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

Town House,
ABERDEEN 28 April 2014

FINANCE, POLICY AND RESOURCES COMMITTEE

The Members of the **FINANCE, POLICY AND RESOURCES COMMITTEE** are requested to meet in Committee Room 2 - Town House on **TUESDAY, 6 MAY 2014 at 2.00 pm.**

JANE G. MACEACHRAN
HEAD OF LEGAL AND DEMOCRATIC SERVICES

BUSINESS

DETERMINATION OF EXEMPT BUSINESS

- 1.1 Determination of Exempt Items of Business

REQUESTS FOR DEPUTATIONS

- 2.1 None received at this stage

MINUTE AND COMMITTEE BUSINESS STATEMENT

- 3.1 Minute of Previous Meeting of 20 February 2014 (Pages 1 - 14)
3.2 Committee Business Statement (Pages 15 - 22)

MOTIONS

- 4.1 None at this stage

REFERRALS FROM OTHER COMMITTEES

- 5.1 Older People's Advisory Group Updated Remit - referred from the Older People's Advisory Group of 19 February 2014 (Pages 23 - 28)
- 5.2 Internal Audit Plan 2014/15 - referred from the Audit and Risk Committee of 27 February 2014 - the Audit and Risk Committee approved the recommendations contained in the report (Pages 29 - 60)
- 5.3 Revision of the Aberdeen City Waste Strategy - referred from the Housing and Environment Committee of 11 March 2014 - the Housing and Environment Committee approved the recommendation contained in the report (Pages 61 - 100)
- 5.4 Sports Grants - referred from the Education, Culture and Sport Committee of 27 March 2014 (Pages 101 - 120)

CORPORATE GOVERNANCE SERVICE ISSUES

- 6.1 Corporate Governance Performance Reporting (Pages 121 - 124)
- 6.2 2013/14 Financial Monitoring - Corporate Governance (Pages 125 - 130)

FINANCE

- 7.1 Council General Fund Monitoring 2013/14 (Pages 131 - 140)
- 7.2 2013-14 Common Good Budget - Monitoring Report Update (Pages 141 - 144)
- 7.3 Small Financial Assistance Grants 2014/2015 (Pages 145 - 150)
- 7.4 Twining and International Partnerships (Pages 151 - 156)

HUMAN RESOURCES

- 8.1 Revised Managing Leavers Procedure (Pages 157 - 178)
- 8.2 Sickness Absence Update and Revised Maximising Attendance Policy (Pages 179 - 196)
- 8.3 Geographical Weighting Allowance (Pages 197 - 206)
- 8.4 Trade Union Facility Time (Pages 207 - 216)

STAFFING - BUSINESS CASES

- 9.1 Staff for Road Improvement Projects (Pages 217 - 224)

APPROVAL TO PROCURE

- 10.1 Provision of Festive Lighting (Pages 225 - 228)
- 10.2 ICT Investment Programme 2014/2015 (Pages 229 - 234)

GENERAL BUSINESS

- 11.1 Update on Commissioning of an Aberdeen -Japan Strategy (Pages 235 - 236)
- 11.2 Invitation to Join East Coast Mainline Authority (Pages 237 - 242)
- 11.3 Salix Funding (Pages 243 - 248)
- 11.4 Review of Access to Leisure Scheme (Pages 249 - 310)

ITEMS WHICH THE COMMITTEE MAY WISH TO CONSIDER IN PRIVATE

REFERRALS

- 12.1 Extension to Lease Area, Aberdeen Sports Village - referred from the Property Sub Committee of 22 April 2014 - the Property Sub Committee approved the recommendations contained in the report (Pages 311 - 314)

GENERAL BUSINESS

- 13.1 Haudagain Upgrade (Middlefield) Update - to follow
- 13.2 Update on the Transfer of Ownership of Thomas Blake Glover House (Pages 315 - 318)
- 13.3 Potterton, Aberdeen - Proposed Lease (Pages 319 - 322)

FINANCE

- 14.1 There are no reports under this heading

HUMAN RESOURCES

15.1 There are no reports under this heading

STAFFING - BUSINESS CASES

16.1 There are no reports under this heading

APPROVAL TO PROCURE

17.1 Tender for the Maintenance of Voice Switches (Pages 323 - 326)

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FINANCE, POLICY AND RESOURCES COMMITTEE

ABERDEEN, 20 February 2014 - minute of meeting of the FINANCE, POLICY AND RESOURCES COMMITTEE. Present: Councillor Young, Convener: Councillor Forsyth (Vice Convener); and Councillors Allan, Cameron, Cormie (as a substitute for Councillor McCaig), Crockett, Dickson, Donnelly, Jackie Dunbar, Grant, Ironside (as a substitute for Councillor Milne), Laing, Noble, Reynolds, 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=2905&VER=4>

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be altered retrospectively.

AGENDA ORDER

1. The Convener proposed that the Committee consider item 11.1 (Motion by Councillor McCaig – Aberdeen and Grampian Chamber of Commerce Funding Report) (article 3 refers) following the first item of business on today's agenda.

The Committee resolved:
to concur with the proposal.

DETERMINATION OF EXEMPT ITEMS OF BUSINESS

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

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting from item 12.1 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 9), article 20 (paragraphs 4,6,8 and 9), article 21 (paragraph 6 and 9), article 22 (paragraph 12), article 23 (paragraph 1), article 24 (paragraph 1), article 25 (paragraph 1), article 26 (paragraph 1) and article 27 (paragraph 1).

ABERDEEN AND GRAMPIAN CHAMBER OF COMMERCE RESEARCH STUDY AND BUSINESS RATES INCENTIVISATION SCHEME (CG/14/029)

3. With reference to article 6 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Director of Corporate Governance which

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presented the Aberdeen and Grampian Chamber of Commerce (AGCC) research study as well as the latest position on the Business Rates Incentivisation Scheme (BRIS).

The report recommended –

that the Committee –

- (a) note the content of the AGCC research study; and
- (b) instruct officers to commission a further piece of work to identify future possible funding streams.

The Convener took this opportunity to thank James Bream, Research and Policy Director at AGCC, for his presentation to members before the Committee on funding streams outlined in the report.

The Committee resolved:-

to approve the recommendations.

MINUTE OF PREVIOUS MEETING

- 4. The Committee had before it the minute of its previous meeting of 5 December 2013.

The Committee resolved:-

to approve the minute as a correct record.

COMMITTEE BUSINESS STATEMENT

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

The Committee resolved:-

- (i) in relation to item 3 (External Support to Deliver the Business Plan), to note the update and therefore to delete;
- (ii) in relation to item 5 (Centre for Scottish Public Policy), to note that an information bulletin was available and therefore to delete;
- (iii) in relation to item 7 (Annual Housing and Council Tax Benefit Report), to note the update and therefore to delete;
- (iv) in relation to item 9 (Local Code of Corporate Governance), to note the update and therefore to delete;
- (v) in relation to item 10 (Trade Union Facility Time), to note that the Local Government Employees Joint Consultative Committee had requested that further consultation be undertaken with trades unions on this matter and therefore a report would be submitted to the next meeting of the Committee;
- (vi) in relation to item 11 (Parenting Strategy), to note the update and to transfer this item to the Education, Culture and Sport Committee business statement;
- (vii) in relation to item 15 (Subsistence Rate for Foreign Travel), to note the update and therefore to delete;

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- (viii) in relation to item 18 (Posts to Deliver Key Goal 1 of the Strategic Infrastructure Plan), to note the update and therefore to delete;
- (ix) in relation to item 19 (Business Requirements for Service Improvement – Building Services), to note the update and therefore to delete;
- (x) to note that reports on items 1 (Affordable Housing Delivery), 2 (North East Scotland Japan Trust Loan Request), 4 (Satrosphere), 13 (Social Care and Wellbeing Management Structure – Monitoring Officer), were to be considered on today's agenda and to remove them subject to the decision taken; and
- (xi) to otherwise note the updates provided.

MOTIONS LIST

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

The Committee resolved:-

to note that a report had been considered earlier on today's agenda (article 3 refers) and therefore to delete motion 1 (Motion by Councillor McCaig - Business Rates Incentive Scheme).

APPLICATION TO OLDER PEOPLE'S ADVISORY GROUP

7. Reference was made to article 3 of the minute of the meeting the Older People's Advisory Group of 4 December 2013, at which time the Group considered an application to join from Dave Valentine, Footprints Connect, to join the Group and agreed to accept the application for its interest and refer it to this Committee for approval.

The Committee resolved:-

to approve the application from Dave Valentine, Footprints Connect, to join the Older People's Advisory Group.

2013/2014 FINANCIAL MONITORING – CORPORATE GOVERNANCE SERVICE (CG/14/014)

8. With reference to article 11 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Director of Corporate Governance which provided information to date on the current year's revenue budget for the Corporate Governance Service, and advised of any areas of risk and management action being taken in this regard.

The report recommended –

that the Committee –

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

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The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to congratulate staff for their achievements to date.

COUNCIL REVENUE BUDGET 2013/2014 MONITORING (CG/14/028)

9. With reference to article 12 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Director of Corporate Governance which presented the revenue position for the Council for 2013/2014 and advised as to any areas of risk that had been highlighted by Directors.

The report recommended –

that the Committee –

- (a) note and endorse the content of the report; and
- (b) approve the actions being taken by directors to ensure Council was subject to robust financial management.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to congratulate staff for their achievements to date.

2013/2104 COMMON GOOD BUDGET – MONITORING REPORT UPDATE (CG/14/013)

10. With reference to article 13 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Chief Executive which presented information on income and expenditure of the Common Good budget for the period to 31 December 2013, and outlined the forecast position of the cash balances as at 31 March 2014.

The report recommended –

that the Committee –

- (a) note the income and expenditure position as at 31 December 2013, and the forecast outturn for the year to 31 March 2014; and
- (b) note the forecast cash balances as at 31 March 2014, of £7,000,000 based on the current estimates, which was within the recommended levels indicated by the Head of Finance.

The Committee resolved:-

to approve the recommendations.

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

11. With reference to article 9 of the minute of its meeting of 13 June 2013, the Committee had before it a report by the Director of Corporate Governance which

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sought approval of the Treasury Management Policy and Strategy for 2014/15 to 2016/17.

The report recommended –

that the Committee recommend that Council –

- (a) consider and approve the Council's Treasury Management Policy Statement for 2014/15 to 2016/17 as detailed at appendix 1;
- (b) consider and approve the Council's Borrowing and Investment Strategy for 2014/15 to 2016/17 as detailed at appendix 2, and
- (c) approve the revised Counterparty list as detailed at appendix 3.

The Committee resolved:-

to recommend that Council approve the recommendations.

SMALL FINANCIAL ASSISTANCE APPLICATIONS 2013/14 (CG/14/024)

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

The report recommended –

that the Committee -

- (a) agree to award £1000 to Friends of Anchor; and
- (b) agree that no further funding be awarded to Anglo-Japan Collaboration – All Together Better Health Conference however, to approve that the balance of £425 unspent from the previous grant be retained for use towards this year's conference.

The Committee resolved:-

- (i) to approve recommendation (a);
- (ii) to provide £4425 to the Anglo-Japan Collaboration – All Together Better Health Conference, subject to the project leader Morag McFayden agreeing to provide the Committee with a briefing note on the success or otherwise of the conference and agreeing to attend a future meeting of the Committee if asked by members following consideration of the briefing note; and
- (iii) to request officers to review the criteria for small financial assistance applications and to report back to the Committee in this regard.

DECLARATIONS OF INTEREST

Councillor Cameron declared an interest in the following item of business by virtue of his appointment by the Council as a Director of Aberdeen Sports Village. Councillor Cameron considered that the nature of his interest required him to leave the meeting and took no part in the deliberations thereon.

Councillor Dickson declared an interest as a Council appointed Board member of Sport Aberdeen but chose to remain in the meeting as Sport Aberdeen was a body being a company established wholly or mainly for

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the purpose of providing services to the local authority, and which had entered into a contractual arrangement with the local authority for the supply of goods and/or services to the local authority, as set out in paragraph 5.18(2)(d)(i) and (ii) of the Councillors' Code of Conduct.

COAST – PENSION FUND GUARANTEE

13. With reference to article 16 of the minute of the meeting of the Education, Culture and Sport Committee of 21 November 2013, the Committee had before it a report by the Director of Education, Culture and Sport which sought approval for the Council to act as guarantor in respect of those staff who were due to transfer from Sport Aberdeen to Aberdeen Sports Village (ASV) in April 2014.

The report recommended –

that the Committee agree that the Council act as guarantor in respect of the transferring employees, subject to the Pensions Panel accepting the application from ASV for these employees to remain in the scheme.

The Committee resolved:-

to approve the recommendation.

FIXED LINES AND MOBILE TELEPHONY (CG/14/023)

14. The Committee had before it a report by the Director of Corporate Governance which sought approval to procure fixed lines and mobile telephony services through a government framework agreement.

The report recommended –

that the Committee –

- (a) approve the use of an appropriate framework agreement to procure fixed line and mobile telephony services and the entering into of a contract (or contracts) for a two year period (with the option to extend for two further periods of one year each, meaning that the maximum possible duration was four years), the particular framework agreement to be selected by the Director of Corporate Governance following consultation with the Council's ICT, procurement and legal teams;
- (b) approve the total estimated expenditure of £4,500,000 in respect of the entering into the aforementioned contract or contracts;
- (c) grant exemption from any of the Council's Standing Orders relating to contracts and procurement from which exemption was required in order to allow the proposed contracts or contracts to be entered into, including Standing Order 11 (Corrupt or Illegal Practices), 13 (Insurances) and 26(3) (Freedom of Information) which required that specific clauses relating to those matters be included in Council contracts.

The Committee resolved:-

to approve the recommendations.

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SUPPLY OF WEB HOSTING SERVICES (CG/14/026)

15. The Committee had before it a report by the Director of Corporate Governance which sought approval to issue a tender and award a contract for the supply of website hosting services.

The report recommended –

that the Committee –

- (a) approve the issue of a tender and subsequent award of a four year contract to supply website hosting services using a Crown Commercial Service framework agreement; and
- (b) approve the estimated expenditure for the procurement as detailed in section 3 (Financial Implications) of the report.

The Committee resolved:-

to approve the recommendations.

REQUEST FOR APPROVAL OF EXPENDITURE FOR EXTERNAL SUPPORT RELATING TO THE CITY DEAL FUND (CG/14/020)

16. The Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which sought approval to go to tender, through a mini competition exercise between those on a national government procurement framework, for external support to assist in the bidding process for the City Deal Fund.

The report recommended –

that the Committee –

- (a) approve the estimated expenditure of up to £250,000, in accordance with Standing Order 1(3) of the Council's Standing Orders relating to Contracts and Procurement; and
- (b) agree to receive a further report, once a successful bidder had been appointed on the project plan which would be followed to process the submission of a bid for City Deal funding.

The Committee resolved:-

- (i) to approve the estimated expenditure of up to £250,000 to cover the cost of securing external support to prepare a bid to the UK Government to secure a City Deal for Aberdeen and the North East, in accordance with Standing Order 1 (3) of the Council's Standing Orders relating to Contracts and Procurement; and
- (ii) to approve recommendation (b).

REQUEST FOR AUTHORITY TO PROCURE EMPLOYEE BENEFITS (CG/14/004)

17. The Committee had before it a report by the Director of Corporate Governance which sought approval to procure the provision of an employee benefits scheme.

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The report recommended –

that the Committee –

- (a) agree that the Corporate Governance Service conduct a procurement exercise in line with Council's Standing Orders, Financial Regulations and EU Legislation for the provision of an employee benefits service for an initial period of three years with the option to extend the contract for a twelve month period and then a further option to extend for a twelve month period and with an estimated expenditure of £5,000,000 (which would be reclaimed through the scheme and would accordingly be cost neutral); and
- (b) agree that the method of procurement be determined by the Head of Human Resources and Organisational Development in consultation with the Head of Procurement and if procurement for the provision of an employee benefits service was to be by way of tender, then such a tender should either be solely conducted by the Council or conducted collaboratively with Aberdeenshire Council.

The Committee resolved:-

to approve the recommendations.

EMPTY PROPERTIES – COUNCIL TAX (CG/14/011)

18. With reference to 13 of the minute of the Housing and Environment Committee of 24 January 2012, the Committee had before it a report by the Director of Corporate Governance which advised of changes to Council tax legislation relating to unoccupied properties and sought approval of the changes to Council Tax discount in accordance with the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013.

The report recommended –

that the Committee approve the changes to Council Tax Discount in accordance with the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013 from April 2014 to reduce the discount awarded to 10% after six months and increase the Council Tax charge by 100% on properties that have been empty for more than twelvemonths.

The Committee resolved:-

to approve the recommendation.

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

DECLARATIONS OF INTEREST

The Convener and Councillor Crockett declared an interest in the subject matter of the following article by virtue of their position as members of the Board of the North East Scotland Japan Trust. Councillor Reynolds declared an interest by virtue of his position as a Trustee of the North East Scotland Japan Trust in a personal capacity. Each of the Councillors

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considered that the nature of their interest required them to leave the meeting and took no part in the Committee's deliberations thereon.

The Convener was substituted by Councillor Thomson and Councillor Crockett was substituted by Councillor Jean Morrison MBE for this item only.

At this juncture, the Vice Convener assumed the Chair.

UPDATE ON THE TRANSFER OF OWNERSHIP OF THOMAS BLAKE GLOVER HOUSE (ESPI/14/0146)

19. With reference to article 33 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided an update on progress with the proposal to transfer ownership of the property known as Glover House from the Grampian Japan Trust to the Council.

The report recommended –
that the Committee –

- (a) note the contents of the report;
- (b) instruct relevant officers to present to its next meeting a further update on costs and progress associated with the proposal to use part of the building as office accommodation for Enterprise, Planning and Infrastructure officers and retain appropriate rooms on the ground floor to display some of the Thomas Blake Glover collection as well as provide space for workshops for visiting parties;
- (c) instruct officers to ensure that the Head of Legal and Democratic Services was satisfied that the proposed use of the property conformed to any contractual terms which the Trust sought to impose;
- (d) instruct officers to ensure that the Head of Finance was satisfied that any risk to the Council could be mitigated and that the Council neither inherited any debts nor financial liabilities of the Grampian Japan Trust; and that the financial implications for the Council could be met and sufficient budget was in place to cover the costs of any legal fees which were to be incurred and any fees relating to the repair and maintenance of the building as well as identifying a future budget beyond 2013/2014 from the appropriate Council budgets to cover the costs of on-going maintenance and upkeep of the building in the event of the transfer of ownership being completed; and
- (e) approve the commissioning of a study to develop and deliver an Aberdeen - Japan strategy to further develop trade, tourism and academic links at a cost not to exceed £25,000.

The Committee resolved:-

- (i) to approve recommendations (a) to (d);
- (ii) approve the commissioning of a wide-scoping study by external specialists to develop and deliver an Aberdeen – Japan strategy to further develop trade,

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tourism, academic and sporting links at a cost not to exceed £25,000 with a report back to its next meeting; and

- (iii) instruct officers as a matter of urgency to engage with the Grampian Japan Trust to ensure that remedial works to Thomas Blake Glover House were carried out at the earliest opportunity including if necessary making a financial contribution up to £20,000 to carry out the essential works.

At this point, the Convener resumed the Chair.

SATROSPHERE – BANK GUARANTEE AND STRATEGIC PARTNERSHIP AGREEMENT (ECS/14/007)

20. With reference to article 30 of the minute of its meeting of 4 October 2012, the Committee had before it a report by the Director of Education, Culture and Sport which sought approval to enter into a new bank guarantee arrangement with the Bank of Scotland in support of Satrosphere's financial position and the formalising of a Strategic Partnership Agreement.

The report recommended –
that the Committee –

- (a) approve a new bank guarantee arrangement with the Bank of Scotland, in support of Satrosphere's financial overdraft and card guarantee facility, at the reduced level detailed in the report from 1 April 2014 to 31 March 2015; and
- (b) approve the general principles of the draft Strategic Partnership Agreement as discussed in the report and instruct officers to conclude such an Agreement with Satrosphere on the Council's behalf.

The Committee resolved:-
to approve the recommendations.

PREMISES AT 132 WELLINGTON ROAD (EPI/14/211)

21. With reference to article 31 of the minute of the meeting of Council of 18 December 2013, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided an update on ongoing discussions with Glencraft Aberdeen Limited concerning the company's occupation of the premises at 132 Wellington Road and with the Council's new landlord.

The report recommended –
that the Committee –

- (a) approve the provisionally agreed terms and conditions of sub-lease of the property to Glencraft, i.e. a lease for 20 years, allowing for a relocation break option, at a rent as specified in the report on full repairing and insuring terms, subject to schedule of condition;
- (b) instruct the Head of Asset Management and Operation to continue "without commitment" discussions with the head landlord on Glencraft's potential relocation, the renunciation of the Council's lease of the property and the

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disposal of the Council's interest to the head landlord at its market value of £1 million; and

- (c) remit to the Head of Legal and Democratic Services to formally conclude the legal agreements described in (a) and (b) above on terms and conditions as were necessary to protect the Council's interests.

**SOCIAL CARE AND WELLBEING MANAGEMENT STRUCTURE INVESTIGATION
(CG/14/027)**

22. With reference to article 32 of the minute of its meeting of 5 December 2013, the Committee had before it a report by the Director of Corporate Governance which advised members regarding (1) the delay in the provision of the original report; (2) the information in the original report; and (3) how future investigations would be undertaken.

The report recommended –
that the Committee note the report.

The Committee resolved:-
to approve the recommendations.

PROCUREMENT TRANSFORMATION PROGRAMME (CG/14/016)

23. The Committee had before it a report by the Director of Corporate Governance which outlined and sought approval of a broad change programme which was proposed to enhance the coverage, governance and value of the Central Procurement Unit (CPU).

The report recommended –
that the Committee –

- (a) approve the implementation of the attached Procurement Transformation Plan (Appendix 1);
(b) approve the implementation of the refreshed Aberdeen City Council Procurement Strategy (Appendix 2);
(c) approve the commissioning of a Programme Manager from Scotland Excel, to lead the Procurement Transformation workstream, on a fixed term basis (three days a week) for up to one year; and
(d) agree that the Central Procurement Unit be renamed Commercial and Procurement Services.

The Committee resolved:-
to approve the recommendations.

CENTRAL PROCUREMENT UNIT (CPU) RESTRUCTURE

24. The Committee had before it a business case by the Director of Corporate Governance which sought approval to implement a revised staffing structure for the

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Central Procurement Unit, a service which was shared equally with Aberdeenshire Council,

The business case recommended –
that the Committee –

- (a) approve the additional resources and change to structure as outlined in table one and appendix one of the report; and
- (b) agree to delegate approval of the final remuneration of the posts once finalised by the Head of Human Resources and Organisational Development to the Director of Corporate Governance, in consultation with the Convener and Vice Convener of the Committee.

The Committee resolved:-
to approve the recommendations.

PROPOSED REALIGNMENT OF THE ACCOUNTS PAYABLE TEAM TO THE CENTRAL PROCUREMENT UNIT (CG/14/018)

25. The Committee had before it a business case by the Director of Corporate Governance which sought approval to realign the Accounts Payable and Insurance Teams from Finance to the Central Procurement Unit.

The Committee resolved:-
to approve the business case as outlined in the report.

PROPOSED REALIGNMENT OF THE PROGRAMME MANAGEMENT OFFICE TO THE CENTRAL PROCUREMENT UNIT (CG/14/019)

26. The Committee had before it a business case by the Director of Corporate Governance which sought approval of the realignment of the Programme Management Office from Customer Services and Performance to the Central Procurement Unit.

The Committee resolved:-
to approve the business case as outlined in the report.

ENTERPRISE, PLANNING AND INFRASTRUCTURE DIRECTORATE RESTRUCTURING (EPI/13/206)

27. The Committee had before it a report which presented the proposed restructuring at senior manager level within the Enterprise, Planning and Infrastructure Directorate for approval and proposed that the Service be retitled City Development.

The report recommended –
that the Committee –

- (a) approve the proposals to establish the new structure for senior managers within Enterprise, Planning and Infrastructure as detailed in paragraphs 5.5 to 5.9 of

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- the report and summarised in the attached business case section and in the organogram provided at Appendix 1;
- (b) approve the disestablishment of vacant posts within Enterprise, Planning and Infrastructure as detailed at paragraph 5.10 of the report and summarised in the attached business case section 1;
 - (c) acknowledge the arrangements to use the Council's Job Matching process to fill the posts outlined in the proposals and where vacancies remain to use the appropriate selection process and the redeployment and redundancy process as required;
 - (d) acknowledge that, in keeping with the decision arrived at the meeting of the Urgent Business Committee of 2 December 2013, responsibility for the appointment to the posts of City Development Programme Manager and City-Wide Strategist lay with the Director of Enterprise, Planning and Infrastructure; and
 - (e) agree to rename the Enterprise, Planning and Infrastructure Service, City Development and to review the title of the constituent parts of the Service over the coming months in consultation with staff.

The Committee resolved:-

to approve the recommendations.

COUNCILLOR WILLIE YOUNG, Convener.

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FINANCE, POLICY AND RESOURCES COMMITTEE
COMMITTEE BUSINESS

6 MAY 2014

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. Where a report instructed requires no decision to be made this will be reported in the Committee's information bulletin.

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	Finance and Resources 15/03/12 article 30	<p><u>North East Scotland Japan Trust Loan Request</u></p> <p>The Committee resolved:</p> <p>(i) to instruct officers to seek further clarification on the Grampian Japan Trust as per paragraph 5.4 of the report;</p> <p>(ii) subject to the above, to approve a secured loan for a period of 12 months of up to £15,000 to Grampian Japan Trust subject to (1) the Head of Legal and Democratic Services being satisfied that the Council has adequate security over the property known as Thomas Glover House; and (2) the Head of Finance being satisfied that there is no financial risk to the Council, and evidence of proper financial stewardship of the Trust; and</p> <p>(iii) to instruct the Director of Education, Culture and Sport to report back to this Committee providing details of the final outcome of the above.</p>	<p>At its meeting on 5 December 2013, the Committee resolved, amongst other things, to:</p> <p>(a) instruct officers to enter into negotiations with the Grampian Japan Trust regarding a possible transfer of the property and to report back to the next meeting of this Committee;</p> <p>(b) instruct relevant officers to present to the next meeting of this Committee a fully costed proposal for any future use of Glover House including any benefits which might accrue to the Council as a result of the property being in Council ownership; and</p> <p>(c) instruct relevant officers to report to the next meeting of this Committee on progress with the proposal in order that officers could continue to prepare any documentation which would be required to facilitate the transfer of the property Glover House, to the</p>	City Development	6/5/14	6/5/14

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
	<p>Finance and Resources 21/06/12 article 14</p>	<p>The Committee resolved: to instruct that a report be presented to the next meeting of this Committee of 4 October, 2012, which should either confirm that the further information sought has been provided and the loan made, or that the loan offer has been withdrawn.</p>	<ul style="list-style-type: none"> • Council subject to:- the Head of Legal and Democratic Services being satisfied that the proposed use of the property conforms to any contractual terms which might be imposed by the Trust; and • the Head of Finance being satisfied that any risk to the Council could be mitigated and that the Council neither inherited any debts nor financial liabilities of the Grampian Japan Trust; and that the financial implications for the Council could be met and sufficient budget was in place to cover the costs of any legal fees which were to be incurred and any fees relating to the repair and maintenance of the building as well as identifying a future budget beyond 2013/2014 from the appropriate Council budgets to cover the costs of on-going maintenance and upkeep of the building in the event of the transfer of ownership being completed. <p>At its meeting on 20 February 2014, the Committee resolved, amongst other things, to :</p> <p>(i) instruct relevant officers to present to its next meeting a</p>			

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
			<p>further update on costs and progress associated with the proposal to use part of the building as office accommodation for Enterprise, Planning and Infrastructure officers and retain appropriate rooms on the ground floor to display some of the Thomas Blake Glover collection as well as provide space for workshops for visiting parties; and</p> <p>(ii) approve the commissioning of a wide-scoping study by external specialists to develop and deliver an Aberdeen – Japan strategy to further develop trade, tourism, academic and sporting links at a cost not to exceed £25,000 with a report back to its next meeting.</p> <p>A report is on the agenda.</p>			
2.	Finance and Resources 25/4/13 article 21	<p><u>Joint Commissioning Strategy for Older People 2013-2023 - Financial Framework</u></p> <p>The Committee resolved amongst other things to agree to receive a report on the baseline integrated budget, once the work on this was completed</p>	<p>The Committee received a verbal update at its meeting on 5 December 2013.</p> <p>This item cannot be reported until the NHS budget for integrated pot is determined. The scope of the NHS services to be included in integration will be recommended by the Transitional Leadership Group (TLG) and then the associated budget will be agreed. The TLG will report to Council and</p>	Head of Older People and Rehabilitation	26/9/13	19/6/14

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
			NHS Board in May, probably, and thereafter a report to this Committee. The SC&W services/budget are known.			
3.	Council 26/6/13	<u>Tillydrone Project</u> 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 were known.	A copy of the bulletin report prepared for the Housing and Environment Committee on 20th May 2014 is attached. The bulletin report notes the progress that has been made on securing grant assistance (item 2.6 and last paragraph of section 3). Final grant levels on this project will not be known until the project has been completed. Officers continue to their best endeavours to maximise the grants secured by the Council, in an uncertain environment. It is recommended that this be item removed and updates reported to the Housing and Environment Committee as appropriate.	Head of Regeneration and Housing Investment	5/12/13	6/5/14 Information Bulletin
4.	Finance and Resources 21/04/11 article 35	<u>Trade Union Facility Time</u> 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	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	6/5/14

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		Aberdeen City Council's Local 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. A report is on the agenda.			
5.	Corporate Policy and Performance Committee 18/04/13 Article 13	<u>Impact and Potential for Social Media</u> 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.	An information bulletin report is available. This item is recommended for removal.	Communications Manager	06/05/14	06/05/14
6.	Corporate Policy and Performance Committee 06/06/13 Article 7	<u>Corporate Parenting Policy</u> 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.	A report is being considered by Council on 14 May 2014. Recommended for removal.	Director of Social Care and Wellbeing	06/05/14	14/4/14 - Council
7.	Finance, Policy and Resources 26/09/13 Article 19	<u>Failure To Attend Work Due To Bad Weather</u> The Committee resolved, amongst other things, to instruct officers to report back to the Committee on the guidance in one year		Head of Human Resources and Organisational Development	30/9/14	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
8.	Finance and Resources 28/09/10 Article 24 Finance, Policy and Resources 26/09/13 Article 33	<p><u>Access from the North Proposals (Third River Don Crossing) - Compulsory Purchase Order</u></p> <p>The Committee resolved: to note that officers would provide regular updates to Committee in relation to progress with land acquisition against budget.</p> <p>At its meeting on 26 September 2013, the Committee resolved, amongst other things, to notwithstanding the progress report being submitted to the next meeting of the Committee, to instruct officers to bring forward the determination of the land tribunal decision to the Council or this Committee, whichever was sooner.</p>		Head of Asset Management and Operations	5/12/13	
9.	Finance, Policy and Resources 5/12/13 Article 23	<p><u>Haudagain Upgrade (Middlefield) Update</u></p> <p>The Committee resolved, amongst other things, (iii) instruct officers to proceed with the project subject to negotiating acceptable financial guarantees from the Scottish Government or one of its agencies by 30 April 2014, in order for a report to come forward to this Committee on 6 May 2014; and (iv) instruct officers to prepare a report for the Committee's meeting on the 6 May 2014, outlining proposals including where appropriate costs for the</p>	A report is on the agenda.	Head of Regeneration and Housing Investment	06/05/14	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		regeneration of Middlefield without the proposed Haudagain improvements should the Scottish Government or one of its agencies refuse to commit to providing the Council with acceptable financial guarantees as requested.				
10.	Council Budget Meeting 6/2/14	<p><u>General Fund Revenue Budget 14/15</u></p> <p>Council resolved, amongst other things:</p> <p>(i) to note the significant cost of living challenges faced by our employees and instruct officers, in consultation with trades unions, to gather evidence on the cost of this and other relevant factors affecting City Council employees and present this evidence to a future meeting of the Finance, Policy and Resources Committee for consideration; and</p> <p>(ii) to instruct all Directors to report back regarding strategic procurement and how a reduction of approximately £1.5million could be achieved in contract pricing.</p>	<p>(i) A report is on the agenda.</p>	<p>Head of Human Resources and Organisational Development</p> <p>All Directors</p>	19/6/14	6/5/14
11.	Finance, Policy and Resources 20/2/14 Article 3	<p><u>Aberdeen and Grampian Chamber of Commerce Research Study and Business Rates Incentivisation Scheme</u></p> <p>The Committee resolved to instruct officers to commission a further piece of work to identify future possible funding streams.</p>		Finance	19/6/14	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
12.	Finance, Policy and Resources 20/2/14 Article 12	<p><u>Small Financial Assistance Applications</u></p> <p>The Committee resolved, amongst other things, to request officers to review the criteria for small financial assistance applications and to report back to the Committee in this regard.</p>	A report is on the agenda.	Finance	19/6/14	6/5/14
13.	Finance, Policy and Resources 20/2/14 Article 16	<p><u>Request For Approval Of Expenditure For External Support Relating To The City Deal Fund</u></p> <p>The Committee resolved, amongst other things, to agree to receive a further report, once a successful bidder had been appointed on the project plan which would be followed to process the submission of a bid for City Deal funding.</p>		City Development	19/6/14	
14.	Property Sub Committee 24/9/13 article 14	<p><u>Station House Community Centre</u></p> <p>The Sub Committee agreed to authorise officers to negotiate a temporary License to Occupy in favour of the Station House Media Unit, in the meantime to run on a month to month basis, with a report being brought back before the Sub Committee as soon as arrangements for the future of the occupation and control of the building had been agreed.</p>	<p>Negotiations are ongoing in terms of the long term future of the property. A temporary license is in place with SCMU.</p> <p>Future arrangements for the disposal, either by lease or Community Asset Transfer (CAT) are still in discussion. Work on the policy of CAT is still underway.</p> <p>This item was transferred from the Property Sub Committee.</p>	Head of Asset Management and Operations	4/2/14	19/6/14

Older People's Advisory Group

19 FEBRUARY 2014

OLDER PEOPLE'S ADVISORY GROUP UPDATED REMIT

2. The Advisory Group had before it for consideration, an updated version of its remit.

The Chairperson reiterated that this new remit would allow for the removal of a member from the group if they did not attend three consecutive meetings in a row however, this would not apply if the member sends a substitute.

The Advisory Group resolved:-

- (i) to agree the amendments to the updated remit; and
- (ii) to refer the matter to the Finance, Policy and Resources Committee for approval.

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Older People's Advisory Group

Remit as at **February-September, 2014 4**

Purpose of Advisory Group

To consider the broad interests of older people including –

- (1) supporting older people's representation in community planning and processes and representation through Community Planning Aberdeen;
- (2) improving quality of life for older people;
- (3) improving services for older people;
- (4) providing an integrated approach to services;
- (5) tackling age discrimination; and
- (6) making a positive difference to older people's lives through the Older People's Vision Statement.

Method of Operation

The Advisory Group will –

- (1) monitor progress on delivering the Older People's Vision Statement;
- (2) perform a central role in consultation exercises including advising agencies which are planning consultation exercises to ensure older people are included in liaison (as appropriate) with Aberdeen Council for Voluntary Organisations (ACVO) which facilitates consultation with the voluntary sector;
- (3) co-ordinate an annual event to address issues impacting on older people;
- (4) raise the profile of older people in Aberdeen;
- (5) advise relevant bodies on issues relevant to older people;
- (6) widen the role of OPAG throughout the city and not just the Council; and
- (7) increase intergenerational practice to tackle age discrimination

Accountability

The minutes of the Advisory Group will be reported via the Information Bulletin to the **Finance, Corporate Policy and Resources Performance** Committee. Extracts from Advisory Group minute will be submitted to other City Council Committees as appropriate depending on the action requested.

Membership

- (1) Aberdeen City Council – The membership will be appointed by the **Corporate Finance, Policy and Performance-Resources** Committee (the parent committee) with appointees linking to each of the Council committees.
- (2) Partner and community organisations – one representative from each of the following, exception being (1 m) with two members, with the representative(s) having responsibility for each services for or working with older people –
 - (a) Aberdeen City **Community Health and Social Care** Partnership (GHSCP);

- (b) Aberdeen Safer Community Trust;
- (c) Aberdeen Trades Council;
- (d) Aberdeen Council of Voluntary Organisations (ACVO);
- (e) Age Scotland;
- (f) Alzheimer Scotland;
- (g) Carers Centre;
- (h) Cash in Your Pocket Partnership (CIYPP);
- (i) ~~Grampian~~ Police Scotland;
- (j) Grampian Senior Citizens Forum;
- (k) Aberdeen Care and Repair Project;
- (l) Older People's ~~Consultation and Monitoring~~ ~~and Consultation~~ Group;
- (m) Older People's Sign-Posters Project;
- (n) Department ~~of~~ for Work and Pensions (DWP);
- (o) Regeneration Matters;
- (p) Voluntary Service Aberdeen (VSA);
- (q) University of the Third Age (U 3rd Age);
- (r) Workers Education Association (WEA);
- (s) Footprints Connect;
- (t) Co-optees, for example, community groups working with/for older people – to be determined as and when required by the Chairperson, the City Council's Champion for Older People.

- (3) If any member of the Group should miss three meetings consecutively, it will be open to the Group to exclude that member on a permanent basis. This will not apply if the said member has arranged for a substitute to be present at the meetings.

Admin Support

Staff from the Equalities (Customer Service and Performance) and Legal and Democratic Services Sections of the Corporate Governance Service of the City Council will support the work of the Group.

For the purposes of the OPAG, older people refers to people aged 60 and above.

Substantive Members

Representing Aberdeen City Council
Cllr. Cooney, <u>Chairperson</u>
Cllr. Boulton
Cllr. Donnelly
Cllr. Jaffrey
Cllr. Yuill
Aberdeen City Health and Social Care Partnership
Heather MacRae
Aberdeen Safer Community Trust (AbSafe)
Emma Bellu
Aberdeen Trades Council
Ron Webster
Aberdeen Council of Voluntary Organisations (ACVO)
Jane Russell
Age Scotland
Suzy Gentle
Alzheimer Scotland
<i>Vacant</i>
Carers Centre
Anna Garden
Cash in Your Pocket Partnership (CIYPP)
Daniel Johnstone
Police Scotland
PC Bob McKinney
Grampian Senior Citizens Forum
George Thomson
Aberdeen Care and Repair Project
Lyn Ross
Older People's Consultation and Monitoring Group (2)
Sheila Henderson Aileen Brown
Older People's Signposters Project
Tom Ross

DWP
Jim Singer
Regeneration Matters
Leonora Montgomery
Voluntary Service Aberdeen (VSA)
Anna Garden
University of the Third Age (U 3rd Age)
Morag Tamisari
Workers Education Association (WEA)
Norman Miller
Footprints Connect
Dave Valentine / John Tomlinson

Co-optees

Grampian 50+ Network
George Thompson
Silver City Surfers
Chris Dunhill
Aberdeen Action on Disability
Wendy Stuart

ABERDEEN CITY COUNCIL

COMMITTEE	Audit and Risk
DATE	27 February 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Internal Audit Plan 2014/15
REPORT NUMBER:	CG/14/32

1. PURPOSE OF REPORT

The purpose of this report is to set out the proposed Internal Audit Plan for 2014/15.

2. RECOMMENDATION(S)

that the Committee:–

- (a) agree the Internal Audit Plan 2014/15 as set out in the attached paper;
- (b) note that proposed dates for commencement and reporting for each review have been included in the Plan and instruct the Council's internal audit supplier, PriceWaterhouse Coopers, to confirm dates with auditees and confirm a detailed schedule to the next meeting of the Committee;
- (c) **agree that, once agreed, the Internal Audit Plan be referred to each Service Committee for their information;**
- (d) note that the Council's external auditors, Audit Scotland, have been consulted on the Internal Audit Plan and confirmed they will place reliance on internal audit's continuous controls testing of financial governance for the 2014/15 accounts;
- (e) agree to refer the Internal Audit Plan to the Council's Local Area Network for their information; and
- (b) agree that, once the Council's Shared Risk Assessment has been prepared and made available by the Local Area Network, that officers and Internal Audit review the Annual Internal Audit Plan to determine whether further review work is required.

3. FINANCIAL IMPLICATIONS

The Council has agreed a budget of £400,000 for Internal Audit in 2014/15. The attached Plan can be delivered from within this budgeted figure.

4. OTHER IMPLICATIONS

Officers in all Services are required to assist Internal Audit in the conduct of the agreed reviews and recommendations from reviews will often require staff and other resources to implement.

5. BACKGROUND/MAIN ISSUES

The proposed Internal Audit Annual Plan is presented for the consideration of the Audit and Risk Committee. Full details of the approach and specific context for the Plan are included within the attached report.

6. IMPACT

The overall impact of an effective Internal Audit function is to add value to and improve the Council's operations and to protect its assets, reputation and sustainability.

7. MANAGEMENT OF RISK

There are no identified material risks which would result from the approval of the recommendations in this report. The Plan has been prepared on a risk based approach and detailed reviews are included as mitigation of identified risks.

8. BACKGROUND PAPERS

5 Year Corporate Service Business Plan	-	ACC
Corporate Risk Register	-	ACC
Service Risk Registers	-	ACC
Internal Audit Charter	-	ACC
Internal Audit Methodology	-	PWC
Internal Audit Contract	-	ACC / PWC

9. REPORT AUTHOR DETAILS

Martin Murchie, Community Planning & Corporate Performance
Manager
mmurchie@aberdeencity.gov.uk
(01224) 522008

***Internal Audit Annual
Risk Assessment and
Plan
For the financial year
ended 31 March 2015***

Aberdeen City Council

17 February 2014

**DRAFT FOR AUDIT AND RISK
COMMITTEE DISCUSSION**

27 FEBRUARY 2014

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Distribution List

For action – Corporate Management Team

For Approval – Audit and Risk Committee

This document has been prepared only for Aberdeen City Council and solely for the purpose and on the terms agreed with Aberdeen City Council.

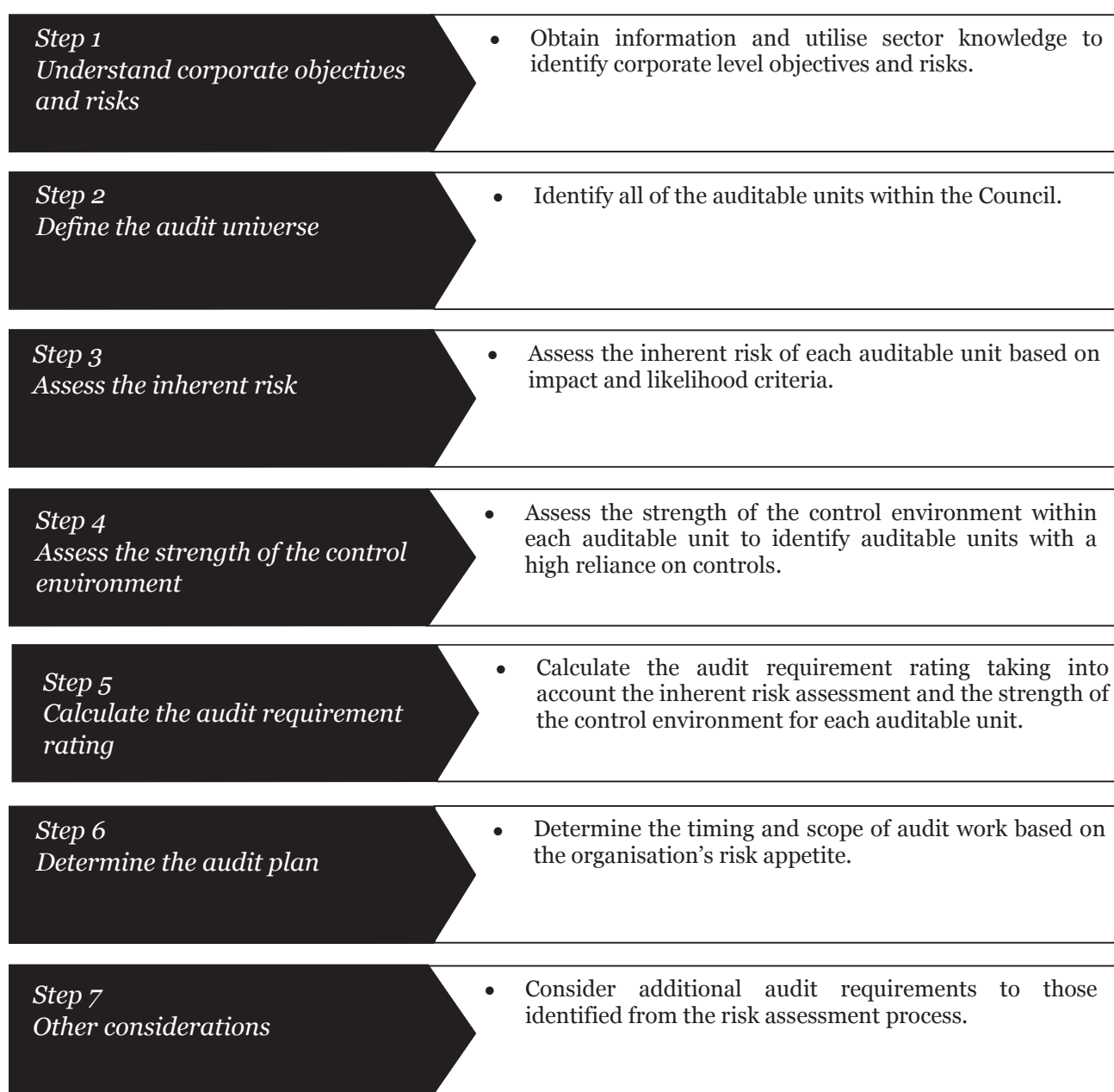
1. Introduction and approach

Introduction

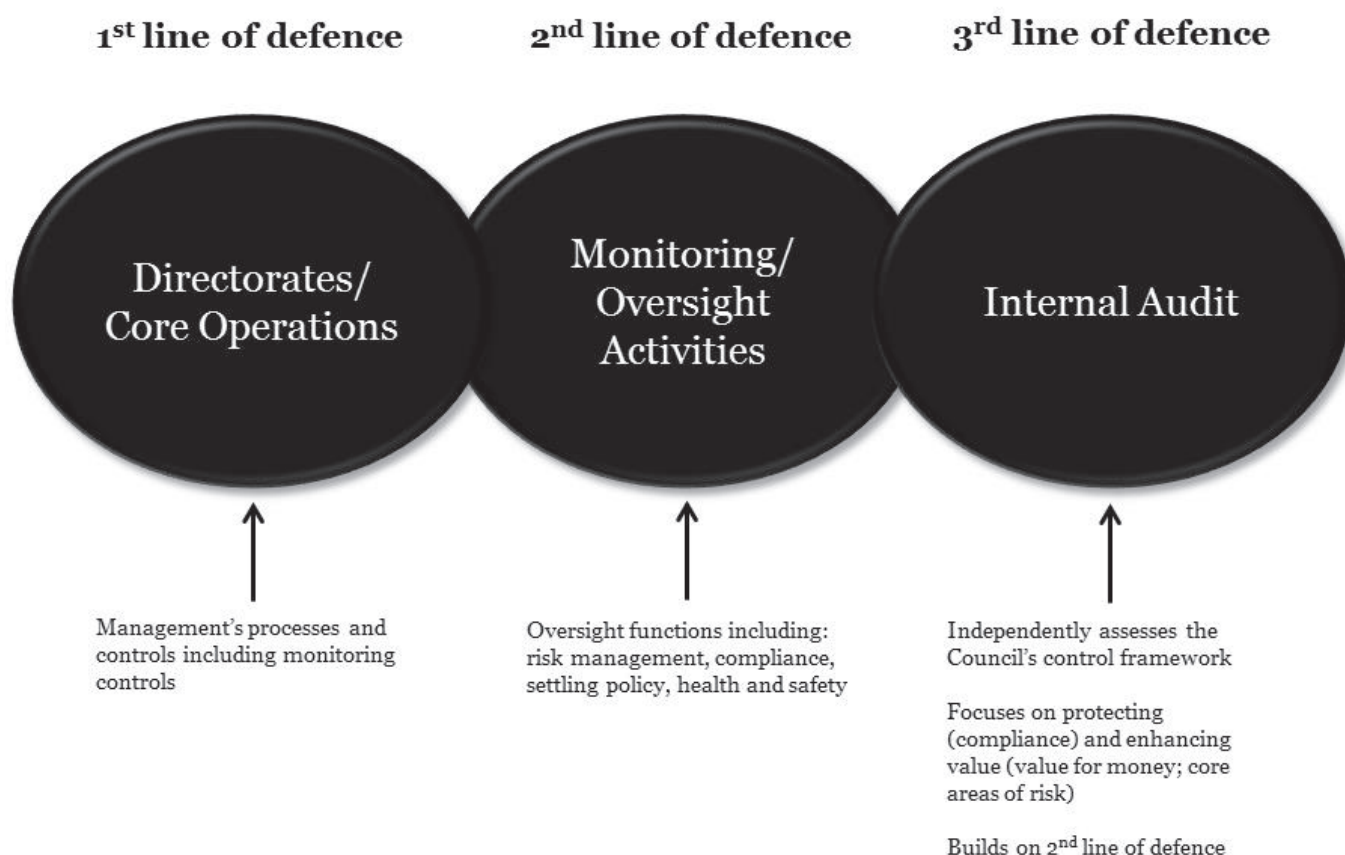
This document sets out the risk assessment and our internal audit plan for Aberdeen City Council.

Approach

The internal audit service will be delivered in accordance with the Internal Audit Charter. A summary of our approach to undertaking the risk assessment and preparing the internal audit plan is set out below. The internal audit plan is driven by Aberdeen City Council's organisational objectives and priorities, and the risks that may prevent Aberdeen City Council from meeting those objectives. A more detailed description of our approach can be found in Appendix 1 and 2.



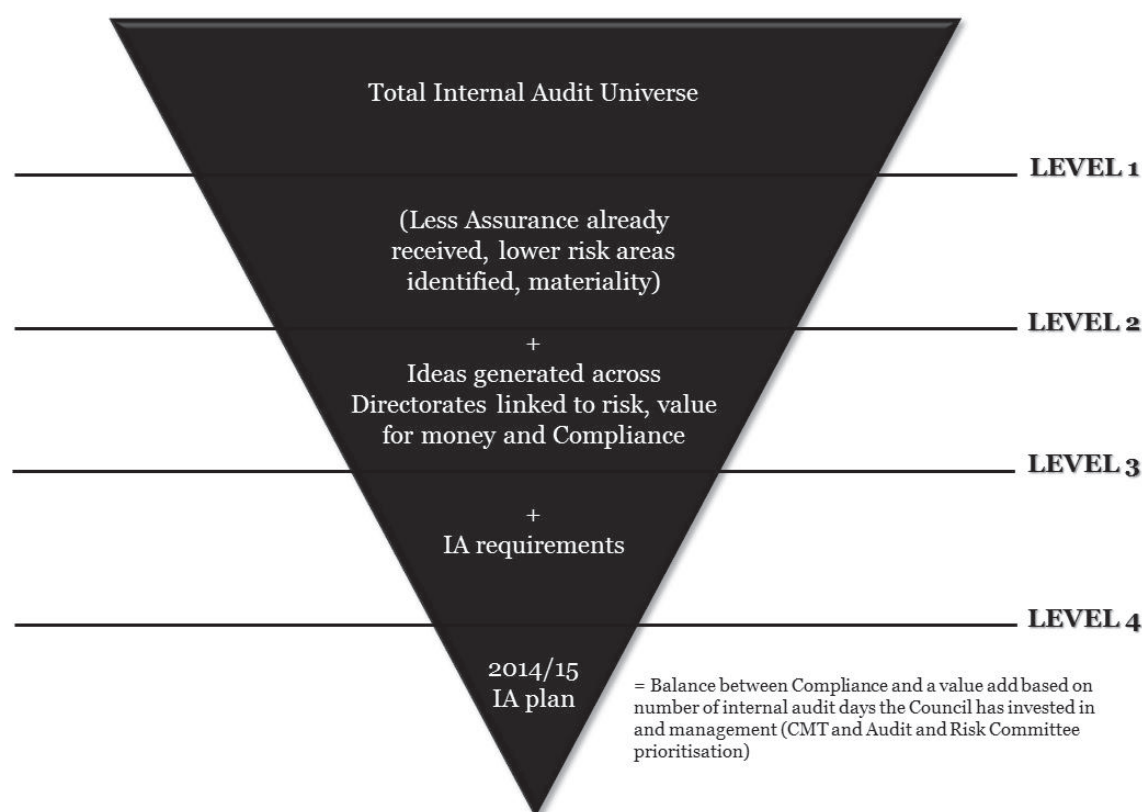
This approach takes into account the role of Internal Audit, as one of the Council's assurance providers from the 3rd line of defence:



Basis of our plan

In order to carry out the level of work that our risk assessment indicates is appropriate, we estimate that the resource requirement for Aberdeen City Council's internal audit service is 957 days. Based on our risk assessment, this is the level of resource that we believe would be necessary to evaluate the effectiveness of risk management, control and governance processes. The level of agreed resources for the internal audit service for 1 April 2014 to 31 March 2015 is limited to £400,000, and therefore the plan does not purport to address all key risks identified across the audit universe as part of the risk assessment process. Accordingly, the level of internal audit activity represents a deployment of limited internal audit resources and in approving the risk assessment and internal audit plan, the Audit and Risk Committee recognises this limitation.

Taking into account the above, the plan is drafted as follows:



Basis of our annual internal audit conclusion

Internal audit work will be performed in accordance with PwC's Internal Audit methodology which is aligned to the Public Sector Internal Audit Standards. As a result, our work and deliverables are not designed or intended to comply with the International Auditing and Assurance Standards Board (IAASB), International Framework for Assurance Engagements (IFAE) and International Standard on Assurance Engagements (ISAE) 3000.

Our annual internal audit opinion will be based on and limited to the internal audits we have completed over the year and the control objectives agreed for each individual internal audit. The agreed control objectives will be reported within our final individual internal audit reports.

In developing our internal audit risk assessment and plan we have taken into account the requirement to produce an annual internal audit opinion by determining the level of internal audit coverage over the audit universe and key risks. We do not believe that the level of agreed resources will impact adversely on the provision of the annual internal audit opinion.

Other sources of assurance

In developing our internal audit risk assessment and plan we have taken into account other sources of assurance and have considered the extent to which reliance can be placed upon these other sources.

The other sources of assurance for Aberdeen City Council include:

- External inspections such as those undertaken by the Care Inspectorate, Child Protection Inspection Unit, Education Scotland and Audit Scotland.
- External audit
- Information Commissioner reviews and inspections

In order to assess whether we can place reliance on these other sources of assurance we will undertake a controls assurance mapping exercise as part of the 2014/15 internal audit plan. This will involve mapping the sources of assurance against key activities of the Council and assessing the strength of this assurance through reviewing their methodology, staff skills, work plan, terms of reference and reporting.

Key contacts

Meetings have been held with the following key personnel during the planning process:

Valerie Watts

Chief Executive

Angela Scott

Director Corporate Governance

Pete Leonard

Director of Housing and Environment

Liz Taylor

Director Social Care and Wellbeing

Gordon McIntosh

Director of Enterprise, Infrastructure and Planning

Gayle Gorman

Director of Education, Culture and Sport

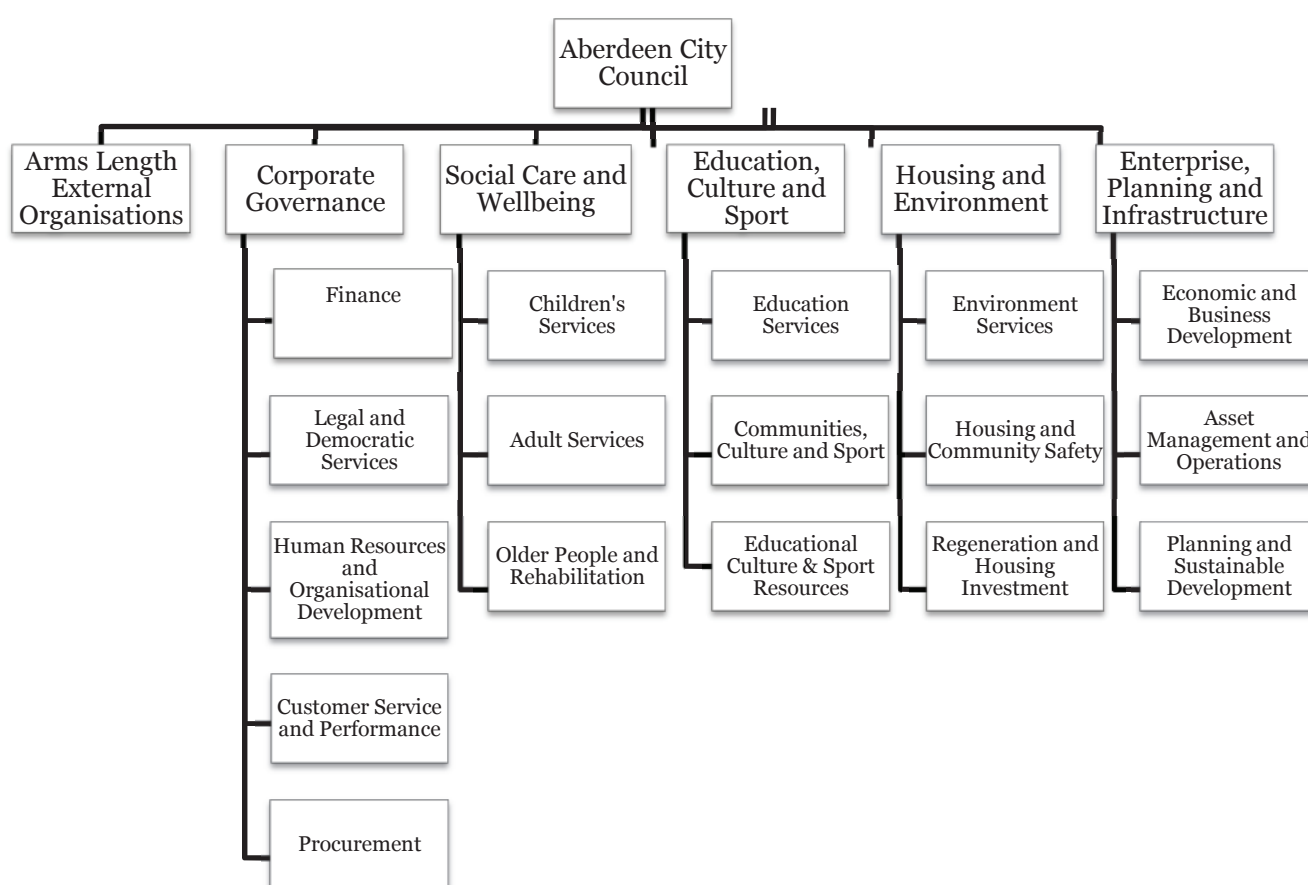
Martin Murchie

Community Planning and Corporate Performance
Manager

2. Audit universe, corporate objectives and risks

Audit universe

The diagram below represents the high level auditable units within the audit universe of Aberdeen City Council. These units form the basis of the internal audit plan.



Corporate objectives and risks

Included at Appendix 4 are the corporate risks as identified by Aberdeen City Council. The service level risks are shown within Appendix 5. The planned internal audit reviews for 2014/15 have been cross referenced to these risks within Section 4.

3. Risk assessment

Risk assessment results

Each auditable unit has been assessed for inherent risk and the strength of the control environment, in accordance with the methodology set out in Appendix 1 and 2. The results are summarised in the table below.

Ref	Auditable Unit	Inherent Risk Rating	Control Environment Indicator	Audit Requirement Rating	Rating*	Frequency
A	Corporate Governance					
A.1	Finance	5	3	4	C	Annual
A.2	Legal and Democratic Services	4	4	2	M	Every 3 years
A.3	Human Resources and Organisational Development	5	2	4	C	Annual
A.4	Customer Services and Performance	6	3	5	C	Annual
A.5	Procurement	5	3	4	C	Annual
B	Enterprise Planning and Infrastructure					
B.1.	Asset Management and Operations	4	4	2	M	Every 3 years
B.2	Planning and Sustainable Development	4	2	3	H	Every 2 years
B.3	Economic and Business Development	5	3	4	C	Annual
C	Education, Culture and Sport					
C.1	Communities, Culture and Sport	4	4	2	M	Every 3 years
C.2	Schools and Education Establishments	5	2	4	C	Annual
C.3	Educational Development, Policy and Performance	4	4	2	M	Every 3 years
D	Housing and Environment					
D.1	Regeneration and Housing Investment	5	5	3	H	Every 2 years
D.2	Housing and community safety	3	3	2	M	Every 3 years
D.3	Environmental Services	3	2	2	M	Every 3 years
E	Social Care and Wellbeing					
E.1.	Adult Services	6	4	4	C	Annual
E.2	Children Services	6	4	4	C	Annual
E.3	Older people and rehabilitation	5	5	3	H	Every 2 years

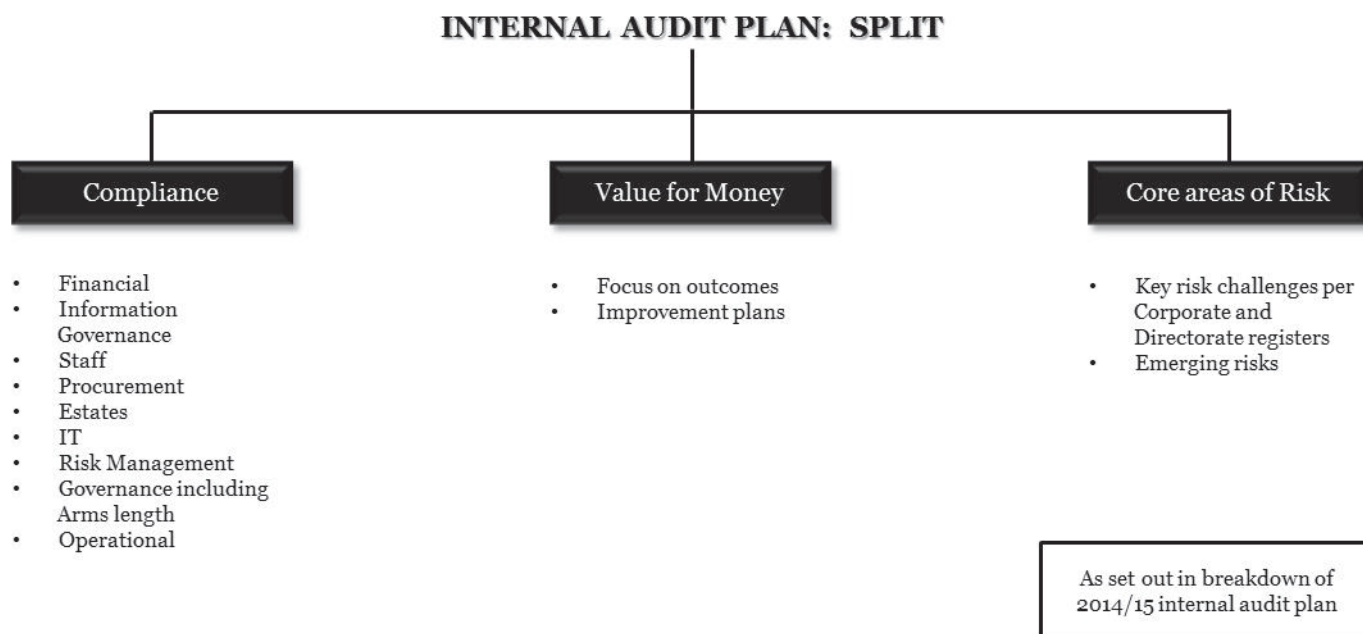
Key to frequency of audit work

Audit Requirement Rating	Frequency – PwC standard approach	Rating
6	Annual	Critical (C)
5	Annual	Critical (C)
4	Annual	Critical (C)
3	Every two years	High (H)
2	Every three years	Medium (M)
1	No further work	Low (L)

4. Annual plan and internal audit performance

Annual plan and indicative timeline

The internal audit plan has been split out as shown below to reflect the core areas of our Internal Audit programme and the balance between compliance, value for money and risk based internal audits, determined either by Council Management; risk registers; corporate priorities and Internal Audit standards.



Through discussions with Heads of Service and Directors, we developed a full suite of potential internal audit reviews based on our risk assessment and suggestions provided by each service.

This was then presented to the CMT to determine the reviews of highest priority and to help finalise the planned reviews, which are presented to the Audit and Risk Committee on the following pages.

Each proposed review has been cross referenced to corporate and service level risks, which are included within Appendix 4 and 5.

Review	Description	Area	Contact	Days	Link to Risks
Compliance					
Financial Governance					
Continuous Controls Start date: 6 October 2014 Reporting to ARC: February 2015 Start date: 6 April 2015 Reporting to ARC: June 2015	Six monthly Financial Controls Assessment - Testing of key controls within the Council's key financial systems using continuous auditing techniques and data techniques to interrogate complete populations of data where controls are automated. Testing will cover compliance with processes and production of an internal audit report on a six monthly cycle, allowing for the identification of trends. Systems / processes to review include: - Housing Benefits; - Fixed Assets; - Council Tax; - NNDR; - Main Accounting System (Accounts Payable, Accounts Receivable, Cash & Bank, Treasury Management); and Payroll.	Corporate Governance	Steve Whyte	75	CG9
Car Parking Start date: 28 April 2014 Reporting to ARC: September 2014	Review into compliance of financial controls in relation to car parking - including cash collection, parking fines and bad debt management. Also to ensure that clear criteria are in place for the issue of Penalty Change Notices and to ensure that non-standard signage is appropriately approved.	Corporate Governance	Steve Whyte	12	CG3, CG9
School Amenity Funds Start date: 4 August 2014 Reporting to ARC: November 2014	Review of financial controls in place for school and amenity funds, including compliance with these controls and fair use of funds.	Education Culture and Sport	Gayle Gorman	12	ECS3, ECS11
Total internal audit days - financial controls:				99	

Review	Description	Area	Contact	Days	Link to Risks
Compliance					
Information Governance					
Early years provision Start date: 6 October 2014 Reporting to ARC: February 2015	Review to assess the controls and procedures in place surrounding the management information that is used to assist in planning for early years provision, including forecasting staff and nursery facility capacity.	Education Culture and Sport	Gayle Gorman	15	CR6, ECS13 ECS18
Disaster recovery Start date: 10 November 2014 Reporting to ARC: February 2015	Review of disaster recovery strategies and plans to ensure they are aligned with business continuity requirements, are fit for purpose (i.e. no critical single points of failure) and tested appropriately.	Corporate Governance	Paul Fleming	15	CR12, CR19, CR21, CG2 SC18 SC19
Security Review Start date: 12 January 2015 Reporting to ARC: April 2015	Review of threat and vulnerability management processes and security / identity management controls (will include specialist involvement, which is reflected in higher number of days).	Corporate Governance	Paul Fleming	20	CG15 ECS12
Asset management Start date: 3 November 2014 Reporting to ARC: February 2015	Review of processes and controls management have implemented to ensure they have complete and accurate records of all IT assets.	Corporate Governance	Paul Fleming	15	CG15
Compliance with the Public Records (Scotland) Act Start date: 15 September 2014 Reporting to ARC: February 2015	Review to assess controls and procedures, focussing on staff engagement, in place to ensure the Council is compliant with the Public Records (Scotland) Act 2011.	Cross-Cutting	Paul Fleming	20	CR6, CG5 SC12
Management Information Start date: 20 October 2014 Reporting to ARC: February 2015	This review will examine the adequacy of management information (including data quality) for decision making purposes within defined committees/areas. The key linkages with other relevant work streams will be considered as part of this review.	Cross-Cutting	Paul Fleming	20	CR1, CR6, CG5 EPI2 SC15
Total internal audit days – information governance:				105	

Review	Description	Area	Contact	Days	Link to Risks
Staff Governance					
Sourcing and Management of Agency Staff Start date: 19 May 2014 Reporting to ARC: September 2014	The review is to assess the Council's compliance with statutory requirements and guidance; due diligence on use of agencies and agency workers; and recording and analysis of data on agency workers.	Corporate Governance	Ewan Sutherland	15	CR7 CR11 CR15
Total internal audit days - staff:				15	
Procurement Governance					
Procurement in Construction Start date: 23 June 2014 Reporting to ARC: 20 November 2014	The Scottish Public Sector Procurement in Construction review was released by the Scottish Government in October 2013. This IA review will assess the Council's appliance of the recommendations and actions coming out of the SG review.	Enterprise, Planning and Infrastructure /Corporate Governance	Maggie Bochel and Craig Innes	15	CG12 EPI8
Use of PECOS Start date: 18 August 2014 Reporting to ARC: 20 November 2014	Review into the use of PECOS and a value for money assessment into areas where PECOS has not been used.	CG	Craig Innes	25	ECS3
Total internal audit days - procurement:				40	
Governance of Assets					
New Schools Programme Start date: 15 September 2014 Reporting to ARC: February 2015	The Council has an asset management plan to build new schools to meet increasing demand. This review will assess the controls and processes surrounding the approval process for new schools, including the controls surrounding data integrity of management information such as demographics. This will involve a post implementation review of previously submitted plans for school builds.	Enterprise, Planning and Infrastructure and Education, Culture and Sport	Maggie Bochel and Charlie Penman	20	ECS6, ECS9 EPI7

Review	Description	Area	Contact	Days	Link to Risks
Governance of Assets					
Corporate Landlord responsibilities (Asset Management) Start date: 5 January 2015 Reporting to ARC: April 2015	This review will look at whether the Council is meeting its legislative requirements around landlord responsibilities, for example, whether gas certificates and appropriate health and safety checks are in place.	Enterprise Planning & Infrastructure	Hugh Murdoch	15	HE3
Structures, Flooding and Coastal Risk Management Start date: 2 February 2015 Reporting to ARC: May 2015	This review will look at the Council's arrangements to meet its responsibilities in respect of flooding and coastal risks.	Enterprise Planning & Infrastructure	Hugh Murdoch	10	EPI11
	Total internal audit days - estates:			45	
Corporate Governance					
Policy and Procedure Development Start date: 24 November 2014 Reporting to ARC: February 2015	Review to assess key controls used to devise and approve policies and procedures, including how compliance is demonstrated, process for development, implementation and review of policies including the reporting to committees and effectiveness of communications to staff about policies.	Cross-Cutting	Tbc	12	CR6 CR18 SC17
ALEO review Start date: 13 October 2014 Reporting to ARC: February 2015	Rolling programme of reviews of whole control environment of ALEO "family" within each Service.	Corporate Governance	Angela Scott	25	CR10, CR11, CG3
Controls Assurance Mapping Start date: 11 August 2014 Reporting to ARC: November 2014	Controls assurance mapping exercise to assess the level of assurance each service receives. This will include gaining a better understanding of activities within the second line of defence and where ACC get assurance on the organisational culture from external (third party) assurance providers.	Cross-Cutting	Angela Scott	20	CR17

Review	Description	Area	Contact	Days	Link to Risks
Complaints Handling Process Start date: 12 May 2014 Reporting to ARC: 23 September 2014	Review to assess compliance with the Council's complaints handling procedure and whether this follows best practice guidance issued by the Scottish Public Services Ombudsman in 2011.	Corporate Governance	Neil Buck	12	CR4, CG7 SC11
Total internal audit days –governance:				69	
Operational					
Legal Services Start date: 2 June 2014 Reporting to ARC: September 2014	Review of controls and processes which give assurance of legal compliance.	Corporate Governance	Jane MacEachran	15	CG12
Library Services Start date: 2 March 2015 Reporting to ARC: June 2015	Review into the decision making process surrounding library services and the use of community centres to manage this service provision and associated opening hours.	Education Culture and Sport	Gayle Gorman	15	CR4, CR15, ECS15 ECS19
Fraud governance within housing and environment Start date: 4 August 2014 Reporting to ARC: November 2014	Review into the integrity of processes and systems, including those under development, to ensure that controls offer adequate protection against fraud and loss of all kinds within housing and community safety; and process aligns with Council's strategic goals: Relating to welfare reform, e.g. benefits, discretionary payments, referrals to food banks etc.	Housing and Environment	Pete Leonard	15	CR2 HE1
Service reviews Start date: 14 July 2014 Reporting to ARC: November 2014	Compliance with service reviews for care users.	Social Care and Wellbeing	Liz Taylor	15	CR9, CR15 SC09
Roads Start date: 7 April 2014 Reporting to ARC: September 2014	Review into the Roads Construction Consent Process	Enterprise, Planning and Infrastructure	Gordon McIntosh	15	CR15 EPI10

Review	Description	Area	Contact	Days	Link to Risks
Care First budgetary control and forecasting Start date: 27 October 2014 Reporting to ARC: February 2015	Review of the arrangements to record care packages on care 1 st and the budgetary control and forecasting arrangements to ensure controls in place to give complete and accurate data.	Social Care and Wellbeing	Liz Taylor	20	CR6
Total internal audit days –operational:				95	
Value for Money					
Music Services Start date: 20 October 2014 Reporting to ARC: February 2015	A value for money review into the music service and the music school.	Education Culture and Sport	Gayle Gorman	15	ECS3
Taxi Contracts Start date: 18 August 2014 Reporting to ARC: November 2014	Review into the value for money aspect of taxi contracts.	Corporate Governance	Craig Innes	20	ECS3
Total internal audit days –value for money:				35	
Follow Up Throughout: To go to ARC each meeting	Follow up of agreed action points from previous reports that have fallen due in the quarter. This will be reported at each Audit Committee. This will also include a review of the system of follow up applied by Services and Committees in relation to improvement recommendations and actions agreed with external inspection and regulation bodies.		Martin Murchie	25	
Contingency Days				50	
Total internal audit days				578	

In addition, we will also perform a review in relation to the North East of Scotland Pension Fund (NESPF) to satisfy a request from external audit:

Review	Description	Area	Contact	Days	Link to Risks
Pension Fund	Review of the key financial controls in operation within the pension fund.	Corporate Governance	Steve Whyte	30	CG9
Total internal audit days including NESPF				608	

The following potential reviews have been identified. They are not included in the Annual Plan, but can be brought forward for the Committee's consideration and use of contingency days, or in the event of the other agreed areas not proceeding due to changed circumstances and reduction in risk.

Review	Description	Area	Contact	Days	Link to Risks
Fraud Prevention and Detection	Potential use of tools for examination of the system of fraud prevention and detection as well as the analysis of transactions.	Corporate Governance	Steve Whyte	20	CR17
Reliability of benchmarked data	Potential review to examine the reliability and comparability of data used for benchmarking through the Local Government Benchmarking Project. This will require discussion and agreement with benchmark comparators.	Corporate Governance	Paul Fleming	15	CR6
Customer Service	Potential review of processes and controls to support "whole customer journeys".	Corporate Governance	Paul Fleming	15	CR4 CR15
Governance arrangements from joint venture structures	Review of governance arrangements within Housing Investment and Regeneration into construction/maintenance joint ventures and 1000 houses development Joint Venture.	Housing and Environment	Pete Leonard	20	HE1
Total potential reviews				70	

Appendix 1: Detailed methodology

Step 1 - Understand corporate objectives and risks

In developing our understanding of your corporate objectives and risks, we have:

- Reviewed your strategy, organisational structure and corporate risk register;
- Drawn on our knowledge of the local government; and
- Met with a number senior management and non-executive members.

Step 2 - Define the Audit Universe

In order that the internal audit plan reflects your management and operating structure we have identified the audit universe for Aberdeen City Council made up of a number of auditable units. Auditable units include functions, processes, systems, products or locations. Any processes or systems which cover multiple locations are separated into their own distinct cross cutting auditable unit.

Step 3 - Assess the inherent risk

The internal audit plan should focus on the most risky areas of the business. As a result each auditable unit is allocated an inherent risk rating i.e. how risky the auditable unit is to the overall organisation and how likely the risks are to arise. The criteria used to rate impact and likelihood are recorded in Appendix 2.

The inherent risk assessment is determined by:

- Mapping the corporate risks to the auditable units;
- Our knowledge of your business and its sector; and
- Discussions with management.

Impact Rating	Likelihood Rating					
	6	5	4	3	2	1
6	6	6	5	5	4	4
5	6	5	5	4	4	3
4	5	5	4	4	3	3
3	5	4	4	3	3	2
2	4	4	3	3	2	2
1	4	3	3	2	2	1

Step 4 - Assess the strength of the control environment

In order to effectively allocate internal audit resources we also need to understand the strength of the control environment within each auditable unit. This is assessed based on:

- Our knowledge of your internal control environment;
- Information obtained from other assurance providers; and
- The outcomes of previous internal audits.

Step 5 -Calculate the audit requirement rating

The inherent risk and the control environment indicator are used to calculate the audit requirement rating. The formula ensures that our audit work is focused on areas with high reliance on controls or a high residual risk.

Inherent Risk Rating	Control design indicator					
	1	2	3	4	5	6
6	6	5	5	4	4	3
5	5	4	4	3	3	n/a
4	4	3	3	2	n/a	n/a
3	3	2	2	n/a	n/a	n/a
2	2	1	n/a	n/a	n/a	n/a
1	1	n/a	n/a	n/a	n/a	n/a

Step 6 -Determine the audit plan

Your risk appetite determines the frequency of internal audit work at each level of audit requirement. Auditable units may be reviewed annually, every two years or every three years.

In some cases it may be possible to isolate the sub-process (es) within an auditable unit which are driving the audit requirement. For example, an auditable unit has been given an audit requirement rating of 5 because of inherent risks with one particular sub-process, but the rest of the sub-processes are lower risk. In these cases it may be appropriate for the less risky sub-processes to have a lower audit requirement rating be subject to reduced frequency of audit work. These sub-processes driving the audit requirement areas are highlighted in the plan as key sub-process audits.

Step 7 -Other considerations

In addition to the audit work defined through the risk assessment process described above, we may be requested to undertake a number of other internal audit reviews such as regulatory driven audits, value enhancement or consulting reviews. These have been identified separately in the annual plan.

Appendix 2: Risk assessment criteria

Determination of Inherent Risk

We determine inherent risk as a function of the estimated **impact** and **likelihood** for each auditable unit within the audit universe as set out in the tables below.

Impact rating	Assessment rationale
6	Critical impact on operational performance; or Critical monetary or financial statement impact; or Critical breach in laws and regulations that could result in material fines or consequences; or Critical impact on the reputation or brand of the organisation which could threaten its future viability.
5	Significant impact on operational performance; or Significant monetary or financial statement impact; or Significant breach in laws and regulations resulting in large fines and consequences; or Significant impact on the reputation or brand of the organisation.
4	Major impact on operational performance; or Major monetary or financial statement impact; or Major breach in laws and regulations resulting in significant fines and consequences; or Major impact on the reputation or brand of the organisation.
3	Moderate impact on the organisation's operational performance; or Moderate monetary or financial statement impact; or Moderate breach in laws and regulations with moderate consequences; or Moderate impact on the reputation of the organisation.
2	Minor impact on the organisation's operational performance; or Minor monetary or financial statement impact; or Minor breach in laws and regulations with limited consequences; or Minor impact on the reputation of the organisation.
1	Insignificant impact on the organisation's operational performance; or Insignificant monetary or financial statement impact; or Insignificant breach in laws and regulations with little consequence; or Insignificant impact on the reputation of the organisation.

<i>Likelihood rating</i>	<i>Assessment rationale</i>
6	Has occurred or probable in the near future
5	Possible in the next 12 months
4	Possible in the next 1-2 years
3	Possible in the medium term (2-5 years)
2	Possible in the long term (5-10 years)
1	Unlikely in the foreseeable future

Appendix 3: Key performance indicators

Key performance indicators

To ensure your internal audit service is accountable to the Audit and Risk Committee and management, we have proposed the following key performance indicators.

Key Performance Indicator	Target
Internal Audit Plan presented to Audit and Risk Committee in advance of the financial year commencing	100%
Actual reviews completed compared with planned number of reviews (per approved plan)	100%
Planned indicative days compared to actual number of days taken per internal audit review	100%
For each audit, planned deadline compared to actual date achieved for:- <ul style="list-style-type: none"> • Agreeing terms of reference (4 weeks prior to fieldwork); • Issuing draft reports for management comments (2 weeks after fieldwork complete and a close out meeting held at end of fieldwork); • Receiving management comments (2 weeks after issuing draft report); • Issuing finalised reports to Director, Head of Service, Director of Corporate Governance and Community Planning and Corporate Performance Manager (within 1 week of receiving final management response) 	95%
Proportion of recommendations agreed with management	100%
Final reports presented to the Audit and Risk Committee in accordance with pre-agreed timetable (as set out in approved Internal Audit Plan)	95%
Follow up review will take place within 4 months of the audit recommendations being due	100%
Annual Internal Audit Report presented to Committee on completion of work, no later than the June Committee on an annual basis	100%
Use of the calibre of audit staff and specialists agreed as appropriate both within the contract and identified for each audit within the Annual Audit plan	95%
Internal Audit feedback results collated from each review – Target score of 4 or more for each review	95%
Client Satisfaction survey issued annually to the Director of Corporate Governance and Community Planning and Corporate Performance Manager	100%
Responses to review points raised by the Contract Manager, or identified subordinate, made within 3 working days.	100%
Provision of performance against agreed key performance indicators reported to each Audit and Risk Committee	100%
Agreed reliance on internal audit by external audit	Yes

Appendix 4: Corporate risks

Corporate level objectives and risks have been determined by Aberdeen City Council. These are recorded in the table below and have been considered when preparing the internal audit plan. The internal audit plan within Section 4 details how each of the planned reviews can be cross referenced to a related risk for the Council.

<i>Ref</i>	<i>Corporate Risk</i>	<i>Included in current year internal audit plan</i>	<i>Included in internal audit plan of prior 2 years</i>
CR1	Risk that services do not deliver the 5 year business plan priorities.	✓	✓
CR2	Risk that planned welfare reform will negatively impact on the council and its communities.	✓	✓
CR3	Risk of Community Planning failing to deliver city wide projects/opportunities and associated funding.	×	✓
CR4	Risk that an adequate and consistent quality of service is not defined and delivered and keeps pace with changing internal and external customer expectations and technological change.	✓	✓
CR5	Risk that culture of council does not support an entrepreneurial operational approach to opportunities.	×	×
CR6	Risk that information is not managed effectively to support policy and decision making and statutory requirements.	✓	×
CR7	Risk of inadequate resourcing, including skills shortages and recruiting people with the wrong cultural / behavioural fit.	✓	✓
CR8	Risk that the aspirations of the city are not met in the delivery of the Strategic Development Plan.	✓	×
CR9	Risk that those in need are not protected.	✓	✓
CR10	Risk of market failure in commissioned services.	✓	✓
CR11	Risk of underperformance by suppliers of commissioned services.	✓	✓
CR12	Risk of not planning for (or having the trained staff to deal with) emergencies (as defined by the Civil Contingencies Act 2004) which may affect Aberdeen City and/or an incident having a significant adverse effect on the operations of ACC.	✓	✓
CR13	Risk of lower than anticipated income (national and local).	✓	✓
CR14	Risk that business rates collection in future years fall below anticipated levels impacting on funding from Scottish Government encompassing combined impact of TIF and BRIS.	✓	×
CR15	Risk that statutory obligations are not met.	✓	✓
CR16	Risk that the council does not fully comply with Health & Safety obligations.	×	✓
CR17	Risk that we do not demonstrate that the expectations of regulatory bodies are being met.	✓	✓

<i>Ref</i>	<i>Corporate Risk</i>	<i>Included in current year internal audit plan</i>	<i>Included in internal audit plan of prior 2 years</i>
CR18	Risk that the ability of the Council's workforce to deliver improved business performance is compromised due to a disengaged workforce with people who are not committed to the organisation's goals and values.	✓	×
CR19	Risk that the Council suffers loss of building facilities.	✓	✓
CR20	Risk of changes to national or local policies which impact on the Council's objectives and Corporate Business Plan.	×	×
CR21	Risk of major business systems failure.	✓	✓

Appendix 5: Service level risks

Service level objectives and risks have been determined by Aberdeen City Council. These are recorded in the tables below and have been considered when preparing the internal audit plan. The internal audit plan within Section 4 details how each of the planned reviews can be cross referenced to a related risk for the Council.

Corporate Governance

<i>Ref</i>	<i>Corporate Governance Risk</i>	<i>Included in current year internal audit plan</i>	<i>Included in internal audit plan of prior 2 years</i>
CG1	Risk that major projects are not effectively delivered.	✓	✓
CG2	Risk that effective business continuity and disaster recovery arrangements are not in place.	✓	✓
CG3	Risk of poor or inadequate management of contracts and contractors.	✓	✓
CG4	Risk that the needs of scrutiny and regulatory bodies are not met.	✓	✓
CG5	Risk that inadequate information management processes create inaccuracies and uncertainty over compliance with statutory obligations and lead to under-informed decision making	✓	×
CG6	Risk of not meeting Service Option/Targets	✓	×
CG7	Risk that the needs of our customers are not understood and met.	✓	✓
CG8	Risk of failing to fully engage with citizens during transformation process	✓	×
CG9	Risk of poor financial management and decision making.	✓	✓
CG10	Risk of collection levels deteriorating	✓	✓
CG11	Risk of poor or inadequate Health and Safety arrangements.	×	✓
CG12	Risk that legislative changes are not effectively planned for.	✓	✓
CG13	Risk of low levels of employee engagement	×	✓
CG14	Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology	✓	✓
CG15	Risk of poor ICT security and operational arrangements	✓	✓

Education, Culture and Sport

Ref	Education, Culture and Sport Risk	Included in current year internal audit plan	Included in internal audit plan of prior 2 years
ECS1	Failure to deliver Directorate commitments in the 5 year Business Plan	✓	✓
ECS2	Failure to deliver commitments in the Directorate Service Plan	✓	✓
ECS3	Failure to deliver services within agreed budget	✓	✓
ECS4	Failure to take account of national, regional and local policies which impact upon Directorate services	✓	✓
ECS5	Failure to meet our statutory and regulatory obligations	✓	✓
ECS6	Failure to plan service delivery in the light of demographic demands	✓	✓
ECS7	Failure to ensure that effective business continuity and disaster recovery arrangements are in place	✓	✓
ECS8	Failure to deliver the Directorate Quality Improvement Framework	×	×
ECS9	Failure to deliver the Directorate Asset Management Plan	✓	×
ECS10	Failure to implement recommendations from inspecting/regulatory bodies	✓	×
ECS11	Failure to exercise effective management of grants and commissioned services	✓	✓
ECS12	Failure of ICT infrastructure across the Education, Culture and Sport network	✓	✓
ECS13	Failure to develop and retain our workforce	✓	✓
ECS14	Failure to exercise effective change management	✓	×
ECS15	Failure to work in partnership with key stakeholders	✓	✓
ECS16	Failure to maintain effective working relationships with elected members	×	✓
ECS17	Failure to maintain effective two-way communication with our stakeholders	×	✓
ECS18	Schools and Educational Establishments Risks	✓	✓
ECS19	Communities, Culture and Sport Risks	✓	✓
ECS20	Educational Development, Policy and Performance Risks	✓	✓

Enterprise, Planning and Infrastructure

Ref	Enterprise, Planning and Infrastructure Risk	Included in current year internal audit plan	Included in internal audit plan of prior 2 years
EPI1	Asset Management and Operations Risk Register	✓	✓
EPI2	Failure to provide the E,P& I Service with a robust system of Performance Management	✓	×
EPI3	Failure to comply with requirement to ensure quality assured systems are in place, incorporating new technologies and new ways of working	✓	×
EPI4	Failure to fulfil obligation to provide and deliver support across the Service	×	✓
EPI5	Failure to implement Council policies, procedures and strategy across the Service	✓	✓
EPI6	Failure to oversee Health & Safety related matters on behalf of the Service	×	✓
EPI7	Enterprise Planning and Infrastructure Risk Register	✓	✓
EPI8	Property Estates Risk Register	✓	✓
EPI9	Property Investment Risk Register	✓	×
EPI10	Roads Operations Risk Register	✓	×
EPI11	Structures, Flooding and Coastal Risk Register	✓	×
EPI12	Traffic Management Risk Register	✓	×

Housing and Environment

Ref	Housing and Environment Risk	Included in current year internal audit plan	Included in internal audit plan of prior 2 years
HE1	Risk of not delivering our Directorate priorities and meeting the needs of our tenants and customers	✓	✓
HE2	Risk of poor budget monitoring and decision making	✓	✓
HE3	Risk poor health and safety management	✓	✓
HE4	Risk of poor asset management	✓	×
HE5	Risk of welfare reform impact on our services	✓	✓
HE6	Risk of not delivering the waste strategy	×	×
HE7	Risk that we do not effectively communicate and engage with our staff and external stakeholders/customers	×	×
HE8	Risk of poor workforce planning and morale	×	✓
HE9	Risk of that effective business continuity and disaster recovery arrangements are not in place	✓	✓

Social Care and Wellbeing

<i>Ref</i>	<i>Social Care and Wellbeing Risk</i>	<i>Included in current year internal audit plan</i>	<i>Included in internal audit plan of prior 2 years</i>
SC1	Maintain adequate staffing resource	×	×
SC2	Consult with internal/external partners and stakeholders	✓	✓
SC3&4	Dealing with unexpected increase in demand for social care and wellbeing services	✓	×
SC5	Managing FOI requests ⁱ	×	×
SC6&7	Carrying out appropriate background checks on relevant staff	×	×
SC8	Protection of staff	×	✓
SC9	Protecting those in need	✓	✓
SC10	Managing the implementation of recommendations / findings of SWIA, HMIE, Scottish Commission of the Regulation of Care following inspections	✓	×
SC11	Responding to complaints	✓	×
SC12	Keep / maintain / store accurate client records / information (Legislative)	✓	×
SC13	Identify potential clients (referral processes ease of access to services)	×	×
SC14	Report on Statutory Performance Indicators and meet Performance Management targets	✓	×
SC15	Report and record unmet need	✓	×
SC16	Implement national strategies, policies including new legislation on both a local and national level	✓	✓
SC17	Policies and procedures in place to govern service delivery	✓	✓
SC18	IT System failure due to disaster external or internal incapacitated by fire, flood etc.	✓	✓
SC19	Ineffective business continuity planning	✓	✓
SC20	Management of Offenders Act (Scotland) 2005 and associated MAPPA Guidance	×	×

ⁱ External assurance has been provided through review by the Office of the Scottish Information Commissioner



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ABERDEEN CITY COUNCIL

COMMITTEE	Housing and Environment
DATE	11th March 2014
DIRECTOR	Peter Leonard
TITLE OF REPORT	Revision of the Aberdeen City Waste Strategy
REPORT NUMBER:	H&E/14/023

1. PURPOSE OF REPORT

The purpose of this report is to update the committee on the requirement to revise the existing Aberdeen City Waste Strategy 2010-2025 and to approve the amended version.

2. RECOMMENDATION

That the Housing and Environment committee approves the revised Aberdeen City Waste Strategy 2014-2025 and recommends it for the Finance, Policy and Resources Committee. The main text is included at Appendix 1.

3. FINANCIAL IMPLICATIONS

There are no major financial implications associated with approval of this paper. However minor costs would be incurred if a small volume of the Aberdeen City Waste Strategy 2014-2025 (ACWS) is to be printed. These costs would be covered by existing waste marketing budgets

The financial implications of the implementation of the strategy have been addressed through previous reports and incorporated into the Priority Based Budgeting process.

4. OTHER IMPLICATIONS

There are no legal, personnel, resource, property, equipment, sustainability, environmental, Health and Safety and/or policy implications associated with the approval of this paper.

5. BACKGROUND/MAIN ISSUES

The ACWS 2010-2025 was finalised in 2010 following a thoroughly informed consultation and Strategic Environmental Assessment (SEA).

Recent changes in legislation and confirmation of investment from Aberdeen City Council for the development of new waste infrastructure are not reflected within the existing ACWS.

A revised ACWS has been developed to encompass these minor amendments. A copy of this is available with Appendix 1.

The changes can be summarised as follows:

- A review of targets in line with changing legislation;
- Revision of the performance data;
- More emphasis on waste infrastructure plans and the need for mixed recycling collections including glass;
- Reference to closed loop systems; and
- Greater prominence of the key deliverables.

It should be noted that a full SEA was not necessary for this revision, with only a scoping exercise being conducted. Only three responses were received as part of the scoping exercise, all of which concluded that they were content with the scope and level of detailed with the revised Environmental Report produced to accompany the amended ACWS.

Following the scoping exercise, it was determined that the changes provided within the ACWS do not fundamentally alter the content or direction of this strategic document.

The revised ACWS has also been updated to reflect the Aberdeen Recycling and Energy brand.

6. IMPACT

Corporate - The development of alternatives to landfill and enhanced recycling will help Aberdeen move to become a Zero Waste City - a key action within the Smarter Environment – Natural Resources Strategic Priority of the Five Year Business Plan.

Public – There are no impacts on the public relating to the revised ACWS that have not already been considered as part of the previous version.

7. MANAGEMENT OF RISK

There are no risks associated with the approval of the ACWS.

8. REPORT AUTHOR DETAILS

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APPENDIX ONE – ABERDEEN CITY WASTE STRATEGY 2014-2025

PLEASE NOTE THAT THIS IS THE MAIN BODY TEXT OF THE STRATEGY AND DOES NOT INCLUDE SMALL INFORMATION BOXES AND INFOGRAPHICS. ALL FORMATING AND REFERENCES WILL BE FINALISED DURING THE GRAPHIC DESIGN PHASE.

1- FOREWORD BY COUNCILLOR NEIL COONEY

I am pleased to present this revised Aberdeen City Waste Strategy (ACWS) for our city. This document demonstrates our long term plans to reduce the social, economic and environmental consequences of waste. As a city we understand the benefits when we reduce, reuse and recycle our finite resources and these principles underlie the plans within this document. All of the materials in our waste containers can offer significant value to our homes and our businesses; we recognise the opportunities available to us when we recover these resources for our benefits - moving from a history of costly and damaging landfill to a future of sustainable resources and energy.

Your Council is making widespread improvements in our waste and recycling facilities. Households across Aberdeen will benefit from improved Household Waste Recycling Centres (HWRC) offering convenient collections for a wide range of materials. A new mixed recycling service will be introduced to all households across the city allowing us to recycle a wider range of materials. We will enjoy compost, developed in our city using our own garden and food waste. As we move away from the costs and dangers of landfill, we intend to use non-recyclable materials as a fuel source within our own Energy from Waste (EfW) facility, helping many of the 30,000 residents struggling to heat their homes in a climate of rising fuel and heating costs. Our plans underline one simple principle; that our waste is no longer a problem, it is a resource.

I am proud to support this ACWS. Implementing these proposals will make Aberdeen a zero waste city, providing long term social, economic and environmental benefits to us all. I look forward to enjoying the new and improved recycling services detailed throughout these plans. The themes outlined in our strategy - and the improvements they will deliver - are the right choice for our residents, our schools and our business community, allowing Aberdeen to thrive and be an example to other Local Authorities (LA) across Scotland and Europe.



Neil Cooney

Convener
Housing and Environment Committee
Aberdeen City Council

2. CONSULTATION

An initial consultation on the key themes of the ACWS was undertaken in early 2009. The results of this consultation were then built into the development of the draft ACWS which was submitted to, and approved, by the Housing and Environment Committee in November 2009.

Following the approval, the draft ACWS was published for public consultation during December 2009. The main means of communication was electronic - either by direct e-mailing to established stakeholders or via the Aberdeen City Council (ACC) website - where an online consultation opportunity was established. A small number of hard copy versions of the strategy were printed and distributed where requested. Presentations were also made to community groups and professional bodies in Aberdeen during the consultation period.

The consultation closed on 25 February 2010, although late responses were received and considered up to 5 March 2010. Respondents ranged from individuals to community groups to government bodies, such as the Scottish Environment Protection Agency (SEPA).

Several helpful suggestions and comments were received through the consultation; these have been incorporated into the final strategy and reviewed further as part of this revision. Many respondents wish to see more effective communication regarding the need to reduce, reuse and recycle. No respondents stated opposition to the potential for EfW facilities in Aberdeen; responses in relation to this were confined to the need for careful site selection, appropriate capacity and the need to ensure value is gained through Combined Heat and Power (CHP) use.

As part of revising this ACWS a full Strategic Environmental Assessment (SEA) was not deemed necessary. The overall content reflects the key themes as before but incorporates the requirements of the Zero Waste Plan (ZWP) and future measures to establish a Waste Prevention Plan (WPP).

Stakeholder engagement is a continual process. This activity is undertaken through the work of our Recycling Officers and the waste strategy team. Raising awareness of the importance of the waste hierarchy and our need to attain the strict targets set by Zero Waste Scotland (ZWS) is essential in order for Aberdeen to improve its waste performance.

3. THE IMPORTANT BITS

Our ACWS details our plans to manage waste until 2025. It introduces the next generation of waste infrastructure and recycling services which will meet the needs of our city.

Key elements of this strategy are based upon:

- Closed loop circular economy
- Waste is a resource not a problem
- The proximity principle
- Equality of service provision
- The waste hierarchy
- Precautionary principle
- Pragmatic and value for money
- Contributions to wider Council policies

The ACWS has been designed to ensure Aberdeen works towards meeting national and international legislative targets:

Target 1 Waste growth will be eliminated by 2015.

Target 2 We will work towards the targets set in the Scottish Government's Zero Waste Plan 2010:

- 50% of household waste to be recycled by 2015
- 60% of household waste to be recycled by 2020
- 70% of all waste to be recycled by 2025

Reflecting the densely urban nature of our city, the following targets are have been set for Aberdeen City:

- 50% of household waste to be recycled through source separation by 2020
- 56% of household waste to be recycled through source separation by 2025
- Further recycling can be achieved by processing mixed waste

Target 3 Introduce an organic waste collection for all households by 2016

Target 4 Develop facilities within the Aberdeen area to recover our resources.

- Develop a wider range of modern HWRC designed to cater to high traffic levels and collect a wider range of recyclable materials.
- Develop a mixed recycling (also known as co-mingled) Materials Recycling Facility (MRF)
- Develop organic waste treatment facilities in Aberdeen
- Develop facilities to produce Refuse Derived Fuel (RDF)
- Develop residual treatment capacity in Aberdeen by using non-recycled waste to generate heat and power.

Target 5 No more than 5% of household waste should be landfilled by 2025.

Key deliverables:

- Minimise waste production
- Minimise landfill
- Maximise recycling/organic waste treatment
- Recover value from other wastes
- Local solutions where possible

4. SETTING THE SCENE

4.1 What is the purpose of the ACWS?

The purpose of our ACWS is to provide a statement on the future requirements for waste management policy, infrastructure and services for the city. It provides a clear set of themes, goals and objectives that move waste management in the city from a disposal-based approach to a system that reflects the waste hierarchy, treats waste as a resource and something that has value if handled correctly. There is a particular emphasis on setting out a clear framework for those elements of the waste hierarchy that ACC can most directly affect, namely the collection, treatment and disposal of waste produced in the city.

4.2 How has the ACWS developed?

ACC has had an ACWS for many years and it has been updated as regulation and community expectations have changed.

A series of key themes were developed through public consultation in early 2009 in response to changing national waste and recycling policy. These key themes continue to underpin the WS. In 2009, a draft ACWS was published for consultation. The views expressed in this consultation were considered and reflected in the ACWS adopted in April 2010.

4.3 Why review the ACWS?

Waste management and strategic direction has evolved over the years. There has been a series of major policy changes in Scotland, the UK and Europe. Most recently, the agreement of EU Directive 2008/98/EC on Waste (The Waste Framework Directive – WFD) and the development of the Scottish Government's (SG) ZWP which have enshrined high recycling rates and the need for efficient use of energy generated from waste into our guiding policies.

In February 2013, ACC adopted a new Waste Infrastructure Plan and has allocated up to £28 million of investment for implementation of new waste services and construction of new infrastructure. These facilities will assist our transition from being landfill dependent to becoming a more closed loop economy. Many of these changes were anticipated in the 2010 Strategy. As a result, this revision of the ACWS is evolutionary and is focussed on taking into consideration the implications of these changes and embedding them into our own policies and procedures. This will ensure focus is maintained on achieving zero waste to landfill, whilst balancing the needs of the residents and the on-going pressures placed upon us to make financial efficiencies.

4.4 What does the ACWS include?

Our ACWS identifies arrangements for the sustainable management of household waste controlled by ACC. It provides a framework for addressing waste prevention, reuse, recycling and recovery in line with the waste hierarchy; covering collection, treatment and disposal. In addition, it considers the management of waste produced from industry, commerce, construction and demolition with particular emphasis on the scale of other waste sources

and their growing influence. The ACWS also identifies the planning system as a major means of achieving infrastructure delivery for all wastes produced in the city.

4.5 Strategic Environmental Assessment

A SEA was produced alongside the development of our 2010 ACWS. The initial scoping of the SEA was completed in summer 2009, the findings of which informed both the ACWS development and the production of the Environmental Report (ER). A draft ER was available for public consultation between 16 December 2009 and 22 February 2010 with the final version completed in April 2010. A Screening Report (SR) was completed in September 2013 and confirmed that the amendments made within this revision did not warrant a new SEA.

4.6 What has already been achieved?

ACC has come a long way since recycling first started to emerge in the late 1990s and early 2000s. The recycling rate for ACC was approximately 4% in 2000/01, there were very few Recycling Points (RP), HWRC were essentially 'dumps' for bulky waste, no material was collected for composting and a single paper salvage recycling scheme was in operation in parts of the city. ACC disposed of 119,068 tonnes of household waste to landfill in the same year.

With the emergence of European legislation and increased environmental awareness, the situation in Scotland and the UK as a whole, began to change. RPs and kerbside collection services started to appear and soon it became a standard service for many. Those without such facilities started to expect them and pressure was placed on LA to provide or expand recycling collections. The positive shift in attitudes both from the public and its representatives has created numerous challenges and has had a huge impact on the way we as a nation view our waste and how we should deal with it.

4.7 Waste production and performance in Aberdeen

In 2013 Aberdeen produced 10,9429.51 tonnes of household waste. Of this waste, 71,326.08 (65.2%) tonnes was landfilled, and 38,103.43 tonnes (34.8%) was recycled and composted.

There is also a significant amount of commercial and industrial waste produced in and around the Aberdeen area. This waste also has an impact on the environment through its production, recycling and disposal.

The tables indicate that waste produced from households comprises a relatively small percentage - compared to waste produced in Scotland overall. To have a real impact, it is critical that any strategy takes into account management of other streams and not just those wastes produced through households.

Table 1 – Waste arisings for X - Data for source of waste in Scotland

Household	333,257
Commercial	632,760
Industrial	357,419
Construction and Demolition	1,262,695
	2,586,131
Household	2,936,258
Commercial	5,467,654
Industrial	2,340,844
Construction and Demolition	8,633,219
	19,377,974

Significant improvements in Aberdeen recycling performance can be attributed to the introduction of kerbside collections in 2004, introduction of garden waste collections in 2002 and this service being expanded to include food waste in 2009. Continued development of HWRCs, new bring facilities, both public and private and the increase in waste types accepted have also helped. The figure will continue to rise as a result of service expansions covering food waste to all residents and the proposals to implement mixed recycling to all.

Table 2 – ACC performance – Information from SITA UK

Year	Household waste arisings (tonnes)	Household waste recycled / composted (tonnes)	Household waste recycled / composted (%)	Household waste incinerated (tonnes)	Household waste incinerated (%)	Household waste landfilled (tonnes)	Household waste landfilled (%)
2013	109,429	38,103	34.8	-	0.0	71,326	65.2
2012	97,242	36,242	37.3	12	0.0	60,988	62.7
2011	97,184	34,662	35.7	0	0.0	62,522	64.3

It is clear that some progress has been made; Aberdeen is currently the best performing city for recycling within Scotland but we must do more to meet national targets and reduce our landfill costs.

4.8 Current recycling facilities in Aberdeen

ACC currently operates a fortnightly, kerbside collection of dry recycling from over 75,000 properties; approximately 70% of households in the city. Those eligible for the service use a box and bag system to recycle: paper, cardboard, glass bottles and jars, food and drinks cans, foil, aerosols and plastic bottles. It is envisaged that this service will be replaced over the next few years by a wheeled bin service accommodating mixed recycling including glass.

There is also a fortnightly, kerbside collection of food and garden waste for over 51,000 properties; 47% of households in the city. Food waste collections have expanded to serve multi-occupancy dwellings comprising: multi-storeys, tenements, courtyard developments and social housing. This is part of a phased expansion of this service across the city. We expect to complete the roll-out of on-street communal food waste bins by the end of 2015.

For those properties where ACC is unable to offer a kerbside collection there is a range of other recycling opportunities available. On-street paper recycling bins located alongside general refuse bins are now available in the following locations:

- Urquhart Road
- Rosemount
- Ashvale
- Torry
- Powis
- Ferryhill

ACC also operates a network of 4 HWRC, 46 public RPs and 106 private RPs. Communal facilities have also been introduced to several developments: sheltered, council, private and social housing areas. We are expanding our network and in January 2014 opened a new HWRC at Grove Nursery, Hazlehead. Further investment in bring facilities is planned, with development scheduled for the next few years aligning with the introduction of mixed recycling collections. Further information on this is referred to in section 7.

Our HWRCs continue to offer a wide range of options for recycling including: aerosols, batteries, cardboard, foil, food and drinks cans, garden waste, glass, paper, plastic, scrap metal, tetrapak, textiles, Waste Electrical and Electronic (WEEE) appliances and wood.

4.9 Current waste prevention initiatives

ACC actively participates in many national waste prevention campaigns co-ordinated by groups such as Zero Waste Scotland. These include the “Love Food Hate Waste” (LFHW) campaign aimed at the prevention of food waste, and the “European Week for Waste Reduction” (EWWR).

Promotion of reuse networks is undertaken through local charitable organisations and ventures across the city. ACC work in partnership with these organisations to develop focussed messaging on waste prevention. These types of partnerships are essential and it is envisaged that reuse containers will be a familiar site at our HWRC.

Aberdeen Forward, a partner of ACC, help to spread waste messages wider through their network of volunteers and community advocates - engaging with city residents about reducing and recycling food waste, composting, the Creative Waste Exchange (CWE) and the Grampian Real Nappy Project.

All of these schemes aim to cut the amount of waste going to landfill and, in the case of the CWE, provide low cost materials to community groups and schools.

Our Waste Aware Team actively promotes all of these services and provides advice on how to reduce, reuse and recycle waste. The team gives talks to schools, community groups, residents' associations and hold information stalls in a variety of locations across the city.

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5. THE CHALLENGES

5.1 Why are we changing our waste services?

ACC is working hard to reduce the inequalities in service provision across the city. Presently residents living with suburban areas receive a better recycling service than those residents living within multi-occupancy dwellings such as multi-storeys, tenements, courtyard developments and social housing. These dwelling types pose challenges in the way waste is collected in terms of space within households, manual handling, where facilities can go and how the waste is actually collected. The current kerbside collection services in parts of the city cannot be replicated in these areas and the preferred collection method is communal on-street recycling facilities.

When trying to address these inequalities and implement service changes we will always act in a way that produces the best outcomes for Aberdeen; delivering results that offer value for money, social justice and environmental benefits. Our work is shaped by a range of organisations and institutions. Our ACWS is influenced by a range of factors:

Regulatory issues

We must work toward achieving ambitious statutory obligations. The SG introduced the WSR which directs the aspirations of our service.

We are required to offer all households access to a recycling service, collecting a minimum of paper, plastics, metals and glass. We need to increase our recycling to reach new targets issued in the ZWP for recycling and composting household waste: 50% by 2015, 60% by 2020 and 70% by 2025. Our mixed recycling collection service, facilitated by our MRF, will allow us to collect a range of materials and to offer high quality resources to our re-processors.

Biodegradable materials will be **banned** from landfill from 1st January 2021; this encompasses all types of biodegradable material. All households must be offered a separate food waste collection service to eliminate household biodegradable material going to landfill by 2016. Businesses that generate over 50kg of waste per week must also recycle their food waste by January 2014 and for those creating between 5kg and 50kg a separate food waste collection is required by January 2016.

The WFD requires member states to recycle or compost 50% of municipal waste by 2020. As of November 2013, this Directive is currently under review by the European Commission (EC) and more demanding targets may arise.

Financial

The cost of disposing of our waste has almost trebled since 2000. Disposing of one tonne of waste has increased from £53.52 in 2000 to £133.52 in 2013. ACC landfilled 71326.08 tonnes in 2013 Landfill Tax is a levy paid on each tonne of waste we send to landfill. The tax is a powerful tool to divert valuable resources from landfill and to encourage greater recycling. ACC was taxed £72 per tonne of waste sent to landfill in 2012/13, resulting in a £5.5million burden upon our budgets. Landfill tax will rise to £80 per tonne in April 2014; presenting an anticipated cost of £6million to our city in 2014/15. Our operational costs, including fuel and

labour, continue to rise. The costs for collecting and disposing of waste in our expanding city surpassed £19.9million in 2012/2013.

Against this background of increasing cost pressures, LAs across the country are experiencing reduced income from central government and Council tax. In Aberdeen, this challenge is being met through a Priority Based Budgeting (PBB) approach that projects income and costs over a five-year period. All departments have to identify ways to improve efficiency and tailor services to ACC income and our service must play its part in this process.

Internal policy drivers

ACC has set challenging policies to reduce our internal waste and recover resources where possible. These include:

- Single Outcome Agreement – aspires for Aberdeen to be an “energy efficient city with low levels of pollution and waste”.
- Aberdeen City and Shire Strategic Development Plan – ACC and Aberdeenshire Council illustrate a commitment to work together to landfill no more than 54,000 tonnes of biodegradable waste by 2020
- Our Environmental Management Statement Policy commits ACC to reduce, reuse and recycle waste where possible.

Energy drivers

- The SG’s Renewables Action Plan promotes the benefits of EfW toward energy targets.
- Scotland’s Renewable Heat Strategy 2008 recommended that biodegradable waste to landfill be prohibited in order to promote its use for energy production. This endorses the Scottish Government’s position on preventing combustion of any form of waste without recovery of heat via CHP or district heating to local properties. This was incorporated and approved through the WSR.

Carbon reduction targets

Carbon Management Programme: ACC has a responsibility to reduce carbon emissions from our city activities. The Carbon Management Plan (CMP) requires us to reduce our emissions by 23% for 2015 and 42% by 2020; that is 27,000 tonnes by 2015 and 49,000 tonnes by 2020 based upon 2008/09 emissions. Carbon emissions from the landfilling of our waste are the second largest contributor to ACC carbon emission, contributing 26,148 tonnes of carbon in 2012/13. This is complemented by the Climate Change (Scotland) Act 2009 whereby Scotland should reduce overall emissions of greenhouse gases (GHG) by *at least* 80% by 2050. The Climate Change (Scotland) Act 2009 requires ACC:

- to contribute to delivery of the Act's emissions reduction targets;
- to deliver any statutory adaptation programme; and
- to act in a way that it considers most sustainable.

Deliverability, practicality and cost

In addition to the regulatory and policy environment within which our ACWS has been developed, there are other significant drivers that require consideration. These drivers are less tangible than specific legislation or targets but have a very important impact on the ability to deliver the outcomes outlined in our ACWS.

Our ACWS sets the framework within which solutions for waste management will be determined with consideration to:

- Behavioural change drivers (for example, working with residents to promote recycling and making clear the cost of not recycling our resources);
- The variable socio-economic and living conditions of householders and how these impact on residents buying habits and how you manage your waste; and
- The cost across the range of waste management systems.

It is inevitable that further drivers will come into play during the life of this ACWS. Wherever possible anticipated changes have been included and on-going engagement with residents provides an invaluable opportunity to identify and resolve new challenges – and to grasp new opportunities.

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6. IN RESPONDING TO THE CHALLENGES

There are many drivers influencing waste management policy. It is important to understand how these are interpreted and implemented. Future changes to policy can then be seen in the context of these principles.

6.1 Waste is a resource not a problem

In an environment where raw materials are becoming increasingly scarce and more expensive, where significant energy and environmental impact has been invested in the production of the goods we discard, simply disposing of these materials to landfill is a significant lost opportunity.

The linear 'take, make, and dispose' model relies on large quantities of easily accessible resources and energy. This approach is increasingly unfit for how we manage waste and resources today. The Ellen McArthur Foundation describes a **closed loop economy** as an industrial economy that is restorative by intention; aims to rely on renewable energy; minimises, tracks, and hopefully eliminates the use of toxic chemicals; and eradicates waste through careful design. The term goes beyond the mechanics of production and consumption of goods and services.

A complementary theme to regarding waste as a resource is the principle of designing a waste management system that generates value from all our waste. This theme applies across many sectors of waste production.

Value can be defined in economic, resource use and environmental terms. Where the financial cost of recovering a material is lower than that of disposing it, value can be generated for our community. In resource use terms, value can be defined as deriving a product from waste that is at least as useful as its 'natural' counterpart, thereby displacing the use of virgin resources. Environmental value can be achieved in two ways. Firstly, through either the reuse or recycling of a material such that the energy use embedded in the production of the material is greater than the energy used to prepare for reuse or recycle the material. Secondly, the generation of EfW displaces the use of fossil fuels.

In simple terms, value can be derived in two forms – as a material resource (for example, recycling) or an energy resource. It is logical that Aberdeen develop solutions that lead to the value embedded in the resource being enjoyed by the city.

6.2 Principles in practice

When human activities lead to unacceptable harm that is scientifically plausible but uncertain, actions should be taken to avoid or diminish that harm. This approach is known as the **precautionary principle**. Not producing waste in the first instance is the key to sustainable waste management, whereby prevention is better than cure. The concept of not producing the waste initially aligns with the methodology of the precautionary principle. ACC raises awareness about waste prevention through its on-going campaigns. These are important but have limited impact when compared to international regulations setting standards for products and sale of goods. Through intelligent product design the waste

produced at each stage of a product's lifecycle can be reduced or eliminated. ACC should therefore use its influence at national and international level to shape the development of policy and economic instruments that reduce waste at source.

Ensuring that the city benefits from the value embedded in waste is complementary with the **proximity principle**, whereby waste should be treated as close to the point of generation as possible. There are a number of strands supporting this principle:

- Collective responsibility. Anyone that produces waste should take responsibility for dealing with the consequences of waste production.
- Environmental sustainability. Minimising unnecessary transport and landfill emissions.
- Economic value. Value is lost through transportation (for example fuel costs or inability to benefit from heat recovered through EFW).

ACC actively encourages the implementation of the **waste hierarchy**, a classification system of waste management options that are in order of environmental impact. The presumption is that waste and resource management practices should progressively move up the hierarchy.

In March 2010 ACC approved the Carbon Management Plan 2010-2015. This commits us to deliver carbon targets of:

- 23% reduction in CO2 emissions by 2015 (based on 2008/09 emission levels);
- 42% reduction in CO2 emissions by 2020 (based on 2008/09 emission levels).

Around 28% of ACC carbon dioxide emissions relate directly to waste going to landfill, with a further 5% associated with fleet movements; of which a proportion will be attributed to refuse collection.

Adopting and implementing these principles in waste services in light of the requirement to provide an effective service at lower cost is difficult. Consideration has to be given to the achievability of the idea, practicability and cost.

6.3 Goals, objectives, actions and targets

The main goals, objectives, actions and targets of the ACWS are detailed in table 3 below. The goals outline broad, generic longer term actions; whilst objectives look at these in more detail over a mid to short term period; with targets providing more clarity on timeframes and levels to be achieved.

Table 3 – ACWS Goals, objectives, actions and targets

Goal	Objective	Actions	Target
<p>Minimise waste production – an underpinning priority to reduce to reduce the amount of waste produced by the city.</p>	<p>Reduce the amount of waste produced per person within the city by actively promoting waste prevention, reduction and reuse activities.</p>	<p>Promote 10 awareness raising campaigns per year.</p> <p>Waste growth will be eliminated by 2015.</p>	<p>Waste growth to be eliminated by 2015</p>
	<p>Reduce the amount of waste produced within the city by actively promoting producer responsibility schemes.</p>	<p>Promote 3 producer responsibility schemes per year.</p>	
	<p>Facilitate, promote and encourage partnerships that will reduce the amount of waste sent to landfill.</p>	<p>Develop a pilot reuse scheme at one HWRC by 2015, which if successful, is rolled out wider.</p> <p>Formulate a reuse map of the city by 2014.</p>	
<p>Minimise landfill - landfill is the waste management option of last resort and is only appropriate for a very small proportion of the waste stream.</p>	<p>Drive the management of waste up the waste hierarchy.</p>	<p>Development of alternatives to landfill including the construction of a CHP plant in Aberdeen using non-recyclable waste as a fuel.</p> <p>In the interim convert non-recyclable waste into a fuel for use in energy from waste facilities outwith Aberdeen.</p>	<p>No more than 5% of household waste to be landfilled by 2025</p> <p>Scottish Government Zero Waste Plan recycling targets: 50% by 2015, 60% by 2020 and 70% by 2025.</p> <p>Introduce an organic waste collection for all households by 2016</p> <p>Develop facilities within Aberdeen to recover our resources.</p>
<p>Maximise</p>	<p>Maximise value through</p>	<p>Introduce easy to use</p>	<p>Scottish</p>

recycling/organic waste treatment.	recycling.	recycling services to all households by 2016. Develop a mixed recycling MRF by 2016 that produces high quality recyclables.	Government Zero Waste Plan recycling targets: 50% by 2015, 60% by 2020 and 70% by 2025.
	Expand organic waste collection services citywide.	All households to receive food waste collections by 2016.	Introduce an organic waste collection for all households by 2016
	Expand range of materials for recycling.	Undertake a Waste Composition Analysis (WCA) to identify materials that are not accepted by our current recycling services. We will then seek to develop partnerships and find new end markets to utilise these resources.	Develop facilities within Aberdeen to recover our resources.
Recover value from other wastes.	Any remaining waste should be treated in accordance with best value and sustainability considerations.	Development of localised waste recovery facilities, including EfW and RDF. Develop partnerships to facilitate the expansion of the district heating facilities by 2025.	Develop facilities within Aberdeen to recover our resources. No more than 5% of household waste to be landfilled by 2025
Local solutions where possible.	Minimise the city's environmental impact in line with the principles of proximity, self sufficiency and polluter pays. Ensure transport of waste is minimised. Work locally to promote, develop and stimulate sustainable recycling and composting initiatives consistent with green procurement codes.	Develop a wider range of modern HWRCs designed to cater to high traffic levels and achieve high recycling performance by 2020. Deliver all facilities under the umbrella of Aberdeen Recycling and Energy (ARE) by 2025.	Develop facilities within Aberdeen to recover our resources.

It is hoped that by offering improved waste services we will enhance the quality of life in Aberdeen by protecting communities from adverse impacts and encouraging individuals to take responsibility for their waste and the way it's dealt with.

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7. DELIVERING THE WASTE STRATEGY

Waste and resource management is a rapidly changing policy area and drivers will change during the life of our ACWS. The progress of this document will be reviewed on a regular basis to ensure it continues to be fit-for-purpose. This is the first review since 2010.

ACC is in a position to direct and influence the delivery of our ACWS in partnership with future contractors, other public authorities and government policy makers. We can influence investment and renegotiate external contracts to suit the city's long term strategic needs. By virtue of the wide variety of stakeholders involved in the waste sector, identifying responsible bodies for the delivery of specific actions can be more problematic.

7.1 Household waste

7.1.1 Resources for delivery

The cost of waste management is one of the fastest growing elements of ACC's budget. Investment is required to slow down and reverse the current cost pressures. ACC has committed £28 million for the development of new infrastructure and recycling services that will minimise the major cost pressure – landfilling of waste. Further significant investment will be required to develop an EfW facility in the city capable of generating heat and power from non-recycled waste. ACC will continue to secure additional funding sources for example from Government, the private sector and other alternative outlets.

7.1.2 Key priorities

Over recent years there have been significant improvements in recycling and composting performance but much remains to be done to become a Zero Waste City. The key priorities of ACC are as follows, with the preferred actions detailed in table 4 and the accompanying information boxes.

- to introduce new recycling collection arrangements and expand collection of recyclables to the whole city;
- to increase the range of recyclables collected to include plastic pots, tubs and trays and waxed beverage containers;
- to provide food waste collections to all households;
- and to construct an EfW facility generating heat and power from non-recycled waste.

Table 4 – Key priorities

Preferred action	Why this is needed	Refer to box:
Additional bring sites	Parts of our city are without a local HWRC meaning many residents cannot recycle a wide range of materials. This limits the ability of residents to recycle their waste; which could result in material going to landfill that could otherwise be recycled. This increases our costs of managing waste.	1
Mixed recycling collections	A mixed (or co-mingled) recycling service allows residents to put all recyclable materials into one container. Our current box and bag system is no longer fit for purpose; residents need more space in a container that is protected from the weather. Residents in flats are unlikely to have any recycling service – those who can recycle receive a minimal collection. This will significantly increase our recycling rates and will drastically reduce our landfill costs.	2
Materials Recycling Facility (MRF)	The MRF will sort out mixed recycling into individual waste streams. It will separate out each individual material; paper, cardboard, tins, cans and glass by colour. The materials will then be packaged for delivery to our waste processors.	3
In-vessel Composting (IVC)	The garden and food waste will be taken to our own IVC. An IVC is an enclosed container where on-site staff control the heat and oxygen content within. This encourages the food and garden waste to break down into a PAS100, British Soil Association (BSA), and approved compost for our households, horticulture and public parks.	4
Refuse Derived Fuel (RDF)	Bio-degradable waste – which makes up the bulk of our black bin waste – will be banned from landfill by 2020. The waste that is left in our black bins will be treated and prepared into a fuel. This fuel can be used to generate energy in facilities in either the UK or Europe. The production of refuse derived fuel is our preferred option until we open our own energy from waste plant. This will remove the need for ACC to landfill almost all of our household waste.	5
Energy from Waste (EfW)	We need an EfW plant. This will allow us to generate heat and power from our black bin waste. This will allow our city to benefit from heat and power produced from our waste resources; helping to tackle fuel poverty issues in our area, cutting our landfill costs and offering a sustainable energy resource.	6

Info box 1 - **Additional recycling facilities**

Our HWRCs allow residents to recycle a wide range of materials across the city. The centres are currently stretched to capacity and struggle to cope with the level of visitors using the sites. The network of HWRCs and RPs will be expanded, beginning with the opening of Grove Nursery in early 2014. A replacement to the Scotstown Road HWRC in the Bridge of Don area is urgently required and consideration should be given to improving or replacing the East Tullos HWRC.

As our kerbside service continues to offer more residents a convenient means of recycling at home, we will investigate opportunities for residents and visitors to recycle “on-the-go”. We will seek funding to install non-intrusive recycling facilities in the city centre and areas of high footfall – such as shopping vicinities and recreational hubs. This will allow residents to recycle materials outwith the home, allowing ACC to recover valuable resources whilst reinforcing the message of recycling your waste.

Info box 2 - **Mixed recycling collections**

We intend to offer residents a new and improved recycling service. A mixed recycling collection will allow residents to recycle all their materials together in one container. For properties served with our box and bag, these will be replaced with a new wheeled bin providing residents with three times as much recycling capacity. For residents served with on-street bins, these will be accompanied by bins that accept all our recyclable materials. This will allow ACC to provide near doorstep collection of recyclables for all city households. Our mixed recycling service will allow residents to recycle more materials in a much more convenient service especially for those residents in flatted properties. We will also increase the range of materials we can collect using this service and hope that residents will soon be able to recycle rigid plastics and other materials.

During the life of the ACWS, markets for additional recycling streams may develop and ACC will endeavour to take advantage of opportunities to increase the range of materials collected from households.

Info box 3 – **Materials Recycling Facility**

ACC will develop a MRF. Using a range of mechanical and optical sorting technologies, a MRF is used to separate mixed recycling into each recycling stream to a standard that allows re-processors to produce high quality products from our recycling. This facility will allow us to offer an easier to use recycling collection service across the city which will significantly increase participation and our overall recycling rate. Building an MRF will also create local jobs and provide the opportunity for complementary businesses to develop processing materials produced here in Aberdeen.

Info box 4 – **In-vessel Composting**

An IVC is an enclosed container for treating garden and food waste. On-site staff control the oxygen and heat within the IVC to encourage the breakdown of our materials into a valuable

compost resource. This compost can be used across the city in our gardens and public spaces; enriching our green areas using our own resources.

Info box 5 – **Refuse Derived Fuel**

RDF makes a resource from the materials left over in our waste stream that cannot be recycled. This waste is treated and formed into a fuel. The fuel is then transported and used in EfW plants to in the UK or Europe to create heat and electricity for local homes and businesses. Exporting our valuable RDF is a temporary measure until we have our own EfW plant.

Info box 6 –**Energy from Waste**

In accordance with the proximity principle waste should be managed as close to where it is produced as possible. To achieve this Aberdeen will build its own EfW facility. This will allow us to generate heat and electricity using the waste that cannot be reused or recycled. Our EfW facility will generate a much valued sustainable resource; heating and powering our local homes and businesses at a time when volatile energy prices continue to rise. The EfW facility will drastically reduce our landfill costs with little or no household waste ever being buried or causing a detrimental effect upon our local environment.

Any further improvement will need to be focused on achieving additional behavioural change. In future we will also open up opportunities to move waste management up the hierarchy, for example by further increasing the range of materials collected for recycling.

7.2 Communication

A major factor affecting the successful diversion of waste from landfill and making waste a resource will be the level of awareness of householders of the costs and benefits of their waste management behaviour. This applies at two levels, firstly the purchasing and disposal habits of householders which determine the form that waste is presented for treatment. Secondly, the awareness that infrastructure for handling and treating waste is required within the city and that this will inevitably lead to challenging land-use decisions.

Education and awareness-raising are essential activities to improve waste management behaviours. For example, effective communication on waste prevention will affect consumer behaviour and reduce unnecessary waste production.

In line with the waste hierarchy, ACC is encouraging residents to reduce, reuse and recycle their waste. Waste and Recycling Services (WRS) works with residents and community groups across the city, promoting the value in materials, which should be reused or recycled rather than disposed in landfill. Improvements to our recycling rates and reductions in our overall volumes of waste will only be achieved through extensive engagement with members of the public, business community and policy-making bodies.

Aberdeen City Council Waste Aware Team

Our team of experienced Recycling Officers encourage residents, school pupils and community groups to reduce, reuse and recycle their waste. The team are available to visit your community to:

- Attend community events including festivals, International Markets or local supermarkets to promote local services and take queries from residents; hosting a variety of workshops with residents and children.
- Deliver presentations and discussions to promote the recycling and reuse services offered across Aberdeen. These can be targeted to specialist groups such as Rotary Clubs, Scouts, ethnic minority groups etc.
- Discuss the ACWS including upcoming service and infrastructure improvements, answering resident queries and resolving problems.
- Developing a range of targeted awareness campaigns, working with our local Universities and Colleges to increase awareness amongst students and the wider communities.
- Introduce new recycling services across the city such as WEEE recycling at Morrisons King Street and Sainsbury's Berryden and on-street paper recycling bins throughout Powis.
- Work with charities and reuse organisations across Aberdeen to promote their services and to direct residents to donate or purchase items.
- Monitor problematic areas which are reported to our team i.e. overflowing bins. Conducting surveys with residents to explore any issues or opportunities for attention.
- Promote volunteering opportunities across Aberdeen to encourage others to reduce, reuse and recycle their waste.

Please contact the Waste Aware Team on 08456 08 09 19, via email at wasteaware@aberdeencity.gov.uk or via Facebook at www.facebook.com/wasteawareaberdeen

7.2.1 Engagement and consultation

We will seek opportunities to engage with individuals and community groups to identify ways to maximise benefit from, and minimise impact of, changes required to waste infrastructure and services. WRS have engaged in extensive networking campaigns with Community Councils, business groups and at public events. We will continue to engage and will host public discussions across the city to discuss the proposed improvements with stakeholders.

7.2.2 Influencing policy development

Many of the drivers affecting waste management arise from outwith Aberdeen. ACC has an important role to play in influencing regional, national and international policy making. The

interests of Aberdeen must be promoted to ensure that policy is developed that meets our needs and enables change.

7.2.3 Waste prevention

Waste prevention is the most important step in waste management, appearing at the top of the waste hierarchy. Preventing waste reduces energy use and resource depletion. Greater consideration of the materials we buy and waste can allow each of us to save money whilst helping to reduce our environmental footprint.

There are two main activity streams required by the city to achieve waste prevention.

1. Influence national and international policy and regulation to minimise waste production. ACC has led the way in Scotland by lobbying the SG to introduce a beverage container deposit/return scheme thereby reducing material use and attaching a value to waste. By identifying the value of the container to the person discarding it, behavioural change is much more likely to be achieved. In 2013, The SG demonstrated their on-going commitment to the scheme, by further expanding the deposit/return pilot throughout Scotland.

In addition, through the Convention of Scottish Local Authorities (COSLA) and other representative bodies, ACC actively influences the development of Scottish, UK and European legislation. We welcome all opportunities to contribute to waste prevention policies relevant to Scotland and we are currently contributing toward National WPP and European Union (EU) Directives.

2. Communication and awareness raising will continue to be an important strand of work and we will continue to work with ZWS to deliver information at a local level.

7.2.4 Reuse

By reusing our waste we can eliminate the need for costly collections and disposal treatments. We can further reduce our impact upon our world by being more aware of the value in our products and the potential lifespan these can have. We will continue to support reuse projects within the city and will seek out new opportunities to expand these initiatives.

7.2.5 Recycling

The next step in the waste hierarchy is to recycle and compost waste. ACC will work to reduce the amount of waste sent to landfill by maximising recycling and composting.

Cost effective and widespread collection of dry recyclables is an important step towards embedding recycling as a core activity for the residents of Aberdeen. By reducing the net cost of collection and management of recyclate, the financial case for more recycling is easier to make. By increasing participation in recycling activity, the costs of collection are further reduced as the operation becomes more efficient. Details of how this will be achieved are provided in section 7.1.2.

7.2.8 Disposal

Landfill is an undesirable activity producing adverse environmental and social consequences from the emission of methane gas (with a greenhouse gas effect 23 times greater than carbon dioxide), the potential for leachate run-off, contamination of soils and groundwater and reduced potential for future more beneficial land-use. The WSR also ban the landfill of biodegradable municipal waste from landfill by 2020 meaning that valuable resources that can be turned back into new products or used as a fuel to heat homes will not be dumped in the ground.

No further landfill sites are proposed in Aberdeen. Short to medium term landfill requirements will be fulfilled through the export of waste elsewhere in Scotland. It is imperative that alternatives to landfill are developed by ACC as soon as possible.

Any decision on the methods used to treat residual waste will be determined by a Best Available Technique (BAT) analysis as shaped by the overarching goals of the waste strategy. Options considered will include generation of CHP from waste and should take account of SEPA's Thermal Treatment of Waste Guidelines 2014. Land-use planning considerations for the delivery of such treatment facilities are considered within section 7.7. Any facility that is developed will comply with the EU Waste Incineration Directive.

Combined Heat and Power

"CHP is the simultaneous generation of usable heat and power (usually electricity) in a single process. CHP is a highly efficient way to use both fossil and renewable fuels and can therefore make a significant contribution to the UK's sustainable energy goals, bringing environmental, economic, social and energy security benefits." ²⁶

In terms of waste treatment technologies, CHP can be achieved either through combustion of waste or for organic wastes, biological treatment.

7.2.9 Internal waste management

To ensure a sustainable approach to managing waste from our own premises and service operations ACC has adopted an Internal Waste Minimisation Policy. This covers the strategic internal waste management goals which are to:

- Work to the principles of the waste hierarchy, to reduce the volume of ACC waste to landfill and ensure a reduction in resultant emissions from the disposal and treatment of waste.

- Make best use of resources and ensure efficiency and compliance of waste operations.
- Build improved awareness and understanding of the benefits of waste minimisation.

7.3 Other waste streams

ACC does not have responsibility for the management of waste that is not household waste or business waste it collects but, as has been demonstrated elsewhere in the waste strategy, these wastes account for a large proportion of all waste produced in Aberdeen.

This ACWS seeks to ensure that measures are put in place to allow the development of more sustainable solutions for all waste management in the city. ACC will seek opportunities to work with business waste organisations such as the Business Environment Partnership (BEP) and the National Industrial Symbiosis Programme (NISP) to encourage and facilitate more beneficial waste management outcomes for the commercial and industrial sector.

A large proportion of adverse environmental impacts from wastes arise from the commercial and industrial sector where wastes are similar in nature to household wastes. Large proportions of commercial waste arisings are either paper/card products or organic waste from restaurant/catering establishments. ACC will facilitate increased collection of these segregated wastes by seeking to develop additional capacity in its proposed recycling, organic and residual waste treatment facilities in the city. By so doing, local outlets for these materials can be developed at competitive market rates. The spatial planning system should also facilitate the development of treatment infrastructure for commercial and industrial wastes.

Waste from construction and demolition activity produces approximately half of all wastes in Scotland with reduced amounts being disposed of to landfill in recent years.

ACC promotes improved waste management within this sector. Our Sustainable Building Code requires all developments to be covered by a Site Waste Management Plan (SWMP) that seeks to identify opportunities for recycling and landfill diversion. The revised WFD identifies a target of 70% recycling for construction and demolition by 2020. ACC will work with the sector to achieve this target.

We will continue to lobby for the adoption of challenging waste prevention and recycling targets in future developments through intelligent design standards, good operational management practices and, where appropriate, through the planning control system.

7.5 Business waste collection services

ACC provides a business waste collection service. This service includes collections of mixed recycling with additional separate collections of paper/cardboard and glass bottles where applicable. A commercial food waste collection to enable food producers to comply with the upcoming regulations has also been introduced.

In April 2013, ACC adopted a charging mechanism that favours recycling over general waste collection. We will continue to pursue methods that encourage the adoption of the principles of the waste hierarchy within commerce and industry.

7.6 Community/charities

ACC has a wide range of relationships with community and third sector organisations, most notably a longstanding relationship with Aberdeen Forward delivering waste and sustainability related projects.

We understand and encourage the importance of our resources by promoting opportunities to reuse our belongings. We continue to seek any opportunities to work with local charities and reuse organisations including Instant Neighbour, Somebody Cares, the New Hope Trust and high-street charity organisations. Working with the third sector organisations we have introduced new services to residents including textile banks and have brought Aberdeen's charities and schools together in partnership for a well received Green Santa Christmas campaign.

ACC recognises that these organisations have an important role to play both in managing waste and raising awareness. We will seek to work in partnership with organisations such as Aberdeen Forward and the Community Food Initiative North East (CFINE) on developing innovative new services and awareness campaigns across Aberdeen. Collaboration with external bodies is pivotal to our success and we welcome invitations from other organisations or interest groups with whom we can develop new projects.

Such relationships are to be valued and continued where resources allow. ACC remains open to new opportunities to develop waste management projects that move waste up the hierarchy.

We will introduce reuse facilities at our HWRC. These will allow residents to donate goods for reuse by social enterprises and charities. We intend to create a pilot re-use project in 2014. This will be rolled out to additional HWRCs if proven successful.

7.7 Planning

ACC has a statutory duty to develop land-use management plans and is the Planning Authority determining planning applications within the city boundary. As such, ACC has an important role to play in facilitating the provision of waste management infrastructure. Council Officers in WRS work closely with developers and Planning Officers to ensure that new developments are designed to accommodate recycling facilities. As the city continues to expand at a rapid rate, WRS will continue to influence the planning process. We will provide comment on all planning applications to ensure residential developments have sufficient waste and recycling collection facilities. Our improved Supplementary Planning Guidelines advise developers on vehicle access and container needs. We are an important contributor to development masterplan discussions for large projects, such as Countesswells' 3000 properties. We will continue to work with developers to influence the design of new developments to deliver convenient, simple and future-proof facilities for all residents.

7.7.1 Aberdeen City and Shire Structure Plan

The Structure Plan identifies the need for Supplementary Planning Guidance (SPG) on the location of regionally important waste infrastructure. It is important that this is developed in the near term. Location criteria for siting of waste infrastructure must take into account the opportunity to utilise heat generated from EfW facilities if this is identified as BAT.

7.7.2 Aberdeen City Local Development Plan (LDP)

The Aberdeen City LDP process identified waste management as one of the main issues for the new Plan. In particular, there is a need for the LDP to specify suitable sites for the development of waste and recycling infrastructure such as energy from waste facilities, in-vessel composting and HWRC. WRS will work closely with planning colleagues and other stakeholders to ensure that planning policies and the LDP actively contributes to the delivery of essential infrastructure.

The LDP also ensures that suitable waste storage facilities are included in all developments and that these facilities allow for recycling storage in addition to residual waste. SPG has been developed specifying the scale, type and location of waste storage facilities. Our SPG advises developers, architects and planners to:

- Ensure adequate space for shared or individual waste and recycling collection containers without jeopardising the aesthetic values of the community.
- We promote underground containers or communal facilities throughout developments to reduce the number of bins on pavements, improve the value of communities and to deter fly-tipping. Underground or communal containers reduce the need for frequent visits by several collection vehicles.
- We ensure safe and sufficient access throughout the development for our collection vehicles without risk to vehicles or pedestrians.

ACC developed a Sustainable Building Code in 2008 for its own developments and this code includes requirements for sustainable waste management. The LDP should include similar requirements for all developments.

7.7.3 Aberdeen Strategic Infrastructure Plan

The Strategic Infrastructure Plan evaluates the investment needed by ACC and SG to attract investment and employment to the city. The plan has explored our current stock of infrastructure serving the city and identified potential barriers to further growth. The plan identifies waste management as a key area for investment. The council has committed £28 million to the development of a new collection depot, introduction of the new mixed recycling collection service and waste treatment technologies including IVC.

8. GLOSSARY

ACC	Aberdeen City Council: the local government authority with the responsibility for delivering the waste strategy.
ACWS	Aberdeen City Waste Strategy
ARE	Aberdeen Recycling and Energy; the umbrella brand which encompasses the infrastructure and upcoming changes to waste and recycling services. ARE will feature heavily in marketing material and stakeholder engagement exercises.
BAT	Best Available Technique a term applied with regulations on limiting pollutant discharges with regard to an abatement strategy. BAT takes into account the balance between the costs and environmental benefits.
BEP	Business Environment Partnership is a government funded consultancy service advising local businesses on how to achieve efficiencies and improve environmental performance
Carbon footprint	A measure of the total amount of carbon dioxide and methane emissions of a defined population, system or activity, considering all relevant sources, sinks and storage within the spatial and temporal boundary of the population, system or activity of interest.
CFINE	Community Food Initiative North East. A local charity and partner of Aberdeen City Council. CFINE work to promote employment and volunteering opportunities whilst encouraging healthy eating and smarter shopping and cooking behaviours to minimise food waste.
CHP	Combined Heat and Power is the generation of both heat and electricity.
CMP	Carbon Management Plan is Aberdeen City Councils strategy to reduce our carbon emissions by 23% by 2015 and 42% by 2020.
Closed loop	This is where the waste product, or by-product, in producing one item is used as a source in the production of another item. A closed loop system utilises the waste from one process as a valuable resource for another process.
Co-mingled	The collection of various recyclable materials in one container. Paper, plastic bottles, metals and mixed glass will all be collected together in the same container in our co-mingled service. Co-mingled and <i>mixed recycling</i> are alternative terms for the mixing of recyclable materials.
Communal	Communal containers are shared facilities for communities to recycle or dispose of their resources.

Compost	Compost is the end product of organic materials that have decomposed to form a fertilising material for the growth of new organic materials
COSLA	Convention of Scottish Local Authorities. COSLA and Aberdeen City Council work together to shape national policy, resolve legislative concerns and to lobby central government.
EC	European Commission is the executive of the European Union with responsibility for approving and delivering legislation.
EfW	Energy from Waste is the generation of electricity from the treatment of residual waste. Several technologies are available for converting waste to electricity.
EU	European Union. The economic and political union of member states across Europe. The EU is responsible for a range of environmental targets and other legislation which ACC must adhere to.
EWWR	European Week for Waste Reduction is a week of EU wide campaigns to promote waste awareness and to encourage sustainable behaviours among residents.
GHG	Green House Gas emission are toxins that absorb and emit radiation within our atmosphere. GHS's are the cause of global warming in reflecting heat back to the earths surface. The main GHG's are carbon dioxide, methane and nitrous oxide.
Household waste	Any waste produced from a domestic dwelling
HWRC	Household Waste Recycling Centres are communal recycling centres that allow residents to recycle a wider range of materials than the kerbside service, communal on-street containers or recycling points. Examples of other materials include wood, rubble, fluorescent bulbs, chemicals and electrical items.
IVC	In-vessel Composting is the controlled decomposition of organic material. Oxygen and heat content within an enclosed container is carefully controlled to encourage the breakdown of materials resulting in and end product of compost.
LA	Local Authority is the local government body responsible for the running of the communities within their boundaries.
Landfill	The disposal option of last resort. Landfill is where materials are buried underground to decompose over time. Landfill is Aberdeen city councils second largest contributor of carbon dioxide emissions.
LDP	Local Development Plan is the economic and strategic vision of a local authority to encourage development and investment across the city. The

	LDP stipulates geographical areas of the city to be used for specific purposes such as for employment facilities, residential developments and waste management infrastructure.
LFHW	Love Food Hate Waste is a campaign to raise awareness about food waste issues and steps you can take to reduce your food waste
Mixed recycling	Also known as co-mingling, whereby all recyclable waste is collected within the same container and segregated away from the point where it was produced
MRF	Materials Recycling Facility is a complex wherein mixed recyclable materials (such as paper, metals, glass) can be separated mechanically for transport to re-processors.
NISP	National Industrial Symbiosis Programme
On-street	Where kerbside boxes and bags are not available, on-street containers are the larger communal bins.
PBB	Priority Based Budgeting is the principle of seeking savings across council budgets due to pressing financial constraints. As an authority we must prioritise our spending to deliver needed services in a cost effective way.
Precautionary principle	The notion that any outcome of a decision should eliminate any concern of negative impact of a social, economic , environmental or other nature.
Proximity principle	Waste and resources should be handled and reprocessed as close to the source as possible. Aberdeen City Council should manage our waste locally – where facilities allow – to not burden other communities or authorities with our waste.
Recycling	Recycling is the action wherein a by product or unwanted material is altered or treated to form a new product for use.
RDF	Refuse Derived Fuel is where waste materials with calorific value are shredded and pelletized to form a feed source for use in energy from waste plants.
RP	Recycling Point is a public recycling area where paper/cardboard, metals, plastics, glass and – dependant upon area – other materials such as textiles, electrical items and batteries or bulbs can be recycled.
SEA	Strategic Environmental Assessment is a decision making tool used to identify all social, economic and environmental issues expected from a plan or programme.
SEPA	Scottish Environment Protection Agency is the organisation responsible for regulating and enforcing the protection of Scotland’s environment.

SG	Scottish Government is the national, central, government for Scotland.
Stakeholder engagement	Stakeholder engagement is the consultation and working partnership that will develop between Aberdeen City Council and any other party with an interest in delivering the waste strategy. Stakeholders can include, but is not limited to, residents, charities, environmental organisations and commercial organisations.
SWMP	Site Waste Management Plan is required for all development work across Aberdeen. They stipulate how a construction company intends to reuse and minimise on-site waste.
WCA	Waste Composition Analysis is the separation of waste materials from residential containers into separate streams. The analysis explores the content of bins to highlight materials that can or cannot be recycled. A local authority can then develop awareness materials to encourage greater recycling of accepted materials, or we can explore new contractors to collect new materials which are dominant or valuable within our bins.
WEEE	Waste Electrical and Electronic Equipment are any electrical items with a plug which are no longer needed. WEEE can continue to work or it can be beyond repair. WEEE includes any electrical items such as televisions, kettles, toasters etc.
WFD	Waste Framework Directive is an EU initiated directive which defines the point where refuse becomes waste. It also sets recycling targets (below the Scottish Government targets) and introduces the waste hierarchy.
WRS	Waste and Recycling Service
ZWP	Zero Waste Plan is the Scottish Governments ambitious plan for minimising waste and increasing recycling. The plan sets the recycling targets which Aberdeen City Council should aspire to achieve.
ZWS	Zero Waste Scotland is the body tasked by the Scottish Government to disperse funding packages to local authorities and assists in delivering and promoting support programmes and awareness initiatives.

APPENDIX 1.

Drivers for Change

1. Regulatory Issues

1.1 Waste Framework Directive

The Waste Framework Directive was introduced by the EU in November 2008. The directive enshrined the concept of the “waste hierarchy”, moving the focus from disposal of waste to reducing, reusing and recycling.

The Waste Framework Directive highlights the importance of the Proximity Principle - dealing with waste as close to its source as possible - and the use of BPEO analysis for waste management.

The Directive sets a significant target for recycling of 50% by 2020, this has been interpreted by the UK and Scottish Governments to include organic waste treatment as well as ‘dry’ recycling materials such as paper and glass.

The Directive also promotes ‘measures to promote high quality recycling and, to this end, shall set up separate collections of waste where technically, environmentally and economically practicable and appropriate to meet the necessary quality standards for the relevant recycling sectors’ by 2015. The UK government has interpreted this to mean that commingled collections remain viable beyond 2015 where it is not practicable to provide separate collections.

1.2 Climate Change

The Scottish Government passed the Climate Change (Scotland) Act 2009 which created the statutory framework for reductions in greenhouse gas emissions. The Act sets an interim reduction of 42% by 2020 and an 80% reduction target by 2050.

It has been calculated that waste is the second largest climate change contributor from the activities of Aberdeen City Council, largely a result of extensive use of landfill: approximately 28% of the Council’s greenhouse gas emissions arise from waste management. Carbon emissions from landfill fell from 45,207 tonnes in 2008/09 to 26,148 tonnes in 2012/2013. The impact of waste from the wider economy is significantly lower with waste contributing an estimated 4% of Scotland’s greenhouse gas emissions with a 68% decrease in emissions between 1990 and 2010.

As signatory to Scotland’s Climate Change Declaration 2008, Aberdeen City Council recognises that “Climate change is occurring and human activities are having a significant and potentially dangerous influence” and that “We all in Scotland have duties and responsibilities to take action to both mitigate and adapt to climate change, and to promote the sustainable development and well-being of our local communities”. Through Scotland’s Climate Change Declaration, Aberdeen City Council is committed to: reduce its greenhouse gas emissions from its services and estate, take action to reduce emissions from the Local Authority area and produce an annual statement of plans, activities and achievements.

Primary sources of climate impact from waste management are transport and emissions from waste treatment or disposal. Disposal in particular is harmful where methane gas is emitted. BPEO analysis tools take these climate change impacts into account.

1.3 The Eco-design Directive for Energy-using Products (2005/32/EC)³⁷

This Directive, adopted in 2005, came into force in August 2007 and places obligations on producers to design low energy products and to phase out less energy efficient technologies. The most well known example to date is the phasing out of incandescent light bulbs. Further expansion of Eco-design is anticipated in the future with the emphasis on the minimum use of materials in products, the reduction in the hazardous content of products and design with recycling/reuse in mind.

1.4 Voluntary Agreements

1.4.1 The Courtauld Commitment (2005)

The Courtauld Commitment is a UK level voluntary agreement between the government and the major grocery retailers in the country. The main aims of the agreement are to:

- design out packaging waste growth by 2008 (achieved)
- To deliver absolute reductions in packaging waste by 2010
- To help reduce the amount of food the nation's householders throw away by 155,000 tonnes by 2010, against a 2008 baseline.

This Commitment will have a major impact on the ability of householders to reduce their waste and help the UK's waste prevention efforts. The Scottish Government has introduced a bill to levy a charge of 5p on each plastic bag sold beyond October 2014.

1.4.2 BREEAM³⁹

The BREEAM environmental assessment method for buildings has also had an influence on waste issues. One of the assessment criteria is to show that recycled material has been used in the construction or redevelopment. This has increased demand for recycled or reusable materials from the construction industry.

1.5 Producer Responsibility Regulations.

The End of Life Vehicle Directive⁴⁰ and the Waste Electrical and Electronic Equipment Regulations are the first major examples of Producer Responsibility legislation. Both place obligations on producers to recover and recycle proportions of the products sold within Europe.

2. Financial Drivers

2.1 Landfill Tax

Landfill Tax is a fiscal penalty paid on waste sent to landfill; its purpose is to discourage this method of disposal.

There is an escalator in operation for active wastes sent to landfill, which increases the tax each April. At present the Landfill Tax is £48 per tonne and will rise by £8 every April until 2014/15 when it will reach £80 per tonne.

The landfill tax adds a significant cost onto the disposal of waste at landfill. In 2007/08 for example, Aberdeen City Council landfilled 107,658 tonnes of waste at £32 per tonne - a total of £3.4 million in Landfill Tax.: this will increase to approximately £5.4 million in 2013/14 unless changes are made.

3. National and Local Policies

3.1 National Waste Strategy – Zero Waste Plan⁴⁴

In September 2009 the Scottish Government produced a draft Zero Waste Plan for consultation with the final version published in 2010. The Plan outlines the Government's vision for waste management and how we can all play our part in reducing the amount of waste we produce, reusing valuable resources and increasing recycling levels to help Scotland become a Zero Waste Society. It also sets more aspirational recycling targets as well as a limit on the percentage of waste that can be landfilled or treated through Energy from Waste (EfW) facilities.

The new waste targets for all wastes (municipal and non-municipal) are:

- By 2025 not more than 5% landfilled.
- Year Recycling/composting rate
 - 2013 50% (Household waste)
 - 2020 60% (Household waste)
 - 2025 70% (All wastes)

The Plan states that 80% of the recycling/composting should be achieved by source segregated collections, for 2025 this equates to 56% of all waste will managed through source segregated recycling and composting (including anaerobic digestion of source segregated organics).

Current municipal EfW limit:

From 2008 Not more than 25% EfW

The Zero Waste Plan does not include the introduction of powers to allow for direct and variable charging of householders for waste collection and disposal. This does not provide for the demonstrably most effective tool for changing householder behaviour and calls into question the deliverability of high levels of source segregation of waste.

Importantly, this plan also takes into account waste created from commercial, industrial, construction and demolition practises as well as households and incorporates them into the plan.

3.2 National Planning Framework (Scotland)

The National Planning Framework (Scotland) was developed “to guide the spatial development of Scotland to 2025”. It emphasises the need for a strategic approach to development of infrastructure and although the guidance it provides is not binding, it should be taken into consideration throughout the planning process.

In terms of waste, the framework recognises that the siting of facilities will need to take the proximity principle into account as well as the available transport networks and operational landfill sites. The framework suggests that local authorities will need to work together to achieve economies of scale, avoid duplication and to ensure that facilities are located in the optimal location. It also suggests that treatment plants and transfer stations should be developed on industrial sites and that facilities “should be linked to landfill sites in a ‘hub and spoke’ arrangement, where possible by rail.” The framework states that no more than 25% of municipal waste should be treated through energy from waste.

3.3 Aberdeen City and Shire Structure Plan and North East Area Waste Plan

There are regional policies that effect how waste is dealt with in Aberdeen, including the Aberdeen City and Shire Structure Plan and the North East Area Waste Plan (AWP).

The aim of the Structure Plan is “to set a clear direction for the future development of the North East towards which the public and private sectors can work to deliver” the vision. This document has recently been approved by the Scottish Government and adopted by the two Councils.

The Structure Plan covers waste management under the Sustainable Development and Climate Change chapter. The Plan clearly states that we must change the way we manage our waste to ensure that we are adhering to the waste hierarchy, proximity principle and that our measures are both efficient and environmentally friendly. To do this, the Plan states that we must take “account of how we manage waste at the earliest stages in the development proposals and providing new infrastructure to meet the targets”.

For the Aberdeen City and Shire area, the Structure Plan sets a target that we will not landfill more than 54,000 tonnes of BMW by 2020.

The North East Area Waste Plan was published in March 2003 in response to the National Waste Strategy. It takes into account, the waste hierarchy, the proximity principle, and BPEO.

The key elements of the Plan include:

- 86% of households to be offered a segregated collection of recyclate with a view to achieving 23-25% abstraction by 2020.
- 54% of households to be offered a segregated collection of green waste with a view to achieving at least 105 abstraction by 2020.
- Develop a Materials Recycling Facility.
- Develop an Energy from Waste plant for Aberdeen City's residual waste
- Improve composting capacity in the area.

Neither of the major infrastructure elements in the Plan have been developed and the rationale underpinning the Area Waste Plan is no longer relevant calling into question its future role.

3.4 Aberdeen City Council Supplementary Planning Guidelines

The Planning Guidelines clearly show developers and planners our needs in the design stages of residential developments. The guidelines give a clear preference for underground bins or communal containers to minimise the bins left on the street, causing aesthetic issues and litter problems. The plans ensure that every resident in a new development has a convenient refuse, recycling and food waste service. The guidelines ensure that our vehicles can access the developments in a safe manner.

4 Energy-related Drivers

4.1 The Scottish Government's Renewables Action Plan, June 2009

The Scottish Government's Renewables Action Plan, June 2009 identifies bioenergy as an important source of renewable energy and that Energy from Waste can contribute to energy targets, now and in the long term. This is also highlighted by the national Planning Policy⁵¹. The Renewables Action Plan also set an ambition for a substantial increase in the uptake of heat from a range of bioenergy sources across the domestic, commercial and industrial sectors.

4.2 Scotland's Renewable Heat Strategy: Recommendations to Scottish Ministers,

Renewable Heat Group Report 2008⁵²

The Renewable Energy Development Scotland Renewable Heat Group was established by the Scottish Government in 2006 to help inform the content of a Renewable Heat Strategy for Scotland. One of the recommendations in the report relates to heat from waste biomass:

That the Scottish Government:

- charges SEPA to prohibit the dumping of waste biomass from industrial and commercial processes to landfill in order to promote its use for energy production.
- puts in place a policy to prevent the combustion of any form of waste without the recovery of heat, via Combined Heat and Power and/or district heating, and ensures that the regulatory and planning powers necessary to enforce this are adequate.

Municipal Waste contains a high proportion of biomass, typically 63%.

4.3 Local/Regional Economic and Energy Drivers

For decades the Aberdeen city economy has been dominated by energy: the exploitation of oil and gas for energy generation has been responsible for sustained economic growth and the establishment of Aberdeen as a global leader in energy services.

In recent years, Aberdeen City Council has recognised the economic opportunity and environmental sustainability of expanding this expertise into developing renewable energy infrastructure and knowledge base. The Aberdeen Renewable Energy Group which seeks to position the region as a renewable centre of excellence through initiating and delivering key renewable projects and the production of the Energetica concept by Aberdeen City and Shire Economic Futures are significant indicators that energy, especially in the form of renewable or low carbon heat and power, continues to be at the heart of the city's development.

Aberdeen City Council is leading the way in developing decentralised energy infrastructure through the provision of heat and power to social housing and public buildings. Four combined heat and power nodes have been established at Torry, Hazlehead, Stockethill and Seaton, currently fired by natural gas. The Seaton facility is capable of being converted to use biomass in the form of wood waste pellets and also have a network extension to public facilities by Aberdeen beach. Cost effective delivery of decentralised energy brings benefits to users and provide more sustainable solutions, reducing the carbon impact of the city. The city is seeking more opportunities to develop decentralised energy solutions with renewable or low carbon energy sources preferred.

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Draft

EDUCATION, CULTURE AND SPORT

27 March 2014

SPORTS GRANTS (ECS/14/017)

With reference to article 17 of the minute of its previous meeting 30 January 2014, the Committee had before it a report by the Director of Education, Culture and Sport which presented applications for financial assistance from a number of individuals and organisations.

The report recommended –
that the Committee –

- (a) consider the applications through the development grants and approve the following recommendations:

Applicant	Funding Recommended
Volunteer For Sport Programme	£10,000
Riverbank School Kayak Club	£800.00
Aberdeen Life Saving Club	£2,000
Aberdeen Schools Rowing Association	£10,000
Physical Activity research Project – Torry and Cove	£5,000
AFC/SFA School Football and Mentoring Programme	£10,000
Kingswells Boxing Club	£1,988
Stoneywood Dyce Cricket Club	£4,082
Total Award	£43,870

- (b) consider the application through the significant sporting events grant programme and approve the following recommendation:

Applicant	Funding Recommended
Cameroon Pre Commonwealth Games Training Camp	£15,000
Total Award	£15,000

- (c) consider the application through the talented athlete grants programme and approve the following recommendation:

Applicant	Sport	Funding Recommended
Ashley Pearson	Triathlon	£700.00
Total Award		£700.00

- (d) note that there was an underspend of £37,011.50 from the budget that was allocated from the 2013/14 Common Good fund for the Olympic Games Legacy; and
- (e) agree to recommend to the Finance, Policy and Resources Committee that a proportion of the Common Good Budget underspend be allocated to support the Games Legacy through ensuring that local communities celebrate Glasgow 2014 at a grassroots level during 2014/15.

The Committee resolved:

- (i) to approve recommendations (a) to (d); and
- (ii) to agree to recommend to the Finance, Policy and Resources Committee that £25,000 from the Common Good Budget underspend be allocated to support the Games Legacy through ensuring that local communities celebrate Glasgow 2014 at a grassroots level during 2014/15.

ABERDEEN CITY COUNCIL

COMMITTEE: **Education, Culture and Sport**

DATE: **27th March 2014**

DIRECTOR: **Gayle Gorman**

TITLE OF REPORT: **Sports Grants**

REPORT NUMBER: **ECS/14/017**

1. PURPOSE OF REPORT

This report brings before Committee, ten applications for financial assistance and makes recommendations accordingly.

2. RECOMMENDATION(S)

That the committee:

- (a) considers the applications through **the development grants** and approve the following recommendations:

Applicant	Funding Recommended
Volunteer For Sport Programme	£10,000
Riverbank School Kayak Club	£800.00
Aberdeen Life Saving Club	£2,000
Aberdeen Schools Rowing Association	£10,000
Physical Activity research Project – Torry and Cove	£5,000
AFC/SFA School Football and Mentoring Programme	£10,000
Kingswells Boxing Club	£1,988
Stoneywood Dyce Cricket Club	£4,082
Total Award	£43,870

- b) considers the application through the **significant sporting events grant programme** and approve the following recommendation:

Applicant	Funding Recommended
Cameroon Pre Commonwealth Games Training Camp	£15,000
Total Award	£15,000

c) considers the application through **the talented athlete grants programme** and approve the following recommendation:

Applicant	Sport	Funding Recommended
Ashley Pearson	Triathlon	£700.00
Total Award		£700.00

d) notes that there is an under spend of £37,011.50 from the budget that was allocated from the 2013/14 Common Good fund for the Olympic Games Legacy.

e) to recommend to the Finance, Policy and Resources Committee that a proportion of the Common Good Budget under spend be allocated to support the Games Legacy through ensuring that local communities celebrate Glasgow 2014 at a grassroots level during 2014-15.

3. FINANCIAL IMPLICATIONS

The sports grants budget for the 2013/14 is £90,000 in addition to this there is £140,000 allocated this year from the Common Good budget. There is currently £133,418.50 committed within this budget. Assuming that the recommendations contained within this report are agreed, there will be £37,011.50 remaining in this budget. Please see appendix 1 for previous awards of grants funding in the current financial year.

Officers within Education, Culture and Sport redefined the sports grant criteria in June 2013 and capacity has been identified to support community sports clubs and organisations through the application process.

4. OTHER IMPLICATIONS

Local sports groups and organisations adopt a variety of methods to attract funding, however some groups would be unable to host an event or develop further without the financial assistance available from the City Council. Groups who do not meet the criteria will be assisted by officers to source alternative solutions.

5. BACKGROUND/MAIN ISSUES

Aberdeen City Council's Sports Grants is a funding programme which is open to any voluntary or not-for-profit organisation or club who deliver sport or physical activity within the city.

The grant criteria is aligned to the key objectives of "Fit for the Future" the Sport and Physical Activity Strategy for Aberdeen (2009-2015). Each application is assessed against the criteria, with recommendations developed and put forward to the relevant Committee for a decision.

All applicants are provided with support from officers before and after applications have been considered. This includes the offer of individual support sessions, resulting in detailed feedback on how to improve the quality of their application. For more information about common reasons for resubmission, deferral or rejection please see Appendix 2.

5.1 Club Development Grant Programme

The aim of this grant is to increase the availability of sporting opportunities in the city by assisting existing sports clubs to develop their sports programmes and by encouraging the establishment of new sports groups/clubs/sections.

5.1.1 Volunteer for Sport Programme (VFS)

Volunteer for Sport (VFS) is a sports coaching programme that assists student volunteers through a progressive pathway that develops their confidence and gains them the qualifications that allow them to assist various sports clubs in the communities of Aberdeen to introduce new sporting programmes.

Each volunteer is placed in a progressive sports coaching pathway of their choice and they are mentored and provided with resources in order to develop their skills and qualifications over the duration of their involvement in the three year programme.

In 2013/14 there were 45 volunteers completing the programme. However in 2014/15 the target amount of volunteers is up to 74. Netball, Tennis and Football will be added to the list of existing pathways which includes Athletics, Basketball, Climbing, Hockey, Rowing, Rugby and Strength and Conditioning. The new additions to the programme will provide more physical activity opportunities such as a grassroots rackets programme in conjunction with Tennis Scotland for local children to try out the sport of Tennis. VFS has also developed a partnership with Aberdeen Football Club which will see the VFS volunteers contribute to help the over 50's continue with sport and will assist the street sport programme in tackling anti-social behaviour in the city. Finally the addition of the new pathways will see VFS volunteers coach the university netball team and assist with primary and secondary school teams via the local development officer.

This grant would benefit VFS by funding the entire coach education programme for 74 coaches who in return will commit to just under 1700 hours of voluntary sports coaching in Aberdeen City communities.

The programme coordinator continues to actively promote the programme on a national scale and has already presented at the annual Scottish Student Sport conference (2013). He has also been asked to lead a workshop at the National Scottish Rowing Conference in October 2014 which will provide the opportunity to raise awareness of the programme and the partnership between VFS and Aberdeen City Council.

In 2013 VFS was awarded the Top Volunteer Programme in all Further and higher education in Scotland and by approving this recommendation it will enable the programme to continue to develop and expand and increase the number of qualified coaches we have in the city and the number of physical activity sessions delivered for our children and young people.

Funding Requested	Funding Recommended
£10,000	£10,000

5.1.2 Riverbank School Kayak Club

In September 2013 a group of children from Riverbank primary school were invited along to Seaton Park to take part in a kayaking session led by Adventure Aberdeen, with a guest appearance from Olympic gold medallist Tim Baillie. This was an excellent opportunity for the children and they all thoroughly enjoyed it. Following on from this, Riverbank primary school is looking to set up a new extra-curricular kayak club.

The school will work with Adventure Aberdeen; providing children with the opportunity to get involved in water sports, in their own locality, working with experienced instructors, achieving in a sport they would not normally have the chance to participate in.

The club will teach the children skills such as team building, self-sufficiency, safety and resilience and will allow them to develop outdoor awareness as well as participate in a fun and challenging activity.

Set within one of Aberdeen's regeneration areas this club will heighten the name of Tillydrone in a positive light and will bring the community together to share in fun activities on the River Don, which is right on their doorstep. This could be life shaping for some of the participants and gives the children an opportunity that they may otherwise never have. Riverbank School Kayak Club hopes to also make links with Aberdeen Kayak club so that the children's involvement can continue on past school.

The grant application is for Riverbank Primary school to buy in the services of Adventure Aberdeen for a 12 week extra-curricular block of lessons, which includes instructor fees, kayak hire, hiring/buying other necessary equipment and transport costs associated with travelling to the river from the school and back again. All of this is estimated to cost £1600 therefore Riverbank school are looking for a grant of £800 to support them with this.

Funding Requested	Funding Recommended

£800	£800
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5.1.3 Aberdeen Life Saving Club

Aberdeen Amateur Swimming Club is looking to expand the lifesaving arm of their club. They would like to offer a Lifesaving sport section to their current members and to new participants. Lifesaving is a sport which encourages inclusiveness and promotes health and fitness to the participants.

The main outcomes of the new section would be to bring new members into the club to maintain their fitness in a fun and exciting tier two Olympic sport. Participants will learn vital lifesaving skills as part of their development into athletes, but will also improve their health and fitness and make new friends in a positive (competitive) environment.

The club hope to set up a junior arm of lifesaving (8-16 years) and a masters section (16+ years) in order to provide suitable athletes for selection at National level.

The grant would be a huge benefit to the existing club as more members from the affiliated competitive swimming club might find that the skills required for competitive swimming are transferable into lifesaving sport and this may help retain club members. Also the lifesaving sport section can retain swimming club members who no longer wish to compete in traditional swimming disciplines, but enjoy the variety of the more novel events provided by lifesaving sport. As lifesaving sport events are novel, this may be more appealing to the local community as an activity to take part in.

The lifesaving club currently provides awards to those under the age of 16 in the form of the Rookie Lifeguard and Survive and Save; but has the potential to deliver NPLQ, first aid courses and defibrillator training to members of the local community to increase the number of trained by-standers.

The club hope to recruit members from the current lifesaving and swimming club and local schools.

The lifesaving club are looking for support to help them train volunteers, who will then have the suitable training expertise and qualifications to teach lifesaving. The club would be looking to train 6 lifesaving instructors to deliver lifesaving awards and provide skills for lifesaving sport training. The club is also looking for this funding to support with the costs associated with purchasing of equipment for training and competitions.

Funding Requested	Funding Recommended
£2,000	£2,000

5.1.4 Aberdeen Schools Rowing Association

Aberdeen Schools Rowing Association (ASRA) provides a wide range of rowing opportunities for school-aged children and young people throughout

the City. The association's objective is to create opportunities to become involved in rowing. This is achieved by providing a pathway which allows beginners to undertake taster sessions, before progressing to indoor clubs and eventually outdoor club rowing on the River Dee.

ASRA run two main programmes within the city Secondary schools. The indoor (Dry Start) programme provides a minimum 6 week extra-curricular training block within participating schools. The outdoor (Wet Start) Programme follows this up with the opportunity to participate in an eight to ten week training block on the River Dee.

ASRA's participation programs have been developed to enable them to continue the expansion of their participation base numbers. This is a continuous process with members moving on to university and work post their junior years. This development grant would help to support the program and meet their business plan expansion target of 200 members by the end of 2017.

The overall cost of running the Schools rowing projects is approximately £32000. The recommendation is to provide £10,000 of funding towards this project which will be matched by £22,000 from the association. This covers a range of incurred costs including staff salaries, insurance and equipment maintenance. In order to meet this cost, ASRA have successfully received funding from external bodies.

The application requests support to extend and improve the on-going indoor and outdoor programmes. ASRA also aim to use this grant funding alongside their own funds and sportscotland's Direct Club Investment (DCI) funding to appoint a full time Rowing Pathways Coordinator. This person would run the schools participation programme supported by a number of part time paid and voluntary staff. It is anticipated that with the target membership increasing year on year that by the end of the DCI program ASRA will be in a position to self-fund this full time post.

Funding Requested	Funding Recommended
£10,000	£10,000

5.1.5 Physical Activity Research Project – Torry and Cove

A recent review of the Scottish Physical Activity Strategy 'Let's Make Scotland More Active' (Scottish Executive, 2003) has concluded that there has been insufficient action at local levels in Scotland to impact on population physical activity levels (Halliday, Mutrie and Bull 2013). The authors of this review have identified a need for commitment, resources and robust evaluation at local levels to address continued physical activity inequities especially among women, girls, and older adults as well as in areas of low socioeconomic status.

In order to address this need, it is important to identify current physical activity levels as well as any barriers or motivators to physical activity in a community.

The Robert Gordon's University are conducting a study on behalf of the National Health Service and Aberdeen City Council in an aim to establish current physical activity levels in two communities in the South of Aberdeen (Torry and Cove), as well as identifying any barriers and motivators around Physical activity. With the 2014 Commonwealth Games due to be held in Glasgow, the findings from this project will help to inform future local physical activity planning to tie-in with the Games legacy.

The objectives of the project are as follows;

1. To establish current population physical activity levels within Torry and Cove
2. To identify barriers and motivators to physical activity from the evidence base/research literature
3. To explore barriers and motivators to physical activity in the two communities
5. To establish current use of leisure facilities within Torry and Cove
6. To explore the views of individuals living within Torry and Cove regarding current leisure facility provision and future planning.

The total cost of this project is £23,000. The NHS have allocated £18,000 to this project from the Health Improvement Fund leaving a shortfall of £5,000. This allocation would assist with the costs associated to undertake the research to examine attitudes, barriers and motivations to participation in physical activity, comparing and contrasting Torry and Cove. A final report and an executive summary will be produced as part of this study and this is due to be completed in September 2014.

The findings from this study will be extremely beneficial for Aberdeen City Council in helping us to target and plan appropriate interventions and services and this project also helps is to deliver on Fit for the Future the city's sport and physical activity strategy.

Funding Requested	Funding Recommended
£5,000	£5,000

5.1.6 AFC/SFA/ACC Partnership Programme

The Scottish FA (SFA), Aberdeen Football Club in the Community and the City Council are currently working in partnership to develop grassroots football in Aberdeen City. Through recent work the partnership group has identified two fundamental areas of work which need to be addressed in order to improve the pathway of football for our children and young people.

It is proposed that with financial support from the SFA and approval of a sports grant from Aberdeen City Council that Aberdeen Football Club in the community employs an officer to address the following two identified areas:

- *Coach Mentoring Programme;*

In 2013, Aberdeen Football Club in the Community in partnership with the SFA delivered 17 courses to over 400 local grassroots Coaches. Feedback is largely positive, with the main area for development identified as additional support after attending these courses. Based on the current quality and quantity of Football at grassroots level, a Coach Mentoring Programme for Quality Mark Clubs in Aberdeen City has been designed to tackle this identified need.

- *Primary Schools Football Partnership;*

There are currently four Primary Schools Football Leagues within Aberdeen City some of which currently lack governance and direction. In addition some of the leagues do not adhere to the recognized Scottish Football Association National Player Pathway. There are also incorrect registration procedures and there is significant work required in order to ensure that our children and young people get the best possible start in participating in football by ensuring that our coaches and volunteers are appropriately trained in relation to coaching, child protection and first aid as well as ensuring there is a mentoring programme in place. The partners within the city recognize that by working towards a single league structure governed by Aberdeen Football Club, The Scottish FA and Aberdeen City Council that this would be a positive step forward for the city.

The Scottish FA, through re-directed McDonald's funding, is willing to commit to funding of £10,000 per annum for 4 years. Aberdeen Football Club in the Community have also proposed to contribute £10,000 per annum for four years. An application has been received by SFA and AFC to the city council for support through the development grant for a 12 month funding commitment into 2015 where the project can then be reviewed with the aim to extend for future years.

There are many additional income generation opportunities with this additional resource in place. Aberdeen Football Club in the Community will engage with a wider target audience, improve relations with local football clubs, and provide flexibility and resilience within Aberdeen Football Club in the Community staffing.

The plan going forward would be for Primary School teams to register, affiliate and pay fees to AFC, and also to acquire a sponsor for the Primary Schools Football Partnership, providing an additional budget and sustainability for the Programme in the long run.

Funding Requested	Funding Recommended
£10,000	£10,000

5.1.7 Kingswells Boxing Club

Kingswell Amateur Boxing Club started 10 years ago and is based in Kingswells Village Hall. The club seeks to encourage and increase opportunities for new participants to try the sport and develop their fitness.

Those who wish to train further improve their fitness as well as learning some essential life skills such as; self-discipline, control, respect and team work to name a few.

The Kingswells Amateur Boxing Club provide a supportive and friendly environment for boys and girls of all ages to come and try a new activity and they encourage learning which has led to success in local and national championships.

The club is in need of some essential new equipment that plays an important part in maintaining members, recruiting new members and ensuring that the activity is safe for all.

The local community benefit from the club as it discourages a lot of anti-social behaviour and is teaching the young people of the community to develop, discipline, tolerance, resilience and responsibility.

The club is well established in the Kingswells community and would like to maintain its excellent reputation so that it can attract new members and develop them to their full potential. In order to do this new equipment is essential and this grant would help them purchase such equipment

Funding Requested	Funding Recommended
£3975	£1988

5.1.8 Stoneywood Dyce Cricket Club

Stoneywood Dyce Cricket Club provides the people of Stoneywood, Dyce, Bucksburn, the city of Aberdeen and surrounding areas the opportunity to play cricket. The clubs key objective is to promote cricket as a mass participation sport and make it fun, safe and accessible to all who wish to play – regardless of sex, creed or physical ability.

Stoneywood Dyce cricket club are the home team for 3 out of the 13 existing Scotland squad members. The club recognises that in order to ensure that it continues to produce talented athletes that it needs to develop its pathways and put a performance system in place for the clubs current junior members. This in turn will enable more time to be spent on the development of regional and academy squads.

The club is a progressive club and currently have advanced clubCAP. The grant application received through the development grant fund is to compliment a Direct Club Investment from sportscotland whereby funding will be made available to employ a Club Development Officer. This post will support existing coaches/athletes with their development needs.

The contribution from the sports grant will enable the club to purchase high quality training equipment and technology products which will enable instant feedback to be provided to players through the use of video analysis. It will also enable the club to buy more playing equipment, giving people from the

community the opportunity to try out new activities and not go through the expense of buying all their own equipment.

Having a dedicated programme like this in Aberdeen will increase the number of people participating in the sport. The club is currently part of the Community Sports Hub which is being developed in Bucksburn and the club is keen to share this resources and learning experiences with the other member clubs.

The club also hopes that with this grant they will be able to carry out more marketing and taster sessions in order to strengthen their links with local schools.

Funding Requested	Funding Recommended
£8163	£4082

5.2 Significant Sporting Events Grant

The aim of this grant is to help sporting, community and event organisations deliver significant sporting events within the Aberdeen City Council boundary. The Programme, through the *Event Assistance Grants* and *Event Development Grants* categories will provide funding support for events that are national or international in focus, or that are regionally significant, and are recognised by the relevant governing body of sport.

5.2.1 Cameroon Pre Games Training Camp

The Cameroon Olympic team trained in Aberdeen prior to competing in the London 2012 Olympics. To continue to build on the relationship with this country, and to involve Aberdeen and the surrounding area in this year's Commonwealth games, Cameroon has been invited back to Aberdeen for their training camp. This camp is to happen in July for 10 days before the team makes its way down to the athlete's village in Glasgow. The Cameroon team will be made up of approximately 60 athletes, 10 coaches, 6 support staff and 4 officials.

There will be a number of opportunities for the public to engage with the team through media events, visits to schools/clubs/summer camps, public access to watch athletes train, exhibition events that are accessible to the public, and a comprehensive legacy program that is currently being developed in conjunction with a range of organisations across the city.

The pre games training camp is set to inspire people from the city to take part in Commonwealth sports and to strive for achievement and excellence. It is anticipated that the uptake of sports and exercise will have a beneficial effect on the health of the citizens of Aberdeen, as well as improving membership within existing sports clubs across the city, making them more sustainable. Coaches will be inspired and educated to help develop the next generation of athletes from Aberdeen, with the aim of these athletes competing at national or international level.

All partners who were involved in the 2012 training camp have been made aware of potential dates, sports and requirements. These partners include; Aberdeen Sports Village, RGU:Sport and The University of Aberdeen.

The funding contribution through the significant sport events grant stream would be used to cover a range of the running costs of the Pre Games Training Camp including accommodation, catering, transport and other team provisions.

Once the dates and program are finalised, press releases will be issued regarding the arrival of the team, any significant events taking place during the camp, any legacy events linked in with the teams visit and progress made by the team at the Games. Additionally, any legacy/community activities will be advertised to as many people as possible to get everyone involved with the Commonwealth Games and with what is happening in Aberdeen as a result of this. It is anticipated that there will be an element of media coverage of the Pre-Games Training Camp (as there was in 2012). However, the nature and details of this will not become apparent until details of the athletes, sports and exhibition events are confirmed.

The funding request to support this event was £30,000 however officers are recommending that committee approve a contribution of £15,000 as this reflects the applicable costs that the local authority would wish to support.

Funding Requested	Funding Recommended
£30,000	£15,000

5.3 Talented Athlete Grants

The aim of the scheme is to recognise individual talented sports performers in Aberdeen and encourage them to develop to their full potential by providing funding to assist with the costs associated with competing at a high level.

5.3.1 Ashley Pearson (Triathlon)

Ashley is a focused and committed triathlete who follows a structured training plan geared towards her specific goals. She has been competing as a triathlete since 1999 and has won a variety of different titles. Ashley took time out of competing from 2006-2011 due to family commitments however returning to competition in 2012 saw her win the Deeside Duathlon and break the course record and in 2013 came first in the Monikie winter duathlon series, first in the Deeside Duathlon and first in the L'etape Caledonia cycle sportive.

This year Ashley enters the 'Veteran' age category and she has set a number of goals for upcoming competitions. She aims to win the Scottish Veterans Championships at all standard distances in triathlon and duathlon. Her plan then is to compete at the equivalent British Championships in 2015 and represent Great Britain in Masters Competition in world and European

championships.

Ashley is looking for financial support to help her cover costs associated with travel, costs of lodging and equipment.

Funding Requested	Funding Recommended
£2000	£700

5.3.4 Allocation of Talented Athlete Grant funding

A panel was developed in order to assess the application forms which were received. This panel consisted of a Scottish Institute of Sport Manager, a Performance Lifestyle Advisor and two officers from the City Council. In addition all applicants had to provide a supporting statement from the governing body for their specific sport. The applications were then reviewed against the set criteria and consideration was given to the level at which the athlete was performing and the associated costs to their training and competition.

A high proportion of the athletes applied for the full amount of £2,000 however the panel felt that given that we are part way through the financial year and season that in certain instances following review of the costs submitted that the athletes did not require this full amount in order to develop to their full potential.

5.4 Commonwealth 2014 – Community Games Fund

The Aberdeen City Community Games fund criteria was agreed by the Culture and Sport Sub Committee on the 1st July 2013 and was developed to help local communities in Aberdeen to celebrate Glasgow 2014 at a grassroots level. To qualify organisations and groups must meet the following criteria:

- The event project or activity must take place between 23rd July and 3rd August 2014
- The event must have a sport and physical activity aspect to it
- The event must take place with the Aberdeen City Council boundary and be for the benefit of a community
- Organisations must provide a brief report and receipt of all expenditure and submit them to the council within one month of the event taking place
- The funding must be for the benefit of the community
- Event organisers are responsible for ensuring that they comply with all regulations such as entertainment licences and health and safety.
- The maximum that can be awarded per project is £1,000

6. IMPACT

This report relates to 'Aberdeen – the Smarter City':

- We will promote and improve opportunities for physical activity and sport to enable Aberdeen’s citizens to lead more active, healthier lives.

The report relates to the Arts, Heritage and Sport strand of the Community Plan, specifically in relation to the Sports, Leisure and Recreation vision of developing Aberdeen as an “Active City”.

The report relates closely to the objectives of “Fit for the Future, the sport and physical activity strategy for Aberdeen City (2009-2015)”. These objectives are:

- Promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen.
- Provide a comprehensive and high quality range of sports facilities in Aberdeen.
- Maximise social, educational, health and economic benefits of sport and physical activity in Aberdeen.
- Develop and sustain pathways which nurture local, regional and national sporting people to reach their potential.
 - Raise the profile of sport in Aberdeen.

7. MANAGEMENT OF RISK

Local sports groups and organisations adopt a variety of methods to attract funding, however some groups would be unable to host an event or develop further without the financial assistance available from the City Council.

All successful applicants are expected to agree to terms and conditions which mitigate any risk of exposure to the Council and that all supported activity meets Council Policies, processes and the Following the Public Pound guidelines.

8. BACKGROUND PAPERS

The application forms and business plan will be available in the members lounge prior to the Education, Culture and Sport committee.

9. REPORT AUTHOR DETAILS

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01224 523798

Appendix 1

Summary Table of Financial Assistance Sports Awards 2013/14

Organisation	Funding Awarded	Committee Approval
Development Grants		
Grampian Institute of Sport	£8,000	Education, Culture & Sport 30/05/13
Games for Scotland (match funding for council application to Event Scotland)	£5,000	Education, Culture & Sport 30/05/13
Aberdeen Synchronized Ice Skating Club	£5,000	Culture and Sport Sub Committee 01/07/13
Auchmill Golf Club	£5,000	Culture and Sport Sub Committee 01/07/13
Bryon Amateur Boxing Club and Fitness Club	£2,000	Education, Culture & Sport 21/11/13
Cove Boys Football Club	£2,000	Education, Culture & Sport 21/11/13
Aberdeen Amateur Athletics Club	£4,000	Education, Culture & Sport 30/01/14
Dyce Boys Football Club	£1,214	Education, Culture & Sport 30/01/14
Granite City Wanderers Hockey Club	£1,131	Education, Culture & Sport 30/01/14
Northfield Academy	£1,000	Education, Culture & Sport 30/01/14
Scottish Gymnastics	£1,500	Education, Culture & Sport 30/01/14
School of Football – St Machar Academy	£978	Culture & Sport Sub Committee 19/02/14
Aberdeen Rough Necks American Football Club	£2,000	Culture & Sport Sub Committee 19/02/14
Games for Scotland – a day to	£5,000	Culture & Sport Sub

celebrate		Committee 19/02/14
Volunteer for Sport	£10,000	Education, Culture and Sport 27/03/14 (pending)
Riverbank School Kayak Club	£800	Education, Culture and Sport 27/03/14 (pending)
Aberdeen Life Saving Club	£2,000	Education, Culture and Sport 27/03/14 (pending)
Aberdeen Schools Rowing Association	£10,000	Education, Culture and Sport 27/03/14 (pending)
Physical Activity Research Project	£5,000	Education, Culture and Sport 27/03/14 (pending)
AFC/SFA School Football and Coach Mentoring Programme	£10,000	Education, Culture and Sport 27/03/14 (pending)
Kingswells Boxing Club	£1988	Education, Culture and Sport 27/03/14 (pending)
Stoneywood Dyce Cricket Club	£4082	Education, Culture and Sport 27/03/14 (pending)
Significant Sports Events Grants		
Commonwealth Water Polo Championship 2014 Organising Company Ltd	£30,000	Education, Culture & Sport 12/09/13
The Northern Trophy Day – Dancesport Scotland	£850	Education, Culture & Sport 12/09/13
Scotland v England Cricket International – Cricket Scotland	£30,000	Education, Culture & Sport 30/01/14
Pre Games Training Camp - Cameroon	£15,000	Education, Culture and Sport 27/03/14 (pending)
Coach and Volunteer Workforce Development Grant		
Colin Sim – Aberdeen Wheelers Cycling Club	£150	Education, Culture & Sport 12/09/13
David Fraser – Table Tennis	£80	Culture & Sport Sub Committee 19/02/14
David Webster - Trampolining	£130	Culture & Sport Sub Committee 19/02/14

Ashley Pearson - Cycling	£147.50	Culture & Sport Sub Committee 19/02/14
Talented Athletes Grants		
Findlay Bremner (Freestyle Snowboarding)	£2,000	Education, Culture & Sport 21/11/13
Iona Riley (Rowing)	£1,800	Education, Culture & Sport 21/11/13
Lewis McCue (Rowing)	£1,500	Education, Culture & Sport 21/11/13
Gary Wilson (Rowing)	£1,500	Education, Culture & Sport 21/11/13
Yifel Fang (Table Tennis)	£1,156	Education, Culture & Sport 21/11/13
Joe Yeoman (Swimming)	£700	Education, Culture & Sport 21/11/13
Ross Soutar (Gymnastics)	£1,500	Education, Culture & Sport 21/11/13
Angus Rennie (Rugby)	£700	Education, Culture & Sport 21/11/13
Zoey Clark (Athletics)	£1,500	Education, Culture & Sport 21/11/13
Rebecca Bees (Rhythmic Gymnastics)	£1,500	Education, Culture & Sport 21/11/13
Richard Hollins (Squash)	£1,500	Education, Culture & Sport 21/11/13
Mark Speed (Waterpolo)	£700	Education, Culture & Sport 21/11/13
Andrew McGovern (Swimming)	£850	Education, Culture & Sport 30/01/14
Katie Knowles (Modern Pentathlon)	£1000	Education, Culture & Sport 30/01/14
Emily Merry (Hockey)	£200	Education, Culture & Sport 30/01/14
Christine Cahu (Hockey)	£300	Education, Culture & Sport

		30/01/14
Sofia Gambro (Hockey)	£200	Education, Culture & Sport 30/01/14
Millie Skidmore (Hockey)	£200	Education, Culture & Sport 30/01/14
Siobhan Cowie (Hockey)	£875	Education, Culture & Sport 30/01/14
Rebecca Kelsey (Curling)	£1500	Education, Culture & Sport 30/01/14
Suleman Butt (Swimming)	£2000	Education, Culture & Sport 30/01/14
Grant Donald (Skiing)	£2000	Education, Culture & Sport 30/01/14
Rebecka Tippling (Archery)	£850	Education, Culture & Sport 30/01/14
Julie Erskine (Cycling)	£200	Education, Culture & Sport 30/01/14
Shaun Barnes (Football)	£70	Education, Culture & Sport 30/01/14
Pamela Gillespie – (Touch Rugby)	£247	Culture & Sport Sub Committee 19/02/14
Lewis Thomson – (Weightlifting)	£690	Culture & Sport Sub Committee 19/02/14
Jamie Steel – (Rowing)	£1,000	Culture & Sport Sub Committee 19/02/14
Ashley Pearson (Triathlon)	£700	Education, Culture and Sport 27/03/14 (pending)
Total Grant Funding Awarded if recommendations approved	£192,988.50	
Grant Funding Remaining	£37,011.50	

Appendix 2

Sports Grants – Please find below frequent reasons for resubmission, deferral or rejection of funding applications

- Application forms not fully completed or illegible
- The benefits of the initiative do not clearly show the primary benefit is to residents of the City, but to a wider demographic
- Projects do not have clear outputs or outcomes
- Match funding is either not confirmed (in which case an application is deferred) or indicated.
- There is no evidence of need ascertained, of wider benefit, and/or there is evidence of duplication of services already supported by Aberdeen City Council
- The organisation or Club has outstanding debt with Aberdeen City Council
- The club cannot meet FTTP (Following the Public Pound) guidance and/or has not submitted reports against previous grant allocations
- The group or club is not constituted as required by the grants criteria
- The group or club does not have a bank account with two authorised signatories
- Applications for transport represent a significant proportion of the grant with no evidence of participants subsidising travel
- Requests to visit or train at facilities out with the City may be rejected if similar facilities are available locally
- Projects or requests for staffing do not evidence any forward planning recognising future stability
- Standards of coaching or volunteering do not meet acceptable standards
- There are inadequate or no monitoring and evaluation plans

Feedback and additional support

Council Officers from a variety of backgrounds and knowledge work together to assess the wider value to the sports sector of each application.

Where time permits, Aberdeen City Council staff will contact organisations on receipt of their applications to seek clarification or further information. This is not always possible when applications are received very close to the deadline for Committee reports. Organisations are offered a telephone call or a face to face meeting to help improve their applications.

Where applications are recommended for deferral or rejection, organisations are contacted and offered verbal or written feedback to support a resubmission.

In addition, Officers provide advice and support to sports organisations with application to Awards for All, and other small sports grants funding streams.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Corporate Governance Performance Reporting
REPORT NUMBER:	CG/14/053
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

The report details the revised process for on-going reporting of performance information, drawn from across the Corporate Governance Directorate.

2. RECOMMENDATION(S)

The Committee are asked to:

- (i) Note the content of the report and the format for future performance reporting to the Committee;
- (ii) Direct any further action as appropriate.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the report. However, the performance of the Corporate Governance Directorate includes reference to the service's financial management arrangements and therefore aims to provide assurance on our stewardship.

4. OTHER IMPLICATIONS

There are no other implications specifically arising from this report.

5. BACKGROUND/MAIN ISSUES

Performance reporting is aligned to the Corporate Governance Service Plan. The Plan is currently undergoing review to reflect revisions to our priorities, outcomes and the Corporate Governance Improvement Plan actions. Future performance reports will provide the Committee with

details of those improvement actions and the measures in place to evidence progress.

Performance reports will reflect the dynamic nature of performance management across Corporate Governance. Where possible, information is updated on a monthly basis and therefore presents a snapshot of overall performance at a given point in time, as well as a trend analysis over a preceding period. The drivers are performance, improvement and risk, providing members of the Committee with a complete picture of the standard of performance activity across the range of functions and services administered by the directorate, the management of risks impacting effective delivery and the improvement actions by which future performance standards will be enhanced.

6. IMPACT

Corporate – Reporting to the Committee is an essential governance requirement of the Service’s performance management arrangements, by which members may seek assurance that performance improvement activity is evidenced and robust. In addition, future reporting will be directed at staff and other stakeholders, as well as the Committee.

Public – The report is designed for information purposes and no Equalities and Human Rights Impact Assessment has been prepared.

Services are required to carry out regular reporting of performance to committees. Corporate Governance undertakes to report our own performance to the Committee and thereby into the public domain. Transparency in our performance reporting is a key component of our public performance reporting requirement, which is subject to annual audit by Audit Scotland.

7. MANAGEMENT OF RISK

The nature of this report is not such that a risk assessment of options is required for consideration by the Committee. However, the regular reporting of performance is itself mitigation of the risk that the Council’s public performance reporting arrangements do not meet with external scrutiny requirements.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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10. REPORT

10.1 Previous reports before the Committee have detailed a range of performance information in relation to Corporate Governance functions and services which tended to focus on Statutory Performance Indicators. Whilst this format assisted the Council to meet its statutory public performance reporting requirements, the information before members often reflected performance against a range of indicators at the close of the previous financial year. Only in a limited number of instances, was information reported on a monthly or quarterly basis and reflective of a current picture of performance.

10.2 Timely, accurate performance data supports informed decision-taking, focuses resources on areas for improvement and using trend analysis, highlights movement in performance over periods of up to three years in some instances. The former reporting format was not reflective of the full range of functions and services carried out by Corporate Governance. As a result, a revised format has been developed which is intended to provide as comprehensive a picture of performance as possible.

10.3 The new reporting format is dynamic, current and is targeted at multiple audiences:

- Senior managers within the Corporate Governance Directorate, where direct responsibility for performance management and improvement is vested.
- Members of the Committee, where assurance on the effectiveness of performance management is required.
- Employees, the stakeholders who work in our services and administer the functions where improvements in performance will be delivered.

10.4 Rather than a traditional paper format, the new approach uses an electronic 'dashboard' to display the information using a variety of formats; notably charts, graphs and supporting data tables where appropriate. The format allows the data to be refreshed on a frequent basis so that the viewer is provided with the most up to date picture available, at point of access.

10.4 Reporting will now focus on key areas reflective of Corporate Governance performance: our people, our finances and our customers. A fourth area of focus concerns performance specific to the five service areas of the directorate:

- Customer Service and Performance
- Finance
- Human Resources and Organisational Development
- Legal and Democratic Services
- Procurement

10.5 At each meeting cycle of the Committee, it is proposed to provide members with an overview demonstration of key performance areas from across the directorate and a more detailed analysis of performance specific to one of the five service areas. However, members will be provided with a link to the electronic dashboard which can be saved to desktops, permitting access to current performance information whenever required. In advance of each Committee meeting, the link will be issued to members in preparation for their attendance.

10.6 Risk

Work continues to develop and improve the Councils system of risk management. The Corporate Governance Service Risk Register is undergoing review and future updates will be incorporated into the dashboard. Meanwhile, risks have been aligned with the three key performance areas in the dashboard. Additionally, for each service area, there will be a team-level operational risk register which will be accessible within the 'Service Performance' area of the dashboard. The risk information will detail the level of risk and the controls and mitigation in place to manage it, providing members with the opportunity to challenge evidence supporting the effectiveness of risk management approaches across Corporate Governance.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	2013/14 Financial Monitoring - Corporate Governance
REPORT NUMBER:	CG/14/050
CHECKLIST RECEIVED	Yes

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 28 February 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 11, February 2014. The forecast is based on information and feedback from budget holders captured in February 2014.

Revenue Financial Position and Risks Assessment

5.2 The Service report is attached at Appendix A which shows projected net outturn savings £1M (3.6%), across the current net budget of £28M. There are not any significant risks at this time, and while the following items are of note they have been incorporated into the forecast net outturn:-

- Net savings of £1.1M are anticipated within staff costs.
- Savings of £160k are anticipated within the Corporate Training Budget.
- Income is expected to be £100K 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 £40K resulting from reduced debt exposure have been identified.
- Supplies and Services have been overspent by £400K, with the main overspend being within Hardware Maintenance/Rental for expenditure in relation to the ATOS contract with a range of unbudgeted expenditures including improving the resilience of the communication link with ATOS and for additional servers and storage.
- Administration costs are anticipated to be underspent by £290K with printing, copying and stationery accounting for £130k of this saving.
- Other smaller variances within Administration and 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 manage 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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8. BACKGROUND PAPERS

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

As at end of February 2014		Year to Date			Forecast to Year End		
Accounting Period 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Outturn £'000	Variance Amount £'000	Variance Percent %
Head of Finance - S.95 Officer	7,479	7,629	6,852	(777)	7,479	(0)	(0.0%)
Head of Legal and Democratic Services	1,538	1,409	808	(601)	949	(588)	(38.3%)
Head of Human Resources and Organisational Development	4,575	4,236	3,755	(481)	4,157	(417)	(9.1%)
Head of Procurement	470	431	384	(47)	421	(49)	(10.5%)
Head of Customer Service and Performance	13,999	12,835	12,848	14	14,044	45	0.3%
TOTAL	28,061	26,540	24,647	(1,893)	27,051	(1,010)	(3.6%)

*Assumptions

Staffing Pay – The year to date actual figure include the 1% pay award and budgets and outturns for staff costs have been amended accordingly.

Accruals – Actual Expenditure and Income has been adjusted to account for goods and services received but not paid by the end of accounting period and goods or services supplied but not yet invoiced by the end of the accounting period.

Income – Considerable income is due at the year-end for recharges to other parts of the Council. This would account for a significant part of the difference in the under spend at P11 and the forecast outturn.

As at end of February 2014		Year to Date			Forecast to Year End		
Accounting Period 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Outturn £'000	Variance Amount £'000	Variance Percent %
STAFF COSTS	24,116	22,110	20,946	(1,163)	23,035	(1,082)	(4.5%)
PROPERTY COSTS	596	548	545	(3)	592	(4)	(0.7%)
ADMINISTRATION COSTS	2,667	2,232	1,827	(405)	2,221	(446)	(16.7%)
TRANSPORT COSTS	492	451	432	(19)	478	(14)	(2.9%)
SUPPLIES & SERVICES	6,319	5,799	6,138	339	6,717	398	6.3%
COMMISSIONING SERVICES	1,585	1,453	1,562	109	1,606	20	1.3%
TRANSFER PAYMENTS TOTAL	50,524	46,314	48,847	2,533	55,659	5,135	10.2%
GROSS EXPENDITURE	86,301	78,908	80,299	1,391	90,308	4,007	4.6%
LESS: INCOME							
GOVERNMENT GRANTS	(50,407)	(46,207)	(48,591)	(2,384)	(55,477)	(5,069)	10.1%
OTHER GRANT-REIMBURSE-CONTRIB	(1,399)	(1,285)	(1,352)	(67)	(1,475)	(76)	5.5%
CUSTOMER & CLIENT RECEIPTS	(1,241)	(1,137)	(1,302)	(164)	(1,428)	(187)	15.1%
INTEREST	(29)	(27)	(30)	(4)	(33)	(4)	13.2%
RECHARGES TO OTHER HEADS	(4,562)	(3,159)	(3,720)	(561)	(4,129)	432	(9.5%)
OTHER INCOME	(603)	(553)	(657)	(104)	(715)	(112)	18.6%
TOTAL INCOME	(58,240)	(52,368)	(55,652)	(3,284)	(63,257)	(5,017)	8.6%
NET EXPENDITURE	28,061	26,540	24,647	(1,893)	27,051	(1,010)	(3.6%)

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

Project Description	Revised Budget 2013/14 £'000	Spend to February 2014 £'000	Profiled out-turn 2013/14 £'000	Five year budget 2013-18 £'000	Legal Commitments £'000	Profiled out-turn 2013-18 £'000
Data Centre Move	900	92	199	2,700	146	2,616
Police - Capital Grant	0	0	0	0	0	0
ICT Data Centre	3,278	114	221	8,078	146	5,638
Technology Investment Requirements	0	0	0	0	0	0
Totals	4,178	206	420	10,778	292	8,254

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

- A payment of £199,000 has been authorised for Technology Investment Requirements. This will be paid by the end of financial year 2013/14.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Council General Fund Monitoring 2013/14
REPORT NUMBER:	CG/14/063
CHECKLIST RECEIVED	Yes

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 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)

- 2.1 It is recommended that the Committee note the report.

3. FINANCIAL IMPLICATIONS

- 3.1 In relation to revenue, the forecasts are that with expenditure and income for the period to end of February being controlled and the delivery of savings options having progressed positively the Council will generate an underspend against budget of £6 million (up from £5 million in the last report).
- 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 and also before £0.4 million has been earmarked for Aberdeen's Greenspace Strategy and In Bloom agenda by Housing and Environment Committee at its meeting of 11 March 2014.
- 3.3 The Finance, Policy and Resources Committee at its October meeting agreed that any underspend that was uncommitted at the year-end would be set aside to aid the funding of the capital investment requirements that the Council has in the forthcoming years and includes the approval given to the Strategic Infrastructure Plan and the Western Peripheral Route.
- 3.4 Few risks now exist as the financial year has come to an end and the risks are related to something unexpected being identified as a part of

the full and proper closure of the accounts and the external audit process that will occur thereafter.

- 3.5 Contingency funds remain of £1.7 million that will protect the overall position against any year end risks and provide an opportunity for further contribution to fund the capital investment strategy should these not be required.
- 3.6 An additional contingency exists in relation to the anticipated national pay award agreement was built into the budget, the value is the equivalent of a 1% pay award with effect from 1 April 2013. All pay awards have now been agreed and the costs will be incorporated into the final financial position. The total cost of funding the pay award in 2013/14 will be less than budgeted due to the Council having vacancies throughout the year.
- 3.7 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 and the value of this reserve will be reviewed as part of the year end process.
- 3.8 In relation to capital, the projected funding for the General Fund Capital programme comes from a range of sources, and will can include Scottish Government capital grant, capital receipts, revenue contributions, usable capital reserves and borrowing.
- 3.9 The projected capital expenditure of £46.0 million (down from £47.6 million in the last report) and previous capital expenditure has an impact on the General Fund revenue budget, through the repayment over time of borrowing. Capital repayments amount to 7.3% of the overall net revenue budget.
- 3.10 Due to the low level of capital expenditure against budget it is anticipated that a substantial number and value of capital projects will require to be carried forward and this will be reported on following the closure of the accounts and a review of capital profiles has been carried out.

4. OTHER IMPLICATIONS

- 4.1 Managing the Council's financial position in a stable and sustainable way means that its legal responsibilities can be met. It enables the Council to be confident in preparing for the future and planning ahead.

5. BACKGROUND/MAIN ISSUES

- 5.1 This is the fourth opportunity for the Committee to consider the overall financial position, with specific reference to the General Fund, for this financial year (2013/14). Throughout the year the Corporate Management Team has received reports on the financial performance and is aware of the current forecast and the risks that remain.

- 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 February 2014 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 £6 million. The under spending represents approximately 1.4% 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 (£2 million) 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.
 - 5.9 Education, Culture and Sport (EC&S) is forecast to keep expenditure within its budget and generate an overall saving of approximately £1 million. Specific savings such as probationer teachers and vacancy management savings along with centrally held education and exam fee budgets have been supplemented by a saving due to the timing of the re-opening of the Tullos Swimming Pool and pool hire costs. These have been offset by costs associated with teacher entitlement changes and out of authority placements, where the numbers have remained variable throughout the year. 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 The key risks for EC&S the overall outturn for each school as this impacts on the value of carry forward that is part of the Devolved Education Management (DEM) scheme.
- 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 Risks for CG relate to potential income shortfalls as year-end actual expenditure is used in a range of calculations that are estimated throughout the year.
- 5.13 Housing and Environment (H&E) forecast that an under spend against budget of £2.4 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. Trading standards and environmental health report savings in administration and travel costs, lower spend on contaminated land and increased mortuary income.
- 5.14 H&E has key risks in relation to final waste tonnage volumes and final work in progress figures that are calculated for Building Services.
- 5.15 Social Care & Wellbeing (SC&W) reports that a favourable full year forecast budget position is achievable with a value of £1.2 million. This is based on cost pressures in the commissioning of services, particularly in relation to children placed in residential schools outside the authority. 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.
- 5.16 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. Final calculations will take account of actual care delivered which may vary from that which has been commissioned, understandably these are complex calculations and assumptions are used throughout the year as part of the forecasting process.
- 5.17 As Bon Accord Care and Bon Accord Support Services became operational from 1 August there has been 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. There is no specific change in the cost associated with these services in this financial year.

- 5.18 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 an overspend of £2 million.
- 5.19 There are income pressures in all the trading accounts, Building Services, 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, the borrowing entered into for previous years and the additional repayment of debt. A review of the insurance fund will be required at the end of the year following a number of high value transactions being processed during 2013/14 and the forecast anticipates an additional contribution to £2 million being required.
- 5.20 There are £1.7 million of uncommitted contingencies, which are in addition to the sums that are earmarked against the General Fund balance and provide a suitable degree of protection against unexpected expenditure being identified as part of the year end process.
- 5.21 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

- 5.22 The overall position of the General Fund capital programme for 2013/14 is reported at a high level to enable Elected Members to see the progress that is being made in the delivery of the programme.
- 5.23 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.
- 5.24 The total anticipated expenditure as at the end of February 2014 is £46.0 million and this is broken down by Service in Appendix B, along with the anticipated funding arrangements.
- 5.25 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.
- 5.26 In relation to funding this expenditure the Scottish Government capital grants of £16 million will be the first funding stream to be utilised.

- 5.27 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.
- 5.28 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

- 5.29 As the financial year has drawn to a close the processes and procedures now ensure that budget holders provide the necessary Service input while the accounting staff will complete the preparation of the formal Draft Statement of Accounts that will be presented for external audit prior to the end of June 2014.
- 5.30 Services should be looking ahead with planning and implementation activity being in place to continue to provide robust financial forecasts, to progress operational changes and savings included in the 5 year business plan and to mitigate risks as far as possible.

Reserves Position

- 5.31 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.
- 5.32 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 to the Aberdeen Greenspace Strategy and In Bloom agenda (£0.4 million) with the balance is to be used to contribute towards the funding of the capital investment requirements of the Council, as incorporated in the 5 year business plan, Strategic Infrastructure Plan and Western Peripheral Route.

6. 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. Each Director reports on a regular basis to their service committee, providing the opportunity to consider the financial position and impact in more detail.

7. MANAGEMENT OF RISK

- 7.1 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.

- 7.2 The risks that remain in relation to the year-end financial position and closure of the accounts arise due to the potential for unexpected matters to emerge through the process or where the external auditor identifies material issues during their work.

8. BACKGROUND PAPERS

- 8.1 Financial ledger data extracted for the period and service committee reports on financial monitoring

9. REPORT AUTHOR DETAILS

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**ABERDEEN CITY COUNCIL
2013/14**

**General Fund Revenue Position
As at 28 February 2014**

As at end of February 2014	Full Year Revised Budget £'000	Year to Date			Forecast to Year End		
		Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Forecast Outturn £'000	Variance Amount £'000	Variance Percent %
Accounting Period 11							
Services							
Office of Chief Executive	871	782	664	(118)	742	(129)	(14.81%)
Corporate Governance	28,061	26,540	24,647	(1,893)	27,051	(1,010)	(3.60%)
Enterprise Planning and Infrastructure	40,341	37,314	35,608	(1,706)	38,337	(2,004)	(4.97%)
Housing and Environment	36,652	33,598	29,719	(3,879)	34,246	(2,406)	(6.56%)
Education Culture and Sport	161,685	148,845	143,697	(5,148)	160,553	(1,132)	(0.70%)
Social Care and Wellbeing	121,513	111,375	110,139	(1,236)	120,236	(1,277)	(1.05%)
Total Service Budgets	389,123	358,454	344,474	(13,980)	381,165	(7,958)	(2.05%)
Total Corporate Budgets	32,099	3,137	(617)	(3,754)	34,165	2,066	6.44%
Total Net Expenditure	421,222	361,591	343,857	(17,734)	415,330	(5,892)	(1.40%)
Funding:							
<u>Government Support-</u>							
General Revenue Grant & Non-Domestic Rates	(321,429)	(294,643)	(295,216)	(573)	(321,429)	0	0.00%
<u>Local Taxation-</u>							
Council Tax & Community Charge Arrears	(99,793)	(91,477)	(96,848)	(5,371)	(99,805)	(12)	(0.01%)
Total Funding	(421,222)	(386,120)	(392,064)	(5,944)	(421,234)	(12)	(0.00%)
Net Impact on General Fund (Surplus)/Deficit	0	(24,529)	(48,207)	(23,678)	(5,904)	(5,904)	
Transfer to / (from) Earmarked GF Reserve	0	0	0	0	5,904	5,904	
Transfer to / (from) Uncommitted GF Reserve	0	0	0	0	0	0	
Net Impact on Budget (Surplus)/Deficit	0	(24,529)	(48,207)	(23,678)	0	0	

Assumptions:

Year to date

- In the Service and Corporate Budgets accruals have been applied as at the end of February for material items and significant areas of service;
- Council Tax income is generally collected over the first 10 months of the year therefore is shown to be ahead of budget as at the end of February;
- The 1% pay award for non-teaching staff was paid at the end of November and is included in the year to date figures.

Forecast Outturn

- The 1% pay award forecast, due to timing, has been removed from services as there is a specific contingency held within the Corporate Budgets that has been forecast to cover this in full. This will be amended to ensure it is aligned to actual expenditure in the Services for future periods;
- Known commitments and expenditure plans have been taken into account in relation to the forecasts;
- Accounting staff have undertaken regular meetings with budget holder and have sought to confirm as far as possible the planned expenditure within Services, the outcome of these discussions are included in the forecast outturn;
- It has been forecast that the use of contingencies may be required before the end of the financial year therefore expenditure has been estimated to cover such a need;

**ABERDEEN CITY COUNCIL
2013/14**

**General Fund Capital Programme
As at 28 February 2014**

As at end of February 2014					
Accounting Period 11	Approved Budget £'000	Service Determined Minimum Required £'000	Actual Expenditure £'000	Variance Amount £'000	Percent Spend %
Services					
Corporate Governance	3,278	221	114	(107)	51.5%
Education Culture and Sport	12,512	5,876	5,279	(697)	88.3%
Enterprise Planning and Infrastructure	63,937	34,942	27,340	(7,602)	78.2%
Housing and Environment	14,742	4,576	3,219	(1,357)	70.3%
Social Care and Wellbeing	6,446	319	319	0	100.0%
Total Service Budgets	100,915	46,034	36,270	(9,764)	78.8%
Funding:					
General Capital Grant	(14,102)	(14,102)	(13,637)	465	96.7%
Specific Capital Grant	(232)	(232)	(55)	177	23.7%
Other Capital Financing	(86,581)	(31,700)	(22,578)	9,122	71.2%
Total Funding	(100,915)	(46,034)	(36,270)	9,764	66.7%
Slippage Required/ (Underspend)	0	0	0	0	

Assumptions:

- Actual Exp.**
- Expenditure has been shown on a cash basis, i.e. transactions completed prior to the end of February are reflected in the values shown;
 - The total value of grant received has been recorded and this is balanced by other capital financing, which will be finalised at the year end.

- Service Det. Min.**
- Known commitments and expenditure plans have been taken into account in relation to the Service Determined Minimum values;
 - Accounting staff have undertaken regular meetings with budget holder and have sought to confirm as far as possible the planned expenditure within Services, the outcome of these discussions are included in the forecast outturn;
 - The Corporate Asset Group reviews the values on a regular basis.

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(Item 7.1) Update on General Fund Revenue Monitoring – Near Actual

The report presented to the Committee in the agenda papers shows the Period 11 (end of February 2014) forecast position for the General Fund for the financial year 2013/14.

This shows an overall surplus on the General Fund of £6.5 million, before the earmarking of funds for the Music Hall and for the Greenspace Strategy/In Bloom Agenda, in total a commitment of £1.4 million.

As the year has come to an end the following table shows the latest position on the year-end actual which has been brought together based on position reached in the preparation of the Statement of Accounts. Many of the transactions have now been captured for the year however there remains important review processes to ensure the robustness of the data.

The table incorporates certain assumptions that still have to be processed into the financial ledgers.

Please note that there is an item on the agenda and if Committee were to approve this (Thomas Blake Glover House) would be met from the surplus shown in the table below.

ABERDEEN CITY COUNCIL
FINANCIAL YEAR 2012/13 - YEAR END STATEMENT

As at 31 March 2014	Annual Budget 2013/14	Near Actual 2013/14	Variance from Budget		Forecast Variance at P11	Variance from Last Month	
	£'000	£'000	£'000	%	£'000	£'000	%
Services:							
Office of Chief Executive	871	735	(136)	(15.6)%	(129)	(7)	5.4%
Corporate Governance	29,075	27,431	(1,644)	(5.7)%	(1,010)	(634)	62.8%
Enterprise Planning and Infrastructure	40,336	38,082	(2,254)	(5.6)%	(2,004)	(250)	12.5%
Housing and Environment	36,632	34,168	(2,464)	(6.7)%	(2,406)	(58)	2.4%
Education Culture and Sport	162,534	161,148	(1,386)	(0.9)%	(1,132)	(254)	22.4%
Social Care and Wellbeing	121,769	120,627	(1,142)	(0.9)%	(1,277)	135	(10.6)%
Total Service Budgets	391,217	382,191	(9,026)	(2.3)%	(7,958)	(1,068)	13.4%
Total Corporate Budgets	30,005	33,969	3,964	13.2%	2,066	1,898	91.9%
Total Net Expenditure	421,222	416,160	(5,062)	(1.2)%	(5,892)	830	(14.1)%
Funding:							
General Revenue Grant & NDRI	(321,429)	(321,429)	0	0.0%	0	0	0.0%
Council Tax and Community Charge Arrears	(99,793)	(101,205)	(1,412)	(1.4)%	(12)	(1,400)	(11666.7)%
Total Funding	(421,222)	(422,634)	(1,412)	(0.3)%	(12)	(1,400)	(11666.7)%
General Fund surplus for the year	0	(6,474)	(6,474)		(5,904)	(570)	9.7%

Key Assumptions:

Review of the accounts is being completed by accounting staff to ensure completeness;

Finalisation of funding that requires to be transferred to other accounts and corporate provisions held by the Council have yet to be completed therefore an estimate has been assumed, e.g. transfer to the Insurance Fund;

Contingencies have remained unused and these will be used to support the funding of the Council's capital investment strategy, including its commitment to the AWPR and the Strategic Infrastructure Plan. This assumption has already been incorporated into the figures shown.

Key Variances:

Corporate Governance – the variance from P11 results mainly from changes to finalisation of the Council's Housing Benefit claim and the assumptions that have now been used in completing this for 2013/14. In addition additional chargeable income was calculated as part of the year end process.

Corporate Budgets – a revision to the general bad debt provision increased the amount that requires to be held by the Council as at the end of 2013/14, this increased costs. In addition the review of capital expenditure revealed expenditure that should be charged to revenue. This is a regular part of the year end process and has been accounted for against the Corporate Budgets.

Funding – the increased income is from the reduction in discount given to 2nd home owners, which during 2013/14 was 10% rather than the 50% previously awarded. This reduction of 40% generates additional income that is earmarked for affordable housing projects. It has been assumed within the figures that the additional income has been earmarked for this purpose.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 th May 2014
CHIEF EXECUTIVE	Valerie Watts
TITLE OF REPORT	2013/14 Common Good Budget – Monitoring Report Update
REPORT NUMBER:	CG/14/052
CHECKLIST RECEIVED	Yes

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 28 February 2014, 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 28 February 2014 and the forecast outturn for the year to 31 March 2014; and
- b) Notes the forecast cash balances as at 31 March 2014 of £7M 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 £850K which is an unfavourable variance from budget of £380K. 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
Steading at Kepplestone and Kirkhills Farm - not being rebuilt this financial year. Budget will need to be carried forward to 2014/15.	(125)
Rental income - rent reviews.	(60)
Civic Support Team - non filling of vacant posts has resulted in a saving.	(35)
Receptions - a decrease in application numbers for this year has resulted in a saving.	(30)
Lord Provost Gift Fund/Lord Lieutenancy - close monitoring of these budgets is expected to result in a saving.	(5)
Archivist Unit - The overspend relates to central support costs and reflects the actual CSS expenditure in 2012-13.	10
Repairs & Maintenance - Farm properties - Expenditure agreed at Finance, Policy & Resources on 26th September 2013.	20
Energies City Challenge Cup - agreed at Urgent Business Committee 11th July 2013.	25
Interest on invested funds.	30
Youth Cup Final tickets agreed at Urgent Business Committee 14th February 2014.	50
Tenants Compensation - This expenditure was agreed at Finance and Resources on 21st February 2013.	500
	<hr/>
	380
	<hr/>

Cash Balances


- 5.3 The forecast cash balance as at 31 March 2014 is £7M. 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 the Resources Management committee on 18th January 2008 for the 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.
- 5.4 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.
- 5.5 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.
- 5.6 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 28 February 2014	Year to Date				Forecast to Year End		
ACCOUNTING PERIOD 11	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Outturn Note 1 £'000	Variance Amount £'000	Variance Percent %
Recurring Expenditure	2,878	992	992	0	2,838	(40)	(1.4%)
Recurring income	(2,846)	(2,508)	(2,508)	0	(2,874)	(28)	1.0%
Budget after Recurring Items	32	(1,516)	(1,516)	0	(36)	(68)	(212.5%)
Non Recurring Expenditure	442	10	509	499	890	448	101.4%
TOTAL	474	(1,506)	(1,007)	499	854	380	80.2%

Cash Balances as at 1 April 2013 (unaudited) (7,853) (7,853)

Estimated Cash Balances as at 31 March 2014 (7,379) (6,999)

Minimum cash balance requirement per budget report (Council 14th February 2013) (5,800) (5,800)

Note 1

The forecast outturn figure takes into account £1.62M of expenditure that takes place at year end e.g Funding of Twinning activities, Entertainment for the Elderly and Disabled and Contributions to Trusts and Festivals.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Small Financial Assistance Grants 2014/15
REPORT NUMBER	CG/14/062
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

The purpose of this report is to update committee on the progress in reviewing the criteria for small financial assistance applications as requested at the committee of 20 February 2014 and to present applications for financial assistance which have recently been received allowing Elected Members to make a decision on providing funding from the financial assistance budget.

2. RECOMMENDATION(S)

It is recommended that the Committee:-

- i) agree to update the criteria for small financial assistance applications as described in paragraph 5.2; and
- ii) consider the application received and agree to award grant funding based on the following recommendations:-
 - Wallace 700 Association – a maximum of £2,500

3. FINANCIAL IMPLICATIONS

The awarding and approval of grants and financial assistance is a significant element of council business and as such millions of pounds are paid to external organisations each year. Appropriate and suitable means of approval following the principles of 'Following the Public Pound' require to be maintained in order to ensure Best Value.

There is a sum of £45,000 included in the 2014/15 Council's Revenue Budget for small financial assistance grants.

If the above recommendations were approved the amount committed would be £2,500, leaving £42,500 remaining.

There are no implications for approved PBB options arising from this report.

4. OTHER IMPLICATIONS

The award of grants and financial assistance provide benefits to the City of Aberdeen and its citizens.

5. BACKGROUND/MAIN ISSUES

- 5.1 At the meeting of 25 April 2013 the Committee approved a revised set of assessment criteria for the awarding of small financial assistance grants.

These were as follows:

Small Financial Assistance Grants – Assessment Criteria	
a)	An application will only be considered where there is no established Council funding budget alternative;
b)	An application can be submitted by an individual, group or organisation for a clear and specific purpose and must include relevant background information and financial circumstances;
c)	If funding is being provided to the applicant from another Council budget the application will not be considered;
d)	Funding, where awarded, will not be available in the subsequent year from this budget;
e)	Funding, where awarded, will not exceed £2,500;
f)	Applications from individuals seeking sponsorship, for taking part in fundraising events abroad or for placements with charitable organisations or trusts in developing countries, will be declined;
g)	Applications from individuals, groups or organisations seeking assistance towards costs of excursions outwith the City will not be supported;
h)	Applications from national organisations will not be supported unless there is some clear and measurable local benefit;
i)	Applications in relation to health related matters, which are seen as the clear responsibility of the health authorities, will not be supported;
j)	Costs associated with hiring the Beach Ballroom either in whole or in part, can be considered, for fund-raising events and gatherings;
k)	An award of financial assistance will only be considered where budget remains available.

- 5.2 At the meeting of 20 February 2014 the Committee requested that officers review the criteria for small financial assistance applications and report back to the Committee in this regard.

Following this review the following revised criteria is recommended:-

Small Financial Assistance Grants – Assessment Criteria	
a)	Applications must be for a clear and specific purpose and include relevant background and financial information.
b)	Applications must <u>not</u> be for a purpose already being funded from another Council budget.
c)	Applications which fall within the assessment criteria of another established Council funding budget will be referred to that process.
d)	Applications must <u>not</u> be for a purpose which secured funding from this budget in the previous 12 months.
e)	Applications will only be considered whilst budget remains available.
f)	The award of funding will be limited to a maximum of £2,500.

Small Financial Assistance Grants – Conditions of Award	
a)	Following the committee, the applicant will be informed in writing of the committee decision including the amount awarded, the means of payment and the purpose for which the award was made.
b)	In exceptional circumstances where an award of funding in excess of £2,500 is approved, it will be on the basis that the arrangements in relation to the Local Code of Guidance on Funding External Organisations and Following the Public Pound will require to be put in place.

5.3 Applications:-

5.3.1 Wallace 700 Association – Further information at Appendix A

An application has been received from the Wallace 700 Association seeking assistance from the Common Good Fund to cover the costs of road closures, sound systems and seating for the annual Wallace Day Commemoration on 16th August 2014.

It is considered appropriate for this request to be considered under the small financial assistance grants assessment criteria rather than Common Good.

Funding for similar purposes has in the past been awarded from this budget therefore it is recommended that a maximum of £2,500 of funding be awarded.

6. IMPACT

The Council will, within financial constraints, seek to support individuals, groups and organisations within the City. All applicants will be given equal consideration within the criteria for the award of grants and donations from Council budgets.

This report is likely to be interest to the public as it demonstrates the use of public funds.

7. MANAGEMENT OF RISK

There is a risk that funding provided will not be used for the purpose for which it was awarded.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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Senior Accountant
sbuthlay@aberdeencity.gov.uk
(52) 2565

The City Chamberlain
 Corporate Governance
 Aberdeen City Council
 The Town House
 Broad Street
 Aberdeen
 AB10 1AH



Dear City Chamberlain ,

**Annual Wallace Commemoration
 Schoolhill , Aberdeen .
 Saturday 16th August 2014
 Common Good Fund Assistance**

Our association , an Aberdeen based charity , has for the past fourteen years organised a Ceremony & Pageant in honour of William Wallace at Schoolhill on a date nearest to the historic anniversary of his death , 23rd August .

Seven years ago we were invited by the City Council to move our Ceremony to July to be part of the Tartan Day celebrations .

There were clear advantages for a small charity in sharing infrastructure and publicity costs , and for these past years we have enjoyed making our colourful , musical contribution towards the larger City event .

With the cancellation of Tartan Day it is very difficult , at short notice to crank up our fundraising efforts in order to meet the full infrastructure costs of road closures , sound systems and seating .

We therefore seek assistance from the Common Good Fund to cover these infrastructure costs , which based upon City Events Department figures for last year , would be **£3,900**.

The remaining cost , estimated at **£3,300** for publicity , printing , pipe band , re-enactment group , musicians & singers travelling costs etc , would be met by our Association .

For your further information I enclose a copy our annual accounts , return to the Charity Commissioners and back number of one of our newsletters .

Should further information be required , I shall be more than happy to comply .

Yours sincerely

John A. Mackay
 Secretary

Scottish Charity Number : SC034208

Cults
 Aberdeen
 AB15 9TF

email :

9th April 2014

Patron

The Marquess of Aberdeen & Temair

Trustees

Professor Gordon Cameron

Professor Tom Davine

Dr Margaret Fairbair CBE JP

Mukami McCrum

Billy Kay

Professor Bill Nicolaisen

The Very Reverend Dr A.E. Nisamu

Stewart Spence

Lawrence Slight - President Clan Wallace Worldwide USA

Council

Rev. Dr Henry R. Sefton (Convener)

Eric White (Vice Convener)

John Mackay (Secretary)

David Irvine of Drum (Treasurer)

Gordon Casby

Beth Pratt

Betty White

George Counts

Jim Allison

Albert Thomson

Isobel Fenwick

Major Mike Tait

Allison Mitchell

Yvonne Morton

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources
DATE	6 th May 2014
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Twinning & International Partnerships
REPORT NUMBER:	EPI/14/111
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

The purpose of this report is to bring before Committee applications for financial assistance from the International Twinning Budget 2014-2015 and to make recommendations.

2. RECOMMENDATION(S)

That the Finance, Policy and Resources Committee recommend the approval of the following grants from the International Twinning Budget 2014-2015:

- i) £600 towards the visit of a jazz group from Regensburg who will perform with a local musician in Aberdeen, May 8th – 10th 2014

3. FINANCIAL IMPLICATIONS

Full council approved the International Twinning Budget for 2014-2015 of £137,350. The approved budget from the Common Good Fund, provides £102,000 of monies towards the support of twinning projects and/or visits.

	Balance of Budget Available at April 2014	£102 000
i)	Contribution towards the visit of a jazz band from Regensburg who will perform with a local musician in Aberdeen, May 8 th – 10 th 2014	£600
	TOTAL	£600
	Amount remaining in budget if recommendations approved:	£101 400

4. OTHER IMPLICATIONS

The health and safety implications of all visits are taken into account during planning, with any exceptional implications addressed at the time of application.

The Twinning & International Partnerships Officer regularly reviews the travel advice provided by the Foreign and Commonwealth Office and is in close contact with counterpart officers in the twin cities to ensure information provided to participants is accurate and up-to-date.

Where individuals/groups from Aberdeen are travelling overseas, comprehensive pre-visit briefings are offered by the Twinning & International Partnerships Officer and all have the opportunity to ask questions and request support.

When participating in overseas visits, Council employees are covered by the Council's insurance policy while non-Council employees are instructed by the Twinning & International Partnerships Officer to obtain comprehensive travel insurance.

Long established twinning links will not be maintained without regular reciprocal visits and ongoing projects being initiated by communities, groups and individuals and there is the potential for the city's international image to be damaged if we don't continue to support established relationships.

Without support from the twinning budget, exchanges and visits of this nature could not take place and people in Aberdeen would lose a wide range of opportunities to engage with the international community. In addition, incoming visitors to the city on twin city projects support the local economy through their participation at events and hospitality and retail expenditure while visiting the city.

The Twinning & International Partnerships Officer will provide a strong link between Aberdeen and our twin cities who also provide organisational support, advice and guidance when required.

They will also make recommendations on funding available to the group and offer support to foster a relationship with the city so that it is long lasting and beneficial to the people of Aberdeen without requiring on-going financial support from the public purse.

All groups participating in twin city activities are encouraged to develop sustainable relationships with their partner groups. Links between most of the twin cities of Aberdeen are active, and links which have not recently been engaged have been contacted to re-establish communications. It is important that all visits and projects through twinning are long-standing and fruitful to ensure their benefit to the local people of Aberdeen, to

establish and promote positively the overseas image of Aberdeen and for best practice to be shared between cities.

5. BACKGROUND/MAIN ISSUES

i) Contribution towards the visit of a jazz band from Regensburg who will perform with a local musician in Aberdeen, May 8th - 10th 2014

This application supports a partnership between musicians in Aberdeen and Regensburg. Trio Elf played at the Aberdeen Jazz Festival in 2012 and collaborated with local jazz musicians, including Aberdeen guitarist Graeme Stephens. These artists from Aberdeen and Regensburg recorded their work and performed the piece together in Regensburg. The group from Regensburg are visiting Aberdeen on May 8th and 9th and are playing with Graeme at a local music venue. Graeme is then travelling to Regensburg to play with the musicians on Saturday 10th May.

This project is an excellent example of continued professional partnerships between musicians in Aberdeen and Regensburg. It provides an Aberdeen artist with the opportunity to play internationally and brings internationally renowned artists to Aberdeen, thus developing the creative and cultural scene within Aberdeen which benefits the entire city. This project will develop and maintain lasting links between musicians in both cities and encourage others to become involved in the twinning programme.

Regensburg is Aberdeen's oldest twin city, with the 60th anniversary of the partnership being celebrated in 2015. Supporting creative collaborations between musicians in the two cities demonstrates our desire to work together and build cultural links.

As this is the group's first application, they were unaware of the support available to projects which develop twin city partnerships through the Twinning Grant. For this reason, an application for support was made outwith the normal reporting cycle. It is intended that this project will continue between the musicians and they have been made aware of procedures for any future applications.

This application requests a total of £600 to support the cost of accommodation of the group during their stay in Aberdeen. Stadt Regensburg will cover the cost of the flights of the group from Regensburg to Aberdeen.

Expenditure	
Air Flights	£1200
Food Costs	£300
Accommodation	£600

Local Transport	£100
Total	£2200
Income	
Contribution by Stadt Regensburg	£1200
Contribution by Participants	£400
Total	£1600
Expenditure-Income	£2200 – 1600
Total Applying For	£600

6. IMPACT

Aberdeen – the Smarter City

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

Smarter Living (Quality of Life)

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

Smarter Economy (Competitiveness)

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

Community Plan

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

Promoting and supporting international exchanges, involving various communities of interest, significantly contributes to Aberdeen City Council Vision as outlined above and to the actions of the Single Outcome Agreement. The outlined twinning projects also align with the cultural strategy vision as it allows for improved communication of cultural opportunities, helps with changing the perception of the city, to develop a stronger cultural identity and to have increased levels of effective partnership working.

Aberdeen's twin city partnership initiatives:

- Foster international understanding and friendship and an appreciation of cultural diversity
- Provide Aberdeen's citizens with an awareness of, and insight into, international issues and perspectives and their impact on Aberdeen and Scotland
- Promote the image and raise the profile of the city overseas; and
- Provide a forum for the exchange of knowledge, expertise, skills, ideas and best practice in any given field.

Opportunities for groups, communities and organisations to access twin city projects and exchanges and for possible sources of funding are advertised through the Council's website, press releases, school circulars where appropriate and the Aberdeen Council of Voluntary Organisations e-bulletin.

Human Rights, Equalities and Diversity: Aberdeen City Council has in place a range of statutory and discretionary plans, schemes and policies to promote equality. Officers endeavour to target groups and communities which have not previously had experience of international visits or exchanges, or have been under-represented in twin city activities. Applicants complete an equal opportunities monitoring form as part of the application process.

8. BACKGROUND PAPERS

None used

9. REPORT AUTHOR DETAILS

Laura Paterson
 Twinning & International Partnerships Officer
LaPaterson@aberdeencity.gov.uk
 01224 523749

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Revised Managing Leavers Procedure
REPORT NUMBER:	CG14/041
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

This report updates the existing Managing Leavers procedure which has been reviewed to take into account 5 years of operation and to incorporate a stronger focus on knowledge capture and supporting workforce planning and succession planning. The revised procedure applies to all employees of Aberdeen City Council who leave either through voluntary resignation, expiry of their fixed-term contract, retirement, redundancy or internal transfer.

The procedure does not however apply to those workers who are employed on a casual or relief basis or employees who are dismissed from employment for disciplinary, attendance or work performance reasons.

2. RECOMMENDATION(S)

The committee is requested to:

- i) Approve the revised procedure as detailed in Appendix A.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this report.

4. OTHER IMPLICATIONS

The procedure is of mutual benefit to both employees and the Council. Exiting employees have the opportunity to leave on positive terms, and where appropriate, the position vacated is improved upon for the new employee. By applying the Managing Leavers process, the line managers may also have the opportunity to identify any training and development needs for employees. In addition, data from the leavers'

questionnaire may also help to inform the workforce place at both a strategic and Service level.

5. BACKGROUND/MAIN ISSUES

The original Managing Leavers Policy and Procedure was introduced in March 2006 to increase the focus of understanding of the reasons for employees choosing to leave a job or the Council and to assist in managers gathering useful information. In October 2008 the procedure was revised to incorporate knowledge capture on exit to ensure valuable knowledge and experience was not lost at a time of major reorganisation within the Council.

Exiting employees are expected to complete an online knowledge capture questionnaire as well as an online leaver's questionnaire and a final leaver's debrief. For every knowledge capture questionnaire completed, a Knowledge Capture Record specific to the role is produced and available to the line manager on the Managing Leavers online system. Overall, the main reasons for the proposed changes to the procedure include:

- Recognising the importance of capturing, acting on and learning from leavers information to support high performance
- Improving the response rate of the knowledge capture questionnaire to encourage knowledge retention
- Using leaver's information to inform the strategic workforce plan
- Making informed decisions that focus on a sustainable future
- Enhancing employee engagement and considering their views in the decision making process
- Encouraging communication and sharing to improve service delivery
- Ensuring business continuity when employees leave the Council by enhancing the consistency of delivery

The table below summarises the revisions and the reasons for these changes.

Former	Revised	Reasons
Knowledge capture questionnaire consists of 13 questions requiring time and effort and causes confusion	1. Cut number of questions and reduce duplication of effort. Jargon has also been omitted (see Appendix B)	To encourage completion and ensure information is fit for purpose
Limited use of Leaver's questionnaire data	2. Questions have been rationalised and refined 3. HR&OD colleague assigned to analyse data and report findings to each SMT regularly (see Appendix C)	To provide evidence to support strategic workforce plan
The leaver's debrief enables discussions of issues	4. The mandatory debrief has been omitted from this revised	To reduce time taken to carry out procedure. The leaver's

identified as part of knowledge capture and leaver's questionnaires	procedure. A voluntary meeting is offered in its place	questionnaire offers an opportunity to provide extensive feedback
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6. IMPACT

The procedure supports the *Strategic Workforce Plan 2013/14 – 2017/18* in that it will help to '*manage required changes to the workforce in a structured, planned and fully consulted basis*' as well as giving consideration to develop workforce skills and capacity and manage talent within the organisation. It is anticipated that the leavers' information will provide evidence to inform workforce planning and succession planning within each Service and Directorate.

It also links to the Council vision '*Aberdeen – the Smarter City 2012 - 2017*' in that it supports the *Smarter People* high level priority where '*we aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city/region economy*'.

The procedure also relates directly to a number of the core behaviours including communication, engaging with employees and enabling the Council to be future focused.

In addition, the changes to the procedure are minor and therefore should not have an impact on employees of the Council. An Equality and Human Rights Impact Assessment has been undertaken in respect of the amended procedure.

7. MANAGEMENT OF RISK

By effectively managing leavers, the Council will gain access to vital leaver information which will help to inform and identify areas for improvement and ultimately contribute to the retention of well-trained, highly skilled and experienced employees. The main benefit of retaining knowledge before an employee leaves the Council is that key, strategic and operational knowledge will be gathered and can be used in the recruitment and induction process. This will have a benefit on business continuity as well as service delivery, performance and productivity.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

Lorraine Illingworth, Information and Knowledge Management Adviser,
lillingworth@aberdeencity.gov.uk, 01224 523874



ABERDEEN CITY COUNCIL

MANAGING LEAVERS

PROCEDURE

*Approved by the Finance, Policy and
Resources on*

Contents

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- **Policy Statement**

Section 2: Scope and Core Principles

- **Scope**
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SECTION 1: INTRODUCTION

Policy Statement

- It is the policy of our Council to recognise the contribution and commitment of our workforce. We are fully committed to the provision of a good working environment for all of our employees. However, it is acknowledged that for a variety of reasons, people will leave the Council, some after a relatively short time and others after many years of employment.

- Employees who have decided to leave may have knowledge and information of considerable value, which may be used by the Council to improve service delivery and address critical workplace and recruitment and retention issues. It is vital therefore that such information is not lost but gathered from leavers in order to meet the needs of the Council in relation to its strategic objectives and ensure return on investment in training and skills development. A Managing Leavers Procedure has therefore been developed to ensure that, as far as possible, valuable information is captured.

- The Council will follow a procedure, which not only provides a channel for gathering valuable employee knowledge and information but also records an employee's reasons for leaving, including perceptions of workplace issues.

- The information gathered may also be used to aid the Council's compliance with the monitoring aspects of Equality Legislation in relation to conducting equality monitoring in employment where employment ceases. This is underpinned by the Council's commitment to ensuring equalities and eradicating discrimination within the workplace

- This procedure is therefore designed to provide a framework to facilitate the collection of vital information from employees when leaving their employment, and help to effectively and positively manage leavers from the organization.

SECTION 2: SCOPE AND PRINCIPLES

Scope

This procedure applies to employees of Aberdeen City Council who leave employment, regardless of length of service. It covers all employees who leave either through voluntary resignation, expiry of their fixed-term contract, retirement, redundancy or internal transfer. The procedure does not however apply to those workers who are employed on a casual or relief basis or employees who are dismissed from employment for disciplinary, attendance or work performance reasons.

Core Principles

- Employees (see scope) will have the opportunity to give feedback when they leave their job.
- The purpose of the **Knowledge Capture Questionnaire** is to capture as much tacit and explicit knowledge from departing employees. Employees will be given an opportunity to indicate progress on current and outstanding tasks and to specify the knowledge, skills, contacts and resources required to carry out key tasks and activities specific to the employee's current role.
- Information provided in the **Leavers Questionnaire** will not be taken into account when producing references for future employment or re-employment.
- Reasons for leaving information gathered from the **Leavers Questionnaire** will inform future measures to address workforce plan issues. Managers will be responsible for addressing the issues that emerge from the process, with advice and support from other relevant services where required.
- The overall purpose of the Managing Leavers procedure is to help ensure that any key knowledge is retained and that the existing employee leaves on positive terms and that any improvements that could be implemented for the new replacement can be identified.

SECTION 3: THE PROCEDURE

The following **three steps** should be followed upon the receipt of an employee's resignation:

Step 1: Receive Employee's Resignation

Step 2: Issue Knowledge Capture and Leaver Questionnaires

Step 3: Actions and Monitoring

Step 1: Receive Employee's Resignation

□ **Informal Discussion**

Where an employee informs the line manager of their intention to leave, the line manager should arrange to have an informal and private discussion as soon as practicable in order to find out the main reasons for the employee's decision.

□ **Exploring Reasons for Leaving**

The line manager should explore the reason(s) that have prompted the employee's decision to leave. If the employee is committed to leaving the line manager should refer to **Step 2** below.

Step 2: Issue Knowledge Capture and Leaver Questionnaires

- Once the employee has confirmed their decision to leave, the line manager should issue a written acknowledgement of receipt of the resignation. At the same time the line manager will inform AskHR using the leavers' form who will issue the employee either electronically or manually with a **Knowledge Capture Questionnaire**. The employee will be required to complete this questionnaire and where it is completed manually, return it to their line manager (or nominated officer). If completed online, the manager will receive notification of completion by e-mail. The employee will also be issued with a **Leaver's Questionnaire** that will provide the employee with an opportunity to express their views on the Council and their reasons for leaving. Paper-based copies of the Leavers questionnaire must be returned to AskHR.
- Once both questionnaires are completed and the online systems are updated all employees leaving the Council can be given the opportunity to participate in a meeting with their managers to discuss the individual's departure and if required, any issues arising from this process. This is an optional stage of the procedure.

Step 3: Actions and Monitoring

Management Actions

Once the online **Knowledge Capture Record** has been input or updated and both the employee and the manager are happy with the final record it should be signed off by the employee's line manager. Managers should use the information within the completed questionnaire to manage continuity, minimise disruption and periods of time lost when posts are left vacant. Indeed, managers are encouraged to utilise the details submitted by the leaver and share with any individuals temporarily covering the post or successors to the post.

Where an employee has also discussed their reasons for leaving, the manager may consider the responses given and identify any actions, which require to be taken forward.

Evaluation and Monitoring

Human Resources will analyse the information contained in the Leavers Questionnaire on a quarterly basis and will report findings in an anonymous format to each Service Management Team. This is with a view to identifying factors influencing reasons for leaving and other information, which could be used to inform and develop corporate HR strategy, workforce planning and other policies and procedure across the Council. The report will also contain details of management actions taken/proposed.

The above information including the findings from the knowledge capture questionnaire will be collated to produce an annual report. This report will be submitted to the Committee Bulletin for information purposes.

SECTION 4: REVIEW OF THE PROCEDURE

Human Resources will review this procedure every three years. The procedure will, nevertheless, be subject to continual review and amendment in the light of experience of its operation, employment best practice and statutory requirements. Changes will only be put into effect following the normal consultation arrangements.

Appendix B - Managing Leavers - Knowledge Capture Questions

Section 1 – General Information

1. What are the role's main activities?
2. What is the most important knowledge in your current role which is not commonly known by team members?
3. What took you the most time to learn?

Section 2 – Documentation

4. List the resources (i.e. documents, files, books, databases, systems, websites etc) that are key to getting the job done. Please also state where they are currently stored.

<i>Document</i>	<i>Location</i>
-----------------	-----------------
5. Are there written instructions for the processes used in your job? If yes, please state which processes are documented and where these are located.

Section 3 – Useful Contacts

6. Who are your key internal contacts when carrying out this role and for whom you are the main/only contact in your team?

<i>Name</i>	<i>Title</i>	<i>Service</i>	<i>Purpose</i>
-------------	--------------	----------------	----------------
7. Who are your main contacts external to the Council when carrying out your role?

<i>Name</i>	<i>Title</i>	<i>Service</i>	<i>Purpose</i>
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Section 4 – Ongoing Activities

8. Specify the most important activities or projects you are currently working on that needs to be continued by someone when you leave (please include completion dates and colleagues).
9. What other outstanding issues should be considered?

Section 5 – Lessons Learned

10. What advice would you give to others who are new to this role?
11. What information might be useful for others to know?

Appendix C - Managing Leavers – Leaver’s Questionnaire

Introduction

Aberdeen City Council is committed to ensuring, as far as possible, that skilled and valuable employees are retained. Your reasons for leaving, views and insights into workplace issues are therefore vital to improve service delivery and address critical recruitment and retention issues.

Please complete the questionnaire if you are leaving your current job because:

- you resigned
- your fixed-term contract is coming to an end
- you are retiring
- you have been made redundant (voluntary or compulsory), or
- you have a new post within the Council

Your responses will be treated in confidence and only viewed by specified individuals within the HR Service. We will analyse the responses to gain a better understanding of the reasons people move jobs or leave employment with the Council.

Demographic Information

Please indicate your:

1. Job Title

2. Level of Responsibility

- | | |
|--|--------------------------|
| Employee | <input type="checkbox"/> |
| Line Manager/Supervisor/Team Leader | <input type="checkbox"/> |
| Service Manager (3 rd tier) | <input type="checkbox"/> |
| Head of Service | <input type="checkbox"/> |
| Director | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

If other please specify

3. Directorate

- | | |
|---|--------------------------|
| Corporate Governance | <input type="checkbox"/> |
| Education, Culture and Sport | <input type="checkbox"/> |
| Enterprise, Planning and Infrastructure | <input type="checkbox"/> |
| Housing and Environment | <input type="checkbox"/> |
| Social Care and Wellbeing | <input type="checkbox"/> |
| Office of the Chief Executive | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

If other please specify

4. Service

5. Length of Service

- | | | | |
|--------------------|--------------------------|--------------------|--------------------------|
| Less than 6 months | <input type="checkbox"/> | 10 – 15 years | <input type="checkbox"/> |
| 6 months to a year | <input type="checkbox"/> | 15 – 20 years | <input type="checkbox"/> |
| 1 - 2 years | <input type="checkbox"/> | 20 – 30 years | <input type="checkbox"/> |
| 2 – 5 years | <input type="checkbox"/> | 30 – 40 years | <input type="checkbox"/> |
| 5 – 10 years | <input type="checkbox"/> | 40 years and above | <input type="checkbox"/> |

6. Age

- | | | | |
|---------------|--------------------------|-------------------|--------------------------|
| 16 – 19 years | <input type="checkbox"/> | 45 – 50 years | <input type="checkbox"/> |
| 20 – 24 years | <input type="checkbox"/> | 50 – 54 years | <input type="checkbox"/> |
| 25 – 29 years | <input type="checkbox"/> | 55 – 59 years | <input type="checkbox"/> |
| 30 – 34 years | <input type="checkbox"/> | 60 – 64 years | <input type="checkbox"/> |
| 35 – 39 years | <input type="checkbox"/> | 65 – 69 years | <input type="checkbox"/> |
| 40 – 44 years | <input type="checkbox"/> | 70 years and over | <input type="checkbox"/> |

Reason for Leaving

7. What are the main reasons for leaving your current role? (Please select all that apply)

- | | | | |
|-------------------------------------|--------------------------|------------------------|--------------------------|
| Career Opportunities | <input type="checkbox"/> | Commuter | <input type="checkbox"/> |
| Pay | <input type="checkbox"/> | Retirement | <input type="checkbox"/> |
| Further Education | <input type="checkbox"/> | Redundancy | <input type="checkbox"/> |
| Lack of Training Opportunities | <input type="checkbox"/> | Working Environment | <input type="checkbox"/> |
| End of Fixed Term Contract | <input type="checkbox"/> | Terms and Conditions | <input type="checkbox"/> |
| Health Reasons | <input type="checkbox"/> | Work Colleagues | <input type="checkbox"/> |
| Home Relocation | <input type="checkbox"/> | Manager | <input type="checkbox"/> |
| Caring Responsibilities | <input type="checkbox"/> | Discrimination | <input type="checkbox"/> |
| Not returning after Maternity Leave | <input type="checkbox"/> | Harassment or Bullying | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | | |

If other please specify

8. What were the best and worst aspects of the job? (Please select the most relevant option for each statement)

	Best Aspect	Worst Aspect	Not Applicable
Colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manager/Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working for the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terms and Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Working Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other please specify

9. If you are leaving for another job external to the Council, what type of organisation will you be working for?

- Local Authority
- Private Sector Organisation
- Voluntary/Charity Organisation
- Further/Higher Education Institute
- Other Public Sector Organisation
- Not Applicable
- Other

If other please specify

10. Would you recommend this Council to others as a good place to work?

- Yes
- No

11. Would you consider returning to work in the Council in the future?

- Yes
- No

Experience

The following section is designed to help us understand the factors that have influenced your decision to leave your current job. Please rate how strongly you agree or disagree with the following statements where **1 is strongly agree and 4 is strongly disagree.**

12. Your Job

	1	2	3	4
The job was challenging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My skills were used effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The workload was reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient resources were available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What improvements do you think can be made to the job?

13. Your Line Manager/Supervisor

	1	2	3	4
Provides constructive feedback/advice/instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures communication channels are in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages team to be customer focused	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates honest and integrity in their actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is a role model for professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is fair and consistent in his/her approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognises the effort and commitment of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please state below any other comments or suggestions you may have.

14. Your Team

	1	2	3	4
Morale was high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication was good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The team was adequately staffed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please state any additional comments you may have regarding your job.

15. Training and Development

	1	2	3	4
Access to relevant training was available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training was offered to explore other options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The induction process was informative & effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expectations to advance are made clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please suggest below any improvements that should be made to training and developments.

16. Your Working Conditions

	1	2	3	4
The relevant pay was offered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working arrangements are considered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Holiday entitlement is attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A range of attractive benefits are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

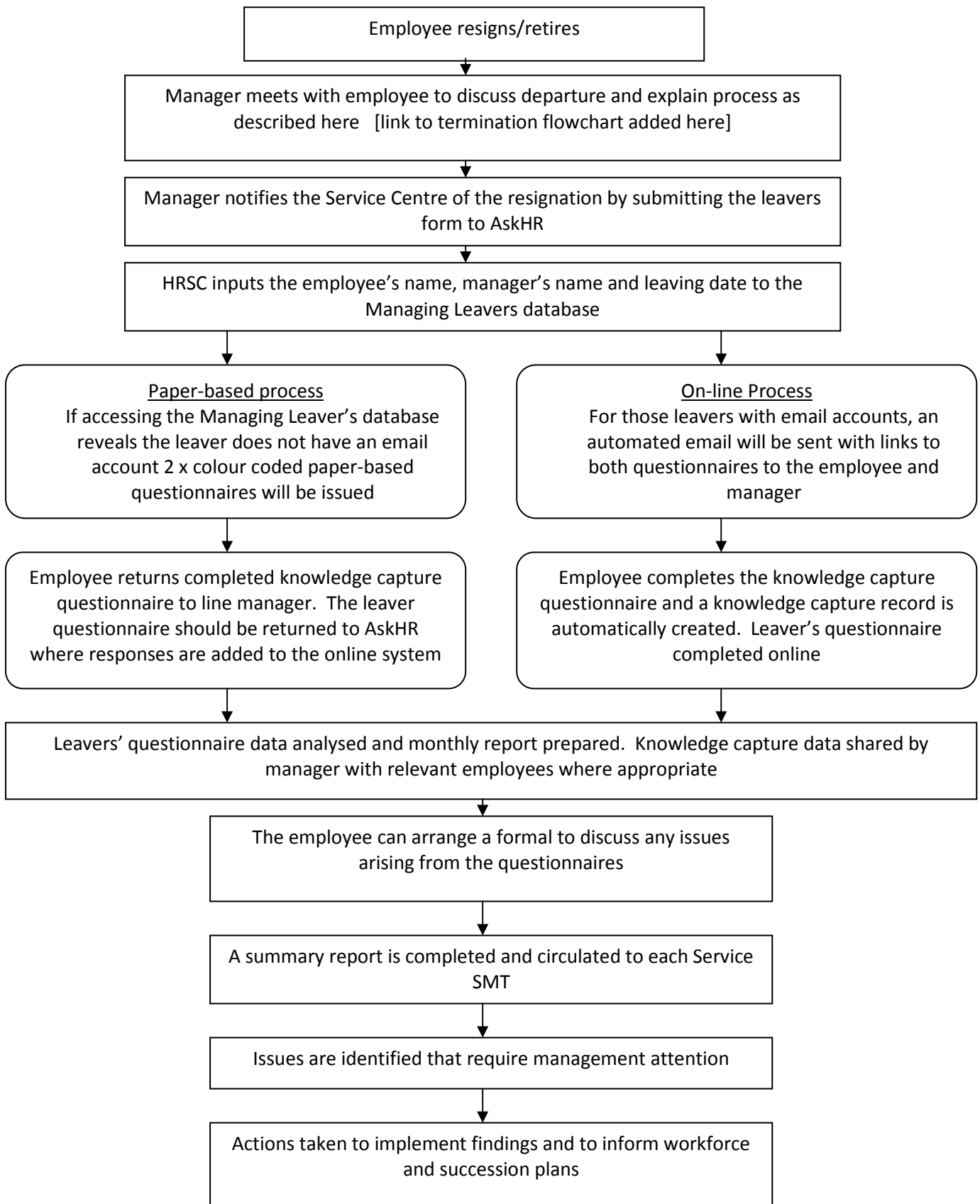
Please indicate below any improvements you would like to see in relation to working conditions.

Additional Comments

17. Please state below any other information that you feel would help us better understand your reasons for leaving.

Thank you for completing the leaver's questionnaire. If you would like to discuss any of the issues raised prior to your departure please contact your line manager to arrange a suitable date and time to meet.

Appendix D – Managing Leavers - Flowchart





Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, **proposal** should be understood broadly to include the full range of our activities and could refer to a decision, policy, strategy, plan, procedure, report or business case, embracing a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Essentially everything we do!

STEP 1: Identify essential information

1. Committee Report No.

2. Name of proposal.

3. Officer(s) completing this form.

Name	Designation	Service	Directorate
Lorraine Illingworth	IKM Adviser	HR&OD	Corporate Governance

4. Date of Impact Assessment.

5. When is the proposal next due for review?

6. Committee Name.

7. Date the Committee is due to meet.

8. Identify the Lead Council Service and who else is involved in delivering this proposal (for example other Council services or partner agencies).

Human Resources and Organisational Development. Managers of departing employees will also play a part in delivering this procedure.

9. Please summarise this Equality and Human Rights Impact Assessment (EHRIA). This must include any practical actions you intend to take or have taken to reduce, justify or remove any adverse negative impacts. This must also include a summary of how this proposal complies with the public sector equality duty for people with protected characteristics - see Step 2. **Please return to this question after completing the EHRIA.**

The revised procedure does not impact negatively on any of the equality target groups. Indeed, the changes to the procedure are minor and therefore should not have an impact on employees of the Council.

10. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick which applies.

- Para 9 of EHRIA will be published in committee report in Section 6 "Impact"
- Full EHRIA will be attached to the committee report as an appendix
- Copied to Equalities Team to publish on the Council website

STEP 2: Outline the aims of the proposal

11. What are the main aims of the proposal?

The report updates the existing Managing Leavers policy and procedure in order to take into account 5 years of operation and to incorporate a stronger focus on knowledge capture and to support the strategic workforce plan and also succession planning within the Council.

12. Who will benefit most from the proposal?

Ensuring valuable knowledge and information is retained appropriately will ultimately enable business continuity and allow consistency of service delivery despite the loss of employees as a result of retirement, relocation and restructuring. This will subsequently benefit the citizens of Aberdeen. Sharing this knowledge and information will also benefit individual services in improving performance and efficiency as well as colleagues who are expected to deliver the role or business critical tasks undertaken by the departing employee.

13. You should assess the impact of your proposal on equality groups and tell us how implementing this proposal will impact on the needs of the public sector equality duty to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.

This procedure is all inclusive and non-discriminatory and it does not impact negatively on any of the equality groups.

STEP 3: Gather and consider evidence

15. What **evidence** is there to identify any potential positive or negative impacts in terms of involvement, consultation, research, officer knowledge and experience, equality monitoring data, user feedback and other? You must consider relevant evidence, including evidence from equality groups.

There will be no differential impact on any of the equality groups. No group or individual shall be less favourable treated or indirectly discriminated. Indeed, the procedure consists of alternative options for those employees with no or limited access to the Zone and/or email.

STEP 4: Assess likely impacts on people with Protected Characteristics

16. Which, if any, people with protected characteristics and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box. Be aware of cross-cutting issues, such as older women with a disability experiencing poverty and isolation.

(Positive +, neutral 0, - negative)

Protected Characteristics					
Age - Younger	0	Disability	0	Gender Reassignment*	0
Older					
Marriage or Civil Partnership	0	Pregnancy and Maternity	0	Race**	0
Religion or Belief	0	Sex (gender)***	0	Sexual orientation****	0
Others e.g. poverty	0				

Notes:

* Gender Reassignment includes Transsexual

** Race includes Gypsy/Travellers

*** Sex (gender) i.e. men, women

**** Sexual orientation includes LGB: Lesbian, Gay and Bisexual

17. Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above.

In making the assessment you must consider relevant evidence, including evidence received from individuals and equality groups. Having considered all of these elements, you must take account of the results of such assessments. This requires you to consider taking action to address any issues identified, such as removing or mitigating any negative impacts, where possible, and exploiting any potential for positive impact. If any adverse impact amounts to **unlawful discrimination**, the policy must be amended to avert this. Detail the impacts and describe those affected.

Positive impacts (describe protected characteristics affected)	Negative Impacts (describe protected characteristics affected)
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STEP 5: Human Rights - Apply the three key assessment tests for compliance assurance

18. Does this proposal/policy/procedure have the potential to interfere with an individual's rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and saying how. **If you answer "no", go straight to question 22. NO**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
- Article 6 – Right to a fair and public hearing
- Article 8 – Right to respect for private and family life, home and correspondence
- Article 10 – freedom of expression
- Other article not listed above

How?

Legality

19. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Legitimate aim

20. Is the aim of the policy identified in Steps 1 and 2 a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

Proportionality

21. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

STEP 6: Monitor and review

22. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

As with the previous procedure, feedback will be obtained from relevant managers and where possible the departing employees. The questionnaires within the procedure provide the employee with an opportunity to comment on all aspects of work including the leaving experience. These comments will help to inform the revision of this procedure due in May 2017.

23. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

Feedback from users is critical in ensuring the procedure is fit for purpose. Successful implementation ultimately relies on the employee and his/her manager so it is essential that any assessment is undertaken where their views and experiences are considered.

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Lorraine Illingworth	13 March 2014	

Quality check: document has been checked by

Name	Date	Signature
Lorraine Gammack	13 March 2014	

Head of Service (Sign-off)

Name	Date	Signature
Ewen Sutherland	13 March 2014	

Now – Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal to:

Equalities Team
Customer Service and Performance
Corporate Governance
Aberdeen City Council
Business Hub 13
Second Floor North
Marischal College
Broad Street
Aberdeen
AB10 1AB

Telephone 01224 523039 Email sandrab@aberdeencity.gov.uk

COMMITTEE	Finance Policy and Resources Committee
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Sickness Absence Update and Revised Maximising Attendance Policy
REPORT NUMBER:	CG/14/047
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

This report updates Committee on sickness absence performance across the organisation. It also seeks approval for a different way of reporting sickness absence.

2. RECOMMENDATION(S)

It is recommended that Committee:

- i) Notes the recent improvement in sickness absence across the Council and the breakdown of sickness absence by Directorate as detailed in Appendix 1
- ii) Approves the revised method of calculating and reporting sickness absence statistics for internal purposes as detailed in paragraph 5.2.
- iii) Approves the revised Maximising Attendance Policy as detailed in Appendix 3.

3. FINANCIAL IMPLICATIONS

The main financial implications arising from sickness absence are when alternative resources are required for cover purposes. This is normally in the form of overtime and agency/relief/supply cover.

4. OTHER IMPLICATIONS

Not applicable

5. BACKGROUND/MAIN ISSUES

5.1 **Analysis of the Sickness Statistics**

It is pleasing to report a reduction in the average days lost to sickness per employee from 11.55 days in October 2013, to 11.21 days in February 2014

on the SPI calculation. The overall rate can be viewed in Appendix 1(a) with a breakdown of this rate by Directorate shown at Appendix 1(c)

The main reason for this reduction is work done on long term sickness cases during the year with the number of days lost due to long term sickness showing a healthy reduction. Furthermore, during the winter months of November to February, most employers normally see a slight rise in sickness absence due to the colder weather resulting in more colds and flu like symptoms. However, it is pleasing to report that short term sickness figures have also reduced during this period.

Between 1 March 2013 and 28 February 2014 there have been 20 employees retired due to ill-health and 20 dismissals under the Maximising Attendance Policy. In addition, at the time as drafting this report a further 8 cases were at stage 3 (the final stage before dismissal) of the Maximising Attendance Policy.

Appendix 1(b) shows the split between long term and short term sickness, with long term sickness being defined as one period of sickness over 28 days (4 weeks.) There was a significant drop in days lost for both long term and short term sickness in August 2013. This was due to the moving of staff to Bon Accord Care. However, since this time, over the following 6 months, there continues to be a steady drop in the number of long term sickness days lost as well as for short term sickness.

5.2 Revised calculation and reporting of Sickness Data

The calculation of sickness statistics has been subject to much debate but the Council has always been resolute to adopt a true position and report the statistics whether they were good or otherwise. It has consistently used the Audit Scotland guidance on the Statutory Performance Indicator as the basis of calculating and reporting its sickness rates. The current method of producing the SPI is based on a single calculation of historic data performed on the 15th April of each year, for the period 1st April – 31st March. That calculation seeks to establish the numerator (days lost) and the denominator (full time equivalent posts (commonly referred to as fte)).

The numerator is all days lost to sickness for the 12 month period. This includes sickness for leavers, as well as all current employees.

The denominator equates to all fte employed throughout the 12 month period. A full-time person employed for the entire period would equate to 1 fte. A full-time person who was employed from April – July would equate to 0.33 fte. All of the proportions of each individual fte are added up to obtain an annual total.

This provides a distorted picture of sickness absence, as when staff are managed out of the organisation the historic sickness of the employee will remain in the statistics for up to a year. For example, if someone went off sick on 1st April 2012 and left in January 2013, the calculation would still be including a rolling proportion of their absence until January 2014.

The proposed alternative method of calculation is one which we believe other Councils operate and seeks to establish a much more realistic picture of days lost by changing the single annual calculation to a regular monthly calculation.

Each month an 'indicative monthly report' would be produced for each of the previous 12 months and the reports would be averaged.

The numerator under the proposed method will be calculated on all days lost for the 12 month period for current employees. This means that days lost to leavers managed out of the organisation will not be counted from the month immediately following the date they leave, but their absences will have been captured in the monthly reports prior to them leaving.

This proposed revision will address the issue that we know locally as 'sickness legacy' within the statistics. The sickness legacy refers to the situation where, due to the rolling calculation, which includes leavers, the sickness absence rate can take up to 12 months to be free from someone who had significant sickness and left the organisation at the end of it.

The Director of Corporate Governance wrote to Audit Scotland earlier this year regarding this proposal but was advised that "Audit Scotland no longer collects data in relation to SPI's. This follows the Accounts Commission decision set out in the SPI Direction and follows work taken forward by SOLACE and the Improvement Service to compile the Local Government Benchmark Framework (LGBF)".

It is proposed that the Council moves to the revised method of calculation for its own internal reporting purposes. It will continue for a period of time to continue to calculate this as it has done (under the SPI arrangements) and seek to work with SOLACE and the Improvement Service to demonstrate the new method of calculation is consistent with the LGBF requirements. If we are unable to agree this revised method of calculation of sickness data we will produce what is required for the LGBF but continue to report internally, including to Committee, on the proposed revised method calculation.

5.3 Sickness Absence Improvement Plans

5.3.1. Introduction of YourHR Absence Management Module

The HR&OD Service has been developing the YourHR portal and has recently launched the absence Management module. This module provides for the reporting and recording of sickness on-line. It has been introduced into Corporate Governance, Enterprise, Planning & Infrastructure and Housing & Environment. Plans are in place for this to be rolled out to Social Care & Well-being over the next two months and to be introduced into Education, Culture & Sport during the summer. This facility will improve the speed and accuracy of sickness absence information.

The second phase of the absence management module will be introduced once the reporting and recording is embedded in the organisation. It is planned that this will include the automatic reporting to managers of employees who have hit absence trigger levels and the notification of meetings to be held under the Maximising Attendance policy.

5.3.2 Continued Preventative Measures

Officers continue to regard prevention as the most effective means of managing sickness absence. This includes providing training, advice and support to employees whose work is particularly physically demanding (e.g. toolbox talks by a trained Physiotherapist). We also offered staff in high risk occupations influenza jabs at the beginning of winter.

5.3.3 Long Term Sickness

In the report to last Committee it was identified long term sickness accounts for almost two thirds of the total number of days lost. Long term sickness is defined in the Maximising Attendance Policy as absence over 4 weeks (28 calendar days).

Officers are discussing with the trade unions a process where employees who may not be fit to do their substantive job, are assessed as capability to perform other duties other than their substantive role. This temporary work allocation arrangement will need the agreement of the employee and management and if approved by the Occupational Health Adviser will be piloted shortly. Advances in technology and the increased possibility for some employees to work productively at home are increasing the possibility of this short term redeployment option.

It is appreciated that not all long term sickness cases will be suitable for this approach but, in all cases, it is critical that the line manager concerned keeps in touch with their absent employees.

5.4 Revisions to the Maximising Attendance Policy

The Maximising Attendance Policy was approved and implemented back in 2010 and has been an important part of the reduction in sickness absence since this time. Good practice suggests all policies should be reviewed every three years and following this review it is proposed that some amendments to the policy be proposed. These amendments have been developed from the outcomes of focus groups, consultation with managers and consultation with the trade unions.

The proposed changes to the policy have been fully consulted and agreed with the trade unions.

Detailed at Appendix 2 is the proposed revised Maximising Attendance Policy and detailed below is a summary of the main changes within the policy:

- i. It has been made clearer in the procedure covering short term sickness absence that a review period requires to be undertaken after the issue of a final caution (with this carried out at Stage 3), in order to monitor an employee's absence record before a Capability or Conduct Assessment Meeting takes place.
- ii. A framework for both the short and long term sickness absence procedures remains in the policy document, but with all the detail of the procedures removed and moved to the guidance notes.

- iii. A new procedure for long term sickness absence cases has been introduced comprising 4 stages – Stage 1 Initial Contact Discussion, Stage 2 Review of Progress, Stage 3 Capability Assessment Meeting and Stage 4 Appeal. The timeframes in the process are suggested rather than prescribed, with it being the manager’s decision on when a case moves from Stage 2 to Stage 3, with each case treated on its merits.
- iv. There will now be provision in the policy and the guidance notes to address sickness absence cases that straddle the long and short term procedures, so that all cases are appropriately addressed, with none left unmanaged.
- v. The title of Stage 3 has been changed to Capability or Conduct Assessment Meeting (rather than ‘Hearing’) in both the short and long term procedures, to mirror the terminology used in the earlier stages of the processes.
- vi. The wording of the policy has been reviewed with the aspiration that it is less punitive and more supportive for employees who suffer from periods of ill-health.

6. IMPACT

An Equality and Human Rights Impact Assessment has been undertaken on the revised provisions to the Maximising attendance Policy and these are largely neutral.

7. MANAGEMENT OF RISK

If sickness absence is not appropriately managed this has the potential for incurring significant cost for the Council. This report shows an improving picture on the management of sickness absence which indicates appropriate action is being taken and the risk is being appropriately managed.

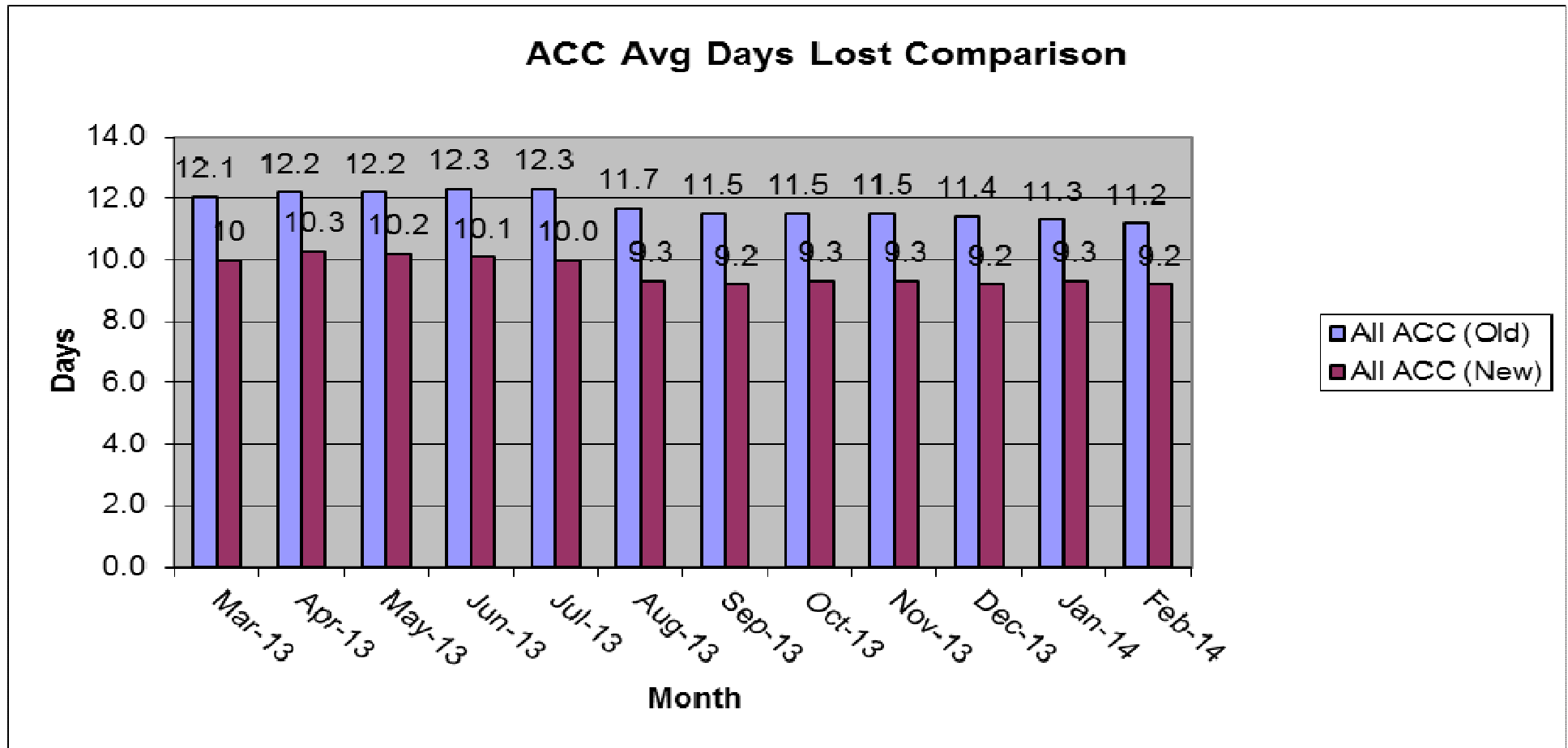
8. BACKGROUND PAPERS

None

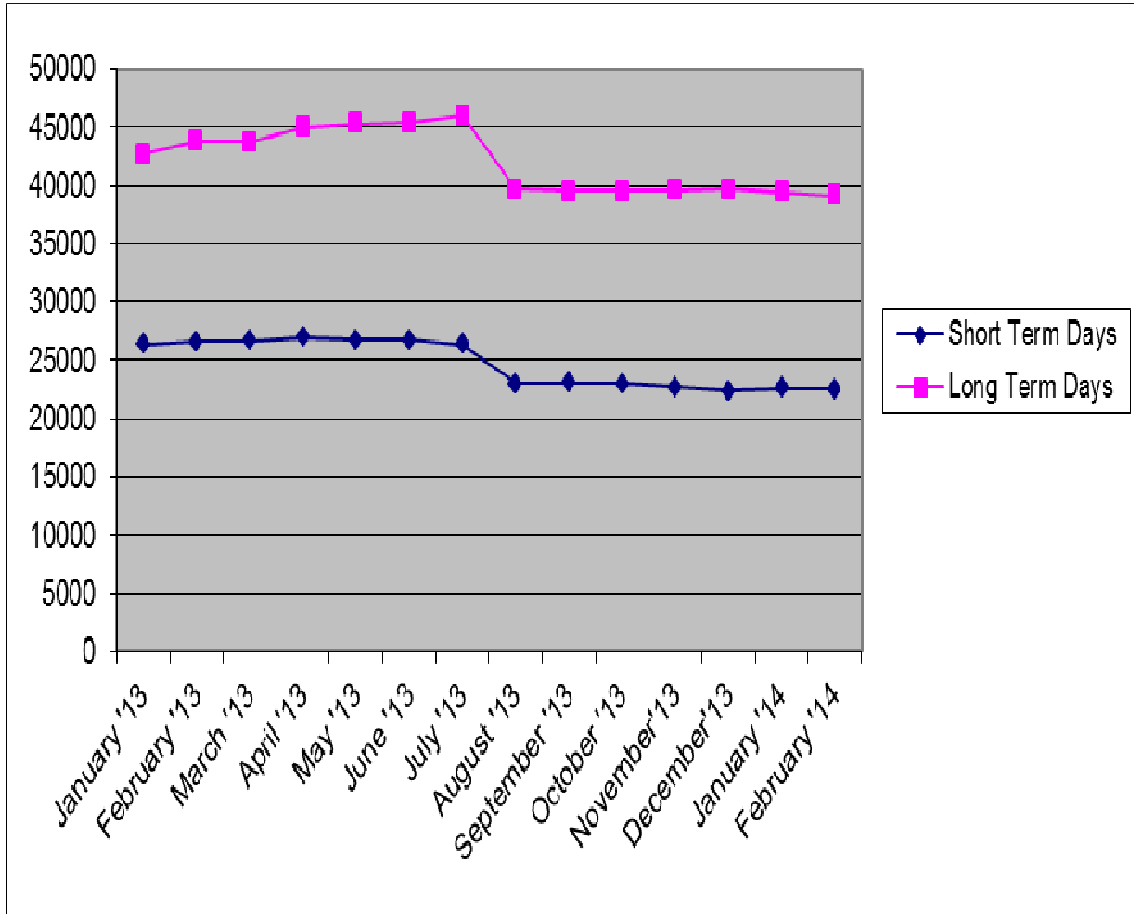
9. REPORT AUTHOR DETAILS

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Sickness Rate for Previous 12 month period (old and new method of calculation)

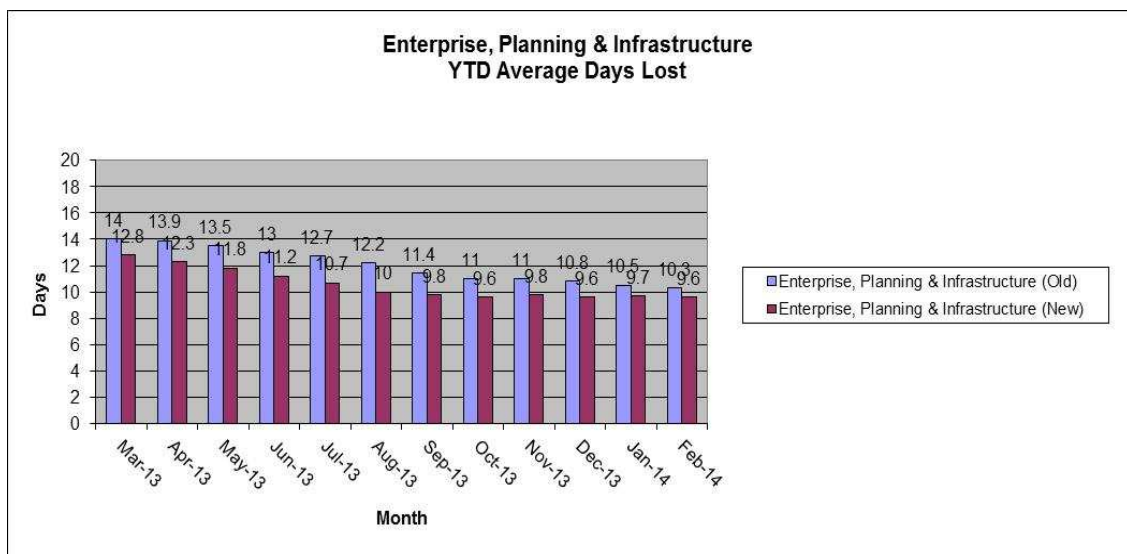
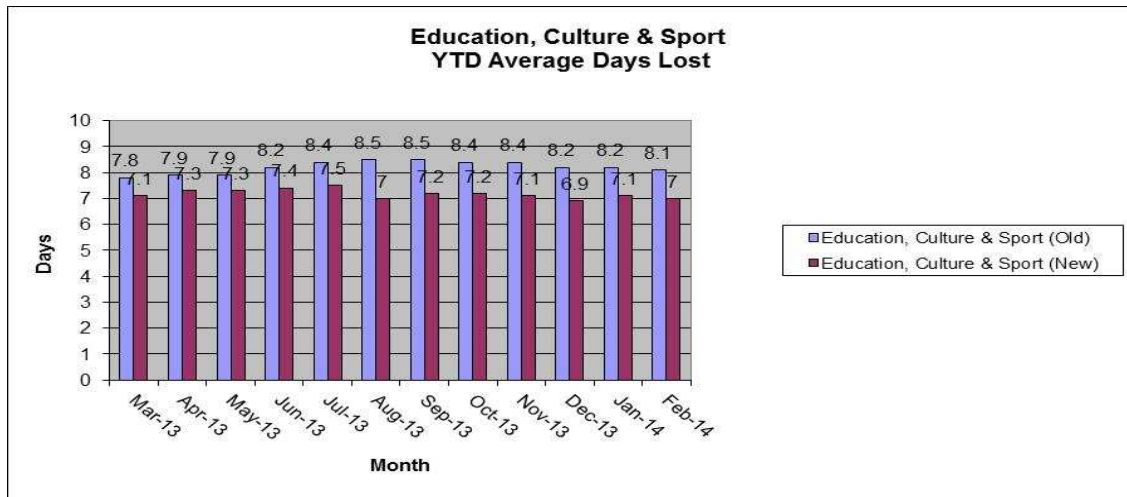
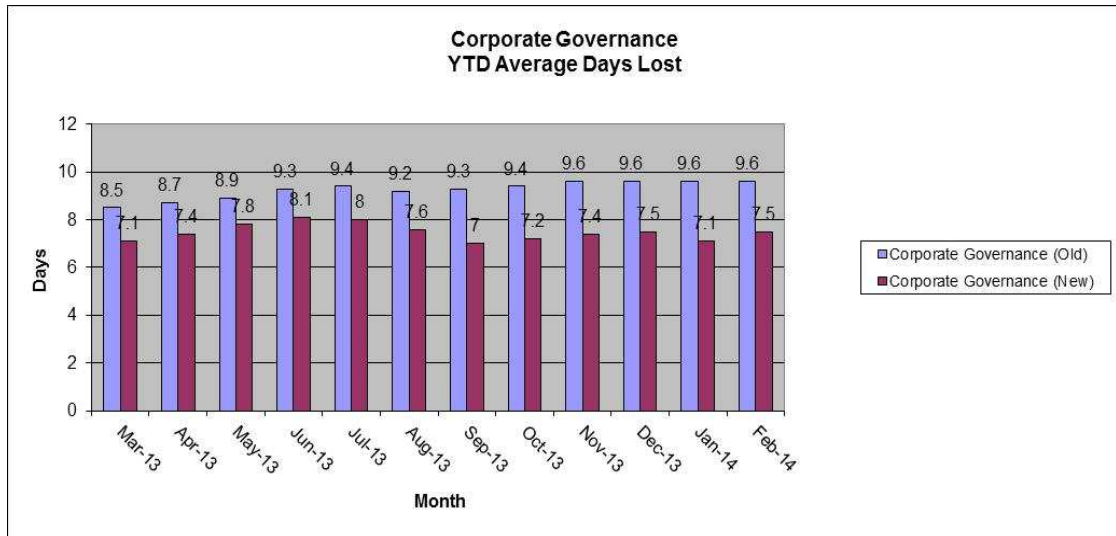


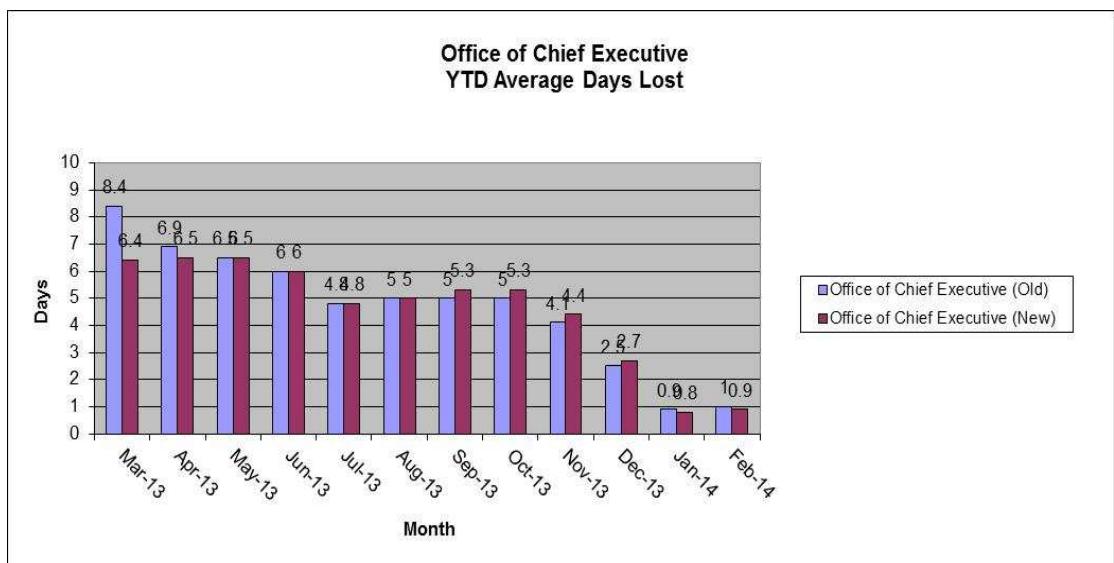
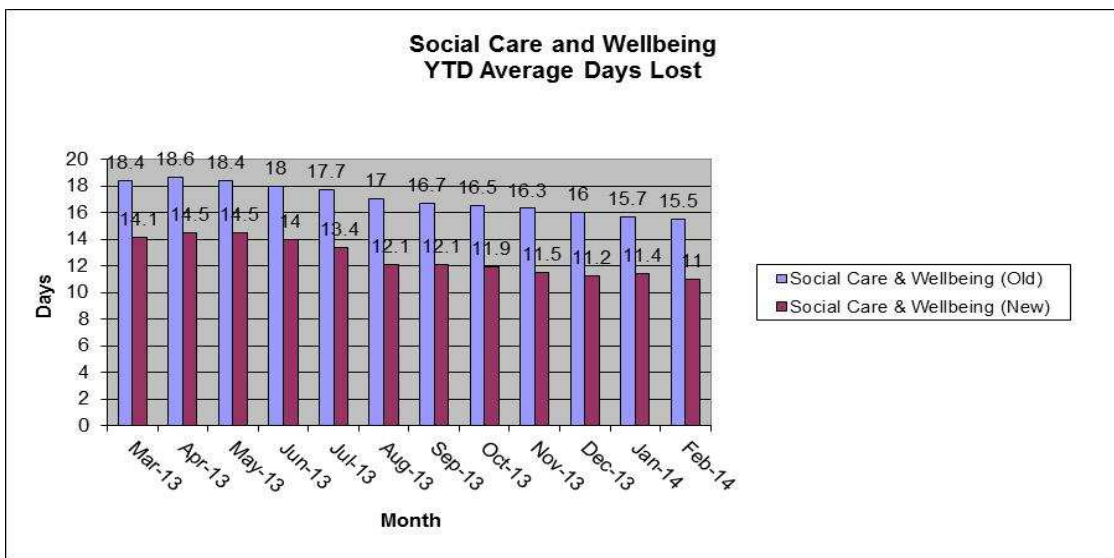
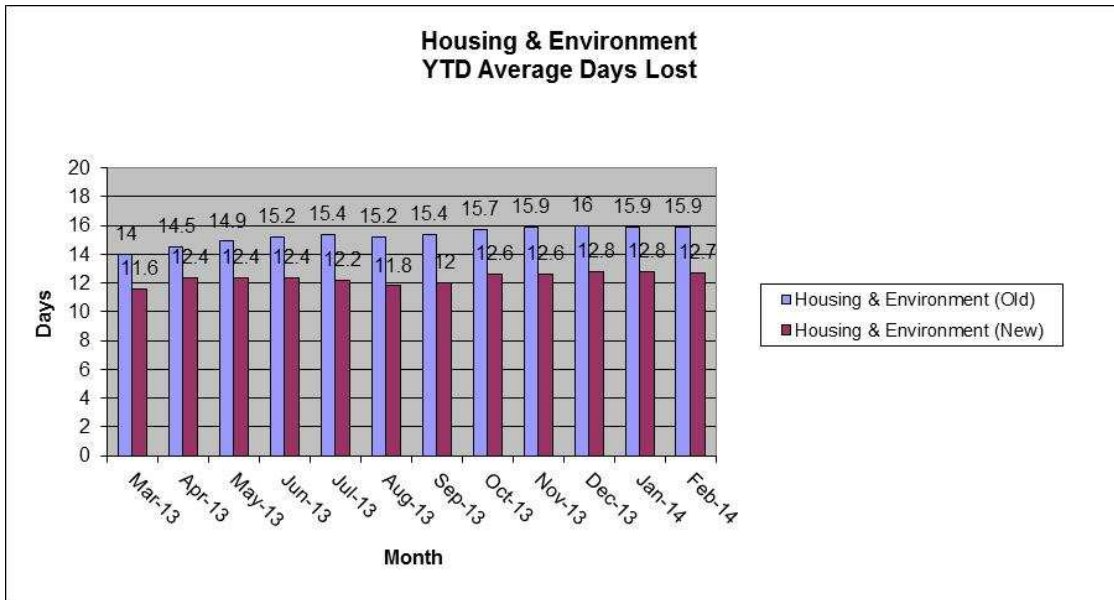
Long Term v's Short Term Sickness

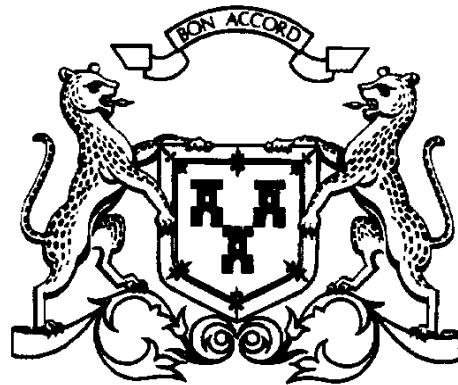


Month	Short Term Days	Long Term Days	Total	Short Term %	Long Term %
November '12	24903	42852	67755	37%	63%
December '12	25260	42795	68055	37%	63%
January '13	26359	42688	69047	38%	62%
February '13	26577	43795	70372	38%	62%
March '13	26706	43704	70410	38%	62%
April '13	26961	45022	71983	37%	63%
May '13	26773	45314	72087	37%	63%
June '13	26741	45402	72143	37%	63%
July '13	26401	46012	72413	36%	64%
August '13	23032	39659	62691	37%	63%
September '13	23070	39524	62594	37%	63%
October '13	22995	39531	62526	37%	63%
November '13	22703	39618	62321	36%	64%
December '13	22361	39644	62005	36%	64%
January '14	22611	39447	62058	36%	64%
February '14	22510	39160	61670	37%	63%

Sickness Rates per Directorate







ABERDEEN CITY COUNCIL

**10.7 MAXIMISING
ATTENDANCE POLICY**

POLICY

Revised March 2014

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1. POLICY

1.1 Policy statement

We are committed to maximising attendance at work. This policy seeks to ensure that this is achieved and encourages reliable attendance from all employees. It intends to convey to employees that we are concerned about their wellbeing, that management wishes to maximise attendance at work by providing all reasonable support to an employee and to remove or reduce any work-related factors that may discourage reliable attendance.

We recognise that employees become sick and, as a consequence, may require time off from work to get better. We will provide all reasonable support to employees with the aim of assisting their timely and sustainable return to work following a period of sickness.

The importance of effective attendance management

All employees have a contractual duty to attend work. Any absence has a financial and operational impact on the provision of services and customer service. When an employee is unable to attend work, managers are responsible for identifying, understanding and taking appropriate action in relation to the reason(s) for absence.

- Positive and immediate management of attendance issues indicates to employees that this issue is important to the Council. A relaxed attitude to absence notification, recording and monitoring and/or lack of effective management can send an incorrect message to employees that a certain level of non-attendance is acceptable.
- Managers will be provided with all the required support in applying this policy and will be held accountable for its implementation.

1.2 SCOPE

This policy applies to **all employees** of the Council. It does not apply to any casual or agency worker where a contract of employment does not exist.

1.3 CORE PRINCIPLES

Employees are paid and contracted to attend work. Ultimately, the responsibility for regular and reliable attendance rests with each individual employee.

The responsibility for **Maximising Attendance** rests with Line/Service Managers and will be supported by Human Resources who will provide advice and guidance.

Attendance issues will be dealt with promptly in accordance with the provisions of this and related policies.

All reasonable support will be given to employees who are absent with the aim of assisting a timely and sustainable return to work.

Employees will be offered the opportunity to be accompanied by a trade union representative or work colleague of their choice at each stage of the formal procedure. The employee will not be permitted to be accompanied by a legal practitioner, partner or spouse.

Throughout the procedure, special allowance should be made for those employees whose first language is not English or who have difficulty expressing themselves.

The Council will always recognise its statutory obligations and comply with all relevant legislation and Council policy, including our responsibilities in relation to Health and Safety and the Equality Act.

Where requested, every employee will comply with any reasonable request to attend medical appointments with the Council's Occupational Health provider.

Employees are permitted to request a manager of the same gender to consider matters under the formal stages of this procedure, where the medical reason is of a gender specific and/or intimate nature and this will be granted where practical.

1.4 POLICY PROVISIONS

This policy covers issues relating to sickness absence and domestic crises.

Sickness Absence

In managing sickness absence (which can be subdivided into short-term and long-term sickness) it is necessary, in all cases, to have the appropriate immediate response by the manager. This is outlined in the procedure and guidance notes which support this policy.

The policy differentiates the management approach required to manage periods of short-term and long term sickness absence.

Short Term Sickness Absence Trigger Levels

In order to manage short term sickness there are trigger levels that, if met, require a formal management response (i.e. commencement of Stage 1 of the short term sickness absence procedure). **The table below shows the trigger levels at which the procedure must be applied.** For the sake of clarity the formal procedure will be applied if either of the trigger levels is met (i.e. lost number of working days **or** number of separate occasions).

Absence over a rolling reference period of:	Total Working Days lost to sickness absence	Number of separate occasions
12 months	10 days	3 occasions
24 months	15 days	5 occasions

The procedure may also be applied where an employee's sickness record, viewed over a period of time, indicates the employee is managing their sickness around the trigger levels.

Where an employee meets a trigger or the manager is required to apply the formal procedure, it is for the manager to use their judgement to determine whether referral to the Council's occupational health adviser, is appropriate. This is **NOT** automatic.

Long Term Sickness Absence

Long term sickness absence is where the employee has been absent from work for a continuous period that exceeds four calendar weeks from the first day of sickness.

The number of days lost due to long term sickness absence will not be taken into account when looking at the above short term trigger levels.

Overall Unacceptable Sickness Record

There will be circumstances where an employee has a mixture of long-term and short-term sickness that will inhibit the sickness record from being effectively managed under the above provisions. This is normally where cumulatively (both short-term and long-term) the overall level of sickness absence the employee has had is considered by the manager to be at an unacceptable level. In such cases the matter will be dealt with in accordance with the procedural guidance notes which accompany this policy. In all such cases the manager should seek advice from the Human Resources Service.

'Employee AIDE' (i.e. Absences Involving Domestic Emergencies)

Employee AIDE is a provision which recognises that, on occasion, employees may experience unexpected family, personal or domestic problems and may need to take time off work to deal with such emergencies. Employees facing these problems may not have the opportunity to give sufficient notice to take annual or flexi leave so may report that they are sick. Employee AIDE aims to provide an option rather than the employee reporting in sick, when they are not, to avoid being penalised for taking such time off work.

1.5 ABSENCE PREVENTION AND PROMOTION OF WELL-BEING

Absence prevention is vitally important and this starts with the recruitment process, ensuring new employees are medically fit to carry out the duties of the post. This will include undertaking preferred candidate health checks for specific posts and requesting/checking absence details from employer references in a manner that takes account of all legal implications.

The Council also seeks to promote a working environment which encourages healthy working lives and personal well-being.

2. PROCEDURAL PROVISIONS

The procedural provisions are detailed below and outline the different processes to be followed in dealing with short term and long term absence cases.

"Return to work discussion"

On the employee's return to work, their manager is required to contact/meet with them to enquire, in a supportive manner, about their absence and confirm their fitness to return to work. The manager should make a note of each return to work discussion.

This informal stage is viewed as good management practice and should take place following each period of sickness absence.

2.1 Dealing with Short Term Absence

The procedure consists of four stages. At each stage, except the appeal stage, a monitoring period for improvement will be set by the manager conducting the meeting.

Stage 1: Attendance Review Meeting

Stage 2: Attendance Improvement Meeting

Stage 3: Capability OR Conduct Assessment

Stage 4: Appeal

Where an employee's attendance has sufficiently improved they return to normal monitoring. Should their improvement in attendance fail to be sustained for a reasonable period of time due to sickness absence following their exit from the procedure, they will normally revert to the same stage of the procedure from which they last left.

Consideration of Short Term Sickness Issues

Where short-term persistent sickness is due to an underlying medical condition this will require advice from the Council's occupational health adviser and will be viewed as a **capability** issue. Where the reasons given for absence appear to have **no** underlying medical condition, the matter should be viewed (initially at least) as an issue of **conduct**.

- **UNDERLYING MEDICAL CONDITION (CAPABILITY)**

This route will normally be applied where there is an underlying medical condition, identified by the Council's occupational health adviser. The approach will be supportive with the employee being responsible for improving their sickness absence record. The manager will make all reasonable efforts to support the employee to improve their sickness absence record.

- **NO UNDERLYING MEDICAL CONDITION (CONDUCT)**

This route will normally be applied where there is **NO** apparent underlying medical condition. The approach will be focussed on the employee being responsible for improving their sickness absence record.

Should an issue initially be determined as one of conduct but, at a subsequent point, it appears that there is an underlying medical condition that contributes to their absence record, the manager should refer the employee to the Council's occupational health adviser.

Where the required improvement in the employee's attendance has not been realised despite all reasonable support, and where an employee has progressed through the procedure to Stage 3 – Capability **OR** Conduct Assessment, a decision on whether to dismiss the employee, or not, will need to be made following careful consideration of all facts.

2.2 Dealing with Long Term Absence

The procedure for dealing with long term sickness comprises four formal stages with the aim to manage the employee back to work in early course, where possible.

Stage 1: Initial Contact Discussion

Stage 2: Review of Progress

Stage 3: Capability Assessment

Stage 4: Appeal

Consideration of Long Term Sickness Absence

Long term sickness absence is where an employee has been off on sick leave for a continuous period that exceeds 4 calendar weeks from the first day of sickness. Referral to the Council's occupational health adviser will be made in all long-term cases at the appropriate juncture. Where an employee refuses to attend occupational health without reasonable explanation or where

circumstances have existed that have resulted in it not being possible to obtain an occupational health report, the manager will have to decide how to progress the case without access to the required medical information.

Where a sustainable return to work has not been realised despite all reasonable support and where an employee has progressed through the procedure to Stage 3 – Capability Assessment, a decision on whether to dismiss the employee, or not, will need to be made following careful consideration of all facts.

3 - : REVIEW OF THE POLICY

The Human Resources and Organisational Development Service will review this policy every 3 years. It will, nevertheless, be subject to continual review and amendment in light of experience of its operation, employment best practice and statutory requirements. Changes will only be made following normal consultation arrangements.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Geographical Weighting Allowance
REPORT NUMBER:	CG/14/049
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

This paper examines some of the issues associated with geographical weighting allowances, including the methodology used in determining London weighting allowances.

2. RECOMMENDATION(S)

It is recommended that the Director of Corporate Governance (or appropriate representative) participates on behalf of the Council in a pan-public sector group which is to be established to consider the feasibility of introducing a weighting allowance and reports back on the outcomes to a future Finance Policy and Resources Committee.

3. FINANCIAL IMPLICATIONS

The full financial implication of a geographical weighting allowance cannot be calculated until an appropriate level for the allowance is set.

There will be a cost associated with carrying out the required statistical analysis.

4. OTHER IMPLICATIONS

Paying an Aberdeen Weighting Allowance may help to attract high quality applicants to jobs in the Council as well as helping to retain experienced staff.

5. BACKGROUND/MAIN ISSUES

This section is the main body of the report, and should present background and where appropriate, a business case, for your recommendations.

In his budget speech on 6th February 2014 the Council Leader instructed the Chief Executive to open discussion with the Scottish Government on how a

scheme akin to a “London weighting” could be implemented in Aberdeen and how that could be funded. The speech noted that private sector companies tend to pay a premium to staff in Aberdeen and stressed the Administration’s commitment to invest in staff.

London Weighting Allowance

London Weighting is an allowance paid to those who work in London in the Public sector. Traditionally its purpose has been to compensate London workers for the additional costs of working in the capital. In the private sector, London employees tend to be paid more than their counterparts elsewhere in the country. That extra pay may or may not be referred to as a London weighting.

In the 1974’s the Pay Board was responsible for reviewing the allowance and produced a report which standardised London Weighting in the public sector. At that time they recommended a flat rate allowance which was calculated by working out the increased costs of living and working in the London, a method referred to as direct cost compensation.

In 2002 the London Weighting Advisory Panel reviewed the allowance in light of increasing difficulties in recruitment and retention of public sector workers in London.

The report produced by the panel is quite detailed but in summary it concludes:

- Direct cost compensation has not stood the test of time. It is complex and arbitrary in calculation. It attempts to compensate for the additional costs of those who *live* in London but is paid to those who *work* in London.
- In the private sector, market forces produce the premium needed to attract employees of the right quality to jobs. The London weighting should be set by comparison with that private sector premium.
- The London weighting should be paid to all those working in London rather than singling out “key workers” as all workers are “key” if there is a need for their services.

The summary of the report is attached at Appendix 1 and the report itself is available at

<http://legacy.london.gov.uk/assembly/reports/econsd/lonweight.pdf>

Calculation Method

The analysis behind the development of the London Weighting was carried out by the University of Warwick Institute for Employment Research. They commented on two different methods of estimating the additional cost of living in London.

Specific Cost Approach

This approach attempts to quantify the additional cost of living in London by considering, for example, the additional cost of housing. Their report cites a number of previous reports including a 1996 report for the NHS and a later report (2002) by NERA (economic consultants). They conclude that the specific cost approach is very difficult, if not impossible to put into practice, in part because it is extremely difficult to separate avoidable from unavoidable costs.

General Labour Market Approach

In essence this approach is based on the idea that private sector employers are forced to offer higher wage rates to attract and retain employees of a certain quality. Measuring the additional earnings an employee requires to compensate them for the relative amenities and dis-amenities of working in a particular area then gives a measure of the appropriate level for a weighting allowance in the public sector.

This is the approach recommended by the Institute and adopted by the Advisory Panel.

The method used in establishing the recommended level of allowance involves a fairly complex statistical calculation. They analysed already existing data on the rates of pay for various jobs to establish the percentage premium paid by private sector employers to London workers. The formula used took account of age, industry and occupation amongst other things to calculate what is referred to as Standardised Spatial Wage Differentials, indicating the percentage differences in wages.

London Weighting Allowance Values

The actual values paid by employers as a London Weighting allowance are of course in no way indicative of the appropriate level for an Aberdeen Weighting Allowance. A detailed analysis of pay information appropriate to the Aberdeen area would be required before that could be determined. It may be useful however to have some indication of the levels of allowance that have been paid.

The NHS pays a High Cost Area allowance of 20% of salary for inner London, 15% of salary for outer London and 5% of salary for fringe areas with defined minimum and maximum payment in each band.

In 2009 the London weighting applied by the Health and Safety Executive was a flat rate of £3,914. At the same time the London allowance in the Probation service was £3,800 and the Local Authority Craft and Associated Employees JNC set an annual allowance for the Greater London area of £2405.

Equal Pay Implications

Any allowance paid to employees which has a disparate impact on employees has to be objectively justified. There needs to be a genuine business aim in paying the allowance.

In the case of a geographical allowance which is intended to compensate for additional costs, those costs fall equally on all of the employees living and working in that area. If the additional payment is made to all employees

working in that area then it is unlikely that there would be any risk of equal pay cases arising as a result

If the decision were taken that the payments should be targeted at particular groups of staff then it would be necessary to ensure that there was a good business reason to make that payment. If that was not the case then there would be a high risk of exposure to equal pay litigation.

Method of Payment

Where a geographical weighting allowance is paid the employer may choose to pay that as a percentage of basic pay or as a flat rate to all employees.

Defining the payment as a percentage rate means that the cash value of the allowance is greater for higher paid employees. That method may be preferable where it is particularly difficult to attract applicants to more senior posts.

Paying a flat rate allowance is preferred where there is a drive to particularly aid lower paid employees. An allowance paid in that way equates to a higher percentage of basic pay for lower paid staff.

Potential Costs

It is not possible to develop costs estimates for an Aberdeen Weighting Allowance at this stage. As yet there is no indication of the level at which any allowance might be set. It is nevertheless possible to get an idea of potential costs based on the number of full time equivalent employees in the Council.

The current staffing establishment for this Council is approximately 7140 full time equivalent staff. Using that figure allows the costs at a range of different allowance levels to be calculated as shown below.

Flat rate allowance per year	Estimated Cost
£500	£3.6 M
£1000	£7.1 M
£2000	£14.3 M
£3000	£21.4 M

These are indicative annual costs and are exclusive of any additional employer's contributions that would result.

It is clear that the potential costs of making this type of payment are very high. The Leader's budget speech asks the Chief Executive to discuss funding options with the Scottish Government and based on these indicative figures that additional funding would be likely to be required.

Potential Benefits

The potential benefits to this Council centre around recruitment and retention of staff. There is anecdotal evidence that recruitment in a number of areas is difficult as a result of higher salaries being offered in the private sector. Similarly retention of experienced staff is difficult where those employees can find more highly paid work out with the Council.

It is also reported by Managers that it can be difficult to attract candidates of the appropriate calibre with the higher quality employees being attracted to other employers who offer higher pay rates.

Paying an Aberdeen Weighting Allowance may well help to attract high quality applicants to jobs in the Council as well as helping to retain experienced staff. If that is to happen thought, the level of allowance offered would have to be high enough to make pay rates genuinely comparable with those offered in the private sector. Any form of token payment is unlikely to have a demonstrable effect on recruitment and retention.

Impact on Other Public Sector Employers

Whilst this report concentrates on the implications of a geographical weighing allowance for this Council, it is likely that such an allowance would also impact on other public sector employers in Aberdeen. Just as the Report of the London Weighting Advisory Panel provides a basis for employers in London to offer an allowance, similar information, if available for Aberdeen, could be used by other bodies to inform their own decisions on a weighting allowance.

As that is the case there may be an opportunity to work together with other bodies to quantify the level of allowance that would be appropriate. It is also understood that the Scottish Government has asked for a pan public sector group to look into the implications of a weighting allowance. That approach would allow for a co-ordinated response to this issue.

6. IMPACT

At this stage an EHRIA has not been completed. There is insufficient detail on the proposal to allow for an accurate assessment of impact.

In general terms however, the major group affected by the proposal would be current and future employees of the Council. The proposal is unlikely to have a negative impact on any protected group and would positively impact on lower paid employees.

A full Equality and Human Rights Impact Assessment will be required when the final detail of any proposal is reported to Committee.

7. MANAGEMENT OF RISK

The potential cost of a geographical weighting allowance is large and as such may impact on the ability of the City to fund services in the future. That risk may be mitigated if discussion with the Scottish Government resulted in appropriate funding arrangements.

8. BACKGROUND PAPERS

Report of the London Weighting Advisory Panel 2002

9. REPORT AUTHOR DETAILS

Karen Templeton,
Team Leader,
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52 3314

**Report of the London Weighting Advisory Panel
June 2002
Summary**

We are an independent panel, appointed by the London Assembly to review London Weighting.

London Weighting is an allowance paid to those who work in London in the public sector. Traditionally its purpose has been to compensate London workers for the additional costs of working in the capital. In the private sector, London employees are, as a rule, paid more than their counterparts elsewhere in the country but this extra pay may or may not be called London Weighting. We use the expression 'London Premium' to describe this extra pay for Londoners in the private and public sectors, however it may be identified.

Our review comes at a time of increasing concern that the high cost of working in London, and in particular the high cost of housing, makes it difficult to staff essential services, because people cannot afford to live within a reasonable distance of their work. London Weighting was last reviewed by the Pay Board in 1974. That Board recommended a flat rate allowance, distinguishing between Inner and Outer London, but otherwise payable on a uniform basis across the public sector, calculated on an after-tax basis. London Weighting was calculated by working out the increased costs of living and working in the capital. We call this 'direct cost compensation'.

Our report is about London Weighting, but the evidence we received showed that there is also much to be done on affordable housing, travel costs and the problems of the lower paid. We hope that others will take these issues forward urgently.

Our main findings and recommendations are:

- There are increasing difficulties in the recruitment and retention of public sector workers in London.
- Pay levels recognising the additional expense of working in the capital would help to solve those problems.
- Pay setting in the public sector has become more decentralised and London Weighting is no longer paid on a consistent basis. Some uniformed members of the Metropolitan Police Service, for example, receive double the London Weighting for teachers, and in some branches of the Civil Service the allowance has been frozen for some years or absorbed into basic pay.
- Direct cost compensation has not stood the test of time. It is complex and arbitrary in calculation, and does not take account of all the advantages and disadvantages of living and working in London. Moreover it attempts to compensate for the additional costs of those who *live* in London, while London Weighting is paid to those who *work* in London.
- Improvements in the availability of data and in information technology enable us to approach the problem in a new way. In the private sector, negotiation and pay-setting at local level produces the premium which is needed to keep employees of the right quality in their jobs. This tells us what London Premium ought to be. So we looked at pay levels in the private and the public sectors and we asked the University of Warwick Institute for Employment Research to

calculate the London Premiums paid to those who work in London. Here is a summary:

	Public Sector	Private Sector	Private Sector Excl. City
Central London	26%	41%	37%
Inner London	24%	37%	33%
Outer London	15%	11%	11%
Greater London	20%	25%	22%

Average standardised spatial wage differentials from New Earnings Survey for 1999/2001 rounded to the nearest percentage. 'Central London' is Camden, City, Islington, Lambeth, Southwark, Tower Hamlets, and Westminster. 'Inner London' is Central London plus Kensington and Chelsea, Lewisham, Newham, Haringey, Wandsworth, Hackney and Hammersmith.

Source: National Statistics/University of Warwick Institute for Employment Research

- We recommend that London Weighting in the public sector should be set by private sector comparison, and the appropriate percentage of the total pay-bill in each occupation be made available for London Weighting. In the case of some occupations this would mean a significant increase.
- We would expect employers to argue that the City of London should be excluded from the calculations. As one of the world's leading capital markets it is a workplace like very few others. Salaries there are driven by world competition and there is very little public sector employment.
- Employers and employees in each occupation will have their preferred method of dividing the amount available for London Weighting. The traditional method is by flat rate payment, which benefits the lower paid, where it has the greatest impact. This has advantages for social justice and for the employer faced with high turnover in the lowest paid jobs. We heard evidence however that senior staff, vital to the running of London's public services, are leaving London and recommend that increased payments of London Weighting at other levels should be made, to help equalise earnings inside and outside London. So overall, we would look at flat rate payments, percentage payments, and a combination of the two.
- We recommend that employers and employees should agree their own definitions of Inner and Outer London for London Weighting purposes. The Metropolitan Police Service, for example, makes no distinction between the two zones.
- We recommend that London Premium, calculated on the private sector comparison basis, should be paid to all those working in London in the public sector. We do not believe that 'key workers' should be singled out, because we think that all workers are 'key' if there is a need for their services.
- When using private sector comparison there is scope for negotiation of different rates depending on occupation. Details are given in our report.
- Our recommendations are also relevant to employment in the recently privatised industries, where pay is administered nationally rather than set by local negotiation.
- Private sector comparison involves comparison of wages before tax, so our recommendations are not tax-free.
- We recommend that the private sector comparison studies should be repeated annually and published.
- Our report should be considered in context. It is not only pay which can attract and retain staff in London. Our report gives information about other benefits

which employers offer. Because of the high cost of travel, free travel is particularly attractive.

- We do not pretend that our recommendations will solve the problems of the first-time homebuyer. The London Assembly report on Affordable Housing made it clear that other measures, increasing the supply of housing in London, are required for that.
- Neither do we pretend that our recommendations will solve the problems of the low paid – London Weighting is only a component of pay, and the poorest do not receive it. Nevertheless, increased levels of London Weighting will assist London's resident population, who often do the lowest paid jobs.

We emphasise that our report is about relative differences in pay inside and outside London. It is not about comparing total pay package levels in the private and public sectors. If we were to do that, other factors such as job security and job satisfaction would have to be taken into account.

We fully appreciate that our proposals represent significant increases in London allowances in some occupations and they can be opposed on the grounds of cost. But, like the Pay Board in 1974, we are trying to ensure comparability of real earnings for working in London and elsewhere. Money spent on implementing our proposals will do no more than that. London will, in the end, get the workforce of the quality it pays for. We believe that calculating the London Premium for the public sector by private sector comparison is understandable and fair, and we think that, if we are to have a public sector in this country, we should pay our employees fairly.

We have no power to enforce our recommendations. Our ambition is to produce a report which will assist those who negotiate pay in London. Our report contains a great deal of information which should do that. We heard evidence that fair pay will play an important part in keeping London's workers in their jobs, where we need them to be. We hope that our report will help.

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy and Resources Committee
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Trade Union Facility Time
REPORT NUMBER:	CG/14/048
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

This report updates Committee on the changes to the criteria for the allocation of devoted trade union facility time.

2. RECOMMENDATION(S)

It is recommended that Committee approves the proposed amendments to element 2 of Framework Agreement for Industrial Relations (FAIR) which changes the criteria for the allocation of devoted trade union facility time.

3. FINANCIAL IMPLICATIONS

The financial implication of allocating devoted trade union facility time is the cost of salaries of those allocated such time off.

4. OTHER IMPLICATIONS

Trade unions are allocated time off to undertake defined statutory duties. In order to accommodate this and to avoid disruption to working arrangements the Council, as the employer, has provided arrangements for defined Trade Union officials to be released to undertake the work of representing their members and provided backfill arrangements. This is provided with a view to make the arrangements efficient for both the employer and the trade unions.

5. BACKGROUND/MAIN ISSUES

Trade Union facility time has been an outstanding item of business for some time. The current situation in relation to trade union membership is shown below:

Trade Union	Membership	FTE Allocated
UNISON	1241*	2 (only use 1.6)
GMB	503*	1
UNITE	725*	1.5
UCATT	189*	1
EIS	1933	2
SSTA	Not Available	0.2

*Membership taken from payroll data in March 2014. These figures will under represent the actual membership as some members will choose to pay union subscription by direct debit, not through the payroll. Teaching unions advise members to pay subscriptions by direct debit.

The payroll statistics show a steady decline of trade union membership over the previous 12 months - this is reflective of a general trend in the recent decline in trade union membership across industry. This is evidenced below:

Month	Mar13	Apr13	May13	Jun13	Jul-13	Aug13	Sep13	Oc-13	Nov13	Dec13	Jan14	Feb14	Mar14
GMB	606	604	602	600	598	512	515	514	511	510	511	507	503
UCATT	193	190	186	184	180	178	179	180	179	191	191	191	189
Unison	1522	1505	1501	1494	1485	1303	1284	1282	1268	1259	1257	1242	1241
Unite	832	822	816	811	806	753	751	750	744	744	734	732	725

It should be noted the fall in membership numbers in August 2013 was largely to do with the transferring of employees to Bon Accord Care who are no longer employees of Aberdeen City Council.

Devoted Trade Union Facility Time (DTUFT)

The current arrangements provide for Devoted Trade Union Facility Time (DTUFT) to be determined on an annual basis in accordance with the terms outlined in Element 2 of the Framework Agreement for Industrial Relations (FAIR). However, the current level of DTUFT has remained constant for a number of years, although it should be recognised that the Teachers allocation was reduced to its current level a couple of years ago.

Previously, concerns have been expressed about the amount of Devoted Trade Union Facility Time allocated and this matter has been subject of discussion at the JCC. The revisions to the Time off provisions criteria have been fully consulted with the Trade Unions who have agreed with the proposal

The trade unions are understandably concerned to changes in the rules and entitlement for facility time, however, the proposed changes set a minimum threshold of membership where a trade union is normally awarded devoted facility time.

In order to ensure the proposal recognises the extent of the role undertaken by each Trade Union Official within the membership

calculation will include membership for ALEO's and for Agency Workers where it can be evidenced the Agency Worker in question is working for the Council.

The proposal is for the revised criteria detailed in Element 2 - Time off for Trade Union Duties as detailed in Appendix 1, to be approved and for the current Devoted Trade Union Facility Time to be assessed by Officers and following this assessment, for this exercise to be undertaken on an annual basis.

6. IMPACT

The clarification of the criteria to be applied in allocating DTUFT should assist all parties.

7. MANAGEMENT OF RISK

The risks associated with this report are only present when should it be decided that trade union facility time reduces for a Trade Union when the revised criteria are applied. There are appeal provisions within 'Element 2 – Time off for Trade Union facility time' to decisions which should mitigate any risk of industrial unrest.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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ELEMENT 2 – TIME OFF FOR TRADE UNIONS DUTIES AND ACTIVITIES

This document must be read in the context of the FAIR Agreement and when interpreting its provisions, consideration must be given to the other five elements of the agreement.

This document details the reasons for which trades unions officials and shop stewards will be granted time off. It is emphasised that all activities within Aberdeen City Council are made within its statutory obligations and the rights of trade union officials to time away from their normal duties to undertake trade union duties or activities.

(1) Introduction

This document is one of the six key elements of Aberdeen City Council's Framework Agreement for Industrial Relations or **FAIR**.

It provides definition as to the trade unions statutory right to time off for trade union duties and activities. It has been developed in accordance with the ACAS Code of Practice 3 and statutory obligations identified in the Trade union & Labour Relations (Consolidation) Act 1992. To avoid any ambiguity, time off for trade union duties and activities will only be granted for issues which directly relate to the City Council. For the purpose of clarification time off for duties is provided where an issue relates directly to matters identified in Element 1 and activities are undertaken in support of those duties. Where the classification is unclear, it should be raised with the appropriate manager for clarification, who should seek advice and guidance from the Head of Human Resources & Organisational Development.

This element covers:

- **the duties for which time off shall be given with pay**
- **the activities for which time-off shall be given with and without-pay**
- **responsibility and reasonableness**
- **the criteria and process for determining devoted facility time**
- **the arrangements for requesting and recording time off**
- **how disputes within the application of this process will be dealt with**

(2) Time off for trade union duties

The following list is neither exclusive nor exhaustive but illustrates the nature of the **duties** for which time-off **with pay** shall be granted:

- Discussions with Council officers on terms and conditions of service and employment policies, processes and procedures
- Representing members in disciplinary, grievance and within other Council procedures
- Discussions on physical conditions and working environment including health and safety matters
- For purposes of statutory consultation, including redundancy, TUPE, health & safety etc.
- Informing members of their trade union on the progress of discussions, where prior agreement for such a meeting has been given
- Meeting with full-time officials of the union on matters relating to discussions which are ongoing with the Council.
- Attending meetings with Council officers or members (e.g. JCC, UMF, Health & Safety Sub-Committee, Appeals Sub-Committee etc)
- Reasonable time to prepare for the above meetings, including pre-meetings with other trade union representatives before such meetings.
- Attendance at Council/Committee Meetings where a legitimate trade union issue is to be considered/discussed, or where speaking rights have been granted to the trade union representative in question. Prior approval from the relevant Corporate Director must be given before time-off for this purpose will be granted.
- For the recruitment of new members that are employees of the City Council.

NB There is no right to time off for trade union duties which themselves consist of industrial action

Payment for time off for trade union duties

The Authority will pay either the amount that the official would have earned had they worked during the time off or, where earnings vary with the work done, an amount calculated by reference to the average hourly earnings for the work they are employed to do. **There is no statutory requirement to pay for time off where the duty is carried out at a time when the official would not otherwise have been at work.**

(3) Time off for trade union activities

Time-off for Activities with Pay

There are circumstances where trade union officials will undertake trade union **activities** where time-off **with pay** will be granted. The following list is neither exclusive nor exhaustive but illustrates the nature of the **activities** for which time-off **with pay** shall be granted:

- The number of trade union officials, employed by the Council, permitted to attend the trade union's National Conference will be determined by the national rules of that Trade Union. Where there is no stipulation within the national rules of the Trade Union then the numbers permitted to attend will be agreed by the Head of Human Resources and Organisational Development.
- Attendance at National/Regional meetings related to Pay & Conditions
- Meetings with full time trade union officials to discuss relevant issues to the workplace

It is likely that the majority of activities will be undertaken without pay. The following list is neither exclusive nor exhaustive but illustrates the nature of the **activities** for which time-off **without pay** shall be granted:

- Local branch meetings where non-Council trade union business under discussion.
- National meetings that do not relate to Local Government Pay & Conditions
- Area / Regional meetings that do not relate to Local Government Pay & Conditions
- Attendance by nominated trade union delegates at the Annual Conference of the TUC or STUC. The number of trade union officials, employed by the Council, permitted to attend the TUC or STUC will be agreed by the Corporate Director for Corporate Governance.
- Activities/ appointments, where the official is acting in a trade union capacity on a body external to the Council.

NB There is no right to time off for trade union activities which themselves consist of industrial action

(4) Responsibility and reasonableness

There is a responsibility on all parties to ensure that the amount and frequency of time off is reasonable in all the circumstances. It is vital that from the trade union side there is an awareness of the effects that time off may have on operational requirements, and accordingly, recognition that there may be circumstances where approval for time off cannot be given by line

management because of sound operational reasons. Equally, management should make every attempt to release lay officials to undertake their trade union duties and activities on request.

It is of paramount importance that the need to maintain services to the public at all times is considered along with every trade union request for time off. The reasonable level will be determined in accordance with this principle, taking all the circumstances of the request into account, including the operational requirements of the employee's workplace and the Service to be provided.

(5) Devoted Trade Union Facility Time

5.1 Critical mass of membership

Devoted Trade Union Facility Time (DTUFT) to undertake defined duties and activities will be granted where this is considered to be in the best interests of the Council. Not all trade unions will qualify for DTUFT as it is viewed that a trade union will need to have a minimum critical mass of membership to qualify.

5.2 Criteria for allocation of devoted trade union facility time (DTUFT)

- A trade union with less than 300 members will **not** normally qualify for DTUFT. The trade union branch must be able to provide the Council with evidence that it has over 300 members who are current employees of the Council, employees of Arms-Length Organisations of the Council where local Trade Unions are recognised and/or agency workers that are regularly working for the Council. The Trade Unions will be required to provide evidential proof of the number of members otherwise the Council will rely on the numbers of trade union members who pay subscription through payroll deductions. For the sake of clarity the Council recognises the trade union must comply with Data Protection Act and as in evidencing membership the personal details of members will not be requested, except in the case of Agency Workers where confirmation will be required that the worker concerned is regularly working for the Council.
- For any trade union with over 300 members DTUFT will normally apply but the amount of DTUFT will be assessed on an individual Trade Union basis. Time off will be granted for trade union duties and recognised paid activities. The Council in return for granting this time expects other time off whether for duties or activities for stewards, learning representatives or health and safety purposes to be kept to a minimum. In particular for regular corporate meetings this will ALWAYS to be covered by trade union Officials who are granted DTUFT only for reasons for sickness, holidays or other valid reason shall an official without DTUFT attend.
- The basis for granting DTUFT is that it will deliver either (or both) financial or service efficiency to the Council.

- DTUFT will be reviewed on a regular (annual) basis.

Where DTUFT, following any review, has reduced the trade union have the right to appeal the allocation. Such an appeal must be made via the Council's grievance procedure (this will commence at Stage 2 – being heard by the Director for Corporate Governance or a Director not involved with the original decision)

(6) Arrangements for requesting and recording time-off

An appropriate comprehensive administrative process for requesting, recording and monitoring time spent on trade union duties and activities must be developed. Not only will this make all who take time-off for trade union duties accountable for time taken, it will demonstrate whether the Devoted Trade Union Facility Time allocated by the Council is sufficient.

Where the arrangement is not covered by DTUFT, the following key steps have been identified and must inform any procedure:

Step One	Request	TU official must ask line manager for time off work, using the Time Off for Trade Union Activities/ Duties/Training Request sheet at the earliest opportunity
Step Two	Decision	Line manager must provide a decision at the earliest opportunity to the TU Official /shop steward
Step Three	Accounting	Steps 1 & 2 need to be accounted for and an 'Audit Trail' of request and approval. In addition a time recording arrangement needs to be in place to detail the time taken and reason every time facility time is approved.
Step Four	Monitoring	An arrangement for monitoring on a regular basis the amount of facility time used and the reasons for which it was taken. This should be accounted for within each Service and reported to the Head of Human Resources & Organisational Development. This information will be used to inform the regular review with Trade Unions regarding facility time.

(7) Disputes regarding requests for time-off

Every effort should be made to resolve a dispute in relation to time off for trade union duties or activities within the Service where the lay official is employed. Where a satisfactory resolution cannot be reached within the Service concerned the matter should be referred to the Head of Human Resources & Organisational Development by the trade union's nominated trade union official. The Head of Human Resources & Organisational Development following receipt of information from both sides will make a final decision on the request.

There will be no appeal against the decision of the Head of Human Resources & Organisational Development. However, where the issue is viewed as a 'matter of principle' – not a matter of fact, by the trade union, the issue can be progressed through the grievance procedure commencing at Stage 2 to be heard by a Corporate Director not involved in the original decision.

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ABERDEEN CITY COUNCIL

BUSINESS CASE

COMMITTEE Finance, Policy & Resources

DATE 6th May 2014

LEAD OFFICER Gordon McIntosh

AUTHOR OF BUSINESS CASE Tom Rogers

NAME(S) OF HR ADVISER(S) CONSULTED Bill Taylor

NAME(S) OF FINANCE PARTNER(S) CONSULTED Brian Downie

TITLE OF BUSINESS CASE Staff for Road Improvement Projects

REPORT NUMBER EPI/14/108

PURPOSE OF BUSINESS CASE

To obtain approval for the creation of additional posts to support the delivery of capital road improvement projects. This additional staffing resource will assist in addressing the substantially increased workload in delivering road improvement projects over the coming years and avoid the more expensive option of using agency and consultancy staff. The projects are funded from capital budgets and developer contributions and include the Third Don Crossing, A96 Park & Choose, South College Street, the Berryden Improvement and improvements to the A944 and Wellington Road.

RECOMMENDATION(S)

It is recommended that Committee approve the following:

Additional resource(s) / change to structure required	Job title(s)	No of jobs
Establishment of permanent job	Principal Resident Engineer	1
	Engineer	1
	Technical Officer	2
	Inspector of Works	3
Conversion of fixed term job to permanent status		
Creation of fixed term job	Engineer	1
	Inspector of Works	2
Extension of fixed term job		

Dis-establishment of permanent job		
Change to Job Title	Former:	
	Revised:	
*Redesign of existing job		

* for a redesign of an existing job there should be reference in the report to the impact of the redesign on the jobholder(s).

BUSINESS CASE

Please do not repeat any information contained in other sections of the report

- 1. With specific reference to anticipated outputs/outcomes, state how the recommendation(s) support corporate objectives e.g. Council's Policy Statement; Vision and Values; Local Government (Scotland) Act 2003; Community Plan; Transformation Programme etc.**

Over the past thirty years Aberdeen has seen sustained economic growth. This has created significant pressure on the existing road network leading to serious congestion at various locations. The current Structure and Local plans envisage further continued growth and have incorporated various road improvement projects to address some of these congestion issues. These projects are also supported by the regional and local transportation strategies. As a result of this the Council's Capital Plan has included a number of large road improvement projects to be delivered during the next five years. The recommendations of this business case will permit the employment of staff to allow these projects to be delivered.

- 2. State how the recommendation(s) support service objectives and plans and/or the achievement of a Statutory Performance Indicator.**

See Section 1.

- 3. A) Outline why the new work cannot be undertaken within existing staff resources e.g. by re-distributing resources or curtailing lower priority services.**

The Council at its meeting on 6th February 2014 gave approval for capital funding for the following road improvement projects:

Third Don Crossing
A96 Park and Choose/Dyce Drive Link Road
South College Street Improvement
Berryden Dualling
Union Street Pedestrianisation

The funding for these projects is spread over the full five year period of the capital plan and represents a sum in excess of £50M

In addition to this work, the Council is also due to receive developer contributions to the sum of several million pounds for the design and construction of road improvements on key strategic corridors such as Wellington Road and the A944.

The staff resource currently allocated to the progression of these projects is inadequate to deliver them within the required timescales. There is a limited number of staff within other parts of the Council with the required specialist experience/knowledge to do this work. However, these members of staff are already fully committed to other duties which cannot be curtailed since the work that they are carrying out is either of a high priority or comprises of statutory duties.

Based upon experience from other projects the predicted staff numbers required to carry out this work is:

	2014/15	2015/16	2016/17	2017/18	2018/19
Engineering Staff	13	14.5	15.75	15	11
Inspectors of Work	5	5.5	3	5	3

At present eight members of the Council's staff are working on the projects. Therefore, there is a current minimum shortfall of ten members of staff per annum up to 2017/18. A significant element of the shortfall in staff resources in the period 2014 to 2016 is the need to employ inspectors during project construction work. Given that there is a reduced need for inspectors in 2016/17, it is proposed that two of these inspectors will be employed on fixed term contracts. In 2014/15 and 2015/16 it is also intended that a specialist structural engineer either employed on a fixed term contract or sourced from a consultant engineer will be employed in the Third Don Crossing site office due to the significant amount of bridgeworks involved.

It is therefore recommended that an additional seven permanent posts and three fixed term posts be created to address this increase in workload. The posts will be located in the Roads Projects Unit and will be fully funded from the Council's capital budget and developer contributions for road improvement projects.

4. Risk Management: What are the consequences of not proceeding with the recommendation(s)?

If the Council does not employ additional staff, the work that they would have carried out will have to be issued to external consultants. Failure to employ additional staff or issue work to consultants will mean that the road improvement projects in the capital plan cannot be delivered. Using consultants will cost more than the employment of additional Council staff. Additionally, the work performed by consultants will probably be carried out by staff based in offices in central Scotland or England rather than in Aberdeen.

5. Risk Assessment: What Health and Safety considerations have been taken into account?

The work to be carried out is similar to the work currently being carried out within the Roads Projects Unit. Therefore the considerations taken into account are those currently in place for the existing posts within the Roads Projects Unit.

6. Financial Implications:

Impact on current year's revenue/capital budget:

Job Title	JE Grade	Min Salary*	Max Salary*
Principal Resident Engineer (1 No.)	G15	38255	43739
Engineer (1 No.)	G13	29216	33427
Engineer (Fixed Term) (1 No.)	G13	29216	33427
Technical Officer (2 No.)	G13	29216	33427
Inspector of Works (3 No.)	G11	22384	25566
Inspector of Works (Fixed Term) (2 No.)	G11	22384	25566

*These figures are based on an appointment being made at the start of July 2014. Minimum and maximum salary costs also include agreed allowances and 29.7% on costs.

Net Cost	£0	Net Saving	£89,930 *
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* Based upon post as alternative to use of consultancy staff i.e. the post will save the Council £460,526 in consultancy costs.

Full year impact on revenue/capital budget:

Job Title	JE Grade	Min Salary*	Max Salary*
Principal Resident Engineer (1 No.)	G15	51007	58318
Engineer (1 No.)	G13	38954	44569

Engineer (Fixed Term) (1 No.)	G13	38954	44569
Technical Officer (2 No.)	G13	38954	44569
Inspector of Works (3 No.)	G11	29845	34088
Inspector of Works (Fixed Term) (2 No.)	G11	29845	34088

*Minimum and maximum salary costs include agreed allowances and 29.7% on costs (ie National Insurance and employer's pension contributions).

Net Cost	£0	Net Saving	£119,907 *
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*Based upon post as alternative to use of consultancy staff i.e. the post will save the Council £614,040 in consultancy costs.

Source and amount of revenue/capital budget funding available:

Funding is available in the capital budget and from developer contributions to cover the salary, on costs and expenses.

Amount of external monies available within the current financial year:

N/A

Amount of external monies available in total:

N/A

7. If the recommendation(s) relate to additional staffing, outline and justify the proposed contractual status of the new employee(s) i.e. 'permanent' or fixed term?

See section 3

8. If the recommendation(s) are funded on a time-limited basis from an external source, what is the likelihood of the project continuing beyond the term of funding?

N/A

9. If the project is likely to continue beyond the term of funding, what steps are being considered in order to finance this extension?

N/A

10. In the case of fixed term contracts, state whether this contract is task or event related; outline the proposed exit strategy and detail how potential exit costs will be met.

The fixed term posts are required in connection with a peak in workload caused by the simultaneous construction of the Third Don Crossing and the A96 Park & Choose/Airport Link Road. The temporary posts will not be required on completion of these two projects in autumn 2015. Potential exit costs will be met from the capital budgets allocated to the two projects.

11. What accommodation and equipment considerations have been taken into account?

The majority of the posts will be located in site offices provided as part of works contracts. Those posts located in Marischal College are being based there to allow existing staff within Marischal College to be temporarily located on site to provide them with a development opportunity that will broaden their roads design and construction experience.

Accommodation and equipment requirements of this post are as per other posts within the Roads Projects Unit.

12. HR Comment(s)

No Comments

13. Legal, Finance or Trades Union Comment(s)

Unison: Had no comments.

GMB: Had no comments..

Unite: No response received.

Finance: Only minor changes required which have been incorporated into the report

Legal: Had no comments.

13. Report Author Details

Name, job title, email address and phone number

Tom Rogers

Team Leader (Roads Projects)

tomr@aberdeencity.gov.uk

01224 523484

Approved
authority

under

delegated

Remit to Finance Policy and Resources
Committee

Establishment Control Table

Post(s) to be established	No of posts	Weeks /hours	Job No.	Reports to	Location	Grade	Financial Code	JE No
Principal Resident Engineer	1	37	TBC	Tom Rogers	Marischal College/ Site offices	G15	P0220711111	
Engineer	1	37	TBC	Tom Rogers	Marischal College/ Site offices	G13	P0220711111	2276
Engineer (Fixed Term)	1	37	TBC	Tom Rogers	Marischal College/ Site offices	G13	P0220711111	2276
Technical Officer	2	37	TBC	Tom Rogers	Marischal College/ Site Offices	G13	P0220711111	2267
Inspector of Works	3	37	TBC	Tom Rogers	Marischal College/ Site offices	G11	P0220711111	
Inspector of Works (Fixed Term)	2	37	TBC	Tom Rogers	Marischal College/ Site offices	G11	P0220711111	
Post(s) to be disestablished	No of posts	Weeks/hours	Job No.	Reports to	Location	Grade	Financial Code	JE No
Posts (for grade change only)	No of posts	Job no.		Reports to	Location	Old Grade	New Grade	JE No

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Provision of Festive Lighting
REPORT NUMBER:	EPI/14/114
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

This report advises Committee of the intention to tender for festive lighting for a maximum of three years and seeks approval of the estimated expenditure as detailed in this report.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- a. notes that the officers of the Council are preparing to tender for the design, supply, installation, removal and maintenance of festive lighting
- b. approves the estimated expenditure for the design, supply, installation, removal and maintenance of festive lighting, of approx. £105,000 per annum from the Common Good Fund, for the three-year period 2014-2017 giving a total estimated expenditure of £315,000 from the Common Good Fund, in accordance with SO1(3) of the Council's Standing Orders Relating to Contracts and Procurement.
- c. subject to best value being shown and a suitable budget being available, the committee approves the purchase of the festive lighting at the end of the 3 year period, for the value given in the awarded tender
- d. approves the expenditure up to a maximum of £8,000 per annum from the Common Good Fund for the three-year period 2014-2017 for the provision of electricity to power the festive lighting in accordance with SO1(3) of the Council's Standing Orders Relating to Contracts and Procurement.

- e. approves any residual money between the festive lighting contract and the provisions approved within the relevant annual budget be used to install up-lighters or similar to Rubislaw Terrace Gardens, Union Terrace Gardens, Schoolhill Pocket Park etc over the next three years.

3. FINANCIAL IMPLICATIONS

The cost will be met from the Common Good Fund with provision for £169,000 in year 2014/15, £164,000 in year 2015/16 and £173,000 for the year 2016/17 being made within the budget approved on 6 February 2014 at Council.

While the tender price will be set in accordance with the tender the cost of energy for festive lighting may vary depending on supplier charges.

4. OTHER IMPLICATIONS

All activities are undertaken in a safe manner through controls on suitably qualified staff, risk assessments and application of internationally recognised standards.

5. BACKGROUND/MAIN ISSUES

Historically, the city centre festive lights have been provided by the City Council for the people of Aberdeen and are an important part of the City's Winter Festival. In recent years the funding has been provided from the Common Good Fund. The current arrangement of festive lighting includes: 11 No. cross-street features in Union Street; 2 No. cross-street features in Bridge Street; 2 No. cross-street features in Belmont Street; 1 No cross-street feature in Shiprow and various associated features and lights in The Castlegate. Appropriate decorations for Castlegate Christmas tree are also included in this contract.

In 2008 the Council agreed to secure the design, supply, installation and maintenance of festive lighting. As the contract price exceeded the EU Threshold and the threshold in the Council's Standing Orders the procurement exercise was done as an open procurement under the Procurement Regulations. The tendered value of the contract for 2008 was £185,000 per annum (which sum comprised £5,000 relative to electricity costs and £180,000 for the supply installation and maintenance of the festive lighting) and the work was carried out for the contract value of £555,000 for the period 2008, 2009 and 2010.

In 2010 the Contract was once again tendered as an open procurement under the Procurement Regulations and awarded for a three year period. This contract finished in September 2014 (work was carried out for the contract value of £310,000 for the period 2011, 2012 and 2013.)

It is proposed that any residual money between the festive lighting contract and the provisions approved within the relevant annual budget be used to install up-lighters or similar to Rubislaw Terrace Gardens, Union Terrace Gardens, Schoolhill Pocket Park over the next three years.

Additional schemes being considered, should there be sufficient finances within the budget, are cross street festive lighting on Rose Street, Chapel Street, Market Street (North end) and possible repairs to building floodlights which feature as part of Aberdeen's floodlite trail.

Several meetings have taken place between ACC and Aberdeen Inspired to ensure that the lighting schemes across the city are co-ordinated and complimentary. In the provision of festive lighting, Aberdeen Inspired will continue with the provision of building lighting and festive lighting to the west end of the city whilst ACC will provide festive lighting as per the original base line agreement.

6. IMPACT

The continued delivery of Aberdeen's festive illuminations will support the administrations aims through:

Aberdeen-the Smarter City

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 will promote Aberdeen as a great place to live, bring up a family, do business and visit.

We will ensure that Union Street regains its position as the heart of the city and move cultural activity centre-stage through re-invigorated cultural leadership.

Single Outcome Agreement - National Outcomes: 1, 5, 10, 12, 13, 14.

Public – Public interest is high in relation to Festive Lighting. Switch on Parade provides a high level of involvement with the public and local press.

Equality and Human Rights Impact Assessment (EHRIA) – Not Applicable in this instance

7. MANAGEMENT OF RISK

There is a risk that a delay in procuring festive lighting may mean that the Council could be unable to provide the usual or a better standard of festive lighting. Early approval of the process will minimise this risk.

8. BACKGROUND PAPERS

EP&I Committee 15/03/2011 Festive Lighting EPI/11/107

<http://councilcommittees/documents/b5710/Private%20ADDITIONAL%20CIRCULATION%2015th-Mar-2011%2014.00%20Enterprise%20Strategic%20Planning%20and%20Infrastructu.pdf?T=109>

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	6 May 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	ICT Investment Programme 2014-2015
REPORT NUMBER:	CG/14/051
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

This report advises on the provisional ICT Investment Programme that is included in the approved Revenue Budget for 2014/15.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- 1) Approves the programme listed in Appendix A.
- 2) Authorises the estimated expenditure in respect of each item in accordance with Standing Order 1 (3) of the Council's Standing Orders relating to Contracts and Procurement.
- 3) Instructs appropriate officials to implement the detailed programme.
- 4) Delegates to the Head of Customer Service & Performance, in consultation with the Head of Procurement, the Head of Legal and Democratic Services, the Convenor and Vice Convenor of this Committee, to amend the programme should priorities change during the year.
- 5) Grant approval to appropriate officers to award contracts on receipt of a valid tender submission, where appropriate, subject to necessary funding in the approved revenue budget.

3. FINANCIAL IMPLICATIONS

Expenditure will be in accordance with the Council's approved Revenue Budget for ICT Investment for 2014-2015 of £1.15M.

4. OTHER IMPLICATIONS

All proposed works will be carried in compliance with the ICT Technical Strategy and ICT Security Strategy, which take into consideration whole life cycle cost, sustainability and environmental issues. All works will be assessed against agreed Enterprise Architecture framework principles.

Prior to commencement of proposed works, a detailed Health & Safety risk assessment will be carried out. Any network connectivity work may also require an asbestos survey. This may necessitate unplanned additional works to be carried out at short notice.

Procurements will, where possible, be from existing agreements. Where there is no appropriate existing agreement, then goods will be tendered through an appropriate Government Framework, in consultation with the Head of Procurement and the Head Legal & Democratic Services.

The ICT Asset Management Plan approved by this Committee in December identified continuing budgetary requirements for a sustainable ICT Investment Programme going forward.

5. BACKGROUND/MAIN ISSUES

This report brings together, for members' approval, the proposed ICT Investment Programme for 2014-15. The programme was prepared using ICT Asset Information gathered as part of the development of the ICT Asset Management Plan and in consultation with Education, Culture & Sport.

A revenue budget of £1,150,000 has been allocated to progress ICT Investment projects. This programme is specifically aimed at a rolling programme of refresh of ICT Assets which have reached the end of their useful life and implementation of new ICT Assets to deliver improvements across all Services, including schools, in the most cost effective manner. The proposed programme is contained in Appendix A. Any assets purchased will be capable of re-use at any ACC location.

An ICT Asset Management Plan (ICT_AMP) has been developed and is updated annually, with the latest version approved by this Committee in December 2013. This is now an integral part of the Council's Property Asset Management Plan (PAMP) and follows the vision that ICT Assets are fit for purpose, accessible, efficient, suitable and sustainable. The ICT Asset Management Plan covers all ICT Assets, i.e. desktop computers, laptops, printers, scanners and other

peripheral devices, servers, communications equipment, telephony equipment and systems, databases, applications, software licenses, media, contracts and any associated services.

Key priority areas for consideration within the 2014/15 programme are as follows:-

Support for Flexible working

The ICT Investment Programme supports the implementation of smarter working across Council properties to facilitate flexible working for employees. Further establishments identified within the ICT Asset Management Plan will be included within the programme for 2014/15 to extend the number of locations with access to internal wireless facilities.

There is also a requirement to invest in further mobile devices, laptops, tablets and smartphones to support smarter working. Where appropriate, these devices will be used to replace existing desktops and laptops which will be re-used across the Council.

Network and Telephony Improvements

Within the ICT Asset Management Plan, ageing telephone switches at Central Library, Deeside Family Centre, Old Tullos Nursery and Woodside Customer Access Point have been identified to potentially be replaced with VOIP telephony provisioned from one of the core telephone switches at Marischal College or Tullos Primary school. In addition, the telephone switch at Quarry Centre social work office has been identified as a priority for refresh to be replaced with an IP telephony systems linked to Council's main telephone system to enable seamless telephony between sites.

Schools Server Refresh

The schools server estate is now over 5 years old and Council approved a report in December 2013 to refresh with a virtualised server environment over a 3 year period, partially funded from this budget.

Desktop Refresh

The ICT Asset Management Plan highlights that there is a continuing need to refresh old desktops which cannot support the Windows XP operating system. In the corporate environment, these will be gradually replaced with thin client devices on a break/fix basis where appropriate but others will require to be refreshed. It is anticipated to have a small stock of desktop PCs and thin clients available to support business continuity in the corporate environment. Schools have had no PC refresh from this budget for a number of years and any remaining budget will be used to refresh where possible.

Whiteboard/Projector Refresh

The ICT Asset Management Plan highlights that the interactive whiteboard assets are reaching a point where older boards and

projectors are beginning to fail, replacement parts are hard to obtain, and generally, are no longer meeting the interactivity requirements of a modern learning and teaching environment. It is proposed to enhance whiteboard and projection facilities where the initial installation is over 7 years old.

6. IMPACT

Corporate - The use of ICT is a core and critical component to the provision and operation of all Council services. The continued implementation of an ICT Investment Programme will ensure that the Council is utilising its ICT Assets most effectively to support Services in implementing the Single Outcome Agreement and fulfilling actions within the 5 year Corporate Business Plan and individual Service plans.

Public – This report may be of interest to the public as it outlines Council's spending on ICT Assets.

7. MANAGEMENT OF RISK

Through the ICT Asset Management planning process, risks associated with assets are identified and factored in to decision making to prioritise investment within the budget available.

8. BACKGROUND PAPERS

ICT Asset Management Plan 2013

9. REPORT AUTHOR DETAILS

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Appendix A - ICT Investment Proposed Programme 2014/15				
Location	ICT Asset	Proposed Works	Estimated Expenditure (£k)	Notes
All Establishments	Laptop and other mobile client dev	New tablets, laptops and other mobile technology to support Smarter Working.	200	Supports mobile working
All Establishments	Desktop refresh	Replace desktops which are no longer fit for purpose	140	Refresh - budget will support refresh of approx 300 desktops across the estate
Quarry Centre	Telephone Switch	Replace telephone switch with fit for purpose IP switch	60	Switch over 10 years old and identified as priority within ICT Asset Management Plan
All Education Establishments	Server, Storage and Backup Refre	Refresh server and storage solution within Educational Establishments	500	Server Estate over 5 years old, running unsupported operating system . Part of approved 3 year programme to replace servers
Mastrick Housing	Internal Wireless Access	New installation of Internal Wireless Access	5	Smarter /Flexible working
Tillydrone Housing Office	Internal Wireless Access	New installation of Internal Wireless Access	5	Smarter /Flexible working
Kincorth Social Work Office	Internal Wireless Access	New installation of Internal Wireless Access	5	Smarter /Flexible working
Woodlands School	Internal Wireless Access	New installation of Internal Wireless Access	15	Flexible working within the school for pupils and staff, facilitate access for NHS staff where required, and drop in areas for other council staff when required
completion of primary schools from 2013/14 programme	Internal Wireless Access	New installation of Internal Wireless Access	0	delayed from 2013/14 as a result of asbestos survey reports not being received. Committed funding carried over from 2013/14
Central Library	Telephone System	Replace old telephone system with connection to Marischal College	20	IP telephony, voicemail and call logging features, DR facilities - maintenance reduction
Deeside Family Centre	Telephone System	Replace old telephone system with connection to Tullos Primary	8	IP telephony, voicemail and call logging features, DR facilities - maintenance reduction
Old Tullos Nursery	Telephone System	Replace old telephone system with connection to Tullos Primary	8	IP telephony, voicemail and call logging features, DR facilities - maintenance reduction
Woodside Customer Access Point	Telephone System	Replace old telephone system with connection to Marischal College	2	IP telephony, voicemail and call logging features, DR facilities - maintenance reduction
Schools	Interactive Whiteboard/Projector Replacements/enhancements	Replace whiteboards and/or projectors on break/fix basis	50	This will allow replacement or enhancement of interactive whiteboard/projection facilities throughout the year, focussing on the installations over 7 years old.
Installation Resource			104	to cover budget for 2 additional Operations Support Analyst posts to implement assets purchased under this programme
contingency			28	to refresh any other ICT Asset identified throughout the year as and when required.
		Total	1150	

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COMMITTEE	Finance Policy and Resources
DATE	6 May 2014
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Update on Commissioning of an Aberdeen-Japan Strategy
REPORT NUMBER:	EPI/14/110
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

The Finance Policy and Resources Committee on 20th February decided to "approve the commissioning of a wide-scoping study by external specialists to develop and deliver an Aberdeen-Japan strategy to further develop trade, tourism, academic and sporting links at a cost not to exceed the sum detailed by the Vice Convenor with a report back to the next meeting of the Committee". This update report provides details of progress to date, next steps and timescales.

2. RECOMMENDATION(S)

Committee is asked to note the update and accept a further update to Committee on 19th June, with the findings of the final study being reported to Committee on 30th September 2014.

3. FINANCIAL IMPLICATIONS

Finance Policy and Resources Committee on 20th February committed a sum of no more than £25,000 to develop and deliver an Aberdeen-Japan strategy. There are no available resources in the 2014/2015 Business Growth budget to support any further activity beyond this, therefore any additional activity would be the subject of a separate request to Committee for additional resources.

4. OTHER IMPLICATIONS

The immediate staffing implications involve the drafting and approval (the latter from Legal and Democratic Services) of an Invitation to Quote and then the management of the procurement process, and the eventual management of the contract. This represents significant short-term additional work for the Business Growth team.

5. BACKGROUND/MAIN ISSUES

The Finance Policy and Resources Committee on 20th February decided to "approve the commissioning of a wide-scoping study by external specialists to develop and deliver an Aberdeen-Japan strategy to further develop trade, tourism, academic and sporting links at a cost not to exceed the sum detailed by the Vice Convenor with a report back to the next meeting of the Committee".

In accordance with the Council's procurement procedures, a draft Invitation to Quote has been prepared, is currently with Legal and Democratic Services for review and approval, will then be published on the Public Contracts Scotland website and sent out to a list of possible interested parties.

Timescales: It is anticipated that a successful bidder would be able to commence work on the contract in late May. A period of 8 weeks is being allowed in which to complete the study and report back.

A further update can be provided to Committee on 19th June, with the findings of the final study being reported to Committee on 30th September.

6. IMPACT

The Strategy will contain performance measures to assess the success of its implementation.

7. MANAGEMENT OF RISK

The scope for the Strategy includes a risk assessment to be carried out on the activities proposed in the Strategy by the contractor, including business and financial risks.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources Committee
DATE	6 May 2014
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Invitation to join the East Coast Mainline Authorities
REPORT NUMBER:	EPI/14/118
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

This report advises the Committee of an invitation to join a grouping of Local Authorities called the East Coast Mainline Authorities (ECMA), which has been established for Local Authorities and Regional Transport Partnerships located along this cross border rail line and franchise to develop a business case to highlight the need for further investment along this strategic rail corridor.

2. RECOMMENDATION(S)

It is recommended that Members:

- a) Agree that the current arrangements in place as detailed in the report are proving successful and are an efficient and effective use of available resource;
- b) Subject to the above, decline the invitation to Aberdeen City to individually join the ECMA and contribute to the business case at a cost of £4,400; and
- c) Instruct the appropriate officers to continue to update Members on future progress and outcomes on rail matters as they affect Aberdeen via reports to the Enterprise, Strategic Planning and Infrastructure Committee.

3. FINANCIAL IMPLICATIONS

There are no financial implications as a direct result of this report. Should Members decide to accept this invitation to become an individual member of the ECMA, a budget will require to be identified as none currently exists. This would require to cover the proportionate

contribution to the business case and any related expenses associated with travel/overnight accommodation.

There are no implications for PBB options.

4. OTHER IMPLICATIONS

There are no other implications as a direct result of this report.

5. BACKGROUND/MAIN ISSUES

- 5.1 The East Coast Mainline franchise links London Kings Cross with Aberdeen, Inverness and Glasgow via Edinburgh and for Aberdeen is considered one of the key surface external links for passengers to Edinburgh, London, and major English towns and cities along this corridor. The East Coast Mainline rail track however runs between London and Edinburgh and is the responsibility of the Department for Transport (DfT). The track from Edinburgh to Aberdeen is part of the Scotrail rail tracks and is the responsibility of the Scottish Government.
- 5.2 The rail franchise, from London to Aberdeen, is being re-tendered by the DfT with a view to a new franchisee running services commencing in early 2015. The successful tenderer will be required to offer higher levels of investment than in the past, step up competition, provide services to new destinations and deliver an innovative strategy. This new franchise will run for up to 11 years from February 2015 and is expected to maximise long term economic value. The promotion of HS2 (high speed rail from London potentially ultimately to Glasgow/Edinburgh) has also been based on increasing strategic rail capacity and freeing up other corridors, such the east coast, to develop further.
- 5.3 Those areas located along the East Coast Mainline, headed by the City of York Council, recognise the key transport connections and future opportunities that could arise as a result of this new franchise, and the East Coast Mainline Authorities has recently been established, to explore such opportunities and build the business case for future investment along this route.
- 5.4 Although much of the route is located within England with the East Coast rail line terminating at Edinburgh, the service runs fully through to Aberdeen on Scottish managed rail tracks and therefore travels through a number of Scottish local authorities and Regional Transport Partnership (RTP) areas. The Regional Transport Partnerships were keen to ensure that although the ECMA business case for upgrading the track would be most concerned with improvements to track in England, the importance of the services running north of Edinburgh should not be forgotten. They were also keen that opportunities for increased connectivity between Scottish destinations north of Edinburgh and English destinations, particularly with HS2 being

developed, should be considered as part of the deliberations on effectiveness of the line. The RTPs have agreed that given their peripherality to the East Coast Mainline itself (rather than the franchise) it would be appropriate to have a joint membership of the ECMA. Consequently Nestrans has a joint membership along with Sestrans, Tactran and Hitrans. Nestrans has paid £1,100 reflecting a quarter share of the membership costs which contribute towards the overall cost of the business case commissioned by the ECMA.

- 5.4 The RTPs agreed that Frank Roach from Hitrans would represent their membership and, along with Chris Day from Edinburgh City Council, he has attended ECMA technical meetings. Nestrans also arranged an event in Aberdeen where the ECMA business case consultants presented to an audience of MPs, MSPs, Councillors and stakeholders. This meeting was the best attended of the meetings along the franchise route that the consultants presented to and it permitted our region to show the importance attached to this route. The draft business case includes the following key message:

“Better journey times are needed from the north of Scotland to Edinburgh and London, along with all passenger trains being of a consistent quality. The direct East Coast services on these routes need to be kept to ensure greater connectivity with economies south of Edinburgh.”

- 5.5 Aberdeen City Council actively supports Nestrans and the delivery of the recently refreshed Regional Transport Strategy (RTS). This Strategy includes measures to protect existing external connections, including by rail, and to ensure the case is made for further improvements, which together with other elements of the strategy, seek to improve the economic strength of the City and wider Region. Revenue support, in the region of £122,000, is granted to Nestrans by the City Council to enable the further development and delivery of the RTS. Progress on the delivery of the RTS is routinely reported to the Enterprise, Strategic Planning and Infrastructure Committee.
- 5.6 Aberdeen City Council has received an invitation to join the ECMA as an individual member and contribute accordingly to the ECMA business case, at a cost of £4,400. Given that appropriate and to date successful representation on this group by Nestrans already exists, to accept this further membership/invitation to contribute to the business case at an additional cost to that already paid by Nestrans, as well as travel and accommodation expenses for an additional person to attend each meeting, could be considered paying twice for no discernible additional benefit. Consideration should also be given to the fact that Aberdeen is well beyond the East Coast Mainline itself and prime consideration to date has been to ensure that the franchise services for the north of Scotland are fully considered in any business case for upgrades further south. There is no budget allocation for such a membership/contribution and possible related expenses.

5.7 It is therefore recommended that Members:

- a) Agree that the current arrangements in place as detailed in the report are proving successful and are an efficient and effective use of available resource;
- b) Subject to the above, decline the invitation to Aberdeen City to individually join the ECMA and contribute to the business case at a cost of £4,400; and
- c) Instruct the appropriate officers to continue to update Members on future progress and outcomes on rail matters as they affect Aberdeen via reports to future Enterprise, Strategic Planning and Infrastructure Committees.

6. IMPACT

The contents of this report link to the Community Plan vision of creating a *sustainable City with an integrated transport system that is accessible to all.*

The contents of this report also refer to the delivery of the Smarter Mobility aims of Aberdeen – The Smarter City: *We will develop, maintain and promote road, rail, ferry and air links from the city to the UK and the rest of the world. We will encourage cycling and walking, and We will provide and promote a sustainable transport system, including cycling, which reduces our carbon emissions.*

Reference can also be made to delivery of the 5 year Corporate Business Plan, in particular the Enterprise, Planning and Infrastructure Directorate's aims to *Support the delivery of a fully integrated transport network.*

An Equalities and Human Rights Impact Assessment (EHRIA) has not been undertaken on this report as the contents and recommendations will not differentially impact on people with protected characteristics.

This report is unlikely to be of interest to the public.

7. MANAGEMENT OF RISK

There are no significant risks arising from the recommendations of this report.

8. BACKGROUND PAPERS

none

9. REPORT AUTHOR DETAILS

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COMMITTEE	Finance, Policy & Resources
DATE	6 May 2014
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Salix Funding
REPORT NUMBER:	EPI/14/119
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

To provide a background on the public sector Salix funding and to explain how the Salix Energy Efficiency Loans Scheme Scotland (SEELS) operates. This report also outlines the benefits of this scheme to the Council.

2. RECOMMENDATION(S)

It is recommended that the committee:

a) note that the Officers have commenced the process for the provision of interest free funds amounting to £608,406 to finance the energy savings from street lighting projects by way of the Salix Energy Efficiency Loans Scheme. The projects are as follows:-

- Upgrade Union Street to LED type lighting £149,578.00
- Upgrade Union Terrace to LED type lighting £ 8,828.00
- City wide upgrade to "Cosmo" light fitting £440,000.00
(in two locations)

b) approve that Officers enter into a loan agreement with Salix Finance Limited for the interest free funds and for the drawdown of the said funds within 20 days after the agreed completion date.

c) approve the expenditure of the funds towards the abovementioned projects.

d) delegate authority to the Director of Enterprise Planning and infrastructure in consultation with the convenor of the Finance, Policy & Resources Committee to bid for additional Salix Energy Efficiency Loans Scheme interest free funds when appropriate energy efficiency projects can be identified and where it can be demonstrated to be financially beneficial to the Council and to

inform the committee by way of the information bulletin when this power has been exercised.

3. FINANCIAL IMPLICATIONS

The Salix Energy Efficiency Loans Scheme Scotland (SEELS) allows eligible organisations to apply for an interest free loan to finance up to 100% of the costs of energy saving projects meeting the eligibility criteria.

Repayment of the loan is a minimum of 4 years but can be flexible up to 8 years, dependent on project payback period. The loans must be paid back to Salix by direct debit over the confirmed period.

By utilising the SEELS, the Council will be able to deliver more energy efficiency projects such as improved street lighting lanterns using LEDs and other energy efficiency projects that can be delivered which have a payback period of up to 8 years. SEELS can be used as part funding for the energy saving element of the project which means the Council can deliver more with the capital available.

The Council can utilise SEELS as a method to initially fund energy efficiency projects.

For the first SEELS bid in 2013/14, the Council has successfully secured a loan of £608,406 for upgrading street lighting to LED and installation of more energy efficient street lighting with payback of 7 years and 4 years respectively.

4. OTHER IMPLICATIONS

By accessing the Salix Energy Efficiency Loans Scheme Scotland (SEELS) to deliver energy saving projects, the Council is assisted in funding the reduction of carbon emissions which in turn contribute towards achieving the Council's Carbon Management Plan targets.

5. BACKGROUND

Salix was established in 2004 as an independent, publicly funded company, dedicated to providing the public sector with 100% interest free, capital finance funding for energy efficiency projects.

Salix 100% interest free conditional grants help clients across the public sector in England, Scotland and Wales, drive down their annual energy costs and carbon emissions. However, SEELS was only offered to Scottish public sector organisation in 2013. The Council has successfully secured a loan bid from this first year.

Salix has already helped over 700 local Authorities, Higher and Further Educational Establishments, NHS Hospital Trusts and Emergency Services to improve energy costs and raise green credentials.

The Salix Energy Efficiency Loans Scheme Scotland (SEELS) allows eligible organisations to apply for an interest free loan to finance up to 100% of the costs of energy saving projects meeting the eligibility criteria.

Eligible organisations are any public sector body which are subject to the Public Bodies Duties in the Climate Change (Scotland) Act 2009. This includes Scottish Government and its executive agencies (such as Transport Scotland and Scottish Enterprise) 32 local authorities, universities, colleges and bodies such as the National Health Service Trusts.

Applications are approved on a first come first served bases until all loan funding has been allocated. Once all funding has been allocated further applicants will be places in a pipeline for future funding rounds.

For this SEELS, the compliance criteria are as follows:

- Up to 8 years payback
- The cost of CO2 must be less than £200 per tonne over the lifetime of the project
- Salix project must be “additional” i.e. not a legislation requirement, projects that have already started or funding that has already been agreed
- Can be used as part funding of a project
- Cannot be used for renewable energy projects
- Projects where resultant energy savings, over the lifetime of the project, go directly back to the organisation and where the organisation gains a direct financial benefit are eligible

The minimum application and loan value is £5000. There is not a maximum loan value.

Repayment of the loan is a minimum of 4 years but can be flexible up to 8 years, dependent on project payback. The loans must be paid back to Salix by direct debit every March and September over the confirmed period.

Projects have to be completed within a 9 month timeframe from the commitment date. Where projects have to be tendered, after agreement to fund, allowance is made for this.

The application process is in 2 stages:

1. The application, project assessment and commitment to fund from Salix.
2. The completion of the project with the set up of the loan and payment of the money (unless Salix agree to fund on an interim payment basis).

Confirmation of the loan funding is done in writing from Salix by way of a commitment letter outlining exactly what has been agreed.

Once projects reach completion, applicants are asked to submit to Salix a signed and authorised completion certificate for the final costs of the works.

Salix is required to carry out an audit process for a selection of applications and this will take place once a project has been agreed and committed. This audit will either be through an onsite visit to check on project progress or by requesting certain papers which support the work in progress.

The operating principle of SEELS is similar to the already well established Central Energy Efficiency Fund (CEEF). Both schemes provide capital funding for energy efficiency projects that is repaid over the payback period from the energy savings generated. After the payback period, the Council benefits from the ongoing savings throughout the lifetime of the installed technology.

The key difference between CEEF and SEELS:

- Maximum payback period for CEEF is 7 years, SEELS 8 years.
- CEEF amount available to fund energy efficiency projects are limited to funds available at the time of project funding application, as it is a revolving fund. SEELS fund is theoretically unlimited but subject to monies made available from Government on a first come, first serve basis on a yearly basis.
- CEEF can be used to fund renewables project subject to payback period of 9 years. SEELS fund cannot be used to fund renewables project.

6. IMPACT

Energy efficiency projects have an impact on:

- Carbon Reduction Commitment
- Energy Efficiency Savings identified in PBB Report 2013/14 – 2017/18

7. MANAGEMENT OF RISK

Consideration has been given to the risk of not achieving the energy savings. These risks are removed by installing only energy efficient street lighting that have been proven to provide energy savings by other Local Authorities and recommended by independent government bodies such as Scottish Futures Trust.

There is an environmental, financial and reputational risk if the Council does not achieve the carbon reduction targets as set out in the Climate Change Act Scotland (2009) and deliver the efficiencies identified in the PBB Report. CMT have also made a commitment to reduce the Council's energy consumption profile, as reaffirmed during 2013's PBB process, including the £200k energy saving programme that will be implemented in 2014/15.

8. BACKGROUND PAPERS

Aberdeen City Council 5 Year Business Plan 2012-2017

PBB Report 2013/14 – 2017/18

Aberdeen City Council Carbon Management Plan 2010- 2015

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE:	Finance, Policy and Resources
DATE:	6 May 2014
DIRECTOR:	Gayle Gorman
TITLE OF REPORT:	Review of Access to Leisure Scheme
REPORT NUMBER:	ECS/14/027
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

The purpose of this report is to bring Committee up to date on the progress of a review of the Access to Leisure (A2L) Scheme. Access to Leisure is the concessionary scheme that offers discount to residents of Aberdeen who meet certain criteria, to sports facilities, childcare services, and some catering facilities.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- a) Note the work undertaken to date to review the Access to Leisure Scheme; and
- b) Approve the following policy recommendations as set out below:
 - i. to confirm the requirement to have a scheme in Aberdeen that seeks to reduce health and wellbeing inequalities in Aberdeen, with an aim to facilitate access to increased regular participation in health and wellbeing for those whom affordability or disability is a barrier.
 - ii. That the A2L scheme is re-aligned to fit with, reflect, and contribute to, appropriate corporate, strategic and SOA priorities including the Welfare Reform and new benefit system, and linked to reducing health and wellbeing inequalities with in the city.
 - iii. Eligibility for discounted coffee and tea should cease. Instead the Accord Card should be used as a vehicle to continue targeted discounted offers on teas and coffees.

- iv. Subsidised childcare should remain within the scheme.
 - v. The scheme should facilitate access to regular participation in physical activity for all those with an evidenced physical or learning disability or a long term health condition (linked to benefits).
 - vi. The scheme should be linked to a robust, evidence based health referral/ social prescription scheme.
 - vii. Consideration should be given to linking the scheme in with the national retirement age (to be implemented on a phased basis).
 - viii. The scheme should be available for off-peak activities only, except for family swimming which should also be available during peak periods.
 - ix. A review should be carried out on the impact of the provision of free swimming. In the meantime, free swimming should continue at existing designated community swimming pools.
 - x. A2L should be available at all ACC leisure facilities across the city, including those operated by partners.
- c) Note that a short term working group will be set up to implement the recommended operational changes to the scheme:
- i. To revise and re-launch a more focussed and targeted A2L scheme.
 - ii. To undertake detailed work on the impact of the changes.
 - iii. A new, more targeted and integrated approach to marketing is adopted.
 - iv. The application and administrative processes for A2L are simplified.
 - v. A new monitoring approach for the A2L Scheme is developed so that the outcomes can be clearly understood.
 - vi. The new scheme should be implemented on a phased basis taking into consideration individuals who have a current entitlement, but would not be entitled under the new scheme criteria.

3. FINANCIAL IMPLICATIONS

Partners

At the present time, £100,000 per year is provided to Sport Aberdeen specifically for the purpose of supporting the Access to Leisure Scheme. Both Aberdeen Sports Village and Garthdee Alpine Snowsports Centre are required to recognise the scheme. No additional funding is provided to these organisations above their core grant. RGU Sport, a non-financially supported partner provider also identifies concessions through the Access to Leisure Scheme, and provides discounted access to these concessions.

Council Services

The Childcare service has £20,000 per year integrated into its budget to support Access to Leisure. The Museums and Galleries service does not receive any additional budget to cover the cost of providing half price teas and coffees.

Financial Impact

Due to the complex nature of the way that the concessionary scheme is used and its perceived value or cost, it is very difficult to anticipate the financial implications of the proposed changes.

For example, it may be that as a result of a clearer package which is more effectively marketed, there is greater uptake of the scheme. Operators may perceive this to represent a greater cost to them, however for an activity such as swimming, where the pools are rarely full to capacity, there will arguably be no loss in income, but potentially greater income due to secondary expenditure. Also if participation levels increase, the cost per head for providing the service will decrease.

It is therefore recommended that the financial implications are closely monitored as the revised scheme is rolled out and the scheme is evaluated after a set period.

4. OTHER IMPLICATIONS

Legal Implications

The Council's legal agreements with Sport Aberdeen, Aberdeen Sports Village and Garthdee Alpine Sports requires these organisations to recognise and provide discounted charges for those registered with the Access to Leisure Scheme.

Equalities and Human Rights Implications

This report seeks to ensure greater equality of opportunity to access sport and childcare facilities for those whom cost or disability may be a barrier. An Equalities and Human Rights Impact Assessment has been completed in respect of this report.

Health Implications

This report seeks to increase opportunities for individuals in communities, for whom cost or disability may be a barrier, to improve their health and wellbeing chances through increased levels of physical activity and for those with

childcare responsibilities opportunities to contribute to the local economy and their local community through learning new skills and gaining employment.

Employee Implications

Staff training will be required for staff who are responsible for administering the system.

5. BACKGROUND/MAIN ISSUES

5.1 Background

Access to Leisure is the Council's concessionary scheme that offers discount to residents of Aberdeen who meet certain criteria, to sports facilities, childcare services, and some catering facilities. The scheme helps to realign resource to help to enable the most vulnerable to access services.

The current scheme has been in operation for a considerable time, and the review was commissioned to ensure that the scheme is fit for purpose into the future.

The detailed Review is attached as an Appendix to this report and contains 18 recommendations which have been summarised and identified as policy or operational as set out in the recommendations section of this report.

6. IMPACT

Corporate – This report relates to 'Aberdeen – the Smarter City' as follows:

- We will work with our partners to seek to reduce the levels of inequality in the city.
- 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.
- We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.
- We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the cultural economy.
- 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.

This report also relates to the Combined Community Plan and Single Outcome Agreement as follows:

Learning and Workforce: Reduced levels of unemployment

	Universal literacy Effective lifelong learning through vocational and academic education training from secondary school
Health and Wellbeing:	Reduced inequalities in healthy life expectancy and improved physical and mental health through increased physical activity. Improved mental and physical health and social inclusion of long term unemployed by equal access to employability opportunities
Older People	Older people in Aberdeen have increased independence More older people in Aberdeen are benefiting from "Active Aging"
Children & Young People:	Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible.
Priority Families	Communities demonstrate independence, resilience, confidence, self-esteem and aspiration. Preventative approaches reduce the number of families experiencing multiple and complex negative outcomes.
Target those most in need:	Deprivation is reduced, resulting in the closure of outcome gaps within Aberdeen's population.

Public - This report is likely to be of interest to the media and citizens of Aberdeen.

7. MANAGEMENT OF RISK

Risk will be managed through the implementation of a working group and robust evaluation process.

8. BACKGROUND PAPERS

9. REPORT AUTHOR DETAILS

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Review of the Access to Leisure Scheme (A2L)

Aberdeen City Council

Final Report

December 2013

Prepared by Strategic Leisure Limited

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Glossary

A2L – Access to Leisure

ACC – Aberdeen City Council

ALEO – Arms Length External Organisation

CHP – Community Health Partnership

DWP – Department of Work and Pensions

ESA – Employment Support Allowance

JSA – Job Seekers Allowance

RDS – Residents' Discount Scheme

SAM - Sport Aberdeen Membership

SIMD – Scottish Index of Multiple Deprivation

SOA – Single Outcome Agreement

SWF – Scottish Welfare Fund

UC – Universal Credit

1. Executive Summary

The Project

- 1.1 Strategic Leisure Limited (SLL) was appointed by Aberdeen City Council (ACC) in December 2012 to undertake a Review of the Access to Leisure Scheme (A2L). This scheme, which began in 1990, falls within the remit of the Education, Culture and Sport directorate who set the terms and conditions for the scheme eligibility.
- 1.2 The aim of undertaking the review of the A2L Scheme is to provide the required information to enable ACC to objectively justify and direct the level of subsidy necessary for the scheme, the eligibility criteria, and the scope of the current and any future offer including the option to withdraw the scheme.
- 1.3 The review will also identify the rationale for the continuation/cessation and/or development of the A2L Scheme.
- 1.4 This A2L Review was commissioned, and has been undertaken, in the context of significant cuts in public sector spending, particularly in relation to non-statutory services, of which leisure is one. It is highlighted that the review in Aberdeen is not linked to any specific identified budget reductions.

The Current A2L Scheme

- 1.5 The Access to Leisure (A2L) scheme, which is carried on the Council's Accord Card offers a discount to Aberdeen City Residents or pre-authorized groups/ organisations who are aged 60 years and over, and those who have either a disability, low income, or certain other categories, to all Sport Aberdeen facilities, Garthdee Alpine Sports Centre and the Aberdeen Sports Village.
- 1.6 A2L also offers a discount on Aberdeen City Council's childcare services for children under 12, including crèches, playgroups, after school and holiday clubs. In addition discounts can be obtained at the Aberdeen Art Gallery, Provost Skene's, and Maritime Museum Coffee Shops at certain times of the day. These facilities are managed internally as part of the City Council's portfolio of Cultural Services. In addition, residents with A2L cards are entitled to 10% discount on food and coffee in His Majesty's Theatre coffee shop, the Music Hall Coffee shop which are managed by Aberdeen Performing Arts.

Analysis of the Current A2L Scheme

- 1.7 Given that the existing A2L Scheme is taken up by approximately 57,500 residents, it is interesting to consider the breakdown of the current scheme take up:
 - 50,000 Aberdeen city residents automatically qualify for the Scheme, given that they are 60 years or over
 - All other users of the Scheme receive entitlement either for 3 months, 6 months or 12 months, dependent on which category of entitlement is appropriate
 - There are approximately 55,000 uses (ie not users, but individual use of the card for an eligible activity), of Access to Leisure entitlement per year across the City.
 - 4.3% of the current A2L usage is by those aged under 20 years; the majority of this usage is through children who are part of a family membership
 - 12% of the current A2L usage is by those aged 20-59 years; the majority of this usage relates to those who are eligible for A2L on a 'standard' basis ie those on a low income/in receipt of low income related benefits, or those with some form of disability. Of this usage, 18.63% is by families, and 67.65% is by other users.
 - 84% of the current A2L usage is from those aged over 60 ie 42,083 transactions. There is very low usage by those who require one to one assistance to use the sports and recreation facilities in the city (A2L assistance category).

- The take-up of the card from families on a low income tends to be higher in wards where a high incidence of disadvantage related to income has been identified ie the data zones discussed in paragraphs 3.18.
- 1.8 The current usage profile of the current A2L Scheme highlights that it is predominantly used by older people and families. It is clear that there is some usage by those with very significant disadvantages, but in the main the card appears to be financially benefitting those aged 60+ (by providing reduced access to activities such as golf), and those on a low income (which of course can relate to a myriad of different categories and timescales in itself). Whilst there is nothing at all wrong with this, there is potential to better target the subsidies provided to reach others living with disadvantage in the city, particularly given the changes to the national benefits system, which are being implemented from 1 April 2013.
- 1.9 There are some critical questions which are relevant to be asked, given that the cost of subsidy for the A2L Scheme usage is significantly more than the cost of its implementation. The questions this situation, and the overall user/usage analysis raises, include:
- Is the current A2L Scheme targeting the right people?
 - Are some of those entitled to A2L actually able to pay full price for the activities they access?
 - Should the ability to use A2L at both peak and off peak times for all activities be retained?
 - Are the eligibility criteria for A2L too wide?
 - Is continued implementation of the current Scheme actually sustainable given its cost?
 - Given the fact that the population is ageing, and the numbers of older people are rising, is 60 the right age to become automatically eligible for the A2L Scheme? This is already an issue in relation to eg golf, where the cost of providing subsidised golf is already the largest cost to the Scheme, and in 5 years, 50% of current golfers who pay full price will be eligible for the A2L Scheme, based on current criteria.
 - How can monitoring of the Scheme be improved, so that the correlation between user, activity and frequency can be better measured?
 - Could £100k per annum (provided to Sport Aberdeen) be more effectively used to facilitate participation in regular physical activity?
 - How much does ACC want to commit per annum to providing subsidised access to leisure?
 - What should the scope ie which activities of A2L be moving forward?
 - What level of subsidy should the A2L Scheme provide? (current saving to the individual is 50% on the full price, and swimming is free)
 - Is provision of the A2L Scheme actually increasing participation, or improving health at the moment?
 - Do those entitled to A2L maintain their participation in activities once their membership ceases?
 - Is there potential to target A2L usage more effectively to both generate additional revenue, whilst increasing participation, and addressing the barriers of cost?
- 1.10 ACC needs to be clear whether the aim of the A2L is simply to provide subsidised access to a range of leisure activities for those who otherwise might not be able to afford them, ie those in receipt of specific benefits, or whether the aim of A2L is to be more pro-active in terms of facilitating and encouraging regular participation in active recreation to address health issues ie more of an intervention in line with the new corporate and SOA priorities. The latter approach does not necessarily exclude those in receipt of benefits.
- 1.11 Moving forwards, the A2L Scheme would benefit from a clearer focus linked to defined outcomes, which themselves are better aligned to the new corporate and SOA priorities. The above analysis is not meant in any way as a criticism of the current A2L Scheme, which has clearly served, and is serving a purpose. However, the world has moved again since the current Scheme was established in 1990; in particular, the current financial challenges facing local government and the wholesale changes to the UK benefit system, plus the new strategic priorities for ACC mean that there is now an opportunity to re-visit A2L and ensure it is a Scheme 'fit for purpose', with tangible outcomes linked to local needs of city residents.
- 1.12 Other related points that are considered in this report include how, and where, an A2L Scheme would/should be marketed in the future? Some current users appear to be confused about what the

A2L Scheme is, and how it works, and there are clearly eligible individuals in the city who, for whatever reason, do not have/use their card.

- 1.13 Equally, the process of applying for A2L, and specifically, the format of existing forms needs to be reviewed, given their level of detail and complexity, and the fact that the eligibility criteria may change. If possible, forms should be shorter and simpler, with clearer requirements for the nature and level of information required. The detail and complexity of the existing forms could actually present a barrier to accessing A2L for those most in need.

A2L – Options for Future Scheme

- 1.14 It is clear from the analysis of the current A2L Scheme, and the other issues/factors looked at, as well as ACC's stated wish to review the current Scheme, that there are a number of options and opportunities for the A2L Scheme moving forward. This is a consequence of the changing circumstances in the DWP Benefits System, the new strategic priorities emerging for ACC, and the clear opportunity to align the A2L Scheme more closely to health improvement and increasing regular participation in active recreation.
- 1.15 The options for the A2L Scheme therefore are:

Table 1 A2L Options

OPTION	ACTION
OPTION 1	STATUS QUO
OPTION 2	CEASE OPERATION OF ANY ACC A2L SCHEME
OPTION 3	RETAIN A2L BUT CHANGE THE SCOPE OF THE SCHEME
OPTION 4	RETAIN A2L BUT CHANGE THE SCHEME SCOPE, AND TARGET THE SUBSIDY INSTEAD OF IT BEING A UNIVERSAL BENEFIT

- 1.16 Changing the focus of A2L as suggested could also have the benefit of promoting increased day time use of facilities, (except for families where children are at school), which could both increase participation, and generate income at times where facilities are not as busy as in the evenings. Clearly, there does need to be some access at peak times also eg swimming at facilities at family friendly times.
- 1.17 A further important issue that this report considers is how the A2L Scheme can contribute to health improvement across the city. Sadly, some older people, and those who have a low, or insufficient income are also likely to experience health issues due to poor or inadequate diets, and there may also be others in the city who would benefit from regular participation in physical activity to improve health. This review also considers of how the A2L Scheme can best help people with poor health, and/or long term health limiting conditions. This requires both specific criteria and careful consideration of eligibility criteria, given the national changes that have been implemented. It will also need close monitoring to enable assessment of whether outcomes are being achieved.
- 1.18 Some access to leisure schemes have achieved this dimension by linking to GP Referral Schemes, and this could also be an option for ACC.
- 1.19 Changing the scope and focus of the ACC A2L Scheme will require a shift in both marketing and administration. Making the Scheme more targeted means that its existence, benefits and use need to be promoted very clearly to those who are eligible for it, together with an explanation of how, where and for what it can be used.
- 1.20 The application process for a more targeted card is likely to need to change too; there may be potential to simplify the process and link it to the actual benefit system, in that once an individual has been assessed and given eg low income support under one of the new categories, he/she is automatically also given

A2L entitlement. This would send a clear message about the purpose and aim of the A2L Scheme as opposed to it being predominantly an age related benefit.

- 1.21 Given that politically it will not be simple to change the A2L Scheme and some resistance is to be expected, particularly from those aged 60 plus, it might be prudent not to change the range of activities which can currently be accessed. However, over time it may be that it is access to participation in active leisure that becomes the focus of the Scheme, as opposed to discounted drinks. However, there is potential to provide activities, followed by refreshment which would deliver both health and social interaction benefits, and again would help to re-enforce the fact that the A2L Scheme is about facilitating access to regular activity, not just providing discounted coffee.
- 1.22 Retaining access to discounted childcare to facilitate participation in regular physical/training/learning/work activity is important as that will help improve both an individual's and the general community's health and economic position.
- 1.23 The cost to ACC of operating the new A2L Scheme will not necessarily change, but these changes are likely to make the overall Scheme more sustainable in the long run, because the number of participants receiving discounts will reduce if the age entitlement is removed. This means ACC can be seen to be clearly targeting its resources in line with its corporate and strategic priorities, to address and tackle inequalities, whilst facilitating improved quality of life and health improvement in its community. There should be a reduced operational cost to the scheme, which also means that ACC's partners, Sport Aberdeen and the Aberdeen Sports Village should be able to focus on developing more targeted activities, appropriate to the participants being supported, in line with the Scheme's aims, as opposed to simply implementing discounts on existing activities.
- 1.24 Based on the review of the current A2L Scheme, the consultation, comparison and analysis undertaken, it is clear that there is significant opportunity to change the focus and scope of the card, not because it is not working, but because ACC's corporate and strategic priorities have changed, and the Scheme therefore needs to re-aligned, to ensure it contributes to the agreed way forward.
- 1.25 The national change in the benefit system provides a further driver for change, to ensure that the A2L Scheme supports those most in need. There are a number of recommendations for a new A2L Scheme, which reflect these changes. These are:

Recommendations

Recommendation 1 (R1) – To confirm the requirement to have a scheme in Aberdeen that seeks to reduce health and wellbeing inequalities in Aberdeen.

Recommendation 2 (R2) – The ACC A2L Scheme is re-aligned to fit with, reflect and contribute to, appropriate corporate, strategic and SOA priorities, linked to reducing health and wellbeing inequalities within the city.

Recommendation 3 (R3) – Eligibility for discounted tea and coffee should be removed from A2L;

Recommendation 4 (R4) – The aim of the new A2L Scheme should be to facilitate access to increased regular participation in health and well-being for those for whom affordability, or disability is a barrier.

Recommendation 5 (R5) – The current A2L Scheme is revised and re-launched as a more focussed and targeted subsidy, based on re-dressing inequalities, improving quality of life and community health. ie implement Option 4.

Recommendation 6 (R6) - The new A2L Scheme criteria should reflect the Welfare Reform (due to be implemented from 2017) and the new benefit system to support those on a low income, in job training schemes, or on tax credits, plus local priorities to

support those on low incomes/out of work. The recommended eligibility criteria are:

- Job Seekers Allowance (JSA),
- Employment Support Allowance (ESA),
- Employment Support Allowance (ESA) Support Group,
- PIP
- Job Training Programmes and Tax Credits,
- Individuals in receipt of Council Tax Reductions,
- Individuals in receipt of Housing Benefit,
- Individuals in receipt of the Guarantee Element of Pension Credit,
- Young People on Passported Benefits eg free school meals, educational grants

Recommendation 7 (R7) – The new A2L Scheme should retain provision of subsidised childcare.

Recommendation 8 (R8) – The new A2L Scheme should also facilitate access to regular participation in physical activity for all those with a physical or learning disability. Evidence of disability must be provided eg written confirmation of disability support.

Recommendation 9 (R9) - The new A2L Scheme should be linked to a GP Referral Scheme, but registration for this is a separate process, reflecting a health need, as opposed to the need for financial support (although it is recognised the two may not be mutually exclusive), supported by a GP's signed medical assessment.

Recommendation 10 (R10) – The A2L Scheme is no longer a universal benefit at 60; consideration is given to link the entitlement age to the national retirement age, which is due to increase over time.

Recommendation 11 (R11) – Prior to implementation of the above changes, ACC undertakes detailed work on the impact of the changes; this report cannot cover them due to data protection issues on individuals' information. An alternative would be use the comparative data collated as part of this work on other existing access to leisure schemes.

Recommendation 12 (R12) – A new, more targeted and integrated approach to marketing is adopted, focussing on those who will be entitled to A2L membership, with clear explanations of what the card is for, when and where. If possible, A2L should be offered as part of overall/one stop shop approach to supporting individuals requiring benefits.

Recommendation 13 (R13) – The application and administrative process for the A2L Scheme is simplified and if possible, directly linked, at local level, to the benefit assessment process, to assist in both implementation and Scheme use, but also to help change the perception of what A2L is about.

Recommendation 14 (R14) – A new monitoring approach is developed for the new A2L Scheme so that the outcomes achieved can be clearly understood. Critically, a means of correlating the individual user with the activity in which they participate, and the frequency thereof, is required if health and quality of life benefits are to be tangible.

Recommendation 15 (R15) – In implementing the new A2L Scheme, consideration is given to the times at which the activities are available. It is recommended that provision of A2L should be at off peak times only, to focus the benefits on those to whom they are targeted. The one exception to this should be family swimming which should be available to A2L car holders at specific times during peak periods.

Recommendation 16 (R16) -Equally the range of activities offered, and the level of subsidy offered also need further consideration eg Free swimming should be changed to the introduction of a minimal charge. The aim should be to encourage regular participation in physical activity, to maintain the positive benefits of social interaction, alongside physical activity.

Recommendation 17 (R17) – A2L should be available at all ACC leisure facilities in the City, including Learning Centres, Sport Aberdeen Facilities, the Aberdeen Sports Village, and Garthdee Alpine Sports Facility; its usage should be consistent across all these facilities in terms of user eligibility, times of access, available activities etc.

Recommendation 18 (R18) -Implement the new scheme on a phased basis, taking into consideration individuals who have a current entitlement, but who would not be entitled under the new scheme criteria.

2. Introduction and Background

- 2.1 Strategic Leisure Limited (SLL) was appointed by Aberdeen City Council (ACC) in December 2012 to undertake a Review of the Access to Leisure Scheme (A2L). This scheme, which began in 1990, falls within the remit of the Education, Culture and Sport directorate who set the terms and conditions for the scheme eligibility.
- 2.2 This A2L Review was commissioned, and has been undertaken, in the context of significant cuts in public sector spending, particularly in relation to non-statutory services, of which leisure is one. It is noted that Aberdeen City Council did not commission the review as part of any specific identified planned budget reduction.

Project Background - The A2L Scheme

- 2.3 Aberdeen District Council originally approved the A2L Scheme in January 1990, with an implementation date of April 1st 1990. The A2L Scheme widened the categories of groups eligible for concessions at District Council leisure facilities, and at the same time extended the concessions available to these groups. It built on the previous and original A2L Scheme developed with a very specific focus, to provide reduced cost access to swimming for the unemployed.
- 2.4 The 1990 scheme was devised in line with the recommendations outlined by the Audit Commission's report and the Scottish Sports Council's "Sports 2000" Strategy.
- 2.5 The main aims and objectives of the 1990 Scheme were:
- to eliminate the cost barrier to participation in sport and leisure activities
 - designed to encourage greater participation in sport and leisure by specific groups other than those with a disability, at a reduced cost
 - to provide equal opportunities and encourage greater participation in recreation by specific target groups within the City of Aberdeen
- 2.6 Scheme eligibility in 1990 included:
- Financially Disadvantaged Groups and those with a Disability
 - Original scheme Applicants be resident in Aberdeen City, and in receipt of one of the following benefits:
 - Income Support (Individual or family) Unemployment Benefit
 - Family Credit Invalidity Benefit
 - Disability Benefit
 - Reduced Earnings Allowance
 - Severe Disablement Allowance Mobility and Disablement Allowance Invalid Care Allowance
 - Senior Citizen
 - Widows' Benefit/Widowed Mothers Allowance
- 2.7 The original A2L Scheme Card Holder Entitlement 1990 - 1991 (Source: Arts and Recreation (Sports) Sub Committee 2nd November 1990 Appendix II) allowed for discounted access to the following activities:
1. **Swimming** - Free at all times - Reduced rates for: Jacuzzi, Bath/Shower Turkish/Sauna and Fitness Suite.
 2. **Sports Centres** - 50% reduction between 9 a.m. - 5 p.m. Monday - Friday
 3. **Golf/Bowling/Tennis** - Monday to Friday up to 5 p.m. 75% reduction
Monday to Friday July/August up to 5 p.m. 50% reduction
All other times including Local Public Holidays Normal Charge

Season Ticket Holders 50% reduction

4. **Park Facilities** - 50% reduction
 5. **Bon Accord Centre** Indoor Bowling - 50% reduction
- 2.8 The cost of membership for the 1990 A2L Scheme was Adult £1, Family £2.50 ie 2 adults, 2 children.
- 2.9 Following implementation of the 1990 A2L Scheme, the Council developed its Accord Card. This card, which covers a number of services including free bus passes, is an entitlement of all Aberdeen City Council area residents. The AC Accord Scheme Operational Progress Report, 17 June 2008 stated:
- “ It has long been the intention of the Council to move Access to Leisure entitlement from a paper based system to an electronic system utilising the Accord card.”
- 2.10 This aim was discussed and implemented and at the same time as transferring Access to Leisure entitlement to the Accord/National Entitlement Card, the opportunity was taken to review some of the policies governing the Access to Leisure Scheme. The key changes were that all charges associated with the scheme were abolished, and those people aged 60 years and over were given entitlement to lifetime membership.
- 2.11 Access to reduced cost childcare in the Council’s Community Learning Centres was introduced from 1 April 2012 (prior to this date reduced costs childcare was only available for crèches in sports centres). The discounted coffee is available at a number of different outlets in Aberdeen city, including leisure facilities. This option was introduced prior to 2011.
- 2.12 Since the A2L Scheme was first introduced, it has facilitated access to activities at both peak and off peak times.

The Current A2L Scheme

- 2.13 The day-to-day operation and administration of the A2L Scheme falls within the scope of the Accord Card team. The Accord/National Entitlement Card is the Aberdeen City Council smartcard scheme which delivers a variety of local and national services, including the Residents’ Discount Scheme, cashless catering and vending at secondary schools, Sport Aberdeen SAM fitness membership, Sport Aberdeen Golf Membership, access and membership card to the Aberdeen Sports Village, Scotland-wide free bus travel for the elderly and disabled people, Young Scot, concessionary travel for 16-18 year olds, library membership, A2L and e-money purse delivered with sQuidcard Ltd.
- 2.14 The Access to Leisure (A2L) scheme offers a discount to Aberdeen City Residents or pre-authorised groups/ organisations to all Sport Aberdeen facilities and the Aberdeen Sports Village for those aged 60 years and over, and those who have either a disability, low income, or certain other categories.
- 2.15 A2L also offers a discount on Aberdeen City Council’s childcare services for children under 12, including crèches, playgroups, after school and holiday clubs. In addition discounts can be obtained at the Aberdeen Art Gallery, Provost Skene’s, and Maritime Museum Coffee Shops at certain times of the day. These facilities are managed internally as part of the City Council’s portfolio of Cultural Services. The ability to purchase discounted coffee is particularly favoured by older people entitled to A2L, and the social dimension afforded by this discount is important. In addition, as residents, those with A2L are entitled to a 10% discount on food and coffee in His Majesty’s Theatre coffee shop, and the Music Hall Coffee shop.
- 2.16 At present, ACC has a number of agreements with delivery partners to offer Access to Leisure. These agreements outline the Council’s expectations relating to A2L. One organisation receives a specific

subsidy in addition to their core grant funding which helps to offset the cost of the implementation of the scheme.

- 2.17 Sport Aberdeen and Garthdee Alpine Sports are both ALEOs (Arms Length External Organisation) of Aberdeen City Council, and Aberdeen Sports Village is a Joint venture Partnership with the University of Aberdeen.
- 2.18 There are approximately 57,500 citizens with Access to Leisure entitlement, with 50,000 qualifying as they are 60 years or over. The entitlement is securely carried electronically on the Accord Card, with entitlement being displayed when the card is placed on a card reader.
- 2.19 Customers can apply for A2L at libraries, customer access points and the Customer Service Centre at Aberdeen City Council's headquarters, Marischal College. Those 60 years of age and over receive Access to Leisure entitlement for life, whilst those under 60 receive entitlement either for 3 months, 6 months or 12 months, dependent on which category of entitlement is appropriate. Group A2L is also available to eligible groups, as is a family membership.
- 2.20 There are approximately 55,000 uses of Access to Leisure entitlement per year across the City.

Aim of A2L Review

- 2.21 The aim of undertaking the review of the A2L Scheme is to provide the required information to enable ACC to objectively justify and direct the level of subsidy necessary for the scheme, the eligibility criteria, and the scope of the current and any future offer including the option to withdraw the scheme.
- 2.22 The review will also identify the rationale for the continuation/cessation and/or development of the A2L Scheme.

Scope of A2L Review

- 2.23 The scope of the A2L review is summarised below:
- A comparative assessment/benchmark of the scheme in relation to the offers provided by other schemes of a similar nature within the United Kingdom, in particular highlighting areas of good practice
 - Analysis of and comment on the eligibility criteria and the pricing/subsidy levels of the current scheme
 - A consideration of potential to expand the scheme, where appropriate, with an analysis of the cost implications
 - A consideration of the impacts upon the current service agreements held by A2L delivery partners and any financial implications of changes to the scheme

Our Approach

- 2.25 The approach taken to undertaking the A2L review has included the following tasks:
- Review of the existing A2L Scheme
 - Consultation with internal ie ACC Stakeholders
 - Consultation with external stakeholders
 - Consultation with a sample of A2L users
 - A comparative analysis of other relevant and similar access to leisure schemes
 - Identification of the key issues and opportunities for the ACC A2L Scheme
 - Development of recommendations for the way forward for the future A2L Scheme

3. Strategic Context

- 3.1 In order to appreciate the development of the A2L Scheme, its current focus and operation, and critically what its future role might be, it is important to understand the local context, and in particular the priorities of ACC and its partners, and the demographic profile of Aberdeen. Clearly, any scheme aimed at benefiting local residents should be aligned with identified priorities for that community, to ensure that a future A2L contributes to desired outcomes.
- 3.2 The key strategic priorities for the City and its wider area are summarised below.

Draft Five Year Business Plan - Aberdeen City Council 2013/14 - 2017/18

Vision and Strategy

- 3.3 Aberdeen City Council (ACC) and its community planning partners are committed to improving the City for the people who live and work there, and visit it. The Aberdeen 2022 Vision for the City has been tried and tested by a wide section of civic Aberdeen and its communities. The vision is seen as highly aspirational and challenging, but because of this it will act as a real catalyst for change.

‘Aberdeen 2022, the City we all love to live in’

- 3.4 This vision has been jointly developed by the Council and:

- NHS Grampian
- Aberdeen Council for Voluntary Organisations
- Grampian Fire and Rescue Service
- Grampian Police
- Aberdeen Civic Forum
- Aberdeen City and Shire Economic Future

- 3.5 One of the central strands of this vision is the need to address inequalities, including health, and to focus interventions on prevention. This is clearly a key priority to which the A2L Scheme should be aligned in the future.

- 3.6 The Council’s Vision is:

“Aberdeen - the smarter city”

- 3.7 Aberdeen City Council is working to support:

An ambitious achieving, smart city, which:

- Develops an economy based on knowledge and innovation,
- Encourages more efficient use of greener resource which generates a competitive economy,
- Uses technology and data to enable informed decisions to be taken,
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens

- 3.8 ACC wants its citizens to recognise this and play their part in taking it forward. ACC will ensure all citizens are encouraged and appropriately supported to make their full contribution.

- 3.9 The key strategic priority under which the A2L Scheme sits is:

Smarter Living Quality of Life - Challenging inequality and positively promoting wellbeing; building on cultural and physical activity.

- 3.10 The priority theme objectives are met by the service provided and the priorities under Smarter Living Quality of Life are:
- Enhancing the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self esteem
 - Seeking to reduce the levels of inequality in the city and planning with key partners to try to ensure welfare reform does not increase the inequality gap
 - Improving access to, and increasing participation in, arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities
 - Aspiring 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.
 - Promote and improve opportunities for physical activity and sport to enable Aberdeen's visitors and citizens to lead more active healthier lives

New Community Plan and new Single Outcome Agreement April 2013

- 3.11 ACC and its partners are currently developing both a new Community Plan, and a new Single Outcome Agreement (SOA), which will become policy in 2013.
- 3.12 The key focus of both these strategic documents is equality, and the implementation of preventative actions related to health and the ageing population, to reduce the future cost to the public purse.
- 3.13 The new Single Outcome Agreement (SOA) has a 10 year Vision, a 5 year Action Plan, and Outcomes which need to be achieved by agreed deadlines. The SOA is reviewed annually.
- 3.14 Amongst the key challenges identified are:
- A projected increase in the numbers and proportion of the population over 65;
 - Areas of multiple deprivation which correlate to negative personal outcomes in:-
 - economic activity;
 - health;
 - offending;
 - substance mis-use.
 - A projected skills and labour shortage;
 - Increasing traffic on strategic routes and increasing congestion.
- 3.15 Community Planning Aberdeen recognises that these challenges are complex and, in many cases, the solutions are interrelated. These cannot be tackled by one organisation alone. Shared responsibility and shared action is needed to improve these outcomes.
- 3.16 The focus of the SOA for the next 5 years has been identified as follows:
- Whilst the economic health of the city is good, future growth is key to creating communities which aspire to, and can achieve, an increased quality of life;
 - Whilst the city is successful at creating jobs, a significant shortage of skilled workers is projected. At the same time, sections of the city's population remain outside the jobs market;
 - Inequalities exist across the city and evidence shows correlation between circumstances (both geographic and demographic) and negative outcomes including in:-
 - economic activity;
 - health;
 - offending;
 - substance mis-use;
- 3.17 In tackling the priorities set out in this SOA, collaborative work will be required to target resource and activity in ways which reduce these inequalities;

- Whilst the causes and manifestations of inequality are complex, addressing these through targeted support in the early years of children's lives can help improve outcomes;
- With projected increases in population, an effective and balanced transport infrastructure will make the city easy to get around, whilst underpinning economic growth and supporting healthy living;
- The city, in common with the rest of the UK, will face significant challenges in managing projected increases in the proportion of the population over 65, 75 and 85 years of age.

3.18 The SOA relate directly to the existing, and any future A2L Scheme. These are:

- Active ageing
- Positive change through health improvement
- Increasing participation in physical activity
- Improving life chances of young people by giving them a better start in life

The Welfare Reform Act 2012

3.19 The UK Welfare Reform Act 2012 will introduce significant changes to the welfare system. Although welfare is a reserved matter for UK Government, some measures impact on devolved services delivered by the Scottish Government and local authorities such as Health, Social Care and Housing. The Scottish Government is working with our stakeholders, partners and the UK Government to understand the impact of these reforms on people and services in Scotland.

3.20 The UK Government introduced the Welfare Reform Act 2012 in April 2013; this will see significant changes to the welfare system which will impact on people and policies in Scotland. The Act, amongst other measures:

- Introduces **Universal Credit** (UC), a new, integrated, working age benefit that will replace a number of existing benefits including Income Support, Job Seekers Allowance and Tax Credits.

- Abolishes **Council Tax Benefit** from April 2013. Funding for this support will instead be given to the Scottish Government and administered by local authorities.

- Abolishes discretionary **Social Fund** payments. Funding for Community Care Grants and Crisis Loans for Living Expenses will instead be transferred to the Scottish Government from April 2013.

3.21 On 22 December 2011, the Scottish Parliament took the unprecedented step of partially refusing legislative consent for those parts of the UK Welfare Reform Bill relating to elements of UC and PIP. This resulted in the Welfare Reform (Further Provision) (Scotland) Act 2012 which was introduced in March 2012 and gives Scottish Ministers powers to make changes to Scottish legislation relating to passport benefits, so that these could operate under the new benefits regime.

3.22 Department for Work and Pensions (DWP) is abolishing the discretionary social fund and transferring funding for Community Care Grants and Crisis Loans for living expenses to the Scottish Government from April 2013. The successor arrangements to Crisis Loans for Living Expenses and Community Care Grants will be a national scheme delivered through Local Authorities called the Scottish Welfare Fund (SWF). The SWF will run for a period of around 2 years from April 2013. A longer term arrangement will be informed by a review of the interim arrangements. The intention is to set out the permanent scheme in legislation.

3.23 The SWF is intended to:

- provide a safety net in an emergency when there is an immediate threat to health and safety (Crisis Grants)

- enable independent living or continued independent living, preventing the need for institutional care (Community Care Grants).

Demographics

3.24 Understanding the demographic profile of the City, now and in the future is also relevant to any future A2L Scheme, given that the initiative is aimed at increasing participation in active recreation by reducing the barrier of cost for a number of identified disadvantaged groups. Clearly a scheme targeting specific groups and disadvantages should be relevant to the issues there are at local level, and should be able to demonstrate in relation to the City's population, how it is helping to address these.

3.25 Table 1 below shows the estimated Aberdeen City Population by age group, as at 2011:

Table 1 Estimated population of Aberdeen City, by age group, 2011

Age group	Male pop. Aberdeen	Female pop.	Total pop. of Aberdeen	% of total pop. of
0-15	17,883	16,833	34,716	15.7%
16-29	25,273	26,620	51,893	23.5%
30-44	25,161	21,624	46,785	21.2%
45-59	21,104	21,278	42,382	19.2%
60-74	13,730	14,935	28,665	13.0%
All ages	109,253	111,167	220,420	100.0%

(Source: Aberdeen City Council Demographic Fact Sheet 2012)

3.26 Table 2 shows the estimated population projections by age group to 2035:

Table 2 Projected population, by age group, in Aberdeen City, 2010-2035

Age group	Base year	Projected years				
	2010	2015	2020	2025	2030	2035
0-15	34,036	37,040	41,022	43,021	43,155	42,362
16-29	50,573	49,760	45,358	44,996	47,847	51,525
30-49	61,210	66,735	73,723	78,654	79,666	77,112
50-64	39,196	40,852	42,487	42,263	43,689	48,889
65-74	16,217	18,827	21,324	22,762	24,641	24,915
All ages	217,120	229,935	241,391	252,347	262,361	271,705

(Source: Aberdeen City Council Demographic Fact Sheet 2012)

Deprivation

3.27 The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying small area concentrations of multiple deprivation across Scotland. It is based on the small area geography known as *data zones*, which enables users to compare relative deprivation at a small area level. There are 6,505 data zones in Scotland and 267 in Aberdeen, with an average population of around 815 per data zone.

3.28 Despite Aberdeen being a relatively affluent City, there are small but very significant areas of deprivation. The SIMD 2012 results show that:

- 22 Aberdeen data zones are among the most deprived 15% of all Scottish data zones.
- Aberdeen's 22 deprived data zones account for 2.3% of all deprived data zones in Scotland.
- Based on population, Aberdeen has the 16th highest rate of deprivation in Scotland, equivalent to 1.01 deprived data zones per 10,000 residents.
- Aberdeen's 22 deprived data zones have a population of 16,723, 7.7% of the city's total population.
- The most deprived data zone in Aberdeen is S01000060, which is in the Torry neighbourhood. It is ranked 221st out of Scotland's 6,505 data zones.

- Most of the deprived data zones are located in the seven priority neighbourhoods, – Tillydrone, Middlefield, Torry, Woodside, Seaton, Cummings Park and Northfield, although there are also two in Mastrick and one in Stockethill.
 - The domains with the most deprived data zones are Crime (49 Aberdeen data zones in the most deprived 15% in Scotland), Health (48) and Housing (41).
- 3.29 The changes between the SIMD 2009 and 2012 show the largest decreases were in the Employment and Income domains. In Employment, the number of deprived data zones was down from 24 to 14 between SIMD 2009 and SIMD 2012, a fall of 42%. While in Income, the decrease was 33%, down from 18 to 12 data zones. Because these two domains are highly-weighted, they had a significant impact on the overall reduction in deprivation in Aberdeen. There were also decreases in the Crime and Education, Skills & Training domains.
- 3.30 The largest increase was in Health, where the number of deprived data zones rose from 44 to 48 in SIMD. Along with North Ayrshire and East Ayrshire, Aberdeen had one of the highest increases in deprived data zones in this domain between SIMD 2009 and SIMD 2012. There are 10,000 people living in the City area who are on health-related benefits.
- 3.30 The overall level of deprivation in Aberdeen remains much lower than many Council areas, particularly those in the Central Belt. However, 22 data zones in Aberdeen are among the most deprived in the whole of Scotland, and these data zones have a total population of almost 17,000.
- 3.31 21 of Aberdeen's most deprived data zones were also in the most deprived 15% of Scottish data zones in SIMD 2009. This indicates a significant core of multiple deprivation in the City.
- 3.32 The main changes between SIMD 2009 and SIMD 2012 are the decreased number of deprived data zones in the Employment and Income domains, which could indicate a degree of resilience in the local economy to the economic downturn compared to most other areas. The only noteworthy negative change was in the Health domain.
- 3.33 It should be noted that the SIMD identifies **areas** of multiple deprivation. However, not everyone living in a deprived area is deprived, and not all deprived people live in deprived areas. Even in the least deprived parts of Aberdeen, some households will have levels of relative deprivation that are comparable with households in areas that are among the most deprived in Scotland.

Gender Audit of Statistics in Aberdeen - Comparing the position of men and women (Aberdeen City Council June 2012)

- 3.34 The following is a summary of the Gender Audit of Statistics in Aberdeen - Comparing the position of men and women (Aberdeen City Council 2012); the findings of this study should be reflected in any future Access to Leisure Scheme:
- In 1991, the female population was 6.3% greater than the male population, however by 2010 that had decreased to 2.0%.
 - Life expectancy at birth in Aberdeen is 76.3 years for males and 80.9 years for females, based on 2008-2010 data.
 - At the time of the school census in 2011, there were 21,204 pupils attending local authority primary and secondary schools in Aberdeen. Girls account for 48% and boys account for 52% of the school population.
 - The earnings gap between full-time male and female employees in Aberdeen was £1.90 per hour in 2011 with men earning £15.46 per hour.
 - In Aberdeen, employment rates for males are significantly higher than for females. In the year ending March 2011, the rates were 81.3% for males compared to 71.6% for females.

- Women made up the majority of those in receipt of Income Support (61%), while men were the majority of Jobseeker's Allowance recipients (69%).

Aberdeen Community Health Partnership Report 2008

Mortality

- 3.35 Rates of all-cause mortality (all ages) and mortality from stroke (under-75s) in Aberdeen are significantly better than Scotland as a whole. Early mortality rates from heart disease and cancer are not significantly different to Scotland as a whole.

Substance Use

- 3.36 An estimated 26.5% of adults smoke, compared to 27.3% in Scotland as a whole. There have been 206 alcohol related deaths in the last five years, a death rate significantly better than (below) the Scottish average, whilst the proportion of the population hospitalised for alcohol related and attributable causes is significantly worse than average. The proportion of the population hospitalised for drug related conditions is also worse than average, with 949 patients discharged from hospital over the last three years.

III Health & Injury and Mental Health & Function

- 3.37 For patients with heart disease and stroke, the proportions of the population hospitalised are significantly better (lower) than the Scottish average. However, for emergency admission patients, road traffic accident casualties, and unintentional injuries in the home for patients aged 65 and over, the CHP is significantly worse (higher) than average. Expected years of life in good health are 67.8 for males and 72.1 for females (Scotland 66.3 and 70.2 respectively). With the exception of the death rate from suicide, which is not significantly different to the Scottish average, Aberdeen CHP is significantly better than the Scottish average for all mental health and function indicators.

Population of Older People in Aberdeen (August 2012 Aberdeen City Council)

- 3.38 The following is a summary of the profile of older people in Aberdeen:
- In June 2011, an estimated 32,354 people in Aberdeen were aged 65+, representing 14.6% of the city's total population
 - The proportion of Aberdeen's population aged 65+ is the fourth lowest in Scotland, after Glasgow, West Lothian and Edinburgh
 - Women account for 58% of Aberdeen's 65+ population
 - There are twice as many women than men aged 85+
 - In the 10 years from 2001 and 2011, Aberdeen's 65+ population is estimated to have fallen by 88, from 32,442 to 32,354, however, the 85+ population grew by 13% - three times the rate of growth seen in the city's total population
 - The city's 65+ population has been very stable for many years. Since 1981, it has fluctuated between 30,500 and 32,500
 - Although the overall 65+ population has remained stable, there has been a growth in the number of people aged 85+ within that wider age group
 - At neighbourhood-level, the 65+ population ranges from 6.1% of the total population in George Street to 23.6% in Hazlehead
 - Projections produced by National Records of Scotland show Aberdeen's 65+ population rising by almost 20,000, from 32,105 in 2010 to 51,817 in 2035
 - Aberdeen's 85+ population is projected to increase by 120% over the same period

- The number of males aged 65+ in Aberdeen will increase by more than three-quarters by 2035, compared with the female growth rate of just under 50%
- Based on projections by National Records of Scotland, there will be 16,600 single person households in Aberdeen in 2035 where the householder is aged 65+
- There will be just over 5,000 single person households where the householder is 85+, more than double the 2010 total
- Life expectancy for people in Aberdeen aged 65 is 16.96 years for males and 19.31 years for females.

Fit for the Future 2009 - 2015 (Aberdeen City Council)

3.39 The vision for sport and physical activity in Aberdeen is:

“More People More Active More Often”

Fit for the Future has five key areas of activity and sets objectives to:

1. Promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen.
2. Provide a comprehensive and high quality range of sports facilities in Aberdeen.
3. Maximise the social, educational, health and economic benefits of sport and physical activity in Aberdeen.
4. Develop and sustain pathways which nurture local, regional and national sporting people to reach their potential.
5. Raise the profile of sport in Aberdeen.

Fit for the Future acknowledges that there are a number of challenges in getting more people to be more active more often.

The challenges for increasing participation in sport and physical activity are as follows:

- Technological advances have led to a shift towards sedentary recreational activities such as home computing and game stations.
- Inactivity and a poor diet are leading to increased levels of obesity; this and the associated health problems is a disincentive to start a more physically active lifestyle.
- Preventing participation drop off amongst young people, especially young women, who statistically tend not to sustain their participation into adulthood
- Encouraging all communities to participate involves catering for physical and cultural access needs of very diverse communities including: older people; children and young people; areas of social and economic deprivation; black and ethnic minority communities; women; lesbian, gay, transgender and bisexual communities; and people with disabilities and health issues.

3.40 Building on current initiatives to address the above barriers to participation will involve supporting emerging forms of participation, supporting grassroots sports clubs, ensuring the programming of facilities maximises access by as many communities as possible and training specialist coaches to deliver sporting activities to residents with a variety of different needs.

Public Equalities and Access Questions Aberdeen City Council 2012

3.41 The Equalities Strategists at Aberdeen City Council undertook public consultation on equalities and access issues in 2012. The results from respondents that impact directly on leisure facilities and services, and therefore are potentially areas to be addressed through an A2L Scheme are:

- Leisure centres are prohibitively expensive
- I was disappointed that there weren't any facilities for women only sessions with a female lifeguard. When I asked if this could be organised, there was no sympathy or willingness to do so!
- More accessibility for leisure activities

- Providing unisex changing facilities (and/or advertising these if they already exist) at sport and leisure centres.
- Need positive role models in sport
- They do not advertise whether a disability can be accommodated. We are a huge group of society and although we may be disabled we still want to be able to enjoy our lives. The idea of being able to take a carer in without them having to pay (as in both the cinema, football etc) would be ideal. This way the staff are able to go about their normal duties without having to help me. Facilities for disabled - I am on crutches and therefore cannot access the pool, if they were more accessible to people with disabilities. There are no fully accessible changing rooms in swimming pools in the City. There is a lack of disabled sports such as SOMA or accessible Boccia for people with disabilities in the leisure centres Better public access Ease of access them being more accessible to NON regular users without making them feel as incomers to the sport or facility.
- It is not just the cost of getting into these places but also purchasing the necessary clothing/footwear that might be needed. I would love to become fitter by going to the gym, swimming pool or attended fitness classes but financially it is impossible. Cheaper Can be expensive Cheaper costs cheaper entrance (discount for police employees etc) & Cheaper access to university facilities for people in the local community cost less, or there were discounts available. They are too expensive. I have moved from Edinburgh where I could book a hall in the community centre for £15 to play five a side football. No additional fees were charged above this i.e. no membership fees, discounted sessions, Better deals for those living within the city, more corporate offers ie Westhill pool is my closest pool if Grampian Police were offered corporate deal I would buy a yearly pass! Special offers giving money of the entry price, BETTER FACILITIES, CHEAPER ENTRY Cheaper prices.
- Cheaper prices cheaper Lower entry fees for families; cheaper prices and more public opening times cheaper price for swimming. Lower prices. Very keen on tennis but only play outdoor over the summer. Indoor prices are excessive cheaper swimming lesser admission fee keeping the prices low, so that they are not a luxury but part of every day life more affordable prices for those on low incomes. Taster sessions for those less athletic/sporty without feeling so self conscious If they were cheaper prices and flexible times as I work 4 days a week.
- better advertisement of what is available in the local community centre better advertised activities better publicised programmes Better publicity of class times, More information available more information was readily available to let you know what is going on at these leisure centres I am never certain when the pools are open, knowing what is available More information about ,intend to start swimming - finding pool timetable easily would help and info on that about changing rooms and lockers More readily available information about activities and services If Aberdeen actually made some effort, as much as they do for football, to promote other sporting events such as the Union Street mile THIS would encourage society to engage in sport, even watching it to increase a community understanding of sport and competition. Aberdeen's small slice of the hype that was created from the Olympics.
- More accessible classes. Everything is geared towards hearing people with little regard for deaf people. Deaf people need communication support to take part in some sports/leisure activities - BSL/English Interpreters, Electronic Note takers, etc. The North East Sensory Service in John St, Aberdeen can advise on how to make organised sports/leisure classes and activities more accessible for deaf people. Information about these things needs to be accessible too and advertised in the places that deaf people get their information from. More classes
- More adults only sessions more adults only/public sessions at times that are suitable to me would encourage me to use these facilities more there should be times when the entrance is for adults and other times when children are allowed, too. Adult only sessions before work and in the evening, Sessions for over 50s only.
- MORE disabled sports in the evening within Aberdeen city would be great. Apart for football and boccia there are very few sports that encourage people with learning disabilities ,,,,seems to be more geared up towards people with physical disabilities
- More Women only sessions - with a lady lifeguard (particularly for Muslim females), at gyms/ swimming pools women, during the daytime whilst my kids are at school
- Tailored activities: Activities more suited to people with limited mobility; any for my age group similar Age group classes More Group Sessions for older people more time allocation for access by seniors more classes for older working lady The equivalent of classes for the terrified for beginners

or people with disabilities in my case. Private sessions for people with disabilities I'm disabled and don't have a lot of use for the type of services provided. I have limited mobility so less able to access

- Timings of activities Swim sessions that tie in with finishing work. Sports/activities available at times I could manage single parent so it is very important that I can have activities during school day rather than evenings or weekends review of opening times convenient times better opening times/availability, I have researched some recently but find the time tables for some facilities quite restrictive. Greater options out of working hours more convenient times for full time workers. Times to suit me the local pool doesn't open to the public until 8am which is no use for those who work during the week. Open for longer hours opening hours for shift pattern workers. Many organised activities this I would like to participate in are held during the day. I work full-time. Indoor facilities that are open later family friendly hours less time was allocated to clubs etc, it's difficult to fit in the time when hours available at the pool are limited. And if they are, they often have private classes in the evenings. More open timetables for public use More sessions for public swimming throughout the daytime Swimming pools have only a few hours during the day for adult swimming flexible opening times of swimming pool. ie weekends more varied opening times

Charges for Sports Facilities: Scotland 2011/12 **sportscotland** research digest 110

3.42 A questionnaire relating to concessionary charging schemes was introduced to the 1995 Charges Review and has been repeated by **sportscotland** each year since. Building upon the success of previous years, when respondents representing all 32 local authority areas provided information on these schemes, the 2011/12 survey once again ensured that Scotland-wide coverage was attained.

3.43 The survey identified three main types of scheme, as follows, at least one of which is offered in each local authority area in Scotland:

- concession charges;
- concession card scheme; and
- passport card scheme

3.44 A brief description of the nature and extent of each of these concessionary charging schemes is set out below:

- **Concession charges**

This scheme is directed at individuals from financially, or socially disadvantaged groups and involves the application of reduced charges for, or the free use of various activities and facilities. Of the 32 responding local authority areas, 25 (78%) offer this type of scheme.

- **Concession card scheme**

This scheme involves the provision of a concession card solely to individuals from financially, or socially disadvantaged groups, where use of the card affords access to a range of reduced, or zero prices. It is offered in 11 (34%) of the responding local authority areas.

- **Passport access scheme**

This scheme makes concession cards, for which a charge is levied, available to general users. It is offered by 12 (38%) of the Charges Review respondents.

In addition to the above, five respondents (16%) operate a concession card scheme relative to a range of specific beneficiaries, such as talented athletes.

Table 3, overleaf, details the different types of user groups that are eligible to use at least one of the three main categories of concessionary charging schemes available in the 32 responding local authority areas:

- 3.45 The tables below show the results of the **sportscotland** survey, based on the responses from the 32 local authorities.

Table 3: Eligibility of different user groups		
User Group	Inclusion in schemes	
	No.	%
People with disabilities	28	88
Elite athletes	28	88
People on income support	28	88
Senior citizens	30	94
Students	29	91
Unemployed persons	30	94
Single parents	12	38
Under 18s	27	84
Adults	11	34
Families	12	38

- 3.46 Table 4 shows the discounts offered in terms of free use or reduced charges for each eligible user group and the restrictions related to the timing of uptake:

Table 4: Discounts and restrictions for each user group								
User group	Peak time				Off-peak only			
	Free		Reduced		Free		Reduced	
	No.	%	No.	%	No.	%	No.	%
People with disabilities	3	11	25	89	0	0	0	0
Elite athletes	15	54	13	46	0	0	0	0
People on income support	0	0	25	89	1	4	1	4
Senior citizens	1	3	27	90	1	3	1	3
Students	0	0	27	90	1	3	1	3

Table 4: Discounts and restrictions for each user group								
User group	Peak time				Off-peak only			
	Free		Reduced		Free		Reduced	
	No.	%	No.	%	No.	%	No.	%
Unemployed persons	0	0	11	92	0	0	0	0
Single parents	2	7	24	89	0	0	0	0
Adults	0	0	10	91	0	0	0	0
Families	0	0	11	92	0	0	0	0

3.47 Concessionary charging schemes are made available in some form to customers from other local authority areas by 16 (50%) of the Charges Review respondents. Of these, Passport Access Schemes are the most accessible, with 58% open to non-residents. Concession charges schemes and Concession Cards are made available to non-residents by 56% and 36%, respectively, of the respondents operating such schemes.

3.48 The range of facilities offered under concessionary charging schemes is shown in Table 5, below:

Table 5: Facilities included in concessionary charging schemes		
Facility	Schemes	
	No.	%
Swimming pool	31	97
Sports centre	28	88
Leisure centre	14	44
Golf course	11	34
Tennis courts	27	84
Bowling green	13	41
Indoor bowling	9	28
Library	4	13
Theatre/Cinema	4	13
	0	0

3.49 Of the 21 respondents that operate the main card based concessions, 11 (52%) do not offer any associated benefits of scheme participation in addition to discounted or free admission. In the other 10 cases, the most common benefit made available is the advanced booking privilege, extended by 7 (33%) respondents.

Comparison with 2010 sportscotland Survey

3.50 The position with concessionary charges schemes have changed since that observed in 2010.

- 3.51 There is now more access to reduced charges at peak times for seven of the beneficiary groups. The groups benefiting most from these changes are senior citizens, elite athletes and those on income support. Senior citizens now can take advantage of reduced peak charges in 27 (97%) local authority areas offering a concession scheme. In contrast there have been some small reductions in the access to reduced off-peak charges for some groups.
- 3.52 Clearly the information summarised above provides useful context for the ACC A2L scheme, and some indicative trends that ACC may wish any future scheme to reflect.

4. Analysis of Current A2L Scheme, Key Issues (including consultation)

Profile of Card Holders

- 4.1 The current Access to Leisure Scheme (A2L) is, as previously stated, operated by ACC, through the Accord Card (ACC Smartcard scheme).
- 4.2 The Access to Leisure (A2L) scheme offers a discount to Aberdeen City Residents or pre-authorized groups/ organisations to all Sport Aberdeen facilities and the Aberdeen Sports Village for those aged 60 years and over, and those who have either a disability, low income, or certain other categories.
- 4.3 A2L also offers a discount on Aberdeen City Council's childcare services for children under 12, including crèches, playgroups, after school and holiday clubs. In addition discounts can be obtained at the Aberdeen Art Gallery, Provost Skene's, and Maritime Museum Coffee Shops at certain times of the day. These facilities are managed internally as part of the City Council's portfolio of Cultural Services. The ability to purchase discounted coffee is particularly favoured by older people with an entitlement to A2L, and the social dimension afforded by this discount is important.
- 4.4 The facility operators ie Sport Aberdeen, Garthdee Alpine Sports and the Aberdeen Sports Village have discretion over when A2L is available in identified facilities, through the programme of activities offered.
- 4.5 Given that the A2L Scheme is available to approximately 57,500 citizens, it is interesting to consider the breakdown of the current scheme take up:
- 50,000 Aberdeen city residents automatically qualify for the Scheme, given that they are 60 years or over
 - All other users of the Scheme receive entitlement either for 3 months, 6 months or 12 months, dependent on which category of entitlement is appropriate
 - There are approximately 55,000 uses (ie not users, but individual use of the card for an eligible activity), of Access to Leisure entitlement per year across the City.

Analysis of current A2L Take-up and Usage

- 4.6 The analysis of the current A2L Scheme take-up is summarised below in Table 6. The take-up figures were provided by the A2L Scheme Manager, ACC, (March 2013).

Table 6 Summary of Current A2L Scheme Take-up

Demographic	Number	Percentage	Number A2L Holders	Percentage
Total Population	220,420	100%	52,648	24%
Gender	109,253	50%	23,513	45%
☐ Male				
☐ Female	111,167	50%	29,135	55%

Demographic	Number	Percentage	Number A2L Holders	Percentage
Age				
<input type="checkbox"/> 0-15	34,716	16%	1,472	3%
<input type="checkbox"/> 16-74	169,725	77%	32,972	62%
N.B <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	15,979 (included in 16-74 figures)	7%(included in 16-74 figures)	18,204	35%
<input type="checkbox"/> 75+	15,979	7%	0	0
Disability Limiting Long Term Illness	Data not available			

- 4.7 Based on the above analysis, it is clear that almost a quarter of the Aberdeen city population take up A2L (if they are 60, they are given the card automatically). Of this 24% of those taking up A2L, 45% are women and 55% are men.
- 4.8 In relation to age groups, the highest card take up is for those aged between 16 -74, which is unsurprising, given that automatic entitlement to A2L is at 60 years of age.
- 4.9 27.2% of the population in Aberdeen city are over the age of 60 ie 50,000 people. The above figures therefore suggest there is reasonable take-up of the scheme by those who are automatically eligible for it. This is also borne out by records of usage for activities such as golf.
- 4.10 There is a significantly lower level of take up by children under 15, (despite family membership being available). This could be due to the fact that there are also junior rates available for activities at sports facilities, which provide lower cost access than adult rates. As it is not possible to identify the activities undertaken by individual A2L cardholders (usage information simply relates to the overall number of A2L uses at a centre/for an activity, and this in itself is not necessarily accurate as the recording of A2L usage is dependent on the A2L card holder swiping the card every time they access a facility), nor where they undertake them, it is not possible to state the take up level of A2L against eligibility rates.
- 4.11 Information on the number of people using Access to Leisure who have a long term disability and/or other entitlements is unavailable.
- 4.12 The above analysis is further evidenced, by looking in more detail at the actual usage of A2L. Table 7 shows the break down of the A2L Scheme in terms of eligibility category. This information has been collated from Appendix 3, which tracks A2L membership by ward and eligibility basis.

Table 7 Comparison Information transactions

Eligibility Basis on which A2L was issued	Use of the A2L by Age Categories							
	Usage by those aged under 20 years	%	Usage by those aged 20 - 59 years	%	Usage by those aged 60+ years	%	Total	%
Assistance (A2L)	31	1.45	51	0.85	2	0.004	84	0.17
Assistance (A2L)	31	1.45	51	0.85	2	0.004	84	0.17
Assistance x Two (A2L)	2	0.09	7	0.12	0	0	9	0.018
A2L (ACE)	1	0.05	2	0.03	1	0.004	4	0.008

Family	1,486	69.53	1,117	18.63	20	0.05	2,623	5.2
Group	8	0.37	416	6.9	0	0	424	0.84
Restricted	10	0.46	346	5.77	3	0.007	359	0.71
Standard	599	0.28	4,056	67.65	42,057	99.93	46,712	92.8
Total A2L entitlement issued	2,137	4.3%	5,995	12%	42,083	84%	50,315	100%

4.12 The breakdown of A2 is as follows:

Users Aged Under 20 years

4.13 The total number of those under 20 using A2L is 2,137 and the majority of these entitlements are issued as Family (1,486) followed by Standard (599). Those aged under 20 years make up 4.3% of the overall A2L users. . It is not possible to identify the activities undertaken by individual A2L cardholders (usage information simply relates to the overall number of A2L uses at a centre/for an activity, and this in itself is not necessarily accurate as the recording of A2L usage is dependent on the A2L card holder swiping the card every time they access a facility), nor where they undertake them.

Users Aged 20 - 59 years

- 5,995 users are aged 20-59 years; the majority of these have Standard entitlement (4,056) and family entitlement (1,117). Those aged 20 - 59 years make up 12% of the overall A2L users.

Users Aged 60 years Plus

- The total number of users is 42,083 of which 4,083 have standard entitlement. Those aged 60 years plus make up 84% of the overall A2L users.

4.13 Table 4 evidences the following usage profile of A2L:

- 4.3% of the current A2L usage is by those aged under 20 years; the majority of this usage is through children who are part of a family membership
- 12% of the current A2L usage is by those aged 20-59 years; the majority of this usage relates to those who are eligible for A2L on a 'standard' basis ie those on a low income/in receipt of low income related benefits, or those with some form of disability. Of this usage, 18.63% is by families, and 67.65% is by other users.
- 84% of the current A2L usage is from those aged over 60 ie 42,083 transactions. Of this usage, 99.03% is by those who are eligible for A2L purely on the basis of being 60, or being 60 with a low income/in receipt of low income related benefits, not 60 plus a disability or other specific disadvantage.
- There is very low usage by those who require one to one assistance to use the sports and recreation facilities in the city (A2L assistance category).
- The take-up of A2L from families on a low income tends to be higher in wards where a high incidence of disadvantage related to income has been identified ie the data zones discussed in paragraphs 3.18.

4.14 The usage profile of the current A2L Scheme highlights that it is predominantly used by older people, and families. It is clear that there is some usage by those with very significant disadvantages, but in the main the card appears to be benefitting those aged 60+, and those on a low income (which of course can relate to a myriad of different categories and timescales in itself). Whilst there is nothing at all wrong with this, there is potential to better target the subsidies provided to reach others living with disadvantage in the city, particularly given the changes to the national benefits system, which are being implemented from 1 April 2013.

4.15 ACC needs to be clear whether the aim of the A2L is simply to provide subsidised access to a range of leisure activities for those who otherwise might not be able to afford them, ie those in receipt of specific

benefits, or whether the aim of A2L is to be more pro-active in terms of facilitating and encouraging regular participation in active recreation to address health issues ie more of an intervention in line with the new corporate and SOA priorities. The latter approach does necessarily not exclude those in receipt of benefits.

- 4.16 What the above analysis does not show is what activities A2L is used for, and by whom. We can say which card is used at which facility, and how often, (See Appendix 6), but it is not possible to link individual card usage to a specific activity, or a person, other than by gender. Even this usage is unlikely to be completely accurate, as the data can only be collected if the A2L card is swiped by the holder, on entering the facility where they will participate. There is no means of correlating age activity and frequency, and therefore identifying whether the provision of subsidised recreational activities is actually benefitting A2L users, as it is encouraging more regular participation. Clearly this is a tangible outcome, which could be linked to health benefits.
- 4.17 The corollary to this is that it is possible that significant usage of A2L is related to the purchase of discounted childcare and coffee; again whilst in principle there is absolutely nothing wrong with this, if this is what ACC wishes to achieve from its A2L Scheme, and there are clear social benefits from the interaction facilitated by such use, it is hard to argue the tangible physical health benefits of such use.
- 4.18 Linking the provision of discounted childcare and coffee to an activity could help to address this eg carpet bowls followed by a coffee, or childcare sessions timed to facilitate participation in a group class.

Use of A2L at Aberdeen Sports Village

- 4.19 Information relating to use of the current A2L Scheme is available from two of ACC's partners, Aberdeen Sports Village and Sport Aberdeen. This data tracks the individual uses of the A2L Scheme in relation to specific activities, but it does not evidence who, or what category of user, each use relates to, given the obvious data protection issues involved.
- 4.20 Table 8 overleaf shows the range of activities for which A2L was used between August 2011-July 2012 in Aberdeen Sports Village.

Table 8 A2L Usage August 2011 to July 2012 – Aberdeen Sports Village

Transaction	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Total
Booking													
Badminton Peak	4	2	10	6	2	4	5	4	10	16	4	4	71
Badminton Off Peak	23	13	12	16	10	32	19	20	22	26	21	28	242
Squash Peak	1	2	0	2	0	0	0	0	1	0	0	1	7
Squash Off Peak	0	2	0	1	0	0	0	0	1	0	0	1	5
Table Tennis Off Peak	0	0	0	0	0	0	0	0	4	0	4	4	12
Ticket													
Athletics Ind & Out Drop In Peak	21	18	7	18	10	17	16	19	10	14	14	8	172
Athletics Ind & Out Drop In Off Peak	3	0	0	0	0	3	0	0	0	0	0	0	6
Athletics Outdoor Drop In Peak	0	0	0	6	2	0	2	7	5	9	5	0	36
Early Morning Gym Off Peak	1	6	2	0	0	0	0	0	0	0	0	0	9
Energy Zone Peak	115	60	50	47	31	84	59	60	44	73	62	60	745
Energy Zone Off Peak	209	216	194	146	122	201	191	194	205	209	193	174	2254
Squash Guest Fee Peak	2	1	3	3	4	1	0	0	0	0	0	0	14
Squash Guest Fee Off Peak	2	1	3	3	4	1	0	0	0	0	0	0	14

- 4.21 Table 8 clearly shows that the majority of use of A2L at the Aberdeen Sports Village is in the Energy Zone (fitness suite) for both peak and off peak times. This type of usage is less likely to relate to older people or families (based on the typical age profile of fitness suite users), and more likely to be benefitting younger adults who are on a low wage/income support benefits. The available data does not, however, provide this usage to user correlation. It is likely that this usage profile will change if the A2L Scheme is retained in its present form, once the new swimming pool is open, as family use will increase.

Sport Aberdeen

- 4.22 Usage data from Sport Aberdeen shows the extent of A2L usage at the sport and leisure facilities they operate on behalf of ACC. Sport Aberdeen is paid an annual management fee to operate these facilities by ACC.

Table 9 Sport Aberdeen user per activity January 2012 - December 2012

Activity	Uses Per Activity
Bowls	2,844
Coaching	7,446
Climbing Wall	2
Fitness Studio	4,925
Golf	2,623
Sport Aberdeen Membership	94
Golf Adult Membership A2L	328
Golf Adult Membership Weekday Only A2L	289
Golf Junior Membership A2L	6
Sports Hall Activities	1,364
Skating	3,484
Spectator	656
Squash	171
Swimming	38,778
Swimming lessons	7,543
Tennis	2,071

N.B It is important to note that the above figures reflect facility availability during 2012 eg Beach Leisure Centre climbing wall was closed for the majority of this time.

- 4.23 The above data clearly demonstrates that the main uses of the A2L Scheme are for subsidised swimming, fitness, and bowls, plus bowls coaching and swimming lessons. In broad terms, these activities reflect the profile of the current A2L users. Usage figures were unavailable for some facilities.
- 4.24 It is clear from the data at Aberdeen Sports Village and from Sport Aberdeen facilities, that A2L is well-used by at least some of the current holders, and that a large proportion of use is for participation in sport and physical activity. The 'gap' in the data is the correlation between the eligibility of an individual and the use to which his/her A2L entitlement is then put.
- 4.25 The consequence of this 'gap' is that it is unclear how many times A2L is used by each individual, where, and for what. Therefore it is very difficult to assess how those experiencing disadvantage are benefitting; is A2L actually enabling a single parent on a low income to take his/her children swimming

on a regular basis, or is A2L simply facilitating access to activities by older people who might actually be able to afford to pay full price eg golf, golf coaching, and how does any participation facilitated by the A2L Scheme actually relate to long term health improvement? Actual 2012/13 usage of A2L collected by ACC is summarised below:

Site Description	No Of A2L Transactions	No Of Card Transactions
Beach Leisure Centre	4429	16222
Beach Leisure Centre	2101	4434
Beach Leisure Centre	1979	1856
Beach Leisure Centre	117	3657
Beach Leisure Centre	113	3929
Beach Leisure Centre	73	3027
Beacon Centre	784	3078
Beacon Centre	161	400
Jesmond Centre	112	2607
Jesmond Centre	2	210
Kincorth Indoor Sports Centre	244	979
Kincorth Indoor Sports Centre	1	59
Linx Ice Arena	346	723
Linx Ice Arena	53	208
Linx Ice Arena	1	NULL
Linx Ice Arena	33	7
Linx Ice Arena	22	763
Linx Ice Arena	6	370
Linx Ice Arena	2	2
Alex Collie Indoor S/C	585	4616
Alex Collie Indoor S/C	71	271
Peter Culter Indoor S/C	450	1619
Sheddocksley Indoor S/C	558	5912
Torry Indoor S/C	52	340
Torry Indoor S/C	7	91
Westburn Park Indoor Tennis CS	332	274
Westburn Park Indoor Tennis CS	3	210
Albury Outdoor Sports Centre	14	NULL
Kaimhill Outdoor Sports Centre	14	6
Bridge Of Don Swimming Pool	678	2344
Bridge Of Don Swimming Pool	1147	2217
Bucksburn Swimming Pool	1906	6075
Bucksburn Swimming Pool	8674	14891
Cults Academy Swimming Pool	187	538
Cults Academy Swimming Pool	359	949
Hazelhead Academy Swimming P	340	448
Hazelhead Academy Swimming P	167	1859
Kincorth Academy Swimming Pool	2729	2676
Kincorth Academy Swimming Pool	567	2231
Northfield Academy Swimming P	568	1181
Northfield Academy Swimming P	168	1854

Aberdeen Box Office	121	279
Art Gallery - Coffee Shop	7476	8002
Maritime Museum - Coffee Shop	1090	1120
Provost Skene's House- Kitchen	14818	8510
Aberdeen Sports Village	20	600
Jo Stewart	21	191
Kings Pavilion	4	22
Mastrick Community Centre	88	262
Leaping Leopards Creche	37	1952
Cornhill Community Centre	3	191
Mile End After School Club	3	35
Sunnybank Community Centre	6	21
Tullos Community Centre	2	10
Beacn Crech	1	4
Northfield Community Centre	102	157
Deeside Family Centre	23	55
Sports Village Creche	71	143
Total Sports Transactions		
A2L	Card Use	
30155	93133	
Total Coffee Transactions		
A2L	Card Use	
23384	17632	
Creche Transactions		
A2L	Card Use	
336	2830	

- 4.26 Shown in the above are two transactions totals per site and some sites which have more than one total (as they have more than one EPOS). The ACC software that records A2L pass use is separate from the EPOS system and an Accord Card can hold multiple passes. When an operator presents a card to a reader, the passes are displayed on screen and the operator is prompted to select a pass for recording the "use of" any pass held on the card. We also record separately when a card has been presented to the software. The first total is the total number of times an operator has selected an A2L pass and recorded the "use of" said pass, the second total is the number of times a card has been presented to the software. Operators are happy to see that someone has a valid A2L pass on their card but and then fail to record that it has been used. For instance Leaping Leopards Creche has 37 A2L transactions but 1952 card transactions. It appears that 1952 cards for A2L entitlement were shown/checked, but usage has only been recorded for 37. Therefore it is the second column of figures which is key in terms of A2L usage. These totals are not the number of cardholders but the number of transactions. A cardholder could therefore be using their card more than once at individual sites.
- 4.27 The above clearly shows a total of 93,133 A2L uses for sport, 17,632 for the purchase of discounted coffee, and 2,830 for crêche usage. It is therefore clear that the majority of usage of A2L is for sports usage, but what we do not know is who is using their card for what sport, and where.

Consultation with Current A2L Users

- 4.27 Consultation was undertaken with existing A2L Users as part of the review to ascertain a sample of views on the scheme now and how people use it, and what they would like to see it cover in the future. A total of 93 responses were received and analysed. The detailed analysis of this study specific survey is in Appendix 1. The main issues raised through this consultation exercise, by those who responded, are summarised below:
- There is high awareness of A2L (72.5%)
 - The majority of respondents heard about A2L through non-formal advertising (43.2%), or via the ACC website (34.6%)
 - Of those who responded, only 50% have used A2L, and 30% of respondents have never taken up A2L entitlement, despite the high awareness of it
 - The reasons for respondents having A2L were given as:
 - Use of Sport Aberdeen facilities 69.4%
 - Coffee Shops 30.6%
 - Art Galleries 22.6%
 - Provost Skene's 22.6%
 - Other 19.4%
 - Maritime Museum 17.4%
 - Aberdeen Sports Village 16.1%
 - 33.3% of respondents never use their A2L entitlement to obtain a discount; 22.2% of respondents use their A2L entitlement once a week
 - Respondents like the fact that there is no initial cost to A2L
 - There is obvious confusion over what A2L covers and is for and whether it is more than a bus pass; this is exemplified by the fact that some respondents stated they do not know how it could be improved as they are unsure of what it covers now, and others effectively suggested it could be used for discount shopping.
 - Access to the discounts provided by A2L for those not living in Aberdeen city area, and specifically those with a disability has been raised as an issue in relation to use of the sports facilities operated by Aberdeenshire Council. A2L is only available to those living within Aberdeen City Council area for discounts on Aberdeen City Council services.
- 4.28 Clearly the feedback from the consultation will need careful consideration in assessing the role of, and rationale for, and A2L Scheme in the future. The consultation feedback does not suggest an awareness of the actual aims of the A2L scheme, nor, critically that these are actually being achieved.
- 4.29 This is where, moving forwards, the A2L Scheme would benefit from a clearer focus linked to defined outcomes, which themselves are better aligned to the new corporate and SOA priorities. The above analysis is not meant in any way as a criticism of the current A2L Scheme, which has clearly served, and is serving a purpose. However, the world has moved again since the current Scheme was established in 1990; in particular, the current financial challenges facing local government and the wholesale changes to the UK benefit system, plus the new strategic priorities for ACC mean that there is now an opportunity to re-visit A2L and ensure it is a Scheme 'fit for purpose', with tangible outcomes linked to local needs of city residents.
- 4.30 Based on the review, analysis and consultation with existing A2L users, (undertaken specifically for this review), the key factors to be considered in relation to the current A2L Scheme are:
- There is an ageing population in the ACC area, and this trend is likely to continue
 - There are more older women than men
 - Men are more likely to be employed, and earn more while in employment than women
 - There are small, but very significant areas of deprivation across the ACC area, despite it being a relatively affluent area
 - 10,000 people in the ACC area are on health-related benefits
 - The existing A2L Scheme is linked to, and reflects, the national ie Department of Work and Pensions (DWP) benefit system, not the actual local priorities in Aberdeen City

- 11,000 people in the ACC area apply for crisis grants every year
- The majority of those in receipt of Income Support are women
- There is a high incidence of drug abuse, and alcohol related hospitalisation in Aberdeen city, compared to national figures
- The range of activities covered by the existing A2L is very wide
- There remain a range of access issues which the current A2L does not appear to address eg some relating to disability, cost of activities, programming (nature and timing), women only activities,
- A2L appears to be considered as a universal benefit, yet is supposed to be targeted; as the city's population continues to age the percentage of those automatically eligible for A2L, based on current criteria, will increase. This could present a potential affordability issue in relation to sport and leisure activities.
- There is evident confusion about what A2L is, what it does and does not cover
- Although many residents have heard of A2L, they have not necessarily taken up their entitlement, and even if they have, they do not always use it
- Some feedback suggests that current older A2L users benefit in relation to more social activities, as opposed to participation in active recreation
- There appears to be some uncertainty about whether A2L should just be about sport and recreation or include wider leisure activities eg art galleries
- Although aimed at reducing barriers to access sport and leisure activities, for those who are disadvantaged, there is potential to further extend this targeting, and therefore increase participation and improve residents' health
- The purchase of discounted coffee represents a high percentage of the current use of A2L by those who responded to the survey undertaken for this study
- The existing A2L entitlement needs to be re-aligned with the new Community Plan and SOA priorities for the City and its communities
- Given the wholesale review of the UK benefits system, the current eligibility criteria for A2L need to be reviewed and changed to align with the new system as a minimum, but this also provides an opportunity to link into more local and specific social need in the ACC area
- There is a need for improved correlation of A2L data between users and usage, to enable future monitoring and analysis of the provision to be clear about the outcomes being achieved

4.31 These options, set out in the following section, will form the basis of the assessment of the options for A2L moving forward.

5. Comparison of A2L with Other Access Schemes

- 5.1 As part of the assessment and analysis of A2L, as currently operated by ACC, a comparison of other existing schemes has been undertaken.
- 5.2 This comparison is summarised in Appendix 2.
- 5.3 From the comparison, it is clear that:
- other access to leisure schemes have much more targeted aims eg socially disadvantaged/socially excluded, under-represented, targeting social need
 - other access to leisure schemes clearly state that the initiative is aimed at increasing participation
 - although the framework for other schemes as for A2L, is the national DWP benefits system, they specifically interpret this at local level
 - the scope of each access to leisure scheme is different given the variation in local authority location, scale and the facilities/services they offer
 - access is targeted to maximise use of the facilities available
 - there appears to be consistency in not charging for an access scheme
 - other initiatives such as eg GP Referral Schemes are frequently linked into the access scheme
- 5.4 These issues provide further context for the assessment of the options for the A2L Scheme in the future, as it is clear that there is no 'one size fits all' approach to the development and implementation of these type of schemes.

6. Assessment of Key Issues and Options for Future A2L Scheme

- 6.1 In addition to the key issues identified with the A2L Scheme in relation to usage and users, a further point to consider is the cost of the current Scheme to ACC, and whether this represents good value in relation to the benefits delivered through the Scheme.
- 6.2 ACC currently pays Sport Aberdeen £100,000 per annum towards the cost of implementing A2L in the facilities they operate. This payment is in addition to the operational management fee agreed between the two parties. Table 10 shows the actual costs of implementing the A2L Scheme in facilities operated by Sport Aberdeen.

Table 10 Sport Aberdeen - the Cost to Sport Aberdeen of A2L for each facility and Cost per activity and user per activity January 2012 - December 2012

Centre	Subsidy Value of A2L
Alex Collie Sports Centre	£2,931.95
Balnagask Golf Course	£5,668.80
Beach Leisure Centre	£34,642.89
Beacon Centre	£6,343.15
Bridge of Don Swim Pool	£12,893.99
Bucksburn Swim pool	£76,702.38
CITYWIDE	£4,512.00
Dyce Primary Pool	£1,614.86
Grammar School Pool	£3,784.00
Hazlehead Golf Course	£5,604.50
Hazlehead Swim Pool	£12,776.35
Hazlewood School Pool	£2,828.57
Jesmond Centre	£2,033.40
Kincorth Sports Centre	£5,168.40
Kincorth Swim Pool	£3,166.54
Kings Links Golf Course	£6,452.55
Linx Ice Arena	£6,732.00
Northfield Outdoor Centre	£1,200.55
Northfield Swim Pool	£1,8379.49
Peterculter Sports Centre	£2,218.60
Sheddocksley Sports Centre	£3,029.75
Torry Sports Centre	£754.90
Westburn Outdoor Centre	£3,480.10
Westburn Tennis Centre	£12,798.20
CITYWIDE Golf	£54,144.78
Total	£289,862.70

Table 11 Sport Aberdeen - User per activity January 2012 - December 2012

Users Per Activity	Activity	Subsidy Value Per Activity
2844	Bowls	£4,680.65
7446	Coaching	£20,620.05
2	Climbing Wall	£5.60
4925	Fitness Studio	£13,528.85
2623	Golf	£17,725.85
94	Sport Aberdeen Membership	£4,512.00
328	Golf Adult Membership A2L	£43,840.48

- What level of subsidy should the A2L Scheme provide? (current saving to the individual is 50% on the full price)
- Is provision of the A2L Scheme actually increasing participation, or improving health at the moment?
- Do A2L users maintain their participation in activities once their membership ceases?
- Is there potential to target A2L usage more effectively to both generate additional revenue, whilst increasing participation, and addressing the barriers of cost?

6.5 The above are fundamental questions and cover what ACC should consider in relation to the future of an A2L subsidy.

A2L - Options for Future Operation

6.6 It is clear from the analysis of the current A2L Scheme, and the other issues/factors looked at, as well as ACC's stated wish to review the current Scheme, that there are a number of options and opportunities for the A2L Scheme moving forward. This is a consequence of the changing circumstances in the DWP Benefits System, the new strategic priorities emerging for ACC, and the clear opportunity to align the A2L Scheme more closely to health improvement and increasing regular participation in active recreation.

6.7 The options for the A2L Scheme therefore are:

Table 12 A2L Options

OPTION	ACTION
OPTION 1	STATUS QUO
OPTION 2	CEASE OPERATION OF ANY ACC A2L SCHEME
OPTION 3	RETAIN A2L BUT CHANGE THE SCOPE OF THE SCHEME
OPTION 4	RETAIN A2L BUT CHANGE THE SCHEME SCOPE, AND TARGET THE SUBSIDY INSTEAD OF IT BEING A UNIVERSAL BENEFIT

Option 1 – Status Quo

6.8 Given the changes being implemented in terms of ACC strategic priorities through the SOA and Corporate Plan, Option 1 is not realistic. The Aberdeen SOA is about a partnership approach to achieve common goals, and the key focus of both the SOA and the Corporate Plan is equality, and the implementation of preventative actions related to health and the ageing population, to reduce the future cost to the public purse.

6.9 Irrespective of how an A2L is funded in the future (the Common Good Fund is a protected fund and will not be affected by revenue cuts), provision of such a key element in addressing inequality should be aligned to agreed corporate and strategic priorities, with clear and agreed outcomes. Maintaining the existing Scheme as it is will not actually contribute to new strategic priorities, as the health outcomes and benefits are not clear, despite the fact it is known that the card is used for a range of sport and leisure activities on a regular basis. What is not known is which users, are participating in which activities, and how often.

Option 2 – Cessation of an ACC A2L Scheme

6.10 Given the identified priority for ACC of:

Smarter Living Quality of Life - Challenging inequality and positively promoting wellbeing; building on cultural and physical activity.

6.11 The priorities under Smarter Living Quality of Life are:

- Enhancing the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self esteem
- Seeking to reduce the levels of inequality in the city and planning with key partners to try to ensure welfare reform does not increase the inequality gap
- Improving access to, and increasing participation in, arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities
- Aspiring 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.
- Promote and improve opportunities for physical activity and sport to enable Aberdeen's visitors and citizens to lead more active healthier lives

it is not a realistic option not to provide an access to leisure scheme of some description, given the potential contribution such a 'tool' could make in terms of increased participation and health improvement.

6.12 If ACC ceased the current scheme, and did not implement an alternative one, it would be the only local authority in Scotland not to offer some form of concession or passport to leisure activities. Politically and strategically, ACC would be unlikely to support Option 2, not least because a decision to cease provision of an access to leisure scheme could not be justified, given the known disadvantage issues in the city. Equally, stopping provision of such a Scheme altogether would not contribute to new corporate and strategic priorities.

Option 3 – Retain A2L but change the Scheme Scope

6.13 Changing the scope of the current A2L Scheme is definitely an option for consideration, given that the existing initiative is so wide in terms of its usage parameters. For example the range of eligible activities could be reduced, and use of the Scheme could be targeted at off peak use only. Discounted coaching could only be available for those under 16. It is not, however, practical to offer the Scheme only from certain sport and leisure facilities, as this is confusing for the public.

6.14 Various criteria could be employed to change existing Scheme parameters eg time, activities that have a tangible health benefit, age specific, etc.

6.15 There is potential to consider possible links between A2L and a GP Referral Scheme, if a future Scheme has a clear health focus and outcomes to be achieved.

6.16 There is also potential to consider extending the range of activities that can currently be accessed through A2L, possibly to include arts and cultural facilities, and sports development programmes etc. Whilst the latter has some merit, stakeholder consultation with a number of art and cultural providers identified that a discounted access scheme is more problematic in the arts. Performances, for example, are all negotiated separately with agents/performers, so offering a universal level of discount is not as simple.

6.17 Stakeholder consultation also identified that arts organisations eg the company running His Majesty's Theatre, the Lemon Tree and the Music Halls already run outreach programmes targeted at disadvantaged young people to get them involved in arts activities. Part of this also includes offering some free annual pantomime tickets.

6.18 Given that the activities for which the A2L Scheme is actually used for now, based on figures from both Sport Aberdeen and the Aberdeen Sports Village, and the feedback from current users, it might be better to focus on a reduced range of activities for which there is a discount. However, it will always be

hard, on that basis to decide which activities are included, and which are not, and there is always likely to be one sport/activity which is excluded where there is suddenly significant interest in participating.

6.19 In reality, the scope of A2L needs to be defined by three elements:

- the target beneficiary/ies – who are they and why?
- **the times the Scheme can be accessed** – this should give the flexibility not just to encourage users to be active, but should be used as a means to increase participation, particularly at times when facilities are traditionally less busy eg Mon – Fri during the day, some weekend time
- the level and nature of discount provided

6.20 Therefore a future ACC A2L Scheme really needs to be both more targeted, based on re-aligned aims, and priorities.

Option 4 Retain A2L but Change the Scheme Scope, and Target the Subsidy instead of it being a Universal Benefit

6.21 Option 4 represents the most realistic approach moving forward, and the one which most closely ‘fits’ with the new ACC strategic priorities, in terms of promoting equality and addressing disadvantage. Option 4 would retain the A2L Scheme but change both its scope and focus to make it less of a universal benefit based on eg age, and focus it as a tool to address disadvantage, and in so doing, also improve health. People who have low incomes, for whatever reason, are also amongst those who are less likely to participate in physical activity on a regular basis, due to cost. This future approach could make A2L an access scheme reflecting real local need whilst also being linked to national, or core principles regarding disadvantage (including disability, which is a permanent disadvantage).

6.22 In this context, an A2L Scheme should be one that aims to facilitate access to sport and physical activity, on a regular basis, for those people for whom cost is a real barrier (on a long or short term basis) ie people on a low wage. Families of those on a low wage should also benefit from an access scheme. This approach would reflect local priorities for Aberdeen.

6.23 An A2L Scheme should also facilitate access to sport and physical activities on a regular basis for those who have a recognised disability (physical or learning), irrespective of where they live, because this disability affects both the quality of their life, and their income, if they are unable to work full time. This would also mean young people with disabilities would be able to benefit from participating in activities, irrespective of where they live. This would reflect national access principles.

6.24 Removing the universal age entitlement to A2L might seem drastic, but if an older person is on a low income they would still benefit from the Scheme and so would not lose out; what the change in scope would do is ensure that those that can afford to pay do so, and those that cannot, are given at least some support.

6.25 A revised ACC A2L Scheme should be aligned to the new national benefit system to ensure it is offered to all those categorised as being on a low income.

6.26 The new benefit categories would include Job Seekers Allowance (JSA), Employment Support Allowance (ESA), Employment Support Allowance (ESA) Support Group, and PIP. In addition, it is suggested that the new A2L is linked to Job Training Programmes and Tax Credits, as individuals in the situation where they are on a training programme (these are short term), or in receipt of tax credits are also on a low income. (Given that the new national benefit system has only just been introduced (1 April 2013), it is not possible at this time, to be accurate about how many people will benefit from/be affected by the changes).

6.27 It is also suggested that individuals in receipt of Council Tax Reductions, Housing Benefit, and the Guarantee Element of Pension Credit, should also be eligible for A2L.

- 6.28 In addition, there are 11k people a year in the city who apply for crisis grants for one reason or another and their entitlement to A2L should also be considered.
- 6.29 Childcare is a relatively recent addition to A2L but this is considered to be crucial for the future. The ability to access quality, but affordable, childcare is critical for those seeking work, and therefore removing/reducing this barrier will support those wishing to get into work, and increase their income. Retaining access to discounted childcare to facilitate participation in regular physical activity/work is important as that will help improve both an individual's health and economic position.
- 6.30 It is important to stress that there are many people in Aberdeen who live on a low income, but receive no, or very few benefits/support, as their income level is just over the benefit threshold. The inclusion of the categories above, which are not all part of the new national benefit system will help to address some of the financial challenges faced by such individuals/families, and ensure that A2L has a local focus.
- 6.31 Changing the focus of A2L as suggested could also have the benefit of promoting increased day time use of facilities, (except for families where children are at school), which could both increase participation, and generate income at times where facilities are not as busy as in the evenings. Clearly, given the family situation, there does need to be some access to eg swimming at facilities at family friendly times too. ACC might want to consider giving A2L at specific times eg off peak to certain categories of user, or limiting times when A2L can be used overall. Whichever option is chosen, it should be clear and easy to understand, and critically, consistent across all facilities.
- 6.32 A further important issue to consider is how the A2L Scheme can contribute to health improvement across the city. Sadly, some older people, and those who have a low, or insufficient income are also likely to experience health issues due to poor or inadequate diets, but there may also be others in the city who would benefit from regular participation in physical activity to improve health. There should be some consideration of how the A2L Scheme can best help people with poor health, and/or long term health limiting conditions. This will need both specific criteria and careful consideration of eligibility criteria, given the national changes that have been implemented. It will also need close monitoring to enable assessment of whether outcomes are being achieved.
- 6.33 Some access to leisure schemes have achieved this dimension by linking to GP Referral Schemes, and it is suggested that this be considered for A2L, albeit with a separate registration process, to control access to its benefits, and monitor its outcomes.
- 6.34 Changing the scope and focus of the ACC A2L Scheme will require a shift in both marketing and administration. Making the Scheme more targeted means that its existence, benefits and use need to be promoted very clearly to those who are eligible for it, together with an explanation of how, where and for what it can be used. Promoting local awareness of A2L through the application of the new benefit system will be important, as will clear and simple messages about A2L, what it is and what it provides within local communities where there are people on financially-related benefits.
- 6.35 The application process for a more targeted card is likely to need to change too; there may be potential to simplify the process and link it to the actual benefit system, in that once an individual has been assessed and given eg low income support under one of the new categories, he/she is automatically also given entitlement to A2L. This would send a clear message about the purpose and aim of the A2L Scheme as opposed to it being an age related benefit. Effecting further change in the administration of A2L through better inter-service links, will be critical in promoting awareness of A2L to those who will be eligible in the future. Giving A2L to those eligible in the future at the same time as registering them for their other benefit entitlements is crucial to ensure future of A2L is by those at whom it is targeted.
- 6.36 Given that politically it will not be simple to change A2L and some resistance is to be expected, particularly from those aged 60 plus, it might be prudent not to change the range of activities which can currently be accessed. However, over time it may be that it is access to participation in active leisure that becomes the focus of the Scheme, as opposed to discounted food and drinks. However, there is potential to provide activities, followed by refreshment which would deliver both health and social

interaction benefits, and again would help to re-enforce the fact that the A2L Scheme is about facilitating access to regular activity, not just providing discounted coffee.

- 6.37 The cost to ACC of operating the new A2L Scheme will not necessarily change, but the re-focussing of A2L is likely to make the overall Scheme more sustainable in the long run, because the number of participants receiving discounts will reduce if the age entitlement is removed. This means ACC can be seen to be clearly targeting its resources in line with its corporate and strategic priorities, to address and tackle inequalities, whilst facilitating improved quality of life and health improvement in its community. There should, however, be a reduced operational cost to the scheme as a result of removing/increasing the age at which the universal entitlement becomes available, which also means that ACC's partners, Sport Aberdeen and the Aberdeen Sports Village should be able to focus on developing more targeted activities, appropriate to the participants being supported, in line with the Scheme's aims, as opposed to simply implementing discounts on existing activities.

Implementation of a new A2L

- 6.38 It is important to consider the implications of the changes discussed above to A2L and how they might best be introduced. Clearly, ACC has a number of options to consider:
- **Option A** - Cease the existing A2L and re-launch a new one immediately, or after a period of time; this assumes no retention of existing users or their current eligibility ie a completely new start to A2L
 - **Option B** - Announce the end of the current A2L Scheme within an agreed time period to give warning to existing users, and particularly those eligible on the basis of universal age entitlement ie a completely new start to A2L but over a long period of time eg 12 months
 - **Option C** - Announce the end of the current A2L Scheme within an agreed time period to give warning to existing users, and particularly those eligible on the basis of universal age entitlement; give a cut off point for when the current universal age entitlement will no longer apply ie a completely new start to A2L but over a long period of time eg 12 months, and stop eligibility to A2L on the basis of universal age entitlement within the stated timescale
 - **Option D** - Announce the end of the current A2L Scheme within an agreed time period to give warning to existing users, and particularly those eligible on the basis of universal age entitlement; give a cut off point for when the current universal age entitlement will no longer apply, but retain eligibility for existing A2L members ie implementation of a new A2L based on new eligibility criteria, but allow existing users of 60+ to retain their eligibility
 - **Option E** – announce the cessation of the current A2L and phase in the new A2L, based on identified eligibility criteria; this approach could also be coupled with any of the above options in relation to universal age entitlement
- 6.39 It is accepted that all of the above options have advantages and disadvantages, and none will be particularly easy to implement, politically. However, as part of a citywide, strategic approach to tackling inequalities and inactivity, the new approach to A2L has a rationale, and role as part of the overall picture. A2L's future focus of addressing financial barriers to participation, to facilitate more people being active more often has real merit, and will be understood, if promoted and presented effectively. Disability is an important element to include as part of the re-focus, because this is a consistent, and often permanent), barrier to participation, wherever the person with the disability is at any given time.
- 6.40 The process and timing of implementing the new A2L has to be a political decision given its implications. A combination of phasing and complete change is probably the way to proceed ie Option E, supported by very effective and sensitive communication. There are always 'winners and losers' as a result of change; the important thing in relation to A2L that the short term pain of the change will result in significant gain for ACC, and those eligible for the future targeted subsidy.

- 6.41 As part of the change in A2L focus, there will be a need to identify the people who will be eligible for the new A2L; because the welfare system itself is new no-one yet knows how it will work and what the impact will be in terms of individuals and families. It is therefore hard, at this moment in time, to identify the number of people who will qualify for the new A2L. This, in itself, could be a justification for announcing the end of the existing A2L, and winding that down over a 12 month period, whilst developing the re-focused new A2L.

7. Recommendations

- 7.1 Based on the review of the current A2L Scheme, the consultation, comparison and analysis undertaken, it is clear that there is significant opportunity to change the focus and scope of the card, not because it is not working, but because ACC's corporate and strategic priorities have changed, and the Scheme therefore needs to be re-aligned, to ensure it contributes to the agreed way forward.
- 7.2 The national change in the benefit system provides a further driver for change, to ensure that the A2L Scheme supports those most in need.
- 7.3 There are a number of recommendations for a new A2L Scheme, which reflect these changes. These are:

Recommendations

Recommendation 1 (R1) – To confirm the requirement to have a scheme in Aberdeen that seeks to reduce health and wellbeing inequalities in Aberdeen.

Recommendation 2 (R2) – The ACC A2L Scheme is re-aligned to fit with, reflect and contribute to, appropriate corporate, strategic and SOA priorities, linked to reducing health and wellbeing inequalities within the city.

Recommendation 3 (R3) – Eligibility for discounted tea and coffee should be removed from A2L [Neil to develop further];

Recommendation 4 (R4) – The aim of the new A2L Scheme should be to facilitate access to increased regular participation in health and well-being for those for whom affordability, or disability is a barrier.

Recommendation 5 (R5) – The current A2L Scheme is revised and re-launched as a more focussed and targeted subsidy, based on re-dressing inequalities, improving quality of life and community health. ie implement Option 4.

Recommendation 6 (R6) - The new A2L Scheme criteria should reflect the Welfare Reform (due to be implemented from 2017) and the new benefit system to support those on a low income, in job training schemes, or on tax credits, plus local priorities to support those on low incomes/out of work. The recommended eligibility criteria are:

- Job Seekers Allowance (JSA),
- Employment Support Allowance (ESA),
- Employment Support Allowance (ESA) Support Group,
- PIP
- Job Training Programmes and Tax Credits,
- Individuals in receipt of Council Tax Reductions,
- Individuals in receipt of Housing Benefit,
- Individuals in receipt of the Guarantee Element of Pension Credit,
- Young People on Passport Benefits eg free school meals, educational grants

Recommendation 7 (R7) – The new A2L Scheme should retain provision of subsidised childcare.

Recommendation 8 (R8) – The new A2L Scheme should also facilitate access to regular participation in physical activity for all those with a physical or learning disability. Evidence of disability must be provided eg written confirmation of disability support.

- Recommendation 9 (R9)** - The new A2L Scheme should be linked to a GP Referral Scheme, but registration for this is a separate process, reflecting a health need, as opposed to the need for financial support (although it is recognised the two may not be mutually exclusive), supported by a GP's signed medical assessment.
- Recommendation 10 (R10)** – The A2L Scheme is no longer a universal benefit at 60; consideration is given to link the entitlement age to the national retirement age, which is due to increase over time.
- Recommendation 11 (R11)** – Prior to implementation of the above changes, ACC undertakes detailed work on the impact of the changes; this report cannot cover them due to data protection issues on individuals' information. An alternative would be use the comparative data collated as part of this work on other existing access to leisure schemes.
- Recommendation 12 (R12)** – A new, more targeted and integrated approach to marketing is adopted, focussing on those who will be entitled to A2L membership, with clear explanations of what the card is for, when and where. If possible, A2L should be offered as part of overall/one stop shop approach to supporting individuals requiring benefits.
- Recommendation 13 (R13)** – The application and administrative process for the A2L Scheme is simplified and if possible, directly linked, at local level, to the benefit assessment process, to assist in both implementation and Scheme use, but also to help change the perception of what A2L is about.
- Recommendation 14 (R14)** – A new monitoring approach is developed for the new A2L Scheme so that the outcomes achieved can be clearly understood. Critically, a means of correlating the individual user with the activity in which they participate, and the frequency thereof, is required if health and quality of life benefits are to be tangible.
- Recommendation 15 (R15)** – In implementing the new A2L Scheme, consideration is given to the times at which the activities are available. It is recommended that provision of A2L should be at off peak times only, to focus the benefits on those to whom they are targeted. The one exception to this should be family swimming which should be available to A2L car holders at specific times during peak periods.
- Recommendation 16 (R16)** -Equally the range of activities offered, and the level of subsidy offered also need further consideration eg Free swimming should be changed to the introduction of a minimal charge. The aim should be to encourage regular participation in physical activity, to maintain the positive benefits of social interaction, alongside physical activity.
- Recommendation 17 (R17)** – A2L should be available at all ACC leisure facilities in the City, including Learning Centres, Sport Aberdeen Facilities, the Aberdeen Sports Village, and Garthdee Alpine Sports Facility; its usage should be consistent across all these facilities in terms of user eligibility, times of access, available activities etc.
- Recommendation 18 (R18)** -Implement the new scheme on a phased basis, taking into consideration individuals who have a current entitlement, but who would not be entitled under the new scheme criteria.

Disclaimer

Forecasts and recommendation in any proposal, report or letter are made in good faith and on the basis of the information before the Company at the time. Their achievement must depend, among other things, on effective co-operation of the Client and the Client's staff. In any consequence, no statement in any proposal, report or letter is to be deemed to be in any circumstances a representation, undertaking, warranty or contractual condition.

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Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, **proposal** should be understood broadly to include the full range of our activities and could refer to a decision, policy, strategy, plan, procedure, report or business case, embracing a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Essentially everything we do!

STEP 1: Identify essential information

1. Committee Report No.

2. Name of proposal.

3. Officer(s) completing this form.

Name	Designation	Service	Directorate
Gail Woodcock	Service Manager Sport & Communities	Communities, Culture and Sport	Education, Culture & Sport

4. Date of Impact Assessment.

5. When is the proposal next due for review?

6. Committee Name.

7. Date the Committee is due to meet.

8. Identify the Lead Council Service and who else is involved in delivering this proposal (for example other Council services or partner agencies).

Lead: Education, Culture and Sport

Delivery of the recommendations of the report will involve the Accord Card Team, and external partners including Sport Aberdeen, Aberdeen Sports Village, Garthdee Alpine Sports and NHS

9. Please summarise this Equality and Human Rights Impact Assessment (EHRIA). This must include any practical actions you intend to take or have taken to reduce, justify or remove any adverse negative impacts. This must also include a summary of how this proposal complies with the public sector equality duty for people with protected characteristics - see Step 2. **Please return to this question after completing the EHRIA.**

This assessment indicates a largely positive impact for people with protected characteristics, specifically those with disabilities and older people. Increased promotion of the scheme will help ensure that those with protected characteristics are aware of this opportunity to access reduced cost activities and could lead to improvements in health and wellbeing for these groups.

10. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick which applies.

- Para 9 of EHRIA will be published in committee report in Section 6 "Impact"
- Full EHRIA will be attached to the committee report as an appendix
- Copied to Equalities Team to publish on the Council website

STEP 2: Outline the aims of the proposal

11. What are the main aims of the proposal?

To have a fit for purpose concessionary scheme in Aberdeen that seeks to reduce health and wellbeing inequalities in Aberdeen, with an aim to facilitate access to increased regular participation in health and wellbeing for those whom affordability or disability is a barrier.

12. Who will benefit most from the proposal?

Those with physical or mental disabilities or whom cost is a barrier to participation.

13. You should assess the impact of your proposal on equality groups and tell us how implementing this proposal will impact on the needs of the public sector equality

duty to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.

This proposal is a consequence of the changing circumstances in the DWP Benefits System, the new strategic priorities emerging for ACC, and the clear opportunity to align the A2L Scheme more closely to health improvement and increasing regular participation in active recreation.

The following key points demonstrate how this proposal will contribute to the public sector equality duty: to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations:

- Less of a universal benefit based on eg age, rather a tool to address disadvantage, and in so doing, also improve health. People who have low incomes, for whatever reason, are also amongst those who are less likely to participate in physical activity on a regular basis, due to cost. This future approach could make A2L an access scheme reflecting real local need whilst also being linked to national, or core principles regarding disadvantage (including disability, which is a permanent disadvantage).
- Facilitates access to sport and physical activity, on a regular basis, for those people for whom cost is a real barrier (on a long or short term basis) ie people on a low wage. Families of those on a low wage should also benefit from an access scheme. This approach would reflect local priorities for Aberdeen.
- Facilitates access to sport and physical activities on a regular basis for those who have a recognised disability (physical or learning), irrespective of where they live, because this disability affects both the quality of their life, and their income, if they are unable to work full time. This would also mean young people with disabilities would be able to benefit from participating in activities, irrespective of where they live. This would reflect national access principles.
- Targets older people on low income who will still benefit. The change from universal ensures that those who can afford to pay do so, and those that cannot, are given at least some support.
- Revised ACC A2L Scheme should be aligned to the new national benefit system to ensure it is offered to all those categorised as being on a low income. Those in receipt of Council tax reductions, housing benefit, and guarantee element of Pension Credit are eligible for A2L.
- Access to quality and affordable childcare service.
- Recognises those living on low income but receive none or very limited benefits due to being just over benefit threshold.

STEP 3: Gather and consider evidence

15. What **evidence** is there to identify any potential positive or negative impacts in terms of involvement, consultation, research, officer knowledge and experience, equality monitoring data, user feedback and other? You must consider relevant evidence, including evidence from equality groups.

--

STEP 4: Assess likely impacts on people with Protected Characteristics

16. Which, if any, people with protected characteristics and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box. Be aware of cross-cutting issues, such as older women with a disability experiencing poverty and isolation.

(Positive +, neutral 0, - negative)

Protected Characteristics					
Age - Younger	+	Disability	+	Gender Reassignment*	
Older					
Marriage or Civil Partnership		Pregnancy and Maternity		Race**	
Religion or Belief		Sex (gender)***		Sexual orientation****	
Others e.g. poverty					

Notes:

* Gender Reassignment includes Transsexual

** Race includes Gypsy/Travellers

*** Sex (gender) i.e. men, women

**** Sexual orientation includes LGB: Lesbian, Gay and Bisexual

17. Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above.

In making the assessment you must consider relevant evidence, including evidence received from individuals and equality groups. Having considered all of these elements, you must take account of the results of such assessments. This requires you to consider taking action to address any issues identified, such as removing or mitigating any negative impacts, where possible, and exploiting any potential for positive impact. If any adverse impact amounts to **unlawful discrimination**, the policy must be amended to avert this. Detail the impacts and describe those affected.

Positive impacts (describe protected characteristics affected)	Negative Impacts (describe protected characteristics affected)
Age	<p>Majority of people who currently access this service are over the age of 60 and have been allocated scheme due to age. This discriminates against residents who are under the age of 60.</p> <p>By aligning the scheme to welfare reform we will ensure that services are targeted to most vulnerable with a focus on health and wellbeing</p>
Disability	<p>As above; by aligning the scheme to welfare reform we will ensure that services are targeted to most vulnerable with a focus on health and wellbeing</p>

STEP 5: Human Rights - Apply the three key assessment tests for compliance assurance

18. Does this proposal/policy/procedure have the potential to interfere with an individual’s rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and saying how. **If you answer “no”, go straight to question 22. NO**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
- Article 6 – Right to a fair and public hearing
- Article 8 – Right to respect for private and family life, home and correspondence
- Article 10 – freedom of expression
- Other article not listed above

How?

Legality

19. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Legitimate aim

20. Is the aim of the policy identified in Steps 1 and 2 a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

--

Proportionality

21. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

--

STEP 6: Monitor and review

22. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

Working group will be set up to implement and monitor the implementation. The working group will identify how the implementation will be monitored.

23. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

The results of the impact assessment and further monitoring will be used to further refine (if required) the proposed changes to policy.
--

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Gail Woodcock	26 March 2014	

Quality check: document has been checked by

Name	Date	Signature

Head of Service (Sign-off)

Name	Date	Signature

Now –

Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal to:

Equalities Team
Customer Service and Performance
Corporate Governance
Aberdeen City Council
Business Hub 13
Second Floor North
Marischal College
Broad Street
Aberdeen
AB10 1AB

Telephone 01224 523039 Email sandrab@aberdeencity.gov.uk

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COMMITTEE Finance, Policy & Resources

DATE May 6th 2014

DIRECTOR Pete Leonard

TITLE OF REPORT Haudagain Upgrade (Middlefield) Update

REPORT NUMBER: H&E/14/032

CHECKLIST RECEIVED: Yes

1 PURPOSE OF REPORT

This report provides an update on progress on instructions to officers at the Finance, Policy and Resources Committee meeting of December 5th 2013 as a result of a previous report. The instructions were as follows:

- (i) To instruct officers to proceed with the project subject to negotiating acceptable financial guarantees from the Scottish Government or one of its agencies by 30th April 2014 in order for a report to come forward to the meeting of the Committee on 6th May 2014
- (ii) To instruct officers to prepare a report for the 6th of May 2014 meeting of the Committee outlining proposals including where appropriate costs for the regeneration of Middlefield without the proposed Haudagain improvements should the Scottish Government or one of its agencies refuse to commit to providing the Council with acceptable financial guarantees as requested.

2 RECOMMENDATION(S)

The Finance, Policy & Resources Committee is recommended to:

- (i) Note the letter of Comfort received from Transport Scotland
- (ii) Note the indicative costs (£8m) for the regeneration of Middlefield without the proposed Haudagain improvements should the Scottish Government or one of its agencies refuse to commit to the project
- (iii) Note the risk profile
- (iv) Continue with the current Asset Management Strategy established since 2008 to discontinue capital investment in area 1 on the attached Zonal Map until such time as plans for the Haudagain upgrade are finalised.

- (v) Instruct the Directors of Housing and Environment and Corporate Governance to report back to this Committee in September 2014 with a feasibility study and proposals to re-house the directly affected tenants in Middlefield and to regenerate the wider Middlefield Area. This should include proposals to relocate affected community facilities.
- (vi) Instruct the Directors of Housing and Environment and Corporate Governance, to report back to this Committee in September 2014 with potential funding solutions for the new build and regeneration proposals, noting that this Council has previously expressed the view that the Scottish Government should meet the cost of relocating the affected community facilities. The Scottish Government should also be asked to consider what additional financial support could be given to the new build and regeneration proposals for Middlefield.
- (vii) Instruct that Council officers consult with the residents of Middlefield on new housing and regeneration matters and that the results of this consultation is reported back to this Committee in September 2014.

3 FINANCIAL IMPLICATIONS

There are broadly three inherent financial implications for the Council should the guarantee attached not suffice.

- 3.1 One implication is that should the Council continue re-letting in the area until such times as the Compulsory Purchase process is formalised (c.2017) there is a risk that when the property is compulsory acquired by the Scottish Government it may be tenanted and therefore that will affect the value of the Council property (a property has more value within the process when vacant possession can be offered).
- 3.2 The second implication is that if the Council chooses to continue its policy of not re-letting in the area in anticipation of the road, it will generate a risk to the HRA of a loss of income for properties which are vacant during the re-housing period. This will require to be mitigated against through careful housing management planning in conjunction with tenants and their demands, and potential new development opportunities.
- 3.3 A third financial implication is the associated costs involved to regenerate Middlefield should the roads project not go ahead for any reason. This is documented in 5.2 and the Housing Revenue Account (HRA) will have to make provision for these additional costs in its business plan if these works are to be scheduled for the future.

4 OTHER IMPLICATIONS

- 4.1 Legal – no immediate implications arising directly from this report, however future involvement will be imperative throughout all stages of this project.
- 4.2 Health and Safety – The regeneration proposals will require health and safety plans in accordance with Construction, Design and Management legislation.
- 4.3 Risk Management – Management of risk for the regeneration of the area will be identified, monitored and mitigated in accordance with the ability to meet risk policy and programmed objectives. The Council led projects will form part of the Programme Management Office (PMO) process and progress reports will be scrutinised by CMT at regular PMO Sponsors Board meetings.

4.4 Risk Profile

ID	Description	Type	Impact	Likelihood	Score	Counter-measures / Updates	Owner	Identified	Updated	Status
1	Scottish Government no longer funds the construction of the road (Haudagain) including all compensation costs	Strategic	4	2	8	Letter of Comfort received 30 April 2014 from Transport Scotland	JQ/SW	April 2014	01/05/14	Open
2	The Council delaying re-housing of affected tenants until the financial terms of the CPO are legally finalised will negatively impact on the road construction programme, with economic consequences and reputational damage to the Council. Also, there would be an opportunity cost circa £8m related to the lower value of compensation received by the Council for the units being CPO'd.	Operational	3	4	12	Housing Allocations High Priority rating for tenants affected has been introduced Risk would be more fully mitigated by early action to re-house affected tenants.	DU/JQ	April 2014	01/05/14	Open
3	The Council commencing re-housing as soon as practical in order to avoid delays to the roads programme will result in rent loss of upper limit circa £800k over 3 years, depending on the rate of re-housing. This would not be mitigated against until the CPO process is formally concluded in 2017.	Financial	2	3	6	Early discussions on CPO process have taken place Risk can be more fully mitigated by additional housing provision in the local area as this will facilitate a more seamless re-housing programme which will likely be more "back loaded", reducing rent loss in the early years.	JQ/SW	April 2014	01/05/14	Open

4.5 Risk Analysis

Risk 1 was discussed in the report to the December FP&R Committee and was scored at 16, which correlates to a risk rating of RED.

The Council has since received a letter of comfort from the Finance Director of Transport Scotland. Whilst this is in no way legally binding, Council officers view this to be sufficient to mitigate the probability element of the risk from a score of 4 to a score of 2. With the impact of this risk remaining at a score of 4, this gives an overall risk rating of 8, which represents an AMBER risk.

Risk 2 is a newly identified risk which would result from the Council delaying any re-housing of affected tenants until the CPO process is formally concluded in 2017.

Officers have determined a risk rating of 12 for this risk, which represents an AMBER risk.

The project will demand a housing programme which will fit with the Council's re-letting and re-housing policies and its strategic commitment to deliver 1000 new houses by 2017. Availability of replacement stock options in a high demand market makes any delay to the process serious in terms of impact and significant in terms of probability.

Risk 3 is a newly identified risk which highlights the potential rent loss associated with early action re-housing commencing with immediate effect.

Officers have determined a risk rating of 6 for this risk, which represents a GREEN risk.

An early re-housing programme maximises the level of overall compensation arising from the CPO process which mitigates against the financial risk presented by Risk 3.

Opportunity

The above risks should be assessed in the context of corresponding opportunities which are presented by the various activities involved in the road improvement programme.

The early introduction of a housing replacement (new build) programme would facilitate the re-housing of tenants which would minimize the financial impact on the Council and avoid delays to the roads improvement project. The provision of new affordable housing would improve the quality of life of local tenants.

Such a programme would require a capital investment of £20-25m, whilst Investment requirements for the wider regeneration of the Middlefield area have yet to be established.

An opportunity to maximise cross subsidy for the investment requirements exists, using compensation payments for the 130 or so directly affected properties (c £10m).

In addition the Scottish Government should be asked to consider what additional funding they may wish to provide towards the new build/regeneration investment for the Middlefield area. This should include the costs associated with replacement community facilities that are directly affected by the roads project.

5 REPORT BACKGROUND

The Finance, Policy & Resources Committee at its meeting on December 5th 2013 recommended that officers pursue specific actions outlining proposals including where appropriate costs for the regeneration of Middlefield without the proposed Haudagain improvements should the Scottish Government refuse to commit to providing the Council with acceptable financial guarantees as requested.

5.1 Regeneration Investment Indicative Costs

The attached Zonal Map (appendix 1) sets out the proposed investment and indicative associated costs for the regeneration of the Middlefield area.

It highlights an approximate Capital cost of £8 m for site 1 which includes housing upgrades to SHQS (Scottish Housing Quality Standard) and environmental improvements on all 325 properties originally associated with the Haudagain upgrade. (ACC capital investment has been discontinued since 2008 as these properties were either likely to be affected by the Haudagain improvements or contained within the triangle which was identified as a future opportunity site, no longer appropriate for housing.) Along with the SHQS programme for these houses a series of environmental improvements within the area would be required in order to improve and enhance the “streetscape” and overall quality of living in the neighbourhood.

5.2 Implications on the HRA Business Plan

The HRA will have to make provision for the additional Capital investment in the business plan if these houses and environmental works are scheduled for the future. At this present time there is no budget allocated for these works if they were to proceed.

6 THE POTENTIAL FOR ADDITIONAL NEW BUILD HOUSING PROVISION

A further £20–25m investment is associated with the housing developments and improvement works to be taken forward at the former Smithfield School site (site 2), Manor Walk (site 3), Woodside (site 5), Greenferns (site 6) and Smithfield Court (site 7). Some or all of this provision could be made available to re-house tenants directly affected by the road improvement project.

It is proposed that a feasibility study into the potential for new build housing provision for the re-housing of directly affected tenants be brought to the Finance Policy and Resources Committee in September 2014.

7 WIDER REGENERATION INVESTMENT

A number of wider regeneration initiatives around the social, economic, health and education agendas are currently being developed by Council officers.

For example, the Granitehill (site 4) new location for Reserved Museum Artifacts will see a further investment of £3.8m into the area. Council Services are working together to develop an overall regeneration strategy and action plan for the area.

It is proposed that a feasibility study on housing and regeneration investment requirements be brought to the Finance Policy and Resources committee in September 2014.

7.1 Community Engagement

Clearly the local community has a major contribution to make to the shaping of new housing and regeneration plans for the area. It is proposed that a detailed consultation exercise is carried out in order to inform the development proposals and that the outcome of the consultation exercise is presented to the Finance Policy and Resources Committee in September 2014 together with the feasibility study into the planned developments.

8 SMARTER ABERDEEN

Smarter Economy (Competitiveness) & Smarter Living (Quality of Life)

We will improve access to affordable housing in both social rented and private sector, by supporting first time buyers, regenerating areas within the city and by working with developers to maximize effective use of developer contributions.

Smarter Governance (Participation)

We will seek to develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity and responsibility.

Smarter Environment (Natural Resources)

We will provide a clean, safe and attractive streetscape and promote bio-diversity and nature conservation. We will encourage wider access to green space in our streets, parks and countryside

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SITE 6
Greenferns
Potential for New Build Housing
Reprovisioning

4

SITE 4
Granitshill
Proposed Location of New Facility
for Reserved Museum Artifacts

SITE 3
Manor Walk
Potential for New Build Housing
Reprovisioning

3

1

2

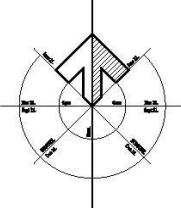
SITE 5
Woodside (Joint Ownership)
Potential for New Build Housing
Reprovisioning

5

SITE 1
Housing Upgrade to SHQS and
Environmental Improvements

SITE 7
Smithfield Court Upgrade

SITE 2
Former Smithfield Primary School
Proposed For New Build Housing
Reprovisioning and Potential for
Reprovisioning of Community
Facilities



Rev.	Date	Description	By	Iss.



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HOUSING & ENVIRONMENT

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Client:
Aberdeen City Council

Project:
Middlefield Redevelopment

Title:
Middlefield Conceptual Layout

Option B

Date: 4/3/14 Scale: 1:2500

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Your Ref: SW/LI

30 April 2014

Dear Mr Whyte

Haudagain Junction Improvement

Thank you for your letter of 8 January in relation to the Haudagain Junction Improvement, the contents of which I note.

The Scottish Government has committed to commencing improvements to Haudagain following completion of the Aberdeen Western Peripheral Route (AWPR) currently estimated for spring 2018. The AWPR is predicted to reduce traffic levels on the existing A90 in the vicinity of Haudagain by around 20 per cent. It is important to await completion of the AWPR before commencing work at Haudagain to avoid making existing traffic congestion worse.

To underline that commitment, Haudagain is included in Transport Scotland's Motorway and Trunk Road Programme, which is published on Transport Scotland's website as well as in the Scottish Government's Infrastructure Investment Plan. We have already invested £3 million to commission a team of consultants to take forward the design of the scheme, with draft road orders on target for publication in summer 2015. Around 250 people attended the Haudagain public exhibitions held on 24 / 25 April, and attended by Keith Brown MSP Minister for Transport, to showcase the preferred option which further demonstrates this commitment.

The process we are following on Haudagain is identical to how we deliver, and have successfully delivered, new trunk roads all over Scotland. Design work must be completed to allow us to begin the statutory process, which includes acquiring the land needed to deliver the scheme.

Subject to satisfactory completion of the statutory process our programme indicates that Scottish Ministers will acquire the land required to construct the Haudagain Improvement in late 2017 / early 2018. Landowners including the local authority, will be compensated for any land or property in accordance with the compensation code

Yours sincerely

A large black rectangular redaction covering the signature of Sharon Fairweather.

Sharon Fairweather

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