-time scheme, in particular the entitlement to flexi-leave. It will however be consistent with other solutions such as Term Time Working or Home/Mobile/Satellite Working.

Operation of the Scheme

Although hours of work may vary throughout the year staff are paid the same each month, irrespective of the number of hours worked in that month. Staff are contracted to work a set number of hours per year, these hours will be calculated out into an annual salary which will be paid in twelve equal monthly instalments.

The annualised hours are broken down into a set number of hours to be worked each week. Every 4 weeks each employee will be informed of the number of hours actually worked against those notionally contracted to work for that period. This will result in either a negative balance if the employee works less than the notional contracted hours for the

month or a positive balance if the employee works more. Each period balance is taken forward.

Those staff who at the end of month 11 of the working year are projected to work, or have already worked, more than their annual contracted hours will be allocated additional hours for the year by way of contract variation. Additional hours will be paid at flat rate for all hours worked up to the annual full-time equivalent number of hours and at the agreed overtime rate thereafter. The additional monies will be paid at the earliest opportunity through payroll.

Where a negative balance is projected, arrangements should be made for the employee to work the required hours so that a balance can be achieved.

Group or Individual Annualised Working Arrangements

This scheme allows for group or individual annualised working arrangements. This is likely to be appropriate for a group of workers where the work demands are seasonal or cyclical and can be determined in advance. Where an annualised working arrangement is developed for a group all employees in the group must comply with the pre-set annualised working arrangement. Such an arrangement will not normally require for there to be a "balancing" of working time during the year of actual against notional working hours.

The scheme provides the facility for an individual to agree with their managers their own annualised working arrangement. This may be appropriate where the demands of their job are not predictable and forward planning is not straight forward. For the individual arrangements where working times are more likely to vary from month to month there will be a requirement to "balance" actual working time against the notional hours for the period.

Balancing of Hours on Termination of Employment

On notification of termination of employment the number of hours worked up to the date of termination in the year will be reconciled against the required number of hours in the scheme year and every effort made for the hours required to "balance". Where the required credits/debits against the required number of hours at the time of leaving the final salary payment will be adjusted in relation to any negative or positive balance of hours worked.

Annualised Working Hours Scheme

(Example scheme)

This is an example only. The type of arrangements shown below might apply, for example, where an employee would like to work fewer hours per week during school holiday periods.

1.1   Annualised Hours

These are the total contracted number of hours required to be worked over a 12 month period which are expressed in the contract of employment. The annual contracted hours for a full time employee will be 1924 hours per year (average of 37 hours per week)

1.2   Working Year

This is a 12 month period commencing at the first day of January and ending the last day of December.

1.3   Working Limits per Period

For a total of 39 weeks of the year during school term time the employee will be required to work 105.4% of their contracted hours. This is equivalent to 39 hours per week for a full-time (notional 37 hour per week) employee.
For the remaining 13 weeks of each year, each employee will be required to work for 83.8% of their notional contracted hours. This is equivalent to 31 hours per week for a full-time (notional 37 hour per week) employee.

1.4   Flexible Working Hours

Employees will have flexibility to vary their start and finish times within the limits imposed by the scheme of Flexible Working Hours which operates at their workplace. While this will allow limited flexibility in the working day, employees must ensure that they comply with the agreed working limits in each time period as shown at section 1.3. Employees with an annualised hours working arrangement will NOT be entitled to take flexi-leave.

1.5   Annual Leave

The annual leave and public holiday entitlement will be calculated for the year and where appropriate on a pro-rata basis.

When requesting annual leave it will be deducted from the entitlement based on the number of hours due to be worked on the day for which leave is requested.

1.6   Recording Time Worked

The annualised working arrangements will be regularly monitored. Each employee will record their actual working time which must be within the minimum and maximum working limits per period.

1.7   Abuse of the Scheme

The Annualised Hours Scheme relies heavily on the trust and co-operation of all employees. It should be noted therefore that any abuse of the scheme will be regarded as a serious matter which will be dealt with in accordance with the Disciplinary Procedure and provisions of the scheme removed where the scheme is being abused.

Term Time Working

Framework Provisions

Scope

With term time working contracts, the employee will remain an employee of the Council during the school holidays although they will not be required to work during this time.

Term time working may be more suited to those services that provide and operate primarily during the school term, but is not restricted solely to these services.

Working Arrangements

Employees will be required to work their contracted hours during the recognised school term times, for a duration of either 38 weeks (term time not including working on in-service days) or 39 weeks (term time including working on in-service days). The number of weeks to be worked will be established in agreement with the Service Manager. This does not change existing contractual arrangements for school based staff who may be contracted to work for a different number of weeks per year.

Pay

Employees working term time will be paid one twelfth of their annual salary each month. This method of payment ensures that employees receive an income over the full calendar year, even during periods when they are not contracted to work. The annual salary includes payment for working days and annual leave (including public holidays).

The twelve equal salary instalments assume that employees are working all available working days in the year under the term time arrangement and are t due full holiday entitlement for the year. When the term time arrangement begins or ends, a calculation will be done to adjust the first or final salary payment to reflect the proportion of salary due based on the number of working days worked and paid leave days taken under the term time arrangement in the year.

Annual Leave

Employees working term time will not be issued with leave cards as all leave will be taken outwith the contracted working weeks. Where exceptional circumstances arise which mean that leave has to be taken during term time, the provisions of the Council's Special Leave policy will apply.

Paid leave will be allocated to 5 days during the Easter break, 5 days during the October break and the remainder during the Summer break. The number of weeks paid leave an employee is entitled to will depend on the number of contracted weeks to be worked and their length of service (please see below table for reference). Paid leave will be pro-rated based on contracted working hours.

Contracted Weeks Per Year	LESS THAN 5 YEARS SERVICE Full time entitlement: 34 days (inclusive of public holiday entitlement)			BETWEEN 5 & 10 YEARS SERVICE Full time entitlement: 39 days (inclusive of public holiday entitlement)			MORE THAN 10 YEARS SERVICE Full time entitlement: 42 days (inclusive of public holiday entitlement)		
	Days Leave	% of full time entitlement	Paid holiday weeks per year	Days Leave	% of full time entitlement	Paid holiday weeks per year	Days Leave	% of full time entitlement	Paid holiday weeks per year
38	25	73%	5	28.5	73%	5.7	30	73%	6
39	25.5	75%	5.1	29.5	75%	5.9	31.5	75%	6.3

Homeworking, Mobile or Satellite Working

Framework Provisions

1. INTRODUCTION

The Council provides for Homeworking, ad hoc home working and remote working, as flexible working options for employees, where it is appropriate to do so. This scheme outlines the arrangements that should be applied in relation to a request or proposal to Homework, ad hoc home work or remote work and the way in which the scheme should operate.

2. DEFINITION

Homeworking is working from home on a permanent contractually agreed basis as part of a regular work pattern using electronic means', whether on a full time or part time basis.

Ad hoc home working is where agreement is given for the employee to work from home on an occasional basis, but it is not a formalised, permanent arrangement. Home working can also be applied on a temporary basis.

Mobile or satellite working is where the employee either works from a location other than a Council site or it may describe an arrangement where an employee is involved in a mobile occupation entailing site or client visits and can be on a permanent or ad hoc basis.

Sections 3 to 6.3 of this scheme below relate to the implementation of a permanent homeworking arrangement on a contractual basis. Ad hoc home working, temporary home working mobile and satellite working are covered in section 6.4.

3. PROCEDURE FOR APPROVING A CONTRACTUAL HOMEWORKING ARRANGEMENT

In order for Homeworking to operate smoothly, there needs to be a clearly understood process for those involved to follow. The purpose of this process would be to provide fairness, consistency and transparency in decision making.

In each case, the following provisos must be met:

3.1   Participation in contractual Homeworking requires to be agreed in advance between the manager and the employee.

3.2   Approval will only be given where a clear business case can be made for doing so. This case should ideally be based on the grounds of economy – i.e. where it is possible to demonstrate a financial saving or where there is significant benefit to be gained by the service in terms of efficiency and effectiveness.

3.3 The decision to allow, or enter into, a contractual Homeworking arrangement must be based on the interests of the service with the final decision resting with management

3.4 Where any Homeworking arrangement is envisaged, the line manager should first review the work of the whole section and decide how many of the team could feasibly be allowed to Homework in order that service provision is not adversely affected.

3.5 The line manager would review the situation against the strength of the business case for Homeworking, based on demonstrable economy, efficiency and effectiveness savings, and against eligibility criteria (available here) which take account of the suitability of:

- The job
- The individual
- The individual's home circumstances (particularly distance of home from workplace)
- The impact on the team

4. STARTING HOMEWORKING

4.1 Once final approval has been received for a contractual Homeworking arrangement, the line manager and the employee should discuss and agree exactly how the arrangement is going to operate. Particular areas to be covered should include:
- The arrangements for security/confidentiality of data, information and documentation, including adherence to the ICT Acceptable Use policy and the Data Protection policy and related procedures.
- A needs analysis of equipment, software, furniture required
- Proposed work pattern – i.e. number of days at home/in the office
- How work will be set
- How work will be delivered and collected
- How work will be monitored
- How formal/informal communication will be dealt with – e.g. attendance at team briefings, team meetings etc
- How supervision and support will be provided
- Whether formal daily contact by either party is required
- Any other concerns/issues either party has regarding the working arrangement

The above information should be recorded in the form of a written agreement (available here) for review and monitoring purposes.

If any of the arrangements will impact on others, for example other members of the team, their views should also be taken into account.

4.2 Once the needs analysis is complete, ICT should be contacted to arrange dates for installation of equipment and also to provide advice on options available to suit any special requirements an employee might have.

4.3 Human Resources should be contacted so that a variation in contract, or a new statement of particulars, can be drawn up confirming the individual's

status as a Homeworker. This should include a clause allowing either party to vary the agreed working pattern or to terminate the arrangement with a reasonable period of notice. An exception to this would be where the post is specifically designated a Homework post.

4.4 The service representative responsible for risk assessment should be contacted to arrange a health and safety risk assessment prior to the individual commencing Homeworking.

4.5 A risk assessment should be carried out by the employee's manager in relation to security and confidentiality of data, information and documentation, with the Homeworker informed that they must not in any circumstances transfer Council data or information to another PC, lap top or to the Internet. Also, they should be informed that they must not upload software or other programs to a personal computer or lap top without the prior authorisation of ICT. In addition, the Homeworker should be informed to have regard at all times to the type of work they are undertaking and where in their home they are working, to ensure the security and confidentiality of Council information and data and should also have a facility to lock away any confidential manual information. It should also be stated that security and confidentiality must be observed when undertaking any travelling to and from workplaces or elsewhere, to ensure that Council data, information and manual files are kept secure at all times. Example scenarios in relation to data and information security can be found here.

As well as the above, where it is agreed that the employee requires to have access to information held on the Council servers or within the email system, a Council encrypted laptop and remote access (RSA) token must be used.

5. OPERATING THE SCHEME

5.1 Working time and Time Recording
a) Any overtime or other allowances will be required to be pre-agreed with the manager of the service, as with normal working.

b) Homeworkers will be required to complete working time records, as with normal working.

c) Managers and other team members should be made aware of the working pattern of a Homeworking colleague so they are aware of the days and times they are working at home. It should be the exception rather than the rule for those days to be subsequently altered.

d) Where the nature of a Homeworker's job is such that they need to be contactable during office hours, the hours worked at home should comply with a 7:30 am to 6:30 pm pattern, as with normal working. Where the nature of the job does not require this, it may be possible to reach local agreements whereby the individual could work outwith that pattern.

It should be recognised, however, that such an arrangement would be at the employee's request, not the manager's and as such they would not be eligible for any additional allowances.

It would still be necessary for the Homeworker to advise their manager and other team members of their working pattern in advance. Any agreement to allow such an arrangement must be made in line with the needs of the service with the final decision resting with management.

e)   As the Council is responsible for the health and safety of its employees while at work, it is recommended that no individual should continue to work at home in circumstances where they would not consider themselves fit to travel into the workplace.

f)   Suitable arrangements for care of dependants must be in place while an individual is Homeworking i.e. the homeworker cannot act as a carer at the same time as they are home working.

5.2   Equipment

a)   Contractual Homeworkers should be issued with equipment in line with the needs analysis conducted with their line manager and as deemed necessary to carry out Homeworking effectively. As a minimum, however, the Homeworker should be provided with a dedicated telephone line, a personal computer or laptop, a hand held fire extinguisher suitable for use on electrical equipment and a basic first aid kit.

b)   All equipment issued remains the property of the Council and will require to be returned if the Homeworking arrangement terminates.

c)   All electrical equipment to be used by the Homeworker in the course of their job should be inspected by a competent person for electrical safety. Accurate records should be kept, including an inventory of all equipment, cables and leads. All electrical items should be given a serial number. A suitable label should be attached to each item of equipment tested. The label must have an identification number and indicate when the test was undertaken and, ideally, when the next test is due.

d)   All office equipment and furniture issued should be ergonomically suitable for the individual and of a comparable standard to that used in the work place. Advice on this will be given by the officer carrying out the risk assessment.

e)   ICT will provide the Homeworker with information regarding basic maintenance of equipment, such as routine cleaning, changing toner etc.

f)   Where there is a requirement for any non-routine repair or maintenance, the ICT Help Desk should be contacted and the Homeworker's line manager advised, since this may have temporary implications for the ability to carry out work from home.

g) The Homeworker will be required to agree that any equipment issued by the Council for the purpose of Homeworking be used solely by the employee, and solely for the work of the Council.

5.3 Health and Safety

a) Most of the regulations under the Health and Safety at Work Act apply to employees Homeworking as well as to those working at Aberdeen City Council premises.

b) A Council employee competent to do so will carry out a risk assessment of the remote location (see 4.4). A Health and Safety checklist is available to use for   this   purpose.

c) The risk assessment should include all aspects of the Homeworker's job and extend to others who might be affected by their work, for example family members; access and egress for all persons who would normally be expected to use the room where the Homeworker is working; display screen equipment and all other equipment used during the course of the Homeworker's job.

d) Further risk assessments should be carried out annually, as in the normal workplace, by an appropriately qualified service representative.

e) Ideally the Homeworker should be located in a part of the house which is not in general use by the family or other people living in the accommodation. Where this is impractical, it is recommended that the Homeworker has a 'permanent' workstation, rather than have to move equipment from public areas on a regular basis. It is the individual's responsibility to ensure that the workstation is kept in a safe manner at all times.

f) If the Homeworker's workstation is to be cited in a public area of the home, particular attention should be paid during the risk assessment to the possibility of risk to other members of the household from wires etc.

g) In order to ensure personal safety, all meetings with clients etc should be conducted in the workplace or at a location other than the Homeworker's home. Any visits by the Homeworker's supervisor, or representatives of any of the Council's directorates visiting to carry out risk assessments or maintenance tasks, should be agreed with the Homeworker in advance. Where the Homeworker feels their personal safety may be at risk through the sensitive nature of a piece of work, it is recommended that they discuss this with their line manager and be given the option of completing the piece of work in the office.

6. OTHER ISSUES

6.1 Insurance

a)   Employees working at home with the knowledge and consent of their manager are covered by the Council's insurance arrangements for employers' liability and personal accident as if they were in their normal place of work. It is therefore vital that a health and safety risk assessment is arranged prior to the commencement of Homeworking (see 4.4) and that the employee signs an agreement to the effect that they will keep the remote location and equipment in that same state.

b)   All employees are requested to inform their home insurers that they will be carrying out some of their work from home. The following wording can be used by the employee when they contact their insurers.

Model Wording for Informing Lender/Landlord/Insurer

To whom it may concern.

Home Working at (insert home address)

I am about to commence working from home in connection with my employment with Aberdeen City Council. This is an arrangement made under the Council's Flexible Working Policy.

I will not be running a business from my property, this is simply a change of work location for my employment with Aberdeen City Council. There will be no structural alterations to the property and no marked increase in the number of people calling to it.

For insurer – The equipment supplied by my employer will be insured by them. A list of the equipment supplied is attached for information.

I would be grateful if you could let me know of any details or conditions that I need to action, and also confirm to me in writing that you agree to the above arrangement.

I look forward to hearing from you.

Yours faithfully,

6.2   Cost issues

a)   Each service will need to make provision in their budget to cover the cost of setting up and running any agreed Homeworking arrangements.

b)   Travel allowance from home to the normal place of work will not be paid.

c)   Although the Council will not pay for any extra heating and lighting costs incurred by the Homeworker, for the most part, any such costs may be at least partially if not wholly offset by savings in travel costs and that, on the occasions when this does not happen, it has to be recognised that

Homeworking is on a voluntary not mandatory basis and so should not be entered into by anyone who feels they would be disadvantaged by participating in the scheme.

6.3   Support for Homeworkers and Services

a)   Where a Homeworking arrangement has been agreed it will be necessary to brief each Homeworker and line manager on the issues involved, to answer any questions they may have and to clarify any points raised. Where there is an individual within the service with the appropriate knowledge and experience, this should be handled by the service. Where there is not, Human Resources should be contacted to arrange an appropriate induction.

b)   This guidance also operates as an information and induction pack looking at wider issues regarding Homeworking and providing advice and support to line managers and potential Homeworkers.

6.4   Ad Hoc Home Working

a)   Ad hoc home working is where agreement is given for the employee to work from home on an occasional basis, but it is not a formalised, permanent arrangement and is non-contractual. As well as ad hoc home working, a temporary home working arrangement could also be put in place for in certain circumstances, such as following a period of long term sickness absence.

Where a need for temporary Homeworking arises, a similar process as outlined at section 3 should be followed, in considering the strength of the business case for temporary Homeworking and whether the individual meets the appropriate eligibility criteria.

While an equipment needs analysis may still be required, it should not be necessary to install dedicated lines etc. Rather the temporary allocation of a Council laptop or stand-alone personal computer should help maximise benefit to the service yet minimise costs.

The guidance on Health and Safety and Insurance shown above applies to ad-hoc homeworking as for permanent homeworking. In these cases however the most practical solution will normally be for the employee to carry out a risk assessment using the checklist. The completed form should then be returned to the manager for sign-off and a copy sent to the HR Service Centre to be added to the employee's personal file. If the risk assessment highlights any areas of concern then the manager should arrange with the employee to visit their work site and verify the assessment before signing off the document.

6.5   Mobile or Satellite Working

Satellite working is where the employee either works from a location other than a Council site or from a different Council site to the employee's normal base. Mobile working describes an arrangement where an employee is involved in a mobile occupation entailing site or client visits. Mobile or satellite working can be on either an ad hoc basis or on a contractual basis

Normally, mobile/satellite working would be done with the use of a Council lap top or other hand held device, unless the employee was working from another Council location, in which case a Council PC should be available.

The arrangements for security/confidentiality of data, information and documentation, including adherence to the ICT Acceptable Use policy and the Data Protection policy and related procedures, should be highlighted to the employee prior to the commencement of either ad hoc or temporary mobile or satellite working.

A risk assessment should be carried out by the employee's manager in relation to security and confidentiality of data, information and documentation, with the employee informed that they must not in any circumstances transfer Council data or information to another PC, lap top or to the Internet. Also, they should be informed that they must not upload software or other programs to a personal computer or lap top without the prior authorisation of ICT. In addition, they should be informed to have regard at all times to the type of work they are undertaking and where in their home or other location they are working, to ensure the security and confidentiality of Council information and data and should also have a facility to lock away any confidential manual information. It should also be stated that security and confidentiality must be observed when undertaking any travelling to and from workplaces or elsewhere, to ensure that Council data, information and manual files are kept secure at all times. The organisational and technical measures for different users are set out in the example scenarios.

As well as the above, the employee should be informed that where access is required to Council servers or attachments in the e-mail system, a Council encrypted laptop and remote access (RSA) token should be used.

6.6   Monitoring and Review
a)   Each participating service should take responsibility for monitoring the effectiveness of the Homeworking, mobile and satellite working arrangements within their sections and for reviewing the overall running of the scheme. This could take place as part of performance appraisal or other regular review meetings.

b)   Where it is felt that improvements or amendments could be made to the scheme overall, Human Resources should be advised in line with the principle of continuous improvement and in order to ensure that Homeworking, mobile, satellite or ad hoc home working is operating to the benefit of the organisation as a whole.

Request for Approval – Homeworking, Mobile or Satellite Working

Applicant:	Date:
Line Manager:	Service:

1 Reason for request

2 Eligibility Criteria

	Agree	Disagree	Comment
Nature of Job			
• Does not require daily face to face contact with others			
• Does not require frequent daily access to manual files			
• Has clear outcome or end product			
• Requires long periods of concentration			
• Work can be transmitted electronically or by hand			
Nature of Individual			
• Is self disciplined			
• Is self motivated			
• Requires minimum supervision of tasks			
• Is good manager of time and workload			
• Is able to work on own initiative			
Nature of Home Circumstances			
• Has suitable space for office equipment			
• Has suitable arrangements for ensuring security/confidentiality of data, information and documentation			
• Does not have dependents on the premises requiring their attention during working hours			
Impact on Team/Service Provision			
• Would not affect team morale adversely			
• Would leave team effectiveness either unchanged or improved			
• Would not involve increased workload for other team members			
• Would leave level of service			

provision either unchanged or improved			

3 Costs/Benefits

Costs to Service (Direct and Indirect)
Benefits to Service (Direct and Indirect)

4 Assessment Statement

Decision: Yes   ☐

                                   No   ☐

Signed…………………………….Signed……………………………..
Head of Service

                                                        Line Manager

TEMPLATE WRITTEN AGREEMENT

Homeworker:	Date:
Line Manager:	Service:

NB This is a template of a written Homeworking agreement with the information it should contain.

1	**Needs Analysis**	ISDN line Personal Computer Printer Desk and Chair
2	**Work Pattern**	2 days home (usually Tuesday and Thursday) 3 days in the office Above can be flexible if required
3	**Method of setting work**	Project and development work to be done at home and agreed in advance with line manager Meetings and reactive work in the office
4	**Method of work delivery/collection**	Network or by hand (no cost involved)
5	**Method of work monitoring**	Objectives of project to be agreed in advance with line manager along with milestones for completion of project elements. Review meetings to be held at milestone dates. General performance to be reviewed at annual and interim performance appraisal meetings.
6	**Communication**	Circulars and general information to be left on desk (since only away from office one day at a time). All other job related information to be e-mailed. Team meetings and briefings to be held on Monday, Wednesday or Friday.
7	**Supervision and support**	Generally to be provided through regular review meetings and performance review. Line manager/Homeworker to have 5 minute meeting each Friday morning.
8	**Daily contact required**	Not necessary since only one day away at a time
9	**Security/ confidentiality of data, information and documentation**	To detail the arrangements for security/confidentiality of data, information and documentation, including adherence to the ICT Acceptable Use policy and the Data Protection policy and related procedures, with the employee signing this checklist to confirm that they understand their responsibilities in this respect.
10	**Health and Safety information and documentation**	To detail the requirements for Health and Safety risk assessments and any other related documentation required.
10	**Any other concerns**	Homeworker to be flexible enough to provide office cover during holiday periods when numbers in office fall below acceptable quota. Homeworker to advise line manager of any technical problems likely to delay work so alternative arrangements can be made.

Name: ……………………………..   Signature: ………………….   Date: ………………
(Line Manager)

Name: ……………………………..   Signature: ………………….   Date: ………………...
(Employee)

Example Scenarios

Background

Working from home or other locations offers many benefits including reduced commute times, greater flexibility and opportunities to focus on specific pieces of work away from the distractions of the office environment.

For some employees this has been formalised into a regular 'tele-working' environment where staff work from a dedicated home-based office with equipment supplied by ACC. A second profile is of an ACC employee who works much or most of their time away from the office visiting clients in a variety of locations often using an ACC provided laptop and mobile phone or other device to support the mobility the position requires. Thirdly there are those employees who are mostly office-based but might occasionally find it useful to work from home. Where their job requires the use of a computer, they are generally assigned a desk at a fixed ACC location from which they access their files and emails etc.

There is an increasing trend within both the public and private sectors to support and encourage mobile and flexible working. This presents a number of challenges some technical, some cultural, particularly where working remotely requires access to personal or sensitive data.

What we're doing

ACC is committed to supporting and enabling workplace flexibility whilst protecting the public trust. A number of initiatives are helping to deliver this vision. This includes an on-going programme of laptop hard drive encryption, the launch of a virtual desktop environment (VDE) and the provision to employees of secure access and storage solutions such as encrypted USB devices and remote access tokens sometimes referred to as RSA.

Companies and organisations recognise that in the absence of a managed solution, staff may be tempted to resort to less secure workarounds such as using personal email accounts to send and receive work information from home or printing hard copies of sensitive information to read off-site. Whilst policies exist to control this behavior it is far preferable to find and support safer ways of enabling staff to work safely and flexibly and we will continue to focus our efforts in this direction.

What you can do now

As profiled in the introduction, staff generally fall into one of the following categories with some overlap;

- Tele-worker
- Field-based worker
- Office-based worker (may occasionally work from home)

The following paragraphs contain helpful guidance on how to manage this in practice based on your working practices.

I'm a tele-worker

As a tele-worker you have entered into a formal agreement with ACC that your normal workplace is based outside ACC premises, generally at home. As such, you will have been issued with the required technology and guidance to perform your duties as if you were in an ACC office. During your normal duties working on an ACC-provided device connected securely to the ACC network, you will not need to take any additional precautions other than adhering to the ACC tele-worker, data protection and ICT acceptable use and encrypted media policies.

- Jane is a tele-worker who works 100% of her time at home using an ACC-provided desktop PC and accessing the ACC network via a network connection set up by ICT. Jane should follow the same processes and procedures as an office-based worker paying particular heed to securing the workspace and access to her PC and any paper documents.

- Tom is a tele-worker with the same setup as Jane who occasionally has to attend meetings at ACC offices and partner or client sites. Tom is required to present and share information at these events some of which might be personal or sensitive in nature. Tom should;
  - Follow the normal processes as Jane when working at home
  - Where possible, Tom should avoid physically transporting personal data between sites by saving it to a secure ACC network drive that he can access at either site.
  - Where physical transportation of sensitive data is required, Tom should use only an encrypted USB device provided by the ACC ICT Helpdesk.
  - Only take the paperwork required for the meeting rather than the whole file.
  - Keep any manual information secure and with him at all times.
  - Dispose of any personal data which is held in hard copy securely (e.g by putting it in confidential waste) if it is surplus to requirements.
  - Any loss of data should be immediately reported to your information officer/line manager in accordance with the Breach Reporting Procedure.

- Jeff is a tele-worker who works similar patterns to Tom. He has been issued with an ACC laptop.
  a. Jeff should apply for an ACC-issued remote access (RSA) token from ICT Helpdesk that will allow him to securely access the ACC network from a variety of locations.
  b. Jeff should follow the same procedures as Tom in relation to physically transporting personal data e.g only taking the paperwork required for the meeting rather than the whole file and keeping any manual information secure and with him at all times or using an encrypted USB stick.
  c. Sensitive or personal data should never be saved onto the local (C:\) drive but instead should be saved on the network drive (when connected) or to an encrypted USB device supplied by ACC.

I work regularly away from the office

Many Council roles require staff to deliver services at client and citizen premises as a regular part of their job. Where your responsibilities require you to have access to a computer whilst in the field you will generally be provided with a portable device such as a laptop pc.

Ian works frequently away from the office and has to attend meetings or deliver services at ACC offices and partner or client sites. Some of the information Ian requires whilst working remotely might be personal or sensitive in nature. He has been provided with a laptop computer. Ian should;
- only take the paperwork required for the meeting rather than the whole file.
- keep any manual information secure and with him at all times.
- apply for an ACC-issued remote access (RSA) token from ICT Helpdesk that will allow him to securely access the ACC network from a variety of locations.

- where physical transportation of sensitive data is required, use only an encrypted USB device provided by the ICT Helpdesk.
- report any loss of data immediately to the information officer / line manager in accordance with the Breach Reporting Procedure.

- Sensitive or personal data should never be saved onto the local (C:\) drive but instead should be saved on the network drive (when connected) or to an encrypted USB device supplied by ACC.

I am primarily office-based but work remotely occasionally

This scenario applies if your normal place of work is in an ACC premises where you access your work via an assigned or shared/hot desk using ACC equipment that is non-portable such as a desktop pc.   The normal data and acceptable use policies and procedures apply as they would in the workplace.

You have arranged to work occasionally from home but have not been issued with an ACC device such as a laptop pc. You are able to access your Outlook email account from your home pc to send and receive messages.

- Consider organising your work so that sensitive or personal data is only accessed whilst in the office. Home-based work could focus on lower risk data.
- Only take the paperwork required for a meeting rather than a whole file. Keep any manual information secure, and with you, at all times.
- Never send personal or sensitive data using personal email accounts such as Gmail or Hotmail.
- Never store personal data on your home pc or other non-ACC device. If your work requires you to have access to personal data whilst away from the office consider requesting a laptop pc from your service.
- In the event you need to view/edit personal information on non-ACC equipment such as your home pc, this should be via an encrypted USB connection only provided by ICT and any changes should be saved directly onto the USB device and not the local drive. (see the box below for further instructions.) Encrypted USB memory sticks are available through the ICT Helpdesk.
- Dispose of any personal data which is held in hard copy securely (e.g by putting it in confidential waste) if it is surplus to requirements.

Working with files on an encrypted USB stick

After inserting the USB stick into your PC and entering your password a dialog box will open showing you the files that are stored on the device. Click on the file you wish to view/edit. When finished, click 'Save' and log off the USB drive. The updated file will be on the USB device and not on the local drive. If you create a new document or wish to save the original with a different name, click 'Save As' and make sure the file is saved on to the encrypted

USB drive and not in your C: drive or your 'My Documents' folder.

Next Steps

In the coming months ICT will roll out important enhancements that will deliver a range of benefits including safer data storage and retrieval.

The Virtual Desktop Environment or VDE will mean that all your files and applications reside on the network regardless of your location. You will be able to log on as usual, access your normal desktop, drives and files but the information will at all times be stored on the ACC network rather than on your local drive reducing the risk of unauthorised access to ACC data in the event of loss or theft of a device.

If you are in any doubt about any of the information contained in this update please contact your service's business support manager or the ICT Hepldesk for further clarification.

Health and Safety Checklist – Homeworker

To be completed every 12 months or when circumstances or risks change.
This form is to be used when an employee is defined in their contract of employment "You will be based from your home address"

Employee Name:	Employee Number:
Employee Address:	Telephone Number:
Date Completed:	
Checklist Completed By:	Planned Review Date if not in 12 months time:

Any items identified as being of serious and or imminent risk to Health and Safety must be reported and actioned immediately.

Checklist Summary	
Section Covered	**Completed Yes/No**
Section 1 – Place of work (page 2)	**Yes/No**
Section 2 – Buildings and Workplace (Page 2)	**Yes/No**
Section 3 – Harmful Chemicals and substances (Page 3)	**Yes/No**
Section 4 – Work equipment and electrical (Page 3)	**Yes/No**
Section 5 – Fire and evacuation (Page 4)	**Yes/No**
Section 6 – Manual handling (Page 4)	**Yes/No**

Signatures

Employee:	**Line Manager:**
Date:	**Date:**

Section 1 – Place of work		
1.1 Do you have a defined place/room where you work each day?	Yes/No	If "yes" complete answer all questions in this checklist. If "no" you must designate a room to carryout work activities (see question 1.2)
1.2 Have you informed the following that you are a homeworker or occasionally homeworker?	❑ Mortgage company ❑ Landowner or owner of the property ❑ Buildings insurance provider ❑ Contents insurance provider	
1.3 The place/room where I work each day is called (draw a plan view of the room)		

Section 2 – Buildings and Workplace		
If you answer **NO** to any item give further details	Delete as appropriate	Detail problem and possible corrective action
2.1 Carpets and/or floors in good condition?	Yes/No	
2.2 Floors clean and level?	Yes/No	
2.3 Desks, filing cabinets and shelves generally tidy?	Yes/No	
2.4 Room secure from access by children?	Yes/No	
2.5 Lighting adequate?	Yes/No	
2.6 Chairs in good condition and fully adjustable?	Yes/No	
2.7 Walkways tidy and unobstructed?	Yes/No	

2.8 Store rooms tidy and accessible?	Yes/No	
2.9 Window, blinds and doors operative and in good condition?	Yes/No	
2.10 Boxes and files stored safely?	Yes/No	
2.11 Storage space adequate?	Yes/No	

Section 3 – Harmful Chemicals and Substances		
	Delete as appropriate	Detail problem and possible corrective action
3.1 Are there any harmful chemicals or substances kept in place/room where you work?	Yes/No	If "yes" go to question 3.2. If "no" don't answer questions – go to next section.
3.2 Does ACC supply the chemicals or substances and needed to perform the job?	Yes/No	If "yes" please answer all the questions in this section. If "no" don't answer questions – do to next section.
3.3 Hazards identified in data sheets have adequate written safety procedures available. Relevant employees trained?	Yes/No	
3.4 All chemical containers clearly labelled and stored in accordance with manufacturer instructions?	Yes/No	
3.5 Empty and used chemical containers removed from area and disposed of in accordance with manufacturer instructions?	Yes/No	
3.6 Spillage control kits available and replenished?	Yes/No	
3.7 Safety signs in place and legible?	Yes/No	

Section 4 – Work Equipment and Electrical		
If you answer **NO** to any item give further details	Delete as appropriate	Detail problem and possible corrective action
4.1 Employee aware of procedure for reporting defective equipment?	Yes/No	
4.2 Sufficient sockets available and extension cables kept to a minimum?	Yes/No	
4.3 Electrical cables secure and away from walkways?	Yes/No	
4.4 Electrical equipment used in accordance with manufacturer instructions?	Yes/No	
4.5 Electrical equipment tested with date and signature visible?	Yes/No	
4.6 Employee owned electrical equipment tested and approved by Facilities?	Yes/No	
4.7 ACC supplied equipment secured after use?	Yes/No	

Section 5 – Fire and Evacuation		
If you answer **NO** to any item give further details	Delete as appropriate	Detail problem and possible corrective action
5.1 Heat sources kept away from potential fire hazards including flammable chemicals?	Yes/No	
5.2 Sufficient smoke detectors in place?	Yes/No	
5.3 Smoke detectors functional?	Yes/No	
5.4 Fire extinguishers available in place/room of work?	Yes/No	

Section 6 – Manual Handling		
	Delete as appropriate	Detail problem and possible corrective action
6.1 Is there any manual handling activities that may cause injury?	Yes/No	If "yes" complete all questions in this section. If "no" don't answer questions – go to next section.
6.2 Employee in good health relative to manual handling requirements of job?	Yes/No	
6.3 Manual handling risk assessments completed and documented on tasks identified as presenting a risk of injury?	Yes/No	
6.4 Control measures in place to prevent injury or damage to property or products?	Yes/No	
6.5 High-risk employees trained in manual handling techniques?	Yes/No	
6.6 Employee informed ACC of any issues relating to manual handling?	Yes/No	

Section 7 – Personal Protective Equipment (PPE)		
	Delete as appropriate	Detail problem and possible corrective action
7.1 Is there a requirement for PPE?	Yes/No	If "yes", make a list below and answer all questions in this section. If "no" don't answer questions – go to next section.
7.2 PPE available and accessible relative to hazard?	Yes/No	
7.3 PPE checked and maintained effectively?	Yes/No	
7.4 PPE used in accordance with manufacturer instructions?	Yes/No	
7.5 Where mandatory to do so – all employees	Yes/No	

wearing PPE?		
7.6 PPE fit for purpose and effective?	Yes/No	
7.7 Procedure for replenishment of PPE consumables effective?	Yes/No	
7.8 Safety glasses used where mandatory?	Yes/No	

Section 8 – Other		
If you answer **NO** to any item give further details	Delete as appropriate	Detail problem and possible corrective action
8.1 Employee aware of accident reporting procedure?	Yes/No	
8.2 First Aid box available and replenished?	Yes/No	

Any other information or items for improvement

Aberdeen City Council
Human Resources and Organisational Development
Flexible Working Request

To be considered for Flexible Working Arrangements you must complete this form (you may continue any part on a separate sheet if necessary) and then submit it your line manager.

1. Personal Details

Name (in full): _____   **Payroll No.:** _____

Directorate: _____

Location: _____

Job Title: _____

2. Dependant Responsibilities

Employees with 26 weeks' continuous service at the date of application, and who have dependant responsibilities *, have a statutory right to request to work flexibly.

Do you have a statutory right to request flexible working: Yes [   ] **No** [   ]

If **No** then continue to Section 3

If you have a statutory right to request flexible working then please complete this section to tell us about your caring responsibilities.

Type of Dependant	Number of Dependants	Type of Responsibility – Sole or Shared with another person
Child (under 18 years)		
Adult (over 18 years)		

Please provide details about your caring responsibilities:

3. Supporting Information

To help your manager decide whether your request to work flexibly can be approved please tell us why you are making the request:

_____

_____

_____

_____

_____

_____

_____

How do you think your requested working arrangement will affect your Service and your colleagues?

_____

_____

_____

_____

_____

_____

_____

Have you any suggestions about how the possible effects of implementing your flexible working request could be dealt with?

_____

_____

_____

_____

_____

_____

_____

4. Details of Request

What is your current working pattern (days/hours/times worked/work location)?

What kind of flexible working would you like to request?

Flexi-time		Term Time Working	
Compressed Working		**Home Working**	
Annualised Hours		**Mobile or Satellite Working**	
Other			
Please describe the arrangement you would like:			

_____

_____

_____

_____

_____

When would you like your new working arrangement to begin (date)? _____

5. SIGNATURE

Signed: …………………………………. Date: …………………………..

6. FOR SERVICE USE
(1) Request approved (letter sent)   Initials ………………. Date………………..

(2) Request declined (letter sent)   Initials ………………. Date ………………..

∗ Dependant responsibilities is defined as an employee who is caring for a person who is:

1) Married to or the partner or civil partner of the employee
2) The relative of an employee; or
3) Falls in to neither of the categories above but lives at the same address as the employee

The definition of relative includes any person related to the employee, such as mother, father, son, daughter, adopter, guardian, brother, sister, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law, daughter-in-law, uncle, aunt or grandparent.

The definition of partner means the other member of a couple consisting of (a) a man and a woman who are not married to each other but are living together as husband and wife, or (b) two people of the same sex who are not civil partners of each other but are living together as if they were civil partners.

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Telephone systems and mobile devices for private usage
REPORT NUMBER:	CG/13/100

1. PURPOSE OF REPORT

This report proposes the replacement of the existing policy on the use by employees of the Council's telephone systems for private calls with a set of guidance, which also covers the use of mobile devices for private calls and digital messaging.

2. RECOMMENDATION(S)

The Committee is requested to:

a) Approve the replacement of the existing policy on the use by employees of the Council's telephone systems for private calls with a set of guidance, which also covers the use of mobile devices for private calls and digital messaging.

3. FINANCIAL IMPLICATIONS

None

4. OTHER IMPLICATIONS

None

5. BACKGROUND/MAIN ISSUES

The last review of the policy was in August 2007. Since then there have been several changes in technology in the Council such as the introduction of mobiles, smart phones and other mobile devices which now require to be reflected in the document, as well as the need for it to cover digital messaging as well as phone calls.

The main changes to the document have been as follows:-

- The policy has been converted to a set of management and employee guidance (with a short policy statement retained under 1) to allow for more flexibility in its application.

- There is mention that it now covers private digital messaging as well as phone calls and includes Council mobiles/smart phones and other mobile devices as well as land lines/extensions.

- There has been an amendment to section 4.2 of the document on call logging, with the list of Council establishments where the call logging facility is available having been removed, with details now to be placed on the Zone (or available from line mangers). This list will be more easily maintained and kept up-to-date by the ICT service, without the need for regular updates to the guidance.

- There has been an addition to section 4.2 indicating that the Council also receives usage details of all mobiles/smart phones and other mobile devices for calls and messaging from providers.

- There has been an amendment to section 5 to indicate that if further monitoring reports are required of outgoing private calls, in addition to the standard monthly report Directorates receive showing the top 50 external numbers called in each, these can be supplied by ICT on request by a third tier manager or above.

- There have been some necessary terminology changes/amendments.

The ICT Service was consulted to verify current practice regarding call logging and monitoring to ensure that up-to-date arrangements were reflected in the guidance.

6.   IMPACT

The impact of these changes to the document will be minor, being concerned mainly with updates to reflect technology changes and to cover digital messaging including texting. The main parts of the document remain unchanged, although it is now guidance (with a short policy statement retained) rather than a policy.

An Equality and Human Rights Impact Assessment has been compiled in respect of the proposals in this report, with no negative equality implications identified.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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GUIDANCE ON THE USE BY EMPLOYEES OF THE COUNCIL'S TELEPHONE SYSTEMS FOR PRIVATE CALLS AND OF MOBILE DEVICES FOR PRIVATE CALLS AND DIGITAL MESSAGING

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1.   Policy Statement

1.1   It is the Council's policy to discourage the regular use, by employees, of its telephone systems, including mobiles/smart phones and other mobile devices, for making private telephone calls, and other forms of digital messaging (including texting).   However, in the event that private calls or digital messages have to be made the Council shall not charge employees for these calls or messages, unless the usage is excessive.

1.2   Usage, in terms of cost and time spent on private calls, messaging and texting, however, will be monitored and any abuse of this guidance could result in disciplinary action.

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2.   Background

2.1   The Council has invested heavily in telephone systems and facilities, including mobile/smart phones and other mobile devices, to ensure that efficient and high quality services are provided to the general public.

2.2   It is recognised that any practices which reduce public access to services should be minimised and where possible avoided.   However, it is also accepted that there may be the occasional need for an employee, either to make or receive private calls or messages, using the Council's facilities.

2.3   It is also recognised that the telephone systems, operating in the various Council facilities, are not identical and do not provide the same degree of information in relation to, for example, call logging and call activity.   This guidance provides a framework for managers and employees, on the use of all Council telephones for private calls and messages (both outgoing and incoming), as well as detailing the procedure to be followed where call logging is in operation.

2.4   It is further recognised that a degree of mutual trust between the Council and its employees is required in order for this guidance to operate effectively.

2.5   Further guidance on user responsibilities' regarding mobile/portable devices, which includes phones and smartphones can be found on the Zone.

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3.   Circumstances under which it is permissible to make or receive a private telephone call or send a message, during, or outwith, normal working hours

GUIDANCE ON THE USE BY EMPLOYEES OF THE COUNCIL'S TELEPHONE SYSTEMS FOR PRIVATE CALLS AND OF MOBILE DEVICES FOR PRIVATE CALLS AND DIGITAL MESSAGING

3.1   All Council employees should, wherever practicable, avoid or minimise the use of any of the Council's telecommunications networks, including mobiles/smart phones and other mobile devices, for private calls or messages. Where it is necessary to make or receive such calls or messages, these should, wherever possible, take place at periods of low workload and when it is least likely to inconvenience the public or Council employees in other services. In addition, the time spent on such calls or messages should be kept to a minimum.

3.2   In the case of an employee working abroad who requires to use a Council mobile/smart phone or other mobile device to make a personal call, this is only permitted on a limited basis where the call is regarded as being essential e.g. concerned with the illness of a relative.

3.3   Only in exceptional circumstances should an employee make a private call or send a digital message from a telephone line/extension, mobile/smart phone or other mobile device, which is not normally assigned for their use.

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4.   Guidance for managers and employees at Council sites where call logging is in operation

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4.1.   The telephone systems at various Council establishments are linked to the corporate telephone network, which is administered centrally by the ICT Service.

4.2.   It is possible to monitor and report on private usage at many of these establishments, via the call logging facility. A list of the establishments where this can be done is on the Zone or available from line managers. The Council also receives usage of all mobiles/smart phones and other mobile devices for calls and messaging from the provider.

4.3.   For employees, working at locations where private usage can be monitored and reported, if they are required to make a private call, they **must** follow the procedure detailed below:

4.3.1. **Local and National (calls with a dialling code other than 01224) Calls**

Where it is necessary to make an outgoing local or national call, the code # 8000, followed by a 9 for an outside line, should be keyed-in by the employee, before the receiver's number is dialled.

The call logging equipment will then identify the extension from which the call has been made, the receiver's number, duration and cost of the call.

It should be noted that a restriction has been placed on the use of all premium

GUIDANCE ON THE USE BY EMPLOYEES OF THE COUNCIL'S TELEPHONE SYSTEMS FOR PRIVATE CALLS AND OF MOBILE DEVICES FOR PRIVATE CALLS AND DIGITAL MESSAGING

service numbers e.g. 0891 and 0898. If an employee needs to call such a number, in the course of their business activities, then contact may be made via the telephone operators, by dialling zero.

4.3.2. **International Calls**

If an employee needs to make a private <u>international</u> call, <u>prior</u> approval must be sought from his/her line manager. The line manager will then make arrangements, through the ICT Service to have any dialling restriction lifted from the employee's extension, for the duration of the call.

As with local and national calls, the employee **must** key-in the code # 8000, followed by a 9 for an outside line, before the receiver's number is dialled. The Council's call logging facility will again record the extension from which the call was made, the receiver's number, duration and cost of the call.

5.	Monitoring outgoing private telephone calls

5.1.   Where applicable, the ICT Service, via the call logging facility, will produce a report showing the top 50 external numbers dialled in each Directorate, for extensions that are monitored, showing duration and cost of calls. This list will be provided, on a monthly basis, and will allow Heads of Service to quickly determine the level of usage. Further reports can be supplied on request by a third tier manager or above, through contacting the Head of Customer Service and Performance, highlighting all calls made from any specified extension or from a mobile/smart phone or other mobile device.

5.2.   It will be each Head of Service's responsibility to monitor the private use of all the Council's telephone systems and where it is deemed to be excessive, to take the appropriate remedial action.

5.3.   ICT will also monitor, and report, as a corporate indicator, usage in terms of duration and cost to the Council, of private calls made by employees.

6.	Other telephone systems

6.1.   Where other telephone systems, which do not have a sophisticated call logging facility, are in use (including Council mobiles/smart phones and other mobile devices) employees are required to maintain a log of all private calls made, detailing the number dialled and duration of calls. The same is the case for messages. This log may be scrutinised, at any time, on request by the relevant Head of Service.

GUIDANCE ON THE USE BY EMPLOYEES OF THE COUNCIL'S TELEPHONE SYSTEMS FOR PRIVATE CALLS AND OF MOBILE DEVICES FOR PRIVATE CALLS AND DIGITAL MESSAGING

7.   Unauthorised use by employees of the telecommunications systems or disregard of this guidance

7.1.   All employees are to operate within this guidance in regard to making, or receiving private calls and digital messages. Where an employee has disregarded this guidance or is deemed to have made excessive or unnecessary use of the Council's telephone systems, including mobiles/smart phones or mobile devices, for private calls or messages, it will be deemed to be a matter which may be subject to the Council's Disciplinary Procedure.

8.   Review of this guidance

8.1.   Human Resources will periodically review this guidance. It will, nevertheless, be subject to continual review and amendment in the light of experience of its operation and employment best practice. Changes will only be put into effect following the normal consultation arrangements.

9.   Unfair treatment

9.1   If an employee feels he/she has been treated unfairly in terms of this guidance, he/she has the right to raise this under the Council's Managing Grievances policy/procedure.

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
ACTING DIRECTOR	Paul Fleming
TITLE OF REPORT	Data Validation – Outcome of 2012/13 exercise
REPORT NUMBER:	CG/13/099

1. PURPOSE OF REPORT

The purpose of this report is to provide Committee with details of the outcome of the 2012/13 Data Validation exercise.

2. RECOMMENDATION(S)

The Committee is requested to:

a) Note the outcome of the 2012/13 Data Validation exercise and instruct officers to further develop the reporting of diversity and equality information to fully meet Equality Act requirements.

3. FINANCIAL IMPLICATIONS

There are no financial implications in respect of this report. The further development of the reporting of diversity and equality information will be undertaken internally by Council employees.

4. OTHER IMPLICATIONS

The main 'other' implication is the need to work towards full compliance with the 'specific duties' under the Equality Act in relation to the gathering and using employee information to better perform the 'general equality duty'.

5. BACKGROUND/MAIN ISSUES

The latest data validation exercise was carried out from October 2012 to February 2013 and is undertaken every 3 years, with the previous exercise having been undertaken in 2009.

Its purpose is to confirm and gather both employee personal information held by the Council and 'sensitive personal' information, in

accordance with equality and data protection legislation. The personal information includes address, date of birth, marital status, next of kin and emergency contact details and the 'sensitive personal' information includes disability, ethnic origin, religion or beliefs and sexual orientation.

The Equality Act requires the Council to gather information on the composition of its employees and use the information to better perform the 'general equality duty'. To do this it is necessary to collect and analyse 'sensitive personal' information related to diversity and equality. The Data Protection Act 1998 requires that regular consent is obtained from employees to record, securely store and process their 'sensitive personal' details. As well as the above, employees were informed that the information would be used to promote diversity and equality in employment, improve policies and procedures, for equal pay purposes and in statistical returns and reports.

An electronic version of the data validation form was used by those employees with a Council e-mail account and access to the Zone. Those employees without the above were issued with a paper version of the form to complete, with a prepaid and addressed envelope provided for its return.

Appropriate communication was carried out in advance of the exercise to ensure that employees and managers were aware of how and when it would be undertaken and what was expected of them. A 'frequently asked questions' sheet was also prepared and made available with both the electronic and manual versions of the form.

Employees were strongly encouraged to participate in the exercise, to take the opportunity to update or provide their details to improve the quality and quantity of diversity and equality information held by the Council. The aim was to achieve as high a response rate as possible to help ensure that the information held by the Council was complete and accurate. The result was that 80% of employees returned the form which was considered to be a high response rate compared to the exercise carried out in 2009, which had a 63% response rate.

The information was then uploaded to the HR/Payroll database, with the sensitive personal information held in a secure area of the system only accessible by nominated officers in the Human Resources and Organisational Development service.

Following this a report was run from the system on the profile of the Council's workforce in terms of relevant protected characteristics (not identifying any individual employees).

The table below shows the key statistics from the report (run on 22 May 2013) compared to the figures the last time the report was run (on 30 November 2012), with an analysis following the table:

Category	22 May 2013	30 November 2012
Ethnic Minority Employees	1.75%	1.85%
No Declarations	31.78%	29.76%
Disabled Employees	2.72%	2.13%
No Declarations	24.26%	35.46%
Female Employees	70.36%	70.01%
Male Employees	29.64%	29.99%
Employee Age Range		
16 – 29	12.74%	13.35%
30 – 39	19.57%	19.39%
40 – 49	26.81%	27.05%
50 +	40.89%	40.21%
Employee Religion		
Buddhist	0.26%	0.19%
Other Christian	5.60%	4.44%
Church of Scotland	16.88%	0.50%
Christian (Protestant)	9.80%	22.99%
Christian (Roman Catholic)	4.98%	4.11%
Hindu	0.24%	0.18%
Humanist	0.48%	0.03%
Jewish	0.03%	0.05%
Muslim	0.38%	0.04%
None	30.03%	22.08%
No Declaration	24.30%	39.32%
Not Completed	1.46%	3.98%
Not Specified	0.03%	0.03%
Other	1.03%	1.56%
Pagan	0.41%	0.11%
Prefer Not To Answer	4.03%	0.00%
Sikh	0.06%	0.03%

The table shows that since the data validation exercise was undertaken:

- The percentage of ethnic minority employees in the Council has marginally reduced and the 'no declarations' have marginally increased.

- The percentage of disabled employees in the Council has marginally increased and the 'no declarations' have significantly decreased.

- The gender breakdown of employees has remained unchanged.

- The 16-29 age category has marginally reduced, the 30-39 category has remained the same, the 40-49 category has marginally reduced and the 50+ category has remained unchanged.

- The most significant changes in relation to religious breakdown were in relation to Church of Scotland which increased, Christian (Protestant) which decreased (but with both changes likely to be due to interpretation of the classifications), 'None' which increased and 'No declaration' which decreased.

The report therefore indicates a mixed picture in relation to the changes in the diversity and equality information held by the Council in relation to race, disability and religion. Although there was a high response rate by employees to the data validation exercise, it appears from the above that the percentage of employees choosing not to declare their ethnicity remains relatively high at 31.78%, but has reduced in relation to disability to 24.26% and in relation to religion to 28.33%, which is more positive. Employees have the right not to declare 'sensitive personal' information but by doing so it means that the diversity and equality information held by the Council is limited. This makes it more difficult to draw conclusions, identify any underrepresentation in the workforce on the basis of the protected characteristics and to then plan equality related interventions to address these. The Council will therefore continue to encourage employees to provide diversity and equality information the next time the data validation exercise is undertaken, which will be in 2015. The information in relation to gender and age has in the main remained unchanged, which is what would have been expected over such a short period of time.

One of the 'specific duties' under the Equality Act relating to public authorities is to take steps to gather and use employee information on the composition of employees as well as annual information on the recruitment, development and retention of employees with respect to the number and relevant protected characteristics of employees. The authority must then use this information to better perform the 'general equality duty'. The public sector equality duty covers the protected characteristics of age, disability, gender, gender reassignment, pregnancy and maternity, race, religion and belief, sexual orientation and marriage and civil partnerships. At present the Council is working towards complying with this duty and the Human Resources and Organisational Development service will therefore proceed to take steps to further develop the reporting of diversity and equality information to fully meet the abovementioned 'specific duty'.

Also, one of the 'equality outcomes' reported in the Council's equality 'mainstreaming report' presented to the Corporate Policy and Performance Committee of 18 April 2013 was 'to have a workforce within the Council that reflects the community we serve'. What this means is that the makeup of the Council's workforce should mirror that of the relevant protected characteristic groups that live within Aberdeen City, with census information used as the comparator. The Council's annually produced Diversity and Equality Monitoring Report will help to demonstrate progress made in achieving this 'outcome' and is another reason for further developing the reporting of diversity and equality information, with action plans being put in place to meet the 'equality outcomes'.

6.   IMPACT

The main impact of the data validation exercise is that it will assist the Council in working towards the 'specific duties' relating to public authorities under the Equality Act. It has been identified that there is a need to further develop the reporting of diversity and equality information to fully comply with these duties. The fact the Council achieved a high response rate to the data validation exercise is positive but there still remains a need, in future, to further encourage employees to declare diversity and equality information in order that any areas of underrepresentation in relation to protected characteristic groups are fully identified and understood, so that appropriate interventions can be considered.

An Equality and Human Rights Impact Assessment will be compiled in respect of the proposals in this report.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
DIRECTOR	Director of Corporate Governance
TITLE OF REPORT	Head of Infrastructure and Assets
REPORT NUMBER:	CG/13/105

1. PURPOSE OF REPORT

    The purpose of this report is to provide Committee with details of a proposed new post which will allow the Directorate to meet its obligation to deliver a school estate which meets the needs of learners throughout the city.

2. RECOMMENDATION(S)

    The Committee is requested to approve the establishment of an event related fixed term post of Head of Infrastructure and Assets on Chief officer terms and conditions of employment.

3. FINANCIAL IMPLICATIONS

    The full year impact on the revenue budget, including employer's contributions will be £80,478.

    Funding for this post has been agreed as part of the budget settlement for Education Culture and Sport at the budget setting meeting in February 2013.

    Existing budget allocation will meet costs for the current financial year with any future growth being accounted for in budget setting discussions for future years.

4. OTHER IMPLICATIONS

    Curriculum for Excellence is the biggest single educational reform in modern times and has caused local authorities to examine the way learning takes place in schools. In addition the Local Development Plan has been approved by Aberdeen City which has indicated a potential increase in housing in the order of 36,000 mainly around the periphery of the city.

The particular challenge that arises from these changes is how we plan for, and deliver, a fit for purpose school estate which meets the needs of learners now and into the future.

It is a statutory obligation for the local authority to provide fit for purpose learning environments and to secure educational improvement. This post will directly contribute to delivery of these obligations.

This is consistent with the Smarter City, Smarter People vision for Aberdeen city.

5.   BACKGROUND/MAIN ISSUES

Education has been identified as one of Aberdeen City Council's key priorities. An essential part of the strategy to raise attainment in the city is ensuring that resources are available in the communities that require them. The review of the school estate is crucial to providing quality, fit for purpose learning environments in the right places.

A new post of Head of Infrastructure and Assets is to be created to oversee the strategic management of the Education Estate Programme across Aberdeen city. The job holder will have to ensure that all projects meet their objectives and deliver the projected benefits. He or she will ensure all projects maintain their focus in line with the requirements of the Scottish Futures Trust and the context, including risks, is actively managed
.
This is a lead role and the post holder will be taking personal responsibility for the successful delivery of the programme, associated projects and will both plan and deliver their work portfolio to realise service aims, objectives and outcomes.

This post is unusual because of the size and complexity of the programme and because of the degree of autonomy that the post holder will be expected to exercise. In practice he or she will take full responsibility for the entire programme and will report directly to the Director of Education Culture and Sport where they require managerial guidance or when additional authority is required.

These are very unusual circumstances. The size of the programme being overseen is particularly large. The scope of the job includes several high profile and potentially politically sensitive tasks. The job holder will not be reporting to a Head of Service and will have authority to act without that degree of supervision.

To reflect these circumstances it is considered that the post should be established on Chief Officer Terms and Conditions, and that this should be an event related fixed term contract, with the event that brings an

end to the contract being the completion of the school estate project. Other options were explored and consulted, however in response to feedback from UNISON and GMB, the approach outlined above was felt to be most appropriate.

6.   IMPACT

This post directly supports strategic priority 10 of the Education, Culture and Sport Service Plan – Fit for Purpose Learning Environments. In addition there are a range of SPIs associated with school attainment performance that will be impacted by the delivery of appropriate learning environments.

7.   BACKGROUND PAPERS

None

8.   REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL
JOB PROFILE

1	Job Details	
Job Title:	**Infrastructure and Assets Manager**	
Job Profile No:		
Directorate:	Education Culture and Sport	
Service:		
Grade:		
Version Date:		

2	Job Purpose

The post holder will oversee the strategic management of the Education Estate Programme across Aberdeen city, ensuring all projects meet their objectives and deliver the projected benefits. The post holder will ensure all projects maintain their focus in line with the requirements of the Scottish Futures Trust and the context, including risks, is actively managed.

This is a lead role and the post holder must take personal responsibility for the successful delivery of the programme, associated projects and plan / deliver their work portfolio to realise service aims, objectives and outcomes.

3	Reporting Relationships

Director of Education Culture and Sport
|
Infrastructure and Assets Manager
|
Education Estate Project Team

4	Outcomes

The post holder will be expected to:

- Take ownership of the vision of the Schools Estate programme, ensuring the delivery of the school curriculum as set out by the Curriculum for Excellence.
- Take the lead role in managing a programme of wide ranging projects from inception to Financial Close and beyond into the operational phase of projects; and provide clear leadership during the transition from the procurement phase to the delivery phase of projects.
- Ensure that the various projects comply with SNCT regulations.
- Focus on the delivery of the school estates programme timeline, milestones, budget, quality and safety.
- Take on the responsibility as lead negotiator with developers.
- Lead and oversee a wide range of statutory consultations, school closures and amalgamations.
- Monitor and control the budget for a number of new build projects as the main budget holder.
- Provide effective leadership to a team of project managers and officers and

support staff.

- Ensure successful delivery of all aspects of the Education Estates programme
- Identify, analyse and prioritise risks/issues internal and external to the programme and reconcile these with business objectives.
- Develop and implement a communications strategy for the programme and lead effective interface and communication with all stakeholders
- Ensure an appropriate programme management framework is in place
- Establish effective contract monitoring arrangements
- Develop and control the programme at a strategic and operational level and make recommendations on this.
- Lead on resulting asset disposal for Education Culture and Sport
- Ensure that the strategies and policies comply with legislation and prepare the council for any upcoming changes in legislation.
- Ensure high performance within the team and the efficient use of resources in the areas of HR, property, finance, ICT and facilities.
- Prepare reports and papers for council committees and other external agencies
- Liaise with other programme/project managers within the North hub group of authorities
- Take the lead role in managing relationships with Architects and Construction teams

5	Knowledge

The post holder needs to be able to demonstrate a sound understanding and extensive experience of:

.

- Leadership at a senior level in a large multi-functional organisation.
- Comparable procurement of assets and long term services, ideally gained from senior involvement for the public sector in revenue financed project(s).
- Expertise necessary to successfully deliver the programme ensuring it is scoped, planned, implemented and evaluated.
- Advising, influencing, persuading, commanding confidence and acting assertively in a political environment with all key partners, internal and external.
- Strong financial acumen including information management skills or reporting, monitoring, analysis and evaluating.
- Being responsible for significant budgets and delivering within balance.]
- Substantial knowledge of area(s) for which the post holder is responsible, including industry best practice and developments in areas relating to the functions of the post.
- Knowledge of all statutory legislation and best practice relevant to the post.

6	Job specific skills and competencies

The post holder is expected to demonstrate:

- Ability to negotiate and broker relationships with stakeholders within and outside the programme and demonstrate the sensitivities required to balance and resolve the tensions in working with a wide range of contacts (both internally and externally at senior levels)

- Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.
- Ability to think strategically and contribute to the senior management of the service, including balancing competing needs and interests
- Capacity to meet deadlines, satisfy political objectives and organisational priorities
- High level analytical skills
- An aptitude for strategic problem solving, decision-making and negotiating
- Ability to produce practical and creative solutions

7	Organisational Behaviours

The post holder is expected to display the following behaviours:

Communication
- Makes sure there are appropriate, sufficient and effective communication channels in place for the team, service or organisation for example regular 1-2-1s and team meetings
- Keeps people up to date
- Communicates information clearly and concisely
- Open and honest in communication
- Provides constructive feedback/ advice/ instruction

Customer Focus
- Encourages team and others to be customer focused
- Invests effort in making a difference to how services are planned and delivered
- Works collaboratively across service/ team/ organisational boundaries to deliver excellent customer service
- Actively seeks out customer feedback to identify service improvements

Professionalism
- A role model for professionalism
- Flexible and willing to support change
- Demonstrates honesty and integrity in their decisions and actions
- Accountable and holds others to account
- Task and solutions focused

Respect
- Recognises the time, effort and commitment of others
- Shows respect for people at all levels
- Supports corporate decisions once these are made
- Fair and consistent in their approach

Creative Thinking
- Looks for more effective ways to improve the service and encourages others to come up with ideas and new ways of working
- Prepared to take managed risks

Engagement

- Provides a shared vision and direction and aligns employee performance with team, service and organisational objectives
- Accessible and approachable
- Ensures relevant mechanisms are in place to encourage engagement
- Encourages good working relationships
- Explains how decisions have been reached and involves people in decisions which affect them
- Delegates responsibility appropriately – strikes the right balance between giving guidance and giving responsibility

Future Focused
- Demonstrates knowledge of the organisation's vision, mission and aims and works to achieve these
- Manages budgets and/ or resources effectively and looks for opportunities to maximise budgets/ resources
- Seeks to deliver results for the organisation
- Negotiates effectively
- Sees the bigger picture, both internally and externally, and takes this into account when making decisions

Team Leadership
- Demonstrates a positive approach to work
- Manages change effectively
- Creates a work environment which promotes health, safety and wellbeing
- Supportive and encouraging
- Represents team interests to higher management
- Creates a culture of learning, e.g. coaches and mentors others
- Regularly monitors and reviews performance - recognises and acknowledges good performance; deals with under performance and other problems at the earliest opportunity

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Educated to degree level.

9	Development

The post holder must have undertaken or be committed to undertaking the following within a specified period:

- OIL – 'For your eyes only' ICT Security module
- OIL – 'Protecting Children'
- OIL module – Data Protection
- Project Management
- Behavioural Impact training including Negotiating and Influencing and Managing Performance

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ABERDEEN CITY COUNCIL

COMMITTEE	**Finance, Policy and Resources**
DATE	**26th September 2013**
DIRECTOR	**Gayle Gorman**
TITLE OF REPORT	**Request for Approval of Expenditure for Provision of Lifeguards in Swimming Pools attached to Schools tender.**
REPORT NUMBER:	**ECS/13/064**

1. PURPOSE OF REPORT

This report advises Committee of the intention to go out to tender for the provision of lifeguards during curriculum time in swimming pools attached to schools. The tender would cover a maximum period of three years. This report also seeks approval of the estimated expenditure as detailed in this report.

2. RECOMMENDATION(S)

It is recommended that the Committee approves:

* the estimated expenditure of £60,000 per annum for the provision of lifeguards in swimming pools attached to schools, in accordance with SO1(3) of the Council's Standing Orders Relating to Contracts and Procurement. For the three-year period this is a total estimated expenditure of £180,000.

3. FINANCIAL IMPLICATIONS

The Council has budgeted £60,000 in the current financial year 2013-14 to supply qualified lifeguards during curriculum swimming. This expenditure is currently with two different providers.

There is also a £60,000 budget in each of the next three financial years to cover these costs.

4. OTHER IMPLICATIONS

The total estimated spend on the provision of lifeguards for the three-year period is £180,000 which is above the threshold set under Directive

2004/18/EC (and as referred to in the Public Contracts (Scotland) Regulations 2012) – and so tendering will be undertaken in accordance with these Regulations, whereby a full EU compliant tender process is required.

5. BACKGROUND/MAIN ISSUES

Aberdeen City Council has responsibility for ensuring safety in swimming in schools where it is the employer. As part of this responsibility the Council provides the safety policy, guidance and procedures for swimming, and ensures that its employees receive any necessary training to carry out their tasks. The Council has a requirement to ensure that there is a qualified lifeguard on poolside to National Pool Lifeguard Qualification (NPLQ) standard when activity is taking place in the pool.

This tender process, which will ensure that this requirement is met and that we have a safe environment for our young people to carry out aquatics, will be led by Education, Culture and Sport in conjunction with the Central Procurement Unit (CPU) and Legal Services. The contract shall be awarded on the basis of the most economically advantageous tender from the point of view of the Council.

6. IMPACT

The implementation of this contract will ensure the Council has a safe environment in place for young people to carry out aquatic activity during curriculum time. Failure to progress with this tender would mean that schools would no longer be able to utilise swimming pools attached to schools for curriculum delivery.

7. BACKGROUND PAPERS

No background papers to this report

8. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26th September 2013
DIRECTOR	Paul Fleming
TITLE OF REPORT	Request for Approval of Expenditure for the Provision of Workplace Water Tender.
REPORT NUMBER:	CG/13/103

1.   PURPOSE OF REPORT

This report advises Committee of the intention to go out to tender for Workplace Water Provision for a maximum of four years and seeks approval of the estimated expenditure as detailed in this report.

2.   RECOMMENDATION(S)

It is recommended that the Committee approves the estimated expenditure of £20,546 per annum on Workplace Water Provision, in accordance with SO1(3) of the Council's Standing Orders Relating to Contracts and Procurement. For the four-year period this is a total estimated expenditure of £82,184.

3.   FINANCIAL IMPLICATIONS

The Council spent approximately £20,546 on water in the workplace during the 2012/13 financial year. This expenditure is currently with three different suppliers, so there is an opportunity to reduce this expenditure by means of a joint tendering process with Aberdeenshire Council (due to the increased buying power which joint tendering should entail).

4.   OTHER IMPLICATIONS

Aberdeen City Council's total estimated spend on Workplace Water Provision for the four-year period is £82,184 which is below the threshold set under Directive 2004/18/EC (and as referred to in the Public Contracts (Scotland) Regulations 2012) but, combined with the estimated expenditure of Aberdeenshire Council, this threshold would be exceeded – and so tendering will be undertaken in accordance with these Regulations, whereby a full EU compliant tender process is required.

There are no EHRIA implications. The delivery of the service will be as it has been previously although the chosen contractor will be tasked with creating efficiencies to enhance service levels whilst reducing costs as part of the contract management process.

5.   BACKGROUND/MAIN ISSUES

This tender process will be run by the Central Procurement Unit (CPU) in conjunction with the Facilities Management section. The tender shall be awarded on the most economically advantageous basis, and shall give weighted consideration to price, quality of service, quality of water service levels and sustainability.

A three year contract shall be awarded with the Council having an option to extend for up to a further year should the performance of the contractor merit such.

The contract will cover the hire or purchase of free standing bottled water machines, plumbed in water machines and a maintenance and sanitization service for both hired and existing facilities.

6.   IMPACT

The implementation of this contract will ensure the Council has a fully compliant contract in place, which provides a one supplier solution, to cover all its workplace water needs, from plumbed in machines to bottled machines, including maintenance and sanitization.

7.   BACKGROUND PAPERS

n/a

9.   REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26th Sept 2013
DIRECTOR	Paul Fleming
TITLE OF REPORT	Procurement of Fuel Oil (Kerosene)
REPORT NUMBER:	CG/13/104

1.   PURPOSE OF REPORT

The report advises the Committee of the intention to use a national mini-competition procedure to call-off from a pre-tendered UK Government Procurement Service Framework Agreement (RM1013 Liquid Fuels) for the purchase of fuel oil. The report further seeks approval of the estimated expenditure as detailed in this report.

2.   RECOMMENDATION(S)

The Committee is recommended to approve the use of the Government Procurement Service Framework Agreement in order to purchase fuel oil as required.

3.   FINANCIAL IMPLICATIONS

This mini-competition shall take advantage of the combined buying leverage of public sector bodies across Scotland to purchase fuel oil. Accordingly, market sounding, has shown that the overall costs will be more competitive than what individual public sector bodies can achieve through purchasing on their own.

The annual spend on fuel oil for the Council is approximately £515K per annum. The figure is continuing to decrease as Council sites move to more economical alternatives. The aforementioned figure is estimated to decrease by around £85K for financial year 2014/2015.

4.   OTHER IMPLICATIONS

An equality impact assessment is not required because the recommended actions do not have a differential impact on the users of the resulting contract service provisions.

There are no direct staffing implications arising from the use of this framework.

5. BACKGROUND/MAIN ISSUES

The Council is bound under the Public Contracts (Scotland) Regulations 2012 to be party to a tendering process in accordance with these Regulations. This has been undertaken through the UK Government Procurement Service.

The Scottish Government Procurement Service intends running a further competition under the UK Framework to further maximise the outcome by using an e-auction on the basis of lowest margin. The contract term is anticipated to be 24 months.

The Council previously utilised a similar mini-competition for the provision of fuel oils under a now expired Government Procurement Service framework.

6. IMPACT

The implementation of these frameworks will make sure that we have compliant contracts in meeting the needs of the service while achieving the most economically advantageous terms for the Council.

7. BACKGROUND PAPERS

Not applicable.

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Performance
DATE	26 September 2013
DIRECTOR	Paul Fleming, Acting Director of Corporate Governance
TITLE OF REPORT	Community Council Protocol
REPORT NUMBER:	CG/13/080

1.   PURPOSE OF REPORT

The Community Council Protocol outlines the expected relationship between the Council and Community Councils across Aberdeen specifically in relation to consultation and communication. This report appends the Community Council Protocol and seeks that the Committee adopt the Protocol.

2.   RECOMMENDATION

The Committee are requested to adopt the Community Council Protocol as set out in Appendix 1 to the report.

3.   FINANCIAL IMPLICATIONS

There are no financial implications arising from the report as the Protocol if adopted will be issued electronically to Community Councils and placed on the Community Council area of the Council website. If hard copies are required this can be met from within the existing budget allocated for Community Councils.

4.   OTHER IMPLICATIONS

There are no other direct implications arising from this report.

5.   BACKGROUND/MAIN ISSUES

5.1   The Community Council Protocol was developed in consultation with Community Councils and Officers in 2000/2001. The aim of the Protocol is to establish a more effective working relationship between the Council and Community Councils by setting out agreed standards of practice for elected members, officers and community councillors.

5.2 The Community Council Forum requested some changes to the Protocol and they have worked with the Community Council Liaison Officer to produce a document that they feel would be workable for all parties.

5.3 Community Councils and the Council have respectively expressed a willingness to tackle the challenges of enabling Community Councils to effectively represent their communities and for the Council to develop a fair and reasonable means of consultation and participation. The attached Protocol sets out the standards for communication and consultation between both parties.

6. IMPACT

This report takes into consideration aspects of the Community Plan and Single Outcome Agreement specifically in relation to Community Engagement. The Council are actively working to develop the working relationship between the Council and Community Councils through meetings with the Community Councils, their involvement in the Civic Forum and regular reviews of Community Council support.

Impact should be positive as this ties in with the Council's commitment to accessible information, provided through a variety of means. We are minded that dissemination of information should not be limited to electronic only.

This report is not considered to have any public interest outwith Community Council members.

7. MANAGEMENT OF RISK

This report aims to eliminate any risk by implementing a protocol between the Council and Community Councils which provides a framework for building relationships between the Council and Community Councils.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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Aberdeen City Council

Community Council Protocol

PREFACE

I am pleased to present and support this protocol which has been developed to enhance the working relationship between the Council and the Community Councils who represent local communities across Aberdeen.

As a Council we have said that we will seek to develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity and responsibility and that we will encourage and support citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience. Community Councils can help to achieve this by identifying local issues and providing a channel of communication between the Council, Elected Members, Officers and the local communities that they represent. The Council in turn must acknowledge the work of the Community Councils and the representations that they make on behalf of their local residents.

This protocol outlines the expectations and standards for the way in which Community Councils and the Council can work together to improve communication and participation across the City. We as a Council will face many challenges and pressures so it is important to maintain an open and constructive dialogue with Community Councils to help us achieve all that faces the City now and in the future.

I am confident that this protocol will encourage and promote the necessary effective working relationship between Council officials, Elected Members, Community Councils and the local communities they represent whilst making the City a better place for all of its citizens.

Councillor Barney Crockett

Leader of the Council
Aberdeen City Council

Contents Page

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1. INTRODUCTION

1.1
This protocol describes how the interaction should happen between Community Councils and the City Council and has been developed through dialogue between the City Council and Community Councils and represents their joint commitment to an effective working relationship. It sets out the mutual expectations agreed between the City Council and Community Councils.

1.2
When the Protocol fails to be adhered to by any partner the Community Council Liaison Officer will be notified in order to discuss the issue with the relevant party and if at that stage the issue has still not been rectified then a letter of complaint should be submitted to the Chief Executive and/or the Chairperson of the Community Council Forum which should be done via the Community Council Liaison Officer in order to ensure that the matter is being investigated.

1.3
The Protocol should be a working document that can be reviewed at any time to ensure that it is working effectively and also so that any new legislation or other improvements can be included.

2. ROLES

2.1 Community Council Forum

The City Council welcomes the role of the Community Council Forum as it provides support and assistance to individual Community Councils on matters of interest or concern. As an independent and non-political body they are a collective voice for Community Councils across the City and welcome information and speakers on issues that affect local communities.

2.2 Community Councils

Community Councils as a statutory consultee are involved in local environmental, planning and licensing issues and provide the Council with public opinion on such matters affecting their communities. Community Councils are fully committed to adhere to the legislation and guidelines in relation to community engagement, equality and planning.

It is acknowledged that liaison procedures should reflect local variations and should be tailored to the characteristics of the particular Community Council and the local areas involved. It is also considered that Community Councils have a special role in these matters, to represent a broader yet still local view that can be considered alongside the comments of those with a more individual interest.

An important aspect of the Community Council's role is to advocate and campaign in support of their community's concerns. In some cases Community Councils will be in disagreement with the Council and the public debate over contentious issues is an important part of the democratic process. This Protocol and the National Standards for Community Engagement support this by ensuring Community Councils have the required information and opportunities to effectively carry out their role. In return Community Councils are expected to conduct campaigns in a fair and proportionate manner to acknowledge the Council's (or other authorities) ultimate need to take decisions balancing competing views and their statutory responsibilities.

2.3   Chief Executive

The City Council's Chief Executive is the chief officer and is the formal link between the elected members of the Council and its officers and is ultimately responsible for the delivery of all Council Services.

If a Community Council is not satisfied with, or wishes to commend the actions or decisions of a particular City Council Service or an Officer then this is most appropriately done through the Chief Executive.

2.4   Elected Members

Elected members of the City Council represent serve and provide leadership for all the communities in Aberdeen. City Councillors have to make many challenging decisions in the Council's day to day business. They must balance their priorities by taking into account their statutory responsibilities, the needs and aspirations of citizens and the resources available to them.

2.5   Officers

The principal point of contact between Community Councils and the Council is directly with Council Officers. The most effective way of getting information, providing community feedback, exploring issues and advocating on behalf of the community is to have direct dialogue with the appropriate officer. It is not practical to provide a list of responsible officers for the thousands of issues that will concern a Community Council nor is it appropriate to be inflexible in how Community Councils contact officers. This protocol tries to address these issues by describing contact at three different levels (as set out under Sections 5 and 6.

3. RATIONALE

A number of principles and local government initiatives provide the basis of the Community Council Protocol. These are outlined below:-

- The Protocol has been developed in line with the National Standards for Community Engagement.

- The City Council has worked to enhance local democracy and to promote community involvement in local and city wide issues. An important aspect of this work is the support of community organisations that can represent the various communities in the city and engage in a dialogue with public authorities.

- By developing their relationship with local authorities and their familiarity with the issues involved, Community Councils can increase the effectiveness of their input and sustain their ability to keep local residents informed.

- Community Councils have an important role to play as the most local community based tier of elected representation provided for in statute.

- Through restructuring, and through policy and planning initiatives including Community Planning, Best Value and Social Inclusion the City Council is bringing local government closer to the people. This includes an increased commitment to consult citizens and involve communities particularly at neighbourhood level.

- Community Councils and the City Council have respectively expressed a willingness to tackle the challenges of enabling Community Councils to effectively represent a full cross section of their communities and for the Council of developing fair and accessible means of consultation and participation.

4. SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS

4.1
Detailed arrangements are set out in the Council's Scheme for the Establishment of Community Councils. This covers elections, funding, liaison, training etc. The Scheme is set out in accordance with the Local Government (Scotland) Act 1973, Chapter 65, Part IV.

4.2
The Scheme for the Establishment of Community Councils should be part of an ongoing review to ensure new legislation or specific local issues are dealt with in a timely manner. At the very least it should be reviewed prior to the elections for Community Councils.

5.   COMMUNICATION

5.1
In order to operate effectively there needs to be an open and easy way to communicate with each party.

5.2   Elected Members

Each Community Council's boundary will include one or more City Council wards. The City Councillors who represent these wards provide a direct link between their constituents and the City Councils services and decision making structures. Contact between Community Councils and City Councillors can create a mutually informed channel of communication between the Council and communities within the city. Ward Councillors are non-voting members of the Community Council.

To make the most of this point of contact it is recognised good practice for Community Councillors to let their Ward Councillors know when meetings are being held and to copy them into relevant correspondence. The Ward Councillor may do likewise. It is the responsibility of each Community Council and City Councillor to develop whatever working relationship they consider is appropriate. Ward Councillors, when available and appropriate to do so, should try to attend meetings of the Community Council's in their areas.

5.3   Community Council Liaison Officer (CCLO)

The first point of contact for new Community Councils is with the Community Council Liaison Officer who supports the election arrangements and initial community council meetings. The officer plays an ongoing role in helping Community Councils to conform to their constitution and the Council's Scheme for Community Councils and in relation to other developments that may involve Community Councils in general (e.g. training, special meetings).

Contact with the Community Council Liaison Officer is appropriate for all matters concerning the organisation of Community Councils. However it is recognised that for most Community Councils, Councillors and Officers, the Liaison Officer becomes a familiar and easy reached contact within the Council and it is for this reason that the Liaison Officer regularly advises Community Councils on who within the Council to contact about specific queries. The Liaison Officer should also be contacted to help with resolving issues between Services of the Council and Community Councils.

The Community Council Liaison Officer is Karen Riddoch and can be contacted on 01224 522723 or email communitycouncils@aberdeencity.gov.uk

5.4   City Council Officers

The City Council aims to be open and transparent in the way it works and makes decisions. This includes providing information through the web-site, leaflets, press releases and direct mailing. This approach together with the assistance of the Community Councils Liaison Officer should enable Community Councils to identify whom they require to contact about a specific issue. Initial contacts will usually be directed through the office of the appropriate Head of Service but it is accepted that Community Councillors and Officers with specific responsibilities will become known to each other and find it more effective to communicate directly. This is appropriate and helpful so long as an officer is not expected to act beyond their level of responsibility. Contact between Community Councils and City Council officers can be described at three different levels (informal, formal and statutory). The degree of formality and complexity should determine what method of communication is used (i.e. telephone, email/fax, letter or meeting).

Informal: A Community Councillor, like any member of the public, is entitled to ask for information about services, plans etc that are held by Aberdeen City Council. Officers are expected to be available and helpful, whilst enquirers should respect the time and responsibilities of officers. Similarly officers may find it useful when processing issues that have a local impact to informally seek information or feedback from community councillors.

Formal: When Community Councils and the Council wish to have enquiries, submissions and responses to these put on record it is preferable to resort to more formal means of contact such as letters and minuted meetings. In such cases it is important that there is a mutual awareness that participants are acting on behalf of the Community Council and City Council. For this reason it is preferable that contact is between Community Council office bearers (i.e. Chairperson, Secretary, or other designated member) and City Council senior managers (i.e. Director, Head of Service or other designated officer). Where contact involves City Council committees the standing orders of the City Council will further prescribe the means of contact.

Statutory: Community Councils are statutory consultees in applications for planning permission. They may also engage in other matters where the City Council has statutory duties (e.g. Social Work, Education, Environment, etc). In such cases both the City Council and the Community Councils are obliged to respect the responsibilities and procedures laid down by Government.

5.5   Community Councils

Officers of the Council and elected members will need to contact Community Councils on a variety of issues therefore a list of contacts will be made available to them. Alternatively the Community Council Liaison Officer can act as a contact point for issuing information to Community Councils.

6. CORRESPONDENCE

6.1

The City Council will strive to adhere to basic standards in dealing with general correspondence, complaints and enquiries from Community Councils. Within five working days a response or an acknowledgement should be issued. Within 15 working days a full response or an update on progress will be issued.

A written request for information available under the Freedom of Information legislation will be responded to within the statutory limit of 20 working days. A request for environmental information, which is dealt with under the Environmental Information Regulations, will normally be answered within 20 working days, up to 40 working days if complex.

6.2

Correspondence from the City Council to Community Councils should be addressed to the Chairperson or Secretary (or other designated member). When a response on behalf of the Community Council is requested any deadline must allow for their cycle of meetings (usually monthly). For complex and far reaching matters it may be appropriate to allow two meetings.

6.3

Specifically correspondence should be received by Chairpersons or Secretaries (or another designated community council member) by the end of the month prior to consultation.

The Community Council will have the opportunity to discuss the correspondence at their regular monthly council meeting and, if necessary, invite a representative(s) from the Council to attend. Thereafter, the Community Council will have two weeks from the end of the consultation month to provide any written response. Many Community Councils do not sit in July and December. During these months the discussion period for consultation will be extended to two months – (July/September) (December/January).

Feedback to any response on the correspondence will be provided as soon as possible and no later than 20 working days from receipt of the response, unless specifically agreed with the Community Council.

7. PARTICIPATION

7.1

The Council actively seeks the direct participation of citizens and community organisations to improve the quality of the services it provides and to increase the sense of ownership people feel for their Council. Community Councils, as representative area based community organisations, make a key contribution to community participation and active citizenship.

7.2

To support good practice in community participation the Council has adopted the National Standards for Community Engagement**.**

7.3

The process will follow the same timetable as highlighted under correspondence. Notification of at least one month of a request to attend a participation event or notification before the end of a month to enable one month for the community council to hold their regular council meeting to discuss the relevant issue (extended to 2 months for July/August and December/January).

This will allow invited guests from the Council to attend as necessary and two weeks for the Community Council to send any written response. Feedback to any response on the consultation exercise should be as soon as possible and no later than 15 working days from receipt of the response, unless specifically agreed with the Community Council.

8.   PLANNING

The engagement between Aberdeen City Council and Community Councils on planning is subject to a separate planning protocol.

9.   INFORMATION AND COMMUNICATION TECHNOLOGY

9.1

The City Council is developing an increasing range of means of contact between itself and the citizens of Aberdeen. Some of these will be of use to Community Councils

9.2   Telephone Help Lines

A number of help lines are now in place to assist in the reporting of faults and other incidents. These include: faulty street lights, broken pavements, fly-tipping, overflowing waste bins, Crimestoppers, etc.

9.3   Aberdeen City Council Web Site

The web site aims to provide a number of means of providing information, making enquiries and reporting faults. http://www.aberdeencity.gov.uk/
Information about the Freedom of Information policy and publication scheme can be found there. The website is also a useful tool for accessing the Committee papers for the Council's Committees.

There is also a section on the City Councils website specifically for Community Council Information. This includes details of each of the Community Councils and the area that they serve as well as links to various ACC pages commonly used by Community Councils.

11

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Equality and Human Rights Impact Assessment:

Policy / Project / Function:	Community Council Protocol
Date of Assessment:	8 August 2013

Assessment Pre-screening Rating: (See Completion Notes)	☐	☐	☐	☑
	Red	Red Amber	Amber	Green

Reason for that decision	This project will have largely positive impacts on all and is not likely to discriminate.

Type of Assessment Performed: Please Tick ✔	Systematic Policy Assessment	☑
	Consultation	☐
	Meeting	☐
	Other	☐

Please list any other policies that are related to or referred to as part of this assessment	

Who does the policy, project or function affect ? Please Tick ✔	Employees	☑
	Service Users	☑
	Applicants	☐
	Members of the Public	☐
	Other (List Below)	☑
	Community Councillors and elected members	

Equality and Human Rights Impact Assessment:

What are the aims and intended effects of this policy, project or function?	To establish a more effective relationship between the Council and Community Councils across Aberdeen.
What Equality Data is available relating to the use or implementation of this policy, projector function ? (See Completion notes)	Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine *Protected Characteristics* – referred to hereafter as *'Equality Groups'*. No data is collated or monitored
List the outcomes from any consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function	The Community Council Forum has worked with the Community Council Liaison Officer to develop the protocol. Officers and Elected Members have been consulted and to date no comments have been submitted.
Financial Assessment If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of implementing this policy, project or function	**Costs (£)** Implementation £ Projected Returns£ Projected Savings £

How does this proposal contribute to the public sector equality duty: to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations?

The proposal should help to foster good relations.

How does this proposal link to the Council's Equality Outcomes?

For Example:

Equality Outcome#5:   Effective customer service that is aware of the differences and
requirements of different groups

Equality Outcome#19: Improved awareness, knowledge and understanding of diversity and
equality

This proposal links to Outcomes 4,5 and 6

Equality Outcome 4: Clear, fast, reliable and accessible procedure to contact people and deal with complaints

Equality Outcome 5:   Effective customer service that is aware of the differences and requirements of different groups

Equality Outcome 6: An increased proportion of council communication adheres to Accessible Information Guidelines

Equality Impact Assessment Test:

What impact will implementing this policy, project or function have on employees, service
users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a *Genuine Determining Reason* exists
Age (People of all ages)		√		Impact should be positive as this ties in with the Council's commitment to accessible information, provided through a variety of means. We are minded that dissemination of information should not be limited to electronic only.
Disability (Mental, Physical, Sensory and Carers of disabled)		√		As above, commitment to making the process more accessible
Gender Reassignment				
Marital Status (Married and Civil Partnerships)				
Pregnancy and Maternity				

Equality Impact Assessment Test:				
What impact will implementing this policy, project or function have on employees, service users or other people who share characteristics protected by _The Equality Act 2010_ ?				
Protected Characteristic:	**Neutral Impact:**	**Positive Impact:**	**Negative Impact:**	**Evidence of impact and if applicable, justification where a _Genuine Determining Reason_ exists**
Race (All Racial Groups including Gypsy/Travellers)				
Religion or Belief or Non-belief				
Sex (Women and men)		√		As above
Sexual Orientation (Heterosexual, Lesbian, Gay and Bisexual)				

Human Rights Impact Assessment Test:

Does this proposal have the potential to impact on an individual's Human Rights?	Yes ☐ No ☑
Evidence of impact and , if applicable, justification where the impact is proportionate	
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	

Assessment Summary and Sign Off	
Overall Assessment Rating: (See Completion Notes)	<table><tr><td>☐</td><td>☐</td><td>☐</td><td>√</td></tr><tr><td>Red</td><td>Red Amber</td><td>Amber</td><td>Green</td></tr></table>
Reason for that decision	As the focus of the protocol is on improving relationships, the impact is going to be largely positive.
This Equality and Human Rights Impact Assessment was completed by: **(Name and Service)**	Karen Riddoch Community Council Liaison Officer Legal and Democratic Services

Action Planning:				
As a result of performing this assessment, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?				
Identified Risk:	**Recommended Actions:**	**Responsible Lead:**	**Completion Date:**	**Review Date:**

	Completion Notes:
Assessment Pre-screening Rating:	This section will highlight where there is the obvious potential for a negative impact and subsequent risk of negative media coverage and reputational damage to the council. Therefore a full impact assessment is required, for example around sensitive issues such as marching, Gypsy/ Traveller issues, change to social care provision. It should also be completed to evidence why a full impact assessment was not required, for example, where there is no potential negative impact on people.
Assessment Rating:	After completing this document, rate the overall assessment as follows: **Red:** As a result of performing this assessment, it is evident that we will discriminate (direct, indirect, unintentional or otherwise against one or more of the nine groups of people who share *Protected Characteristics.* It is essential that the use of the activity or policy be suspended until further work or assessment is performed and the discrimination is removed. **Red Amber:** As a result of performing this assessment, it is evident that a risk of negative impact exist to one or more of the nine groups of people who share *Protected Characteristics.* However, a genuine determining reason may exist that could legitimise or justify the use of this activity or policy and further professional advice should be taken. **Amber:** As a result of performing this assessment, it is evident that a risk of negative impact exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of this document. **Green:** As a result of performing this assessment, the policy or activity does not appear to have any adverse impacts on people who share *Protected Characteristics* and no further actions are recommended at this stage.
Equality Data:	Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine *Protected Characteristics* – referred to hereafter as *'Equality Groups'.* Examples of *Equality Data* include: (this list is not definitive) 1: Application success rates by *Equality Groups* 2: Complaints by *Equality Groups* 3: Service usage and withdrawal of services by *Equality Groups* 4: Grievances or decisions upheld and dismissed by *Equality Groups*

Genuine Determining Reason	Certain discrimination may be capable of being justified on the grounds that:
	(i) *A genuine determining reason exists*
	(ii) *The action is proportionate to the legitimate aims of the organisation*
	Where this is identified, it is recommended that professional and legal advice is sought prior to completing an Equality Impact Assessments.
Human Rights	The rights set out in the European Convention on Human Rights, as incorporated into the UK Law by the Human Rights Act 1998.
Legal Status:	This document is designed to assist us in" *Identifying and eliminating unlawful Discrimination, Harassment and Victimisation"* as required by *The Equality Act Public Sector Duty 2011.* An Equality Impact Assessment is not, in itself, legally binding and should not be used as a substitute for legal or other professional advice.

ABERDEEN CITY COUNCIL

COMMITTEE   FINANCE, POLICY AND RESOURCES

DATE   26 September 2013

ACTING DIRECTOR   PAUL FLEMING

TITLE OF REPORT   VOLUNTEERING POLICY

REPORT NUMBER: CG/13/015

1.   PURPOSE OF REPORT

To seek agreement from elected members to approve the Volunteering Policy Guidance and Service Pack and to adapt all relevant HR policies to cover volunteers.

2.   RECOMMENDATION(S)

That the committee note and approve

a) to endorse the Making the Difference :Volunteering in Aberdeen Volunteering Service Pack (Appendix 1) and Making the Difference : Volunteering in Aberdeen Volunteering Policy Guidance (Appendix 2)
b) local arrangements will be developed for volunteers to be properly inducted to the organisation and ensure they operate within the principles and behaviours agreed by the Council
c) agree the responsibility for coordinating and monitoring volunteering opportunities within Aberdeen City Council would be taken by Corporate Governance, Customer Service and Performance and linked into the Community Planning Aberdeen Volunteering Strategy

3.   FINANCIAL IMPLICATIONS

There are no financial implications.

4.   OTHER IMPLICATIONS

The paper has no other implications.

5.   BACKGROUND/MAIN ISSUES

Community Planning Aberdeen is the first Community Planning Partnership in Scotland to develop a Volunteering Strategy. The volunteering strategy is titled Making the Difference: Volunteering in Aberdeen.

This strategy was approved at the Corporate Policy and Performance committee on 1 December 2011, report number CG/11/144

This strategy was launched by Councillor Barney Crockett on the 28 July 2012 at the Volunteering Fayre, held within the Music Hall. This event was attended by 50 agencies and 1200 visitors.

Aberdeen City Council is the first local authority to develop and offer the Scottish Qualifications Authority (SQA) Volunteering Skills Level 3 Award. This SQA Award is now promoted and supported through the Communities Team in Education, Culture and Sport.

In partnership with Aberdeen Council of Voluntary Organisations (ACVO)/Aberdeen Volunteer Centre we have developed a manageable procedure to promote our opportunities and raise the profile of both Aberdeen City Council and the Community Planning Volunteering Strategy.

Aberdeen City Council staff that support and supervise volunteers will be offered through a partnership approach with ACVO, CVS Initiative and the North Alliance, a suite of learning opportunities to promote good practice in the co-ordination and management of volunteers.

These training opportunities are

- Motivation and Retention of Volunteers
- Support and supervision of Volunteers
- Reducing Barriers to Volunteering for People with Disabilities
- Assessing and Dealing with Risk to Volunteers
- Dealing with Difficult Volunteer Situations

Within Aberdeen City Council, a Volunteering Network Group which will have cross service representatives is in development. It is anticipated that this Network will routinely collect monitoring information as detailed above.

Currently Aberdeen City Council does not have a Volunteering Policy. A Volunteer Framework will be developed to cover such things as induction, health and safety etc

6.   IMPACT

The Volunteering Policy Guidance will work as an aide memoir to all Directorates and help support supervisors of volunteers.
Further support can be received on ACVO's website Community Toolkit under the Volunteering section this can be found at
http://www.acvo.org.uk/communitytoolkit.html

By working in partnership with ACVO/Volunteer Centre this will help promote and raise the profile of our Aberdeen City Council and volunteering opportunities within Aberdeen City Council.

By establishing a joined up approach to volunteering within Aberdeen City Council and developing a clear process for monitoring these opportunities we will for the first time have a true record of:

- Number of opportunities offered
- Type of volunteer opportunities
- Number of volunteer hours
- Breakdown of services using volunteers

7.   BACKGROUND PAPERS
The National Volunteering Strategy 2004
A Rewarding Experience Strategy 2008-2011
Volunteering Strategy – Making the Difference 2012-2015

9.   REPORT AUTHOR DETAILS

Lyndsay Johnstone, Development Officer
ljohnstone@aberdeencity.gov.uk.
01224 523834

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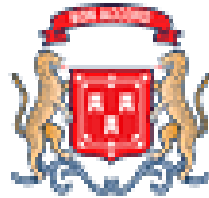
Making the difference:
Volunteering in Aberdeen

Volunteering Service Pack

'developing, supporting and
representing the third sector'

Making the difference:
Volunteering in Aberdeen

acvo
'developing, supporting and representing the third sector'

ABERDEEN CITY COUNCIL

VOLUNTEER OPPORTUNITY DETAILS

*If you have any questions please contact the Volunteer Centre.

*Fill in a separate form for each different opportunity.

*Any opportunities you register will appear on Aberdeen City Councils website www.aberdeencity.gov.uk and Aberdeens Volunteering Gateway : www.volunteeraberdeen.org.uk

Volunteer Opportunity Reference No:	
Title of Opportunity e.g. driver, administrator etc:	
Name of Directorate and Service:	
Project Title:	
Contact name for this particular volunteer opportunity:	
E Mail:	
Position:	
Tel No:	
Description of the opportunity. Please give a summary of the opportunity. This is your chance to "sell" the opportunity to people so try to make it sound interesting and worthwhile.	
Where does the opportunity happen and what are the travel details?	

Which **one** of the following activities best matches the volunteer opportunity? Please ☑

Administration/Office work	Advice/Information giving	Advocacy/Human Rights
Arts (Music/drama/crafts	Befriending/Mentoring	Campaign/Lobbying
Care/Support Worker	Catering	Charity Shops/Retail
Community /Economic Dev Work	Committee Work	Computing
Conservation/Gardening	Counselling	Disaster/Emergency relief
Driving/Escorting	Equal Opps/Race relations	Finance/Accountancy
Fundraising	Home-based Volunteering	Justice/Legal assistance
Languages/Translating	Library/Information Management	Management /Business Skills
Marketing/PR/Media	Online Volunteering	Playschemes/Children's Clubs
Practical /DIY	Research/Policy Work	Residential Volunteering
Short term/Seasonal	Specialist/Technical	Sports, outdoor activities
Tutoring/Supporting Learners	Volunteering for under 16s	Youth Work

Which **one** of the following interests/issues best matches the volunteer opportunity? Please ☑

Animals	Anti-poverty work	Arts (music/drama/crafts)
Carers	Children	Crime/Safety
Disaster/Emergencies	Drugs/Alcohol Issues	Education/Literacy
Elderly	Environment	Ethnic Minorities
Families	Gender/Sexuality	Health/Hospitals/Hospices
Homeless/Housing	Human/Civil rights/Justice	Learning disabilities
Men's Groups	Mental Health	Museums/Galleries/Heritage
Offenders/Ex-offenders	Overseas aid/Developing World	Physical disability
Refugees/Asylum seekers	Religion/Faith	Sensory impairment
Sport/Outdoor activities	Tackling Unemployment	Women's Groups
Young people		

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Are there any restrictions on who can be a volunteer?

Minimum Age: _____ Maximum Age: _____ Gender restrictions: _____

Please explain why restrictions apply: _____

What skills, attitudes, experience does a person need to do this volunteer opportunity?

When does the volunteer opportunity start? (dates): _____

Is there an end date? If yes please enter (dates): _____ *or* is it ongoing (☑ if YES): ☐

How many hours per day, week etc would a volunteer need to do for this opportunity e.g. 4 hours per week, 2 hours per fortnight, etc:

_____ Hours per   [day]   [week]   [fortnight]   [month]   [quarter]   (*please circle*)

Other (please describe): _____

Is there a minimum commitment expected of the volunteer e.g. 6 weeks, 3 months etc.

_____ (Enter a number)   [days]   [weeks]   [months]   [years]   (*please circle*)

Other (*please describe*): _____

Please ☑ when the opportunity happens. ☑ as many boxes as appropriate.

	Morning	Afternoon	Evening/Night	
Monday	☐	☐	☐	Does the opportunity take place in school holidays?
Tuesday	☐	☐	☐	☐ Yes No
Wednesday	☐	☐	☐	Does the opportunity take place in term-time?
Thursday	☐	☐	☐	
Friday	☐	☐	☐	☐ Yes ☐ No
Saturday	☐	☐	☐	
Sunday	☐	☐	☐	

What selection method(s) will be used for prospective volunteers? ➥					
Application Form		PVG scheme		Trial Period	
References		Informal Chat		Other(s):	
Interview		Induction/Training			

Will the volunteer be offered induction/start up training?	**Yes**	**No**
Will the volunteer be offered on-going training?	**Yes**	**No**
Will the volunteer be offered support?	**Yes**	**No**

Please give a brief description of any relevant induction ongoing training and support for the volunteer (Aberdeen City Council's Corporate Induction will be offered if the volunteer opportunity is for 6 months or more only)

Is there wheelchair access where the opportunity happens?	**Yes**	**No**
Are there wheelchair accessible toilets where the opportunity happens?	**Yes**	**No**
Are travel expenses available for volunteers?	**Yes**	**No**

If yes, please give details on how and when expenses are paid e.g. we pay public transport rates and reimburse volunteers every week

All Bona Fida Volunteers are covered under the Councils Employers Liability policy when they are volunteering in or out of Council buildings.

The information you have given will help us signpost prospective volunteers to your organisation, and to monitor and improve the quality of our services. The information will be entered on to our database and certain parts of it will appear on our website. If you have decided against this, the information will be held on our database to be used by our staff to advise prospective volunteers about your volunteering opportunities. The information will be used in accordance with the Data Protection Act 1988. If you wish to see information held by us about your organisation, please write to the address below.

"I have read the information above and I confirm the details given are correct. I am authorised to sign this on behalf of my organisation"

Name: _____ Position in Organisation: _____

Date: _____

If there is any other areas of your work in which you might wish to develop volunteer opportunities, please ☑ this box and we'll get in touch with you: ☐

Please keep a copy of this form for your own records, and return it via e-mail to:

Thank you for completing this form.

Please take a copy of this form for your records.

Please return via e-mail to:

Volunteering@aberdeencity.gov.uk

or if by post:

Lyndsay Johnstone
Aberdeen City Council
Marischal College
Corporate Governance
Customer Service and Performance
Community Planning
Second Floor North
Aberdeen
AB10 1AB
tel: (01224) 523834

Making the difference:
Volunteering in Aberdeen

VOLUNTEER OPPORTUNITY APPLICATION FORM

Volunteer Opportunity Reference No:		

Name

Address

Telephone: ☎ (day)   (evening)

Email: 🖱

Please tell us about any relevant experience you have. This may be work experience (paid or voluntary) or it may, for example, be caring for family members or other life experiences.

Please tell us about any skills you have (for example, driving a car, playing a musical instrument)

Have you any other hobbies or interests?

Why are you interested in volunteering?

Are there any particular tasks or group of people you would like to volunteer with?

Would you be interested in participating in the Saltire Awards? Further information please go to www.saltireawards.org.uk

Is there anything else you would like to say about yourself, which you feel is relevant?

When are you available for voluntary work? Please ⊁as appropriate. Should you only be available for any particular day and time please detail in the relevant box

Mornings	Afternoons	Evenings	Availability
			Weekdays
			Weekends
			Particular day/time

Please give us the names and addresses of 2 people who would be prepared to give you a reference (someone outside your family who has known you for sometime)

1.   2.

Certain volunteering roles, involving contact with children, young people and vulnerable adults will require declaration of unspent convictions and for a disclosure to be obtained.   This will only be sought with your consent at the appropriate stage for successful applicants.
A previous conviction does not necessarily mean you will be unable to volunteer with us.

Signed	Date

Thank you for completing this form.

Please return via e-mail to:

volunteering@aberdeencity.gov.uk

or if by post:

Lyndsay Johnstone
Aberdeen City Council
Marischal College
Corporate Governance
Customer Service and Performance
Community Planning
Second Floor North
Aberdeen
AB10 1AB

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ABERDEEN
CITY COUNCIL

VOLUNTEER REFERENCE FORM

Volunteer Opportunity Reference No:		

Volunteers Name

Address

Telephone: ☎ (day)   (evening)

Email: 🖱

Referee's name and address

How long have you known the applicant and in what capacity?

Please comment on the applicant's abilities and skills that you consider may be relevant to the proposed voluntary placement?

Please comment on the suitability of the applicant to volunteer with our organisation

In your opinion how able is the applicant to handle confidentiality along with other responsibilities that may be involved in this work?

Are there any aspects of being a volunteer, relevant to this placement, that you think the applicant may have difficulty with? If so, what?

Do you have any other comments you consider relevant regarding suitability for this volunteering placement?

Signed	**Date**

Certain volunteering roles, involving contact with children, young people and vulnerable adults will require declaration of unspent convictions and for a disclosure to be obtained.   This will only be sought with your consent at the appropriate stage for successful applicants.
A previous conviction does not necessarily mean you will be unable to volunteer with us.

Thank you for completing this form.

Please return via e-mail to:

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or if by post:

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Aberdeen City Council
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Community Planning
Second Floor North
Aberdeen
AB10 1AB

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VOLUNTEER INDUCTION CHECKLIST

Activity	Person responsible	When	Tick when done
Welcome and Introductions		First day	
Introduction to the organisation, its policy and procedures		First day	
Guidelines for volunteers		First day	
Tour of the building and introductions		First day	
Domestic matters		First day	
Volunteer Agreement		First day	
Named contact/support person		First day	
Voluntary work task outline		First day	
The structure of the organisation		First week	
Volunteer Policy		First week	
Volunteers' Handbook		First week	
Team meetings		First week	
Support and Supervision		First week	
Induction review		First week	
Work plan		First month	
Training requirements		First month	
Background reading (if appropriate)		First month	
Support		Ongoing	

Making the difference: Volunteering in Aberdeen

ABERDEEN CITY COUNCIL

VOLUNTEER OPPORTUNITY IDENTIFICATION PROCESS

Name of Volunteer: _____

Volunteer Opportunity Reference No: _____

Name of Directorate and Service: _____

Project Title _____

Volunteer Line Manager : _____

Address: _____

Position: _____ Tel No: _____

E Mail: _____

Start Date of Volunteer _____ Expected End Date _____

Building Access

Please Tick ✂ :

Marischal College		Balgownie One		Town House		Frederick Street	
Other :							

Name: _____ Position in Organisation: _____

Date: _____

Please take a copy of this form for your records.

Please e-mail to:

IDBadge@aberdeencity.gov.uk

Making the difference:
Voluntreering in Aberdeen

VOLUNTEER AGREEMENT

This Volunteer Agreement describes the arrangement between Aberdeen City Council
and you. We wish to assure you of our appreciation of your volunteering with us.
We will do the best we can to make your volunteer experience with us both enjoyable and rewarding.

Volunteer Opportunity Reference No: _____ Volunteer _____

Start date: _____ Responsible to: _____

My agreed voluntary time commitment is _____ Main duties: _____

Organisation

To provide thorough induction on the work of the organisation, its staff, your volunteering role, and the initial training you need to carry your tasks
To explain the standards we expect you to work to, and the support we offer to enable you to achieve them
To provide a named person who will meet with you regularly to discuss your volunteering, and any successes or problems
To pay reasonable out of pocket expenses as agreed in advance
To provide a safe and healthy working environment
To provide adequate insurance cover for volunteers whilst undertaking voluntary work on our behalf
To ensure that all volunteers are treated in accordance with our equal opportunities policy
To resolve fairly any difficulties, grievances or problems
To provide additional training, as appropriate and when available

Volunteer

To use support, guidance and feedback offered and to participate in appropriate induction
To help the organisation fulfil its services
To follow the organisations procedures and standards in relation to its staff, volunteers and clients
To perform my volunteering role to the best of my ability
To maintain confidential information in accordance with the organisation's confidentiality guidelines and data protection
To meet agreed time commitments, and to give reasonable notice where this is not possible
To bring any concerns relating to your role to the named person or other, as appropriate
To provide receipts for out of pocket expenses (where appropriate)

Signature _____(organisation)   Date _____

Signature _____(volunteer)   Date _____

ABERDEEN
CITY COUNCIL

RISK ASSESSMENT SHEET

Activity –   Where -

Suggest control measures for guidance only – adapt to own situation

Hazard	Those at Risk	Control Measures	Risk Rating	Further Action
Vehicular Accident whilst travelling in minibus		•		
Weather		•		
Leader Error		•		
Exhaustion and hypothermia		•		
Equipment		•		
Slips trips and falls		•		
Biohazards		•		
Manual Handling		•		
Tools, Work equipment		•		
Other Users		•		

Risk Assessment carried out by: Position   Signed   Date:

Reviewed by: Position   Signed   Date:

Reviewed by: Position   Signed   Date:

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Making the difference:
Volunteering in Aberdeen

Volunteering Policy Guidance

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Scope of the Policy	5
Disclosure Scotland Checks / PVG Scheme	6
Developing the Volunteering Agenda	7
Implementation, Monitoring and Review	8
Appendix 1 – Volunteering Service Pack	Appendix 1
Appendix 2 – Corporate Polices and Procedures	Appendix 2

1. Introduction

There is a great tradition of volunteering in Aberdeen. Figures highlight that 'local authority groupings' in the North of Scotland, which includes Aberdeen City, have the highest levels of volunteering in Scotland). Research by the Economic and Social Research Council highlighted that high levels of volunteering in Aberdeen were contributing to 'quality of life indicators' such as greater '*fulfilment and satisfaction'*, helping make Aberdeen a happier place*.*

Every aspect of life can benefit from the contribution volunteers make across Aberdeen City and volunteering is part of the overall vision for a successful, dynamic City. Community Planning Aberdeen is committed to recognizing this contribution and building further upon it.

Within Community Planning Aberdeen, partners have developed volunteering policies, protocols and guidance, which are specific and appropriate to their organisation and function. This provides an overarching statement of principles in relation to volunteering in Aberdeen and provides a framework to assist organisations that involve volunteers to develop good practice

2. Aims of Policy

Volunteers are an established and vital part of Aberdeen City Council. The activities of our volunteers are vital to the quality and diversity of our work.
- Aberdeen Citizens will be inspired to volunteer
- We will offer a wide range of volunteering opportunities across the City
- We will ensure Aberdeen Citizens have a positive and rewarding volunteering experience
- We will recognise and respect the rights and responsibilities of volunteers
- We will recognise and celebrate the contribution Aberdeen volunteers make

3. Defining Volunteers

Volunteering is:

'*The giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, environment and society at large. It is a choice undertaken of one's own free will, and is not motivated primarily for financial gain or for a wage or salary.'*
(Scottish Government)

4. Commitment to Volunteering

Volunteers are an established and vital part of Aberdeen City Council. The activities of our volunteers are essential to the quality and diversity of our work. Aberdeen City Council recognises the contribution made by volunteers and will build further upon it.

As an organisation the

- Aberdeen Citizens will be inspired to volunteer
- We will offer a wide range of volunteering opportunities across the City
- We will ensure Aberdeen Citizens have a positive and rewarding volunteering experience
- We will recognise and respect the rights and responsibilities of volunteers
- We will recognise and celebrate the contribution Aberdeen Volunteers make

5. Scope of Volunteering

The policy will be applied within Aberdeen City Council to promote and develop opportunities for volunteering. Aberdeen City Council recognises that it has responsibilities to its volunteers and similarly has expectations of them.

Aberdeen City Council acknowledges its responsibility to:

- Provide an appropriate programme of induction training and support
- Ensure that all volunteers have access to a designated member of staff to support their activities
- Treat volunteers with respect

6. Disclosure Scotland Checks / Protection of Vulnerable Groups

Where volunteers are working with children or protected adults it may be the case that they are doing "Regulated Work" If a person is barred from doing "Regulated work" It is an offence for them to do regulated work or for an organisation to employ them (either as paid staff or as a volunteer)

If you are unsure whether or not you can require your volunteers to join a PVG Scheme a good self assessment tool is available on the disclosure Scotland website at:

http://www.disclosurescotland.co.uk/pvg_training/self-assessment/

Issues relating to PVG/Disclosure requirements are commonly misunderstood and it is important to seek reliable advice from authenticated sources such as those indicated
www.**pvgschemes**cotland.org/

7. Developing the Volunteering Agenda

Aberdeen City Council is looking to involve volunteers in our organization we will promote the volunteer opportunities through the website. Volunteering opportunities will be registered through Aberdeen City's main volunteering portal www.volunteeraberdeen.org.uk which is managed by ACVO.

Aberdeen City Council will:

7.1   Ensure recognition of the importance of volunteering and the contribution of volunteers by:

- formally acknowledging the unique contribution made by volunteers to Aberdeen City Council, the community, staff and to the volunteers themselves.

- recognising and publicising the important role played by volunteers in the work of the Aberdeen City Council.

7.2   Increase the range and number of volunteering opportunities by:

- promoting ways in which managers can identify appropriate volunteering opportunities that enhance and enrich the lives of users.

- developing and publicising opportunities for volunteering in all areas of our communities.

- promoting the benefits of recruiting volunteers from different ethnic and diversity backgrounds.

- supplying recruitment information on volunteering in the main community languages and different formats on request.

- recognising the contribution that volunteering can make to maintaining and improving health.

7.3   Provide a framework of good practice for recruiting, supporting and working with volunteers by:

- ensuring the volunteers receive full and appropriate induction. It is the responsibility of the manager who recruits the volunteers to ensure this.

- ensuring recruitment and selection processes for volunteers adopt the principles of good practice to support volunteers and protect patients.

- assessing and agreeing the development needs of volunteering and undertaking regular reviews.

- providing training and development necessary to enable volunteers to undertake agreed activities.

- ensuring that volunteers are made aware of their roles and responsibilities, e.g. confidentiality.

- ensuring reimbursement of 'out of pocket' expenses is from individual services budgets

- ensuring that volunteers have access to information on all relevant legislation and policies, e.g. Health & Safety.

- ensuring that volunteers are treated in the same way as paid staff for liability/insurance purposes.

7.4   Seek to further enhance the quality and practice of volunteering by:

- ensuring the volunteers role is complementary to, but not seeking to replace, the work of staff.

- ensuring that the activities undertaken by volunteers are clearly specified and appropriate to their skills, knowledge, experience and agreed area of interest.

- promoting the role of volunteers to patients and staff; enabling them to be informed of this role and how it impacts on patient care.

7.5   Establish mechanisms to enable effective communication with, and involvement of, volunteers by:

- developing opportunities for volunteers to contribute to the development of volunteer services.

- encouraging and supporting volunteers who wish to be more widely involved in the planning and review of Aberdeen City Council services

- engaging and consulting with voluntary organisations whose volunteers provide a service to the Aberdeen City Council.

7.6 Ensure volunteers and ACC staff understands their respective and complementary roles by:

- including information regarding respective roles in induction training.

- ensuring information is available to staff.

7.7 Encourage employer-supported volunteering by:

- recognising, valuing and supporting the important part played by staff who already volunteer and support, where possible, employees who may consider volunteering in the future.

7.8 Facilitate the effective and efficient use of available resources to support volunteering by:

- ensuring that a manager is identified to take responsibility for developing and supporting volunteers in their area.

- making available Aberdeen City Council meeting room accommodation for the use of volunteers and volunteering groups, at no cost.

- making training and development resources available to volunteers and volunteering groups.

8. Implementation, Monitoring and Review

In order to ensure appropriate implementation, monitoring and review within Aberdeen City Council. Corporate Governance will co-ordinate for the implementation of the Volunteering Policy. Operational responsibility for volunteers will rest with the service that engages them.

Corporate Governance, Customer Service and Performance, Community Planning will monitor and record:

- Number of opportunities offered
- Type of volunteer opportunities
- Number of volunteer hours
- Breakdown of services using volunteers

The Policy will be monitored and reviewed every 3 years.

Appendix One – attached document

Operational Documentation
Aberdeen City Council – Volunteering Service Pack

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Exempt information as described in paragraph(s) 6, 9 of Schedule 7A
of the Local Government (Scotland) Act 1973.

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