

Public Document Pack



To: All Members of the Council

Town House,
ABERDEEN, 11 August 2015

COUNCIL

The Members of the **COUNCIL** are requested to meet in the Council Chamber - Town House on **WEDNESDAY, 19 AUGUST 2015 at 10.30am.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

- 1 Admission of Burgesses
- 2 Members are requested to agree that any exempt business on this agenda be considered with the press and public excluded
- 3 Requests for Deputations

MINUTES OF COUNCIL

- 4(a) Minute of Meeting of Council of 24 June 2015 - for approval (circulated separately)

BUSINESS STATEMENT, MOTIONS LIST AND OTHER MINUTES

- 5(a) Business Statement (Pages 1 - 8)
- 5(b) Motions List (Pages 9 - 10)

- 5(c) Minute of Meeting of City Centre Regeneration Working Group of 20 May 2015 - for approval (Pages 11 - 16)

REFERRALS FROM COMMITTEES IN TERMS OF STANDING ORDER 36(3)

- 6(a) None to date

REFERRALS FROM OTHER COMMITTEES

- 7(a) Audit, Risk and Scrutiny Committee - Annual Report - referred by Audit, Risk and Scrutiny Committee of 25 June 2015 (Pages 17 - 44)

GENERAL BUSINESS

- 8(a) By-election Results (Pages 45 - 48)
- 8(b) Accounts Commission Statutory Report (Pages 49 - 82)
- 8(c) Appointments (Pages 83 - 84)
- 8(d) City Centre Masterplan Reference Group (Pages 85 - 106)
- 8(e) Aberdeen Local Development Plan Site OP58 - Countesswells, Lying West of Hazlehead Park (to follow)
- 8(f) Employment of Children Byelaws (Pages 107 - 118)
- 8(g) Corporate Parenting Annual Update 2014/15 (Pages 119 - 146)
- 8(h) Final Draft Gaelic Language Plan (Pages 147 - 234)

QUESTIONS

- 9 None received.

MOTIONS

- 10(a) Motion by Councillor Kiddie

“Council agrees to instruct the Head of Finance to provide a report on ethical investments in respect of the Pension Fund and the impact of such a strategy and reports back to Council within a 6 month period on such a strategy.”

10(b) Motion by Councillor Reynolds

“That it be remitted to the appropriate Committee, to instruct officers to bring forward a report supporting the need for a temporary traffic order restricting the use by HGV’s to access only on the unnumbered road running from the B997, past Shielhill Farm to the B999, with a view to the introduction of a permanent restriction.”

BUSINESS THE COUNCIL MAY WISH TO CONSIDER IN PRIVATE

11(a) Aberdeen Sports Village - Appointment of Board Members (Pages 235 - 240)

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Stephanie Dunsmuir, tel 01224 522503 or email sdunsmuir@aberdeencity.gov.uk

This page is intentionally left blank

**COUNCIL
BUSINESS STATEMENT
19 AUGUST 2015**

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

Reports which are overdue are shaded

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
1.	Council 05.03.14 Article 21	<p><u>Broad Street Civic Square Assessment</u></p> <p>The Council, amongst other things, resolved (1) to agree that option C - full pedestrianisation of Broad Street between Upperkirkgate and Queen Street - best meets the objectives of the project and acknowledge that this option is reliant on additional traffic management measures; (2) to instruct officers to report back on the details of the draft Traffic Regulation Order within six months; and (3) to instruct officers to also report back within six months on the outcomes of the future year traffic and air quality model testing for 2023; and (4) to instruct officers to investigate the feasibility of reopening the Castlegate to traffic and opening Queen Street at the junction of West North Street and include their findings in the above report, and enter into discussions with Muse Developments with regard to maximising views of Provost Skene's House from Broad Street.</p>	<p>At its meeting of 8 October 2014, the Council approved the planning application for Marischal Square and noted that the proposal to pedestrianise Broad Street was not being considered as part of the determination of the application. Officers are continuing to investigate options, including appropriate traffic modelling, for creating a more user-friendly pedestrian environment to form a civic space on Broad Street in advance of the pedestrianisation of Union Street. That work is being carried out in tandem with the development of the city centre masterplan and development framework.</p>	Director of Communities, Housing and Infrastructure	20.08.14

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
2.	Council 20.08.14 Article 6	<u>Corporate Parenting Champions Board</u> The Council agreed to receive reports on the remit and membership of the Corporate Parenting Champions Board and the Sistema Partnership Board at its meeting on 8 October 2014.	The Corporate Parenting Champions Board will be included within the Corporate Parenting report scheduled to be submitted to Council on 19 August 2015. A report is on the agenda.	Director of Education and Children's Services	08.10.14
3.	Council 14.05.14 Article 30	<u>Corporate Parenting</u> The Council instructed officers to report back on the implementation and review of the Corporate Parenting Policy in May 2015.	A report is expected to be submitted to the Council meeting on 19 August 2015. A report is on the agenda.	Director of Education and Children's Services	13.05.15
4.	Council 04.03.15 Article 13	<u>Aberdeen Sports Village - Recruitment of Board Member</u> The Council delegated authority to the selection panel to select their preferred candidate, and instructed that a report be submitted to the Council meeting on 13 May 2015 for approval.	Interviews were held in June 2015. A report will be submitted to the Council meeting on 19 August 2015. A report is on the agenda.	Director of Education and Children's Services	13.05.15
5.	Council 21.08.13 Article 17	<u>Street Begging</u> The Council, amongst other things, instructed officers to commence without delay consultation with the Scottish Government on a potential byelaw to prohibit street begging, and report back to every Council meeting on the progress or	The Council, at its meeting of 25 June 2014, resolved:- (i) to note the decision of the SNP Scottish Government to reject the request for the Prohibition of Begging in Designated Areas Byelaws 2014 as set out in the letter dated 20 June 2014;	Director of Communities, Housing and Infrastructure Director of Corporate Governance	Every Council meeting

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		<p>otherwise of the consultation with the Scottish Government.</p>	<p>(ii) in light of the response from the Scottish Government declining to support a proposed byelaw, to instruct officers to develop alternative sustainable solutions to the use of the proposed byelaw working in partnership with Police Scotland and other appropriate stakeholders; and</p> <p>(iii) to instruct the Chief Executive to write to the appropriate Scottish Minister seeking financial and non-financial support to develop sustainable solutions to tackle street begging.</p> <p>An update report was considered at the Council meeting of 13 May 2015. The Council noted the content of a letter sent to Michael Mathieson MSP, Cabinet Secretary for Justice, confirming the request for financial support for an assertive outreach worker to tackle the issue of street begging and further assist with the comprehensive street begging strategy.</p> <p>A response has been received from the Scottish Government in response to the letter - a further update will be provided.</p> <p>Requested for removal.</p>		

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
6.	<p>Council 21.08.13 Article 9</p>	<p><u>Establishment of Short-term Halting Sites for Gypsies/Travellers and Proposed Byelaw Regarding Camping in Designated Areas</u></p> <p>The Council instructed officers to commence without delay consultation with the Scottish Government on a potential byelaw to prohibit camping on sensitive areas such as public places.</p> <p>In addition, the Council (a) instructed officers to prepare a detailed design with cost estimates for construction and ongoing costs for a short-term halting site at Howes Road; (b) instructed officers to prepare a planning application including details of costings (capital and revenue) for establishing the site; (c) approved the process for consultation as set out in the report acknowledging that strong views and opinions were likely to be part of the process; and (d) instructed officers to continue to conduct property searches with a view to establishing a further site or a more suitable site within the city.</p> <p>The Council instructed officers to report back to every Council meeting on the progress or otherwise on the consultation with the Scottish Government on the potential byelaw and on the suitability or otherwise of other potential sites.</p>	<p>The Asset Management team are continuing to identify alternative and additional sites both in the public and private sector.</p> <p>At its meeting of 17 December 2014, the Council resolved:-</p> <p>(i) to note the letter dated 31 October 2014 from the Scottish Government confirming that Scottish Ministers have decided not to confirm the byelaws requested by the Council;</p> <p>(ii) to note the East Loch Lomond Camping Byelaws approved by Scottish Ministers on 10 March 2011 which comply with the general duty of the Equality Act 2010;</p> <p>(iii) to instruct the Chief Executive to work with all interested parties including those who objected to the byelaws and liaise with the Loch Lomond and the Trossachs National Park Authority to consider the issues experienced in Aberdeen and to report back to the Council at its meeting on 24 June 2015 with all available options to address those issues; and</p> <p>(iv) to instruct the Chief Executive to provide a report on the progress made on the implementation of the instruction contained in (iii) above to the Council meeting on 4 March 2015.</p>	<p>Chief Executive Director of Communities, Housing and Infrastructure Director of Corporate Governance</p>	<p>Every Council meeting</p>

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
			<p>The Council noted a progress report on 4 March 2015.</p> <p>A report was contained within the Information Bulletin for the Council meeting on 24 June 2015. This outlined the approach being developed at a national level through the Scottish Government.</p>		
7.	Finance, Policy and Resources 09.06.15 Article 17	<p><u>Gaelic Language Action Plan</u></p> <p>The Finance, Policy and Resources Committee instructed officers to bring the final draft Gaelic Language Action Plan to the Council meeting on 19 August 2015.</p>	<p>A report is on the agenda.</p>	Director of Communities, Housing and Infrastructure	19.08.15
8.	Council 19.08.15	<p><u>Aberdeen City Centre Masterplan and Delivery Programme</u></p> <p>The Council agreed the Aberdeen City Centre Masterplan and Delivery Programme, and that the Chief Executive would report to Council on 19 August 2015 on (1) the establishment of an in-house officer team to facilitate the implementation of the Delivery Plan; and (2) the governance arrangements for the establishment of an Aberdeen City Centre Masterplan Reference Group.</p>	<p>A report on the in-house officer team will be taken to the Finance, Policy and Resources Committee at its meeting of 15 September 2015.</p> <p>A report is on the agenda in relation to the Reference Group.</p>	Chief Executive	19.08.15

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
9.	Licensing 30.06.15 Article 4	<u>Scheme of Delegation - Licences for Street Traders (Hot Foods) New Sites</u> The Licensing Committee noted that a report would be submitted to Council regarding this matter.		Director of Corporate Governance	<u>Date to be advised by the service</u>
10.	Council 08.10.14 Article 16	<u>Bon Accord Care Annual Report</u> The Council noted the Bon Accord Care Annual Report for 1 August 2013 to 31 July 2014, and agreed to receive each annual report from Bon Accord Care Ltd.		Chief Executive	08.10.15
11.	Council 24.06.15	<u>Broadford Works</u> The Council noted the content of the report and agreed that officers report back to a future meeting on any further action that may be required.		Director of Communities, Housing and Infrastructure	<u>Date to be advised by the service</u>
12.	Council 31.10.13 Article 17	<u>Community Planning Aberdeen - Development Plan</u> The Council agreed to receive six monthly updates on progress with the implementation of the Development Plan.	The Council received the last six month progress report on 24 June 2015.	Director of Communities, Housing and Infrastructure	16.12.15
13.	Finance and Resources 12.11.09	<u>Community Planning Partnership - Fairer Aberdeen Fund</u>	The Council received the last six month progress report on 24 June 2015.	Director of Communities, Housing and	16.12.15

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
	Article 22	The Finance and Resources Committee instructed the Director of Corporate Governance to provide twice yearly updates in February and October to the Aberdeen City Alliance (now Community Planning Aberdeen) and the Corporate Policy and Performance Committee on the outcomes achieved through the investment of the Fairer Scotland Fund (now Fairer Aberdeen Fund).		Infrastructure	
14.	Council 08.10.14 Article 13	<u>Standing Orders on Contracts and Procurement</u> The Council noted that legislation which would require to be reflected in revisions to the Standing Orders on Contracts and Procurement was expected during 2015 and that a report would be submitted thereafter.		Director of Corporate Governance	02.03.16
15.	Council 24.06.15	<u>Local Authority Community Covenant</u> The Council agreed to receive a report at a future meeting once the Scottish Government had reviewed the Scottish Veterans Commissioner's report <i>Transition in Scotland</i> and decided how it wishes to take its recommendations forward		Chief Executive	Upon review by the Scottish Government
16.	Council	<u>Welfare Reform</u>	The Scottish Welfare Fund has been	Director of	As and

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
	06.03.13 Article 16	The Council, amongst other things, approved the steps taken by officers to develop a policy and practice response and agreed to receive further reports in due course as measures were implemented.	<p>successfully introduced and is operating well and meeting deadlines for decisions. Further changes to welfare reform are planned for later this year. The Hub joint project with the DWP is now open and being developed further over the coming weeks. Agreement has been reached with The Citizens Advice Bureau regarding the basis for a service level agreement. Claims for discretionary housing payments continue to be processed within the agreed scheme. The Financial Inclusion Manager has been appointed and took up his post on July 2013.</p> <p>A progress report was noted by the Council on 21 August 2013. A further report was contained within the Information Bulletin for the Council meeting on 14 May 2014.</p> <p>An update was expected to be provided at the end of the 2014/15 financial year.</p>	Communities, Housing and Infrastructure	when required

**COUNCIL
MOTIONS LIST
19 AUGUST 2015**

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

Reports on motions which are overdue are shaded

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken/Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
1.	<p><u>Motion by Lord Provost George Adam</u></p> <p>“That Aberdeen City Council agrees to take forward approaches from associates of the local fishing industry to create an appropriate and lasting memorial to the men and women who lived, worked and died in it, in peace time and war, and to commemorate the major contribution which fishing has made to the city’s life and heritage. Officers are instructed to report on the establishment of a small working group, the scope of a commission and confirmation of a budget with a view to obtaining additional contributions to build on external funds already secured.”</p>	17.12.14	To approve the terms of the motion.	A report was on the agenda at the Council meeting of 13 May 2015 however it was withdrawn from the agenda at the meeting.	Director of Education and Children’s Services	13 May 2015

This page is intentionally left blank

**CITY CENTRE REGENERATION WORKING GROUP
MINUTE OF MEETING OF 20 MAY 2015**

In attendance:

Councillor Boulton, Chair; Councillors Laing, Thomson and Yuill; Bob Collier, Aberdeen and Grampian Chamber of Commerce; Richard Noble, Aberdeen Inspired and Derek McCrindle, Scottish Enterprise; and Professor Ferdinand Von Prondzynski, Robert Gordon University. Officers –Angela Scott, Pete Leonard, Louise MacSween, Andrew Win, Karen Allan and Lynsey McBain.

Also in attendance: Scott Mackenzie, BDP; and Malcolm Hewines, Montagu Evans.

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
1.	Welcome & Apologies	Apologies were received on behalf of Councillor Young, Sir Ian Diamond, Steve Harris, Colin Crosby, Gordon McIntosh and Karen Donnelly.	Noted	
2.	Minute of Previous Meeting of 17 February 2015		Minute agreed as a correct record.	L McBain
3.	Matters Arising	The Convener advised that the change in date had been necessary due to the extension of the consultation period and to allow BDP the appropriate time to work on the feedback received. The Convener noted that it was very difficult to accommodate everyone's availability and to find a suitable date for everyone.	Noted	
4.	City Centre Masterplan	The Working Group received a presentation from Scott Mackenzie and Malcolm Hewines, which contained information on the City Centre Masterplan. Scott explained that since the last meeting of the Working Group, they had submitted the draft masterplan, which had been well developed and followed the consultation period in March. The final masterplan was submitted to council officers in early	Presentation noted	L MacSween/ A Win

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
		<p>May and was to go before Full Council on 24 June for approval.</p> <p>Members discussed the delivery mechanism of the masterplan and what would happen once the masterplan was agreed. Angela Scott advised that BDP would report to Full Council and noted that the scale of the decision making was huge, however noted that the hard work would start after the masterplan was agreed.</p> <p>Scott then outlined the presentation to members. Scott explained that the need for a masterplan was in response to issues and opportunities in an increasingly competitive and international context and would help support economic growth, as well as building on the Strategic Investment Plan and Economic Strategy.</p> <p>Scott then outlined the city centre challenges and highlighted that energy was the primary driver of prosperity and Aberdeen's status as a global energy hub had significant influence on both the City and the shire. He also indicated that the value of a historic, layered city centre was negated by poor access and connectivity.</p> <p>The vision for the city centre was "a City Centre for a global city" and the purpose of the city centre masterplan and delivery programme was "energising the city centre to deliver prosperity and a better quality of life for all."</p> <p>Scott then explained that masterplan objectives as:-</p> <ul style="list-style-type: none"> • Changing perceptions 		

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
		<ul style="list-style-type: none"> • Growing the city centre employment base • A metropolitan outlook • A living centre for everyone • Made in Aberdeen • Revealing waterfronts • Technologically advanced and environmentally responsible • Culturally distinctive <p>Scott also provided detail on the four themes which were been incorporated into the masterplan.</p> <ol style="list-style-type: none"> 1. Energy and More – a city centre that is the economic hub of a prosperous city region. There were 13 proposed city centre projects under this theme. 2. A City for People – a city centre that is alive with energy, meets everyone’s needs and aspirations, wherever they come from and however long they stay. There were 12 proposed city centre projects under this theme. 3. Light of the North – a city centre environment that makes for a unique and interesting experience. There were 11 proposed city centre projects under this theme. 4. The Connected City – a city centre that is accessible and wired. There were 13 proposed city centre projects under this theme. <p>The presentation then looked at the stakeholder support through the consultation period and noted that there were three extensive engagement exercises. 2812 participants and 2233 written responses were received. 62% supported the Vision, 68% agreed with the Objectives and support for the Projects (grouped</p>		

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
		<p>into themes) ranged from 66% to 93%.</p> <p>Scott then outlined the projects with the strongest support from the public as well as the projects viewed as a major area of concern. The areas supported included:-</p> <ul style="list-style-type: none"> • Low cost commercial space for creative industries • Refurbishment and conversion of historic buildings to residential use • Local rail and network of stations. <p>Areas of concern included:-</p> <ul style="list-style-type: none"> • Stricter parking standards for new city centre development • Parking charges revised to discourage commuter parking • Woolmanhill Infirmary converted to hotel and housing • Expansion of Union Square and Bon Accord in a manner that complements the setting and city centre • New high quality contemporary architecture across the city centre. <p>Other commonly raised concerns included congestion, displacement of vehicles, the economy and lack of covered areas within the city centre for when the unpredictable weather hits.</p> <p>As a result of the consultation, various changes were made. At the Denburn, housing and parking was revised and servicing to theatre was maintained. At Woolmanhill, a museum proposal was incorporated. At</p>		

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
		<p>the Trinity Centre, a more ambitious long-term redevelopment proposal was shown and at Aberdeen Market, a more ambitious redevelopment proposal was also shown.</p> <p>Malcolm Hewines then spoke the Working Group through the Delivery Plan of the masterplan which included the projects and phasing, the delivery outcomes, the business case, funding and partners, and the delivery approaches.</p> <p>Malcolm highlighted the headlines of the masterplan and noted that almost 7000 FTE jobs would be created, 12000 construction jobs, £3.5bn Gross Value Added (GVA) over 20 years, the city centre population would increase and would result in £17m more spend per annum, there were benefits for both the city and the shire and the masterplan offers value for money.</p> <p>Malcolm explained that with the delivery approaches there were two considerations. The overarching delivery body and to be project specific.</p> <p>Throughout the presentation, members asked a number of questions in regards to the masterplan and delivery structure. Members asked for details on the Union Street bridge and what would be done to help people from jumping from the bridge as well as accessibility into Union Terrace Gardens. Scott explained that the details were still to be worked on however the railway line and the road would remain the same. Malcolm advised that it would be a significant cost to cover the railway.</p> <p>There were also questions around city centre parking</p>		

No.	Agenda Item	Notes of Discussion	Action / Decisions	By Whom
		<p>and the use of cars. Angela Scott explained that if the masterplan is agreed, a lot of processes and frameworks would need to change including the Local Transport Strategy and the Local Development Plan. Members also asked if lighting could be introduced at the Back Wynd steps. Scott explained that there was a project looking at lighting which would be inexpensive and would be an easier project to set up.</p> <p>Finally Derek McCrindle questioned how he could become more engaged as a partner and feed into the masterplan. Angela explained that once the Council makes a decision on the masterplan, they everyone can get involved. She advised that as a city, Aberdeen needed a vision and intimated that Scottish Enterprise would need to be involved in the next stages. Every single area would be subject to due diligence, but nothing could progress until a Council decision is reached.</p> <p><u>The Working Group resolved:-</u> to note the presentation and update.</p>		
5.	Date of Next Meeting	The Convener explained that another meeting date may not be needed; however the clerk would contact members with any update.	Noted	L McBain

ABERDEEN CITY COUNCIL

COMMITTEE	Audit, Risk & Scrutiny
DATE	25 th June 2015
DIRECTOR	Angela Scott
TITLE OF REPORT	Audit, Risk & Scrutiny Committee – Annual Report
REPORT NUMBER:	CG/15/79

1. PURPOSE OF REPORT

The purpose of this report is to present the annual report of the Audit, Risk & Scrutiny Committee.

2. RECOMMENDATION(S)

that the Committee:–

- (a) Approve the annual report; and
- (b) Refer the report to the Council for their consideration.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4. OTHER IMPLICATIONS

None.

5. BACKGROUND/MAIN ISSUES

During the Committee's self-evaluation exercise in 2014, Member's agreed that the Committee prepare an annual report of its activities and that this be referred to Council. This report attaches a draft of that annual report.

6. IMPACT

There is impact on the Council's governance arrangements through improved transparency, understanding and challenge of the activity and outcomes from the Audit, Risk & Scrutiny Committee.

7. MANAGEMENT OF RISK

There are no identified material risks which would result from the approval of the recommendations in this report.

8. BACKGROUND PAPERS

“A Toolkit for Local Authority Audit Committees” - CIPFA
“Audit Committees: Practical Guidance for Local Authorities and Police”
- CIPFA (2013)

9. REPORT AUTHOR DETAILS

Martin Murchie, Office of Chief Executive
mmurchie@aberdeencity.gov.uk
(01224) 522008

Audit, Risk and Scrutiny Committee
Annual Report 2014/15

Introduction

I am pleased to present this year's Annual Report of the Audit, Risk & Scrutiny Committee. An annual report to Council is a useful way to develop understanding of the Committee's role and functions. The Committee is accountable to Council and welcomes scrutiny of its effectiveness in fulfilling its terms of reference and its impact on the improvement of governance, risk and control within the authority. This report covers the work of the Audit, Risk & Scrutiny Committee during the period April 2014 – March 2015. In addition, to a summary of work undertaken, the report includes details of the Committee's membership, officer support to the Committee, and the results of a self-evaluation of the Committee's effectiveness. The report ends with a look forward to 2015/16 and the Committee would welcome any feedback from Members of the Council on the themes identified.

Jackie Dunbar

Convener

Audit, Risk & Scrutiny Committee

The role of the Audit, Risk & Scrutiny Committee

Cipfa (the Chartered Institute of Public Finance and Accountancy) defines the purpose of an audit committee as:

“...to provide to those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance processes.”¹

In accordance with this, the role of the Committee is primarily concerned with assuring itself, and advising the Council as necessary, that the Council’s policies are being implemented and has in place systems which provide adequate controls over the Council’s resources and assets to prevent the risk of loss through fraud and corruption. It is not the role of the Audit, Risk & Scrutiny Committee to be responsible for, or manage, the arrangements themselves.

Key to the role of the Committee is that it should be independent; have clear reporting lines and rights of access to other committees; and that its members should be properly trained to fulfil the role. The Orders of Reference for the Committee are listed below with a summary of work undertaken.

¹ CIPFA (2013) Audit Committees: Practical Guidance for Local Authorities and Police

1. Risk Management

The Committee will:-

- (a) receive an annual review of the risk management process, and an update every six months on the risk register and related action plans;
- (b) approve the risk management strategy and implementation plan;
- (c) monitor risk management and internal control arrangements; and
- (d) commission and review annual assessments of the effectiveness of the risk management and control framework.

Summary of Activity

- Reviewed and approved a revised Risk Management Strategy;
- Reviewed and approved annual Statement of Internal Control, specifically for risk management;
- Reviewed reports on each aspect of the Council's "System of Risk Management", namely, **S**trategy; **S**tructure; **S**kills; **S**ystem; **S**hared Values; and **S**taff. In doing so, identified strengths, weaknesses and required improvement actions;
- Instigated reporting of reviews of critical incidents;
- Instigated regular reporting, to the Committee, of strategic and operational risk registers.

Outcomes

- The Committee is aware of the need to continuously strengthen risk management arrangements and its activity in the last 12 months has established a clearer and stronger strategic direction for risk management;
- Improvements have been identified and actions taken in all areas of the "System of Risk Management";
- There is increased transparency and focus on the effectiveness of risk registers and the management of risks;
- Through specific training, members of the Committee, are better able to challenge officers in the implementation of the Risk Management Strategy.

2. Internal Audit

The Committee is charged with responsibility for ensuring that there is an effective Internal Audit function. This to be achieved through the following:-

- (a) the approval of the Internal Audit Annual Plan;
- (b) the consideration of all reports issued by Internal Audit with the exception of those on the Pension Fund;
- (c) responsibility for ensuring that there is an adequately resourced Internal Audit service; and
- (d) the consideration of performance reports on Internal Audit activity.

Summary of Activity

- Approved a risk based Audit Plan 2014/15 and Internal Audit Charter;
- Reviewed the performance of Internal Audit, including the progress in completing the Audit Plan, at each meeting;
- Considered each internal audit report and management responses;
- Followed up on the implementation of all recommendations agreed following audit reviews;
- Considered an Annual Report by the Head of Internal Audit which included the Head of Internal Audit's annual opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control;
- Considered and approved an option appraisal for the future delivery of internal audit service as a shared service with Aberdeenshire Council.

Outcomes

- Whilst a small number of reviews within the 2014/15 Audit Plan are carried forward into 2015/16, the Plan has been implemented, assurances given and, where required, further controls identified;
- Significant improvement has been seen during the year in the number of recommended actions implemented on time.

3. External Audit

To receive all reports prepared by the Council's External Auditor with the exception of those on the Pension Fund.

Summary of Activity

- Received and reviewed the Council's external auditor's (Audit Scotland) annual Audit Plan and assessment of significant audit risks.
- Instigated regular reports from the external auditor on progress in implementing the Audit Plan;
- Considered the Assurance & Improvement Plan for the Council from the Local Area Network;
- Considered a number of specific reports from the external auditor, as well as local impact reports from national initiatives;
- Considered the external auditor's ISA 260 report to those charged with governance; independent report on the financial statements*; and annual report to members and the Controller of Audit.

Outcomes

- Ensured the discharge of the Council's responsibilities with regard the external audit function; and
- Improved the Committee's review of external audit activity throughout the year.

**The Committee determined that due to late submission, that a special meeting was required to consider the external auditor's communication of audit matters arising from the financial statements.*

4. Accounts

To consider and approve the Council's Annual Report, Annual Accounts and Trading Services Annual Report and Accounts.

Summary of Activity

- Considered and approved the Statement of Accounts for the Council;
- Within the accounts, the Annual Governance Statement was specifically considered and approved.

Outcomes

- A full set of accounts were completed and signed off.

** The audited accounts formed part of the papers for the special meeting of the Committee referred to at 3. above.*

5. Whistleblowing and Other Investigations

Summary of Activity

- The Committee gave consideration to a petition submitted to the Scottish Parliament on the operation of Whistleblowing Schemes in Scotland's public bodies;
- The Committee heard oral reports on a small number of investigations during 2014/15;
- No whistleblowing reports were received or considered.

6. Anti-Fraud

The approval of an anti-fraud policy and monitoring its implementation; and

- (a) Commissioning investigations to secure value for money in the delivery of services.
- (b) To oversee the processes by which services are exposed to competition and costs are let, where the Council itself is a bidder for the work.

Summary of Activity

- The Committee commissioned, considered and approved a review which recommended that:-
 - the Head of Legal Services revise the Council's "Policy and strategic Response to Fraud, Bribery and Corruption";
 - that the finalised policy should be formally communicated to staff and line management; and
 - a paper summarising Fraud, Bribery, Corruption and Whistleblowing will be submitted to the Audit Scrutiny and Risk Committee on an annual basis.

The implementation of these recommendations is now being monitored.

- The Committee also reviewed the design and operating effectiveness of controls for the prevention and detection of fraud in housing tenancy and the Scottish Welfare Fund;
- No frauds were reported to the Committee during the year..

7. Legal Compliance

To review minuted actions from all main Committees with the exception of the Planning Development Management and Licensing Committees (or Regulatory Committee) to ensure compliance with legal requirements and good practice. The Committee will not prevent any decision being taken and will only review a decision.

Summary of Activity

- The Committee commissioned and considered, in November 2014, a review by internal audit on the Council's compliance with laws and regulations. It approved recommendations relating to the role of the Head of Legal and Democratic Services in reviewing committee reports; collaboration between legal Services and other Council services; training on compliance with laws and regulations; and reporting on fraud, bribery, corruption and whistleblowing.

Outcomes

- Compliance with the requirements to consult the Head of Legal and Democratic Services on all committee reports is now monitored by the Corporate Management Team and mitigates the risk of non-compliance with laws and regulations.

8. Health and Safety

Approve the Council's Health & Safety Policy, including its annual review and implementation.

Summary of Activity

- The Corporate Health and Safety Committee (CHSC) was designated as a Sub Committee of the Audit, Risk & Scrutiny Committee in August 2014;
- The minutes of each meeting of the CHSC are now submitted to the Committee for consideration;
- The Committee approved revisions to the constitution of the CHSC in September;
- Commissioned and considered a report establishing assurance reporting arrangements for health & safety.

9. Arm's Length External Organisations (ALEOs)

The Committee will ensure, through consideration of a quarterly report from the governance hub, that each tier 1 Arm's Length External Organisation has an effective system of risk management in place, covering strategy, structure, skills, system, staff and shared values. The Committee will use this to determine the level of assurance it can place on the effectiveness of that system and its ability to achieve the organisational objectives.

Summary of Activity

- The Committee has received officers' updates at each meeting on outstanding actions to establish effective ALEO governance arrangements;
- The Committee commissioned and considered a review from internal audit into the design and operation of governance arrangements in place for the Tier 2 ALEOs: Aberdeen Performing Arts and Aberdeen Heat and Power;
- The Committee considered a report by the external auditor which set out the follow up work being undertaken with all Councils in respect of the Accounts Commission's 2011 report 'Arm's Length External Organisations: Are you getting it right?'

Outcomes

- The committee's remit was revised in order that there would be improved consideration of governance issues with respect to ALEOs. The Committee has not yet received full assurance that governance of ALEOs is effectively controlled. The Committee is aware of recent work undertaken to design and implemented an ALEO Governance Hub and is due to consider a further report on this in June 2015.

Membership of the Committee

The Audit, Risk & Scrutiny Committee is composed of 17 Members from across all parties. Members bring with them business experience of audit, risk management, health & safety, project management and relevant service and local governance knowledge. During the self-evaluation of the committee's effectiveness, Members and officers acknowledged the skills and knowledge of the Committee.

During 2014/15 significant improvements were made to the training offered to members of the committee. A new training package was designed and delivered to each member of the Committee. This included:-

- An overview of the role of the Committee and the member's role in this;
- The annual accounts process;
- Internal Audit;
- Risk Management.

This was very well received by Members and is being rolled out to all members of the Council. Further, and ongoing, training specifically for members of the Committee is currently being developed.

Attendance:

Member	Total Expected Attendances	Total Attendances	Nominated Substitute Attended
Cllr McCaig Former Convener	6	6	N/A
Cllr Yuill Vice Convener	6	5	None
Cllr Adam, Lord Provost (A&R May to Oct 2014)	4	3	Cllr Taylor
Cllr Cameron	6	5	Cllr Cormie
Cllr Cooney	6	4	Cllr Allan (both)
Cllr Crockett (AR&S Oct 14 onwards)	2	2	N/A
Cllr Donnelly	6	6	N/A
Cllr Jackie Dunbar	6	4	Cllr Cormie (both)
Cllr Graham	6	5	Cllr Jean Morrison
Cllr Greig	6	6	N/A
Cllr Lawrence	6	4	Cllr Milne (1)
Cllr Malik	6	5	Cllr Young
Cllr May	6	3	Cllr Dickson (2) Cllr Kiddie
Cllr Jean Morrison (AR&S Oct 14 onwards)	2	2	N/A
Cllr Nathan Morrison	6	5	Cllr Young
Cllr Noble	6	6	N/A
Cllr Reynolds	6	4	None

Cllr Townson (AR&S Oct 14 onwards)	2	2	N/A
---	---	---	-----

Officer support to the Committee

The Chief Executive

The Chief Executive has taken a very active role in the development and support of the Committee over the last 12 months. She regularly attends the Committee and ensures that the Committee is effectively supported.

The Section 95 Officer

Steve Whyte, provides key support to the Committee. Statute requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 95 Officer, with the support of his colleagues and external audit, has provided reports and training in relation to the Statement of Accounts, external audit activity and financial management. They have attended every Audit, Risk & Scrutiny Committee meeting and ensured that the Committee has received the information and advice that it needs to do its job effectively.

Chief Internal Auditor

During 2014/15, the Chief Internal Auditor role has been undertaken by David Brown of PricewaterhouseCoopers. David and his colleagues have attended each meeting of the Committee to present their reviews, answer members questions and provide advice in relation to scrutiny and the regulatory framework.

Lead Executive Support

The lead executive support role for the Committee has been performed during 2014/15 by Martin Murchie. As well as the general executive support, Martin was “client” officer for the contracted internal audit services; took responsibility for risk management; and facilitated the development of the Committee through the self-evaluation.

External Audit

Audit Scotland are the Council’s appointed external auditors. The appointed auditor for the Council is Stephen Boyle and the local contact responsible for day to day management of the audit is Anne MacDonald. Their primary responsibility is to give their opinion on whether the Council’s accounts give a true and fair view of the Council’s financial transactions. Audit Scotland also deliver a targeted programme of risk based reviews and take the lead role in the Local Area Network, which determines the level and nature of external scrutiny which will be applied to the Council’s services.

Attendance:

Officer	Total Expected Attendances	Total Attendances	Nominated Substitute Attended
Chief Executive	6	5	1
Steve Whyte	6	6	N/A
David Brown (PWC)	5	4	1
Anne Macdonald	6	6	N/A
Martin Murchie	6	6	N/A

Effectiveness review through self-evaluation

In April / May 2014, the Committee undertook a facilitated self-evaluation of the Committee's effectiveness in line with Cipfa's "*Audit Committees: Practical Guidance for Local Authorities and Police*". This guidance includes a self-evaluation tool, which was used to assess the Committee's compliance with commonly agreed standards and to identify areas for improvement.

The Committee was found to have areas of strength, but a number of improvement actions were identified where the Committee considered best practice was not yet in place.

These improvement actions have been reported to each meeting of the Committee throughout the year and progress in their implementation monitored. The self-evaluation exercise has now been repeated for 2015. Members and officers are agreed that significant progress was made during the year and that the Committee is well placed to further improve its effectiveness.

The output from the most recent self-evaluation is included as Appendix A.

Next year's focus

The Audit, Risk & Scrutiny Committee will continue to review and challenge the Council's arrangements with regards to risk management, corporate governance, internal and external audit and treasury management throughout 2015/16.

Amongst the issues which are likely to receive particular focus are:-

- The operation of the new shared internal audit function with Aberdeenshire Council;
- The revised governance arrangements for the Council's Arm's Length External Organisations;
- Confirmation of scrutiny arrangements to be implemented with respect to integrated health and social care;
- A revised strategic risk register and operation of the system of risk management;
- The exercise of the Committee's new responsibilities for Health and Safety;
- A revised strategy for anti-fraud, bribery, corruption and whistleblowing;
- The outcomes of the recently completed follow-up Best Value Audit, led by Audit Scotland.

Question	Self-Evaluation Method & Evidence	Response	
Establishment, Operation & Duties Role & Remit		Comments 2015	Status
1. Does the committee have written terms of reference?	Officers		✓
2. Do the terms of reference cover the core functions of a committee as identified in the CIPFA guidance?	Officers	Yes. The core functions are described as:- <ul style="list-style-type: none"> • Annual Governance Statement; • Internal Audit; • Risk Management • Assurance Frameworks and Assurance Planning • Value for Money and Best Value; • Countering Fraud and Corruption • External Audit; • Financial Reporting; • Partnership Governance. 	✓
3. Are the terms of reference approved by the council and reviewed periodically?	Officers	These are approved by Council and reviewed periodically, but not in line with an agreed timetable.	✓
4. Has the committee been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Officer Input & Interviews with Committee Members	Members agreed that the Committee did have the membership, authority and resources to perform and role, but raised questions on how the Committee would be supported to undertake its remit with respect to the Council's relationship with ALEOs; with significant shared services and nationally based partners, such as	✓

		Police Scotland.	
5. Can the committee access other committees and full council as necessary?	Officer Input & Interviews with Committee Members	During discussions members agreed there was a need for items identified by the Audit, Risk & Scrutiny Committee to be routinely and systematically reported to appropriate committees.	✓
6. Does the authority's annual governance statement include a description of the committee's establishment and activities?	Officers	Yes. This was added in 2014.	✓
7. Does the committee periodically review its own effectiveness?	Officers	Yes, through this self-evaluation.	✓
8. Does the committee make a formal annual report on its work and performance during the year to full council?	Officers	No. It is recommended that an Annual Report is prepared for the year 2014/15.	X
Membership, Induction & Training			
9. Has the membership of the committee been formally agreed and a quorum set?	Officers		✓
10. Is the chair independent of the executive function?	Officers		✓
11. Has the committee chair either previous knowledge of, or received appropriate training, on financial and risk management, accounting concepts and standards, and the regulatory regime?	Interview with Convenor and Vice Convenor	Training has been given and knowledge acquired. It is acknowledged that this is, and requires to be, a continual process.	✓
12. Are new committee members provided with an appropriate induction?	Officer Input & Interviews with Committee Members	Training for members of the Committee has been significantly increased and improved in the last year.	✓
13. Have all members' skills and experiences been assessed and training given for identified gaps?	Officer Input & Interviews with Committee Members	Organisational Development advise that 1-2-1 sessions have been made available for members. Members' feedback during this self-evaluation process was that take up has been slow.	X
14. Has each member declared his or her business interests?	Officer Input & Interviews with Committee	The Council's process for declaring interests and the advice of officers is consistent.	✓

	Members		
15. Are members sufficiently independent of the other key committees of the council?	Interviews with Committee Members	Members believe that recent training has reinforced the distinct role of members of the Committee and that behaviours reflect this.	✓
Meetings			
16. Does the committee meet regularly?	Officers		✓
17. Do the terms of reference set out the frequency of meetings?	Officers	No, but an 18 month schedule is reported to Council.	X
18. Does the committee calendar meet the authority's business needs, governance needs and the financial calendar?	Officer Input & Interviews with Committee Members	Yes. Greater planning was introduced during 2014 to ensure this is systematic.	✓
19. Are members attending meetings on a regular basis and if not, is appropriate action taken?	Officers	There have been 5 meetings and 1 special meeting. 1 councillor has had 3 absences. 4 with 2 absences and 6 with one. Number of members absent from meetings over past year - 07/05/2014 – 3 (2 subs provided) 26/06/2014 – 1 (1 sub provided) 23/09/2014 – 4 (3 subs provided) 25/09/2014 – 6 (4 subs provided) 20/11/2014 – 2 (2 subs provided) 26/02/2015 – 1 (1 sub provided)	-
20. Are meetings free and open without political influences being displayed?	Interviews with Committee Members	Members reflected that there has been a reduction in adversarial behaviours and that the Committee acts more as a team.	✓
21. Does the Chief Financial Officer or deputy attend all meetings?	Officers		✓

22. Does the committee have the benefit of attendance of appropriate officers at its meetings?	Officer Input & Interviews with Committee Members	Mostly. Improvement has been evident during 2014/15, but members identified occasions when the appropriate officers had not been present.	-
Internal Control			
23. Does the committee consider the findings of the annual review of the effectiveness of the system of internal control including the review of the effectiveness of the system of internal audit?	Officers		✓
24. Does the committee have responsibility for review and approval of the Annual Governance Statement and does it consider it separately from the accounts?	Officers	Review, but approval is reserved to Council. In 2014/15 it was reported with the accounts. This is under review.	X
25. Does the committee consider how meaningful the Annual Governance Statement is?	Officer Input & Interviews with Committee Members	Members reflected that meaningful consideration had been given to the AGS, as part of the Annual Accounts, but there is some lack of clarity about these as separate documents.	-
26. Does the committee satisfy itself that the system of internal control has operated effectively throughout the reporting period?	Officers	The Committee receives assurance through the statement of internal control and the individual audit reviews. However, a broad overview of the system of internal control and systematic review of each aspect of the system is pending the completion of an Assurance Map by PWC.	-
27. Has the committee considered how it integrates with other committees that may have responsibility for risk management?	Officer Input & Interviews with Committee Members	Yes. The system of risk management explores this and members have been trained on their role re risk management.	✓
28. Has the committee or the full council adopted managing the risk of fraud – actions to counter fraud and corruption?	Officers		✓

29. Does the committee ensure that actions to counter fraud and corruption are being implemented?	Officer Input & Interviews with Committee Members	There have been relatively recent audits on the arrangements for the detection and prevention of fraud and agreed recommendations are followed up. An action outstanding for officers to report annually on arrangements for the prevention and detection of fraud.	✓
30. Is the committee made aware of the role of risk management in the preparation of the annual internal audit plan?	Officers		✓
31. Does the committee review the authority's strategic risk register at least annually?	Officers		✓
32. Does the committee monitor how the authority assesses its risk?	Officer Input & Interviews with Committee Members	This is now more systematically reported through analysis of the system of risk management.	✓
33. Do the committee's terms of reference include oversight of the risk management process?	Officers		✓
Financial Reporting & Regulatory Matters			
34. Is the committee's role in the consideration and / or approval of the annual accounts clearly defined?	Officers	The Committee's role is to "consider" the accounts. Approval is reserved for Council. <i>(This has now changed in 2015)</i>	X
35. Does the committee consider specifically: <ul style="list-style-type: none"> • the suitability of accounting policies and treatments • major judgements made • large write offs • changes in accounting treatment • the reasonableness of accounting estimates • the narrative aspects of reporting 	Officers	These are included within the annual accounts.	✓
36. Is a committee meeting scheduled to receive the external auditor's report to those charged with governance including a discussion of proposed adjustments to the accounts and other issues arising from	Officers	The Committee meetings are scheduled for this purpose. The report to "those charged with governance" is included in	✓

the audit?		the reporting schedule.	
37. Does the committee review management's letter of representation?	Officers	This was done in 2014/15.	✓
38. Does the committee annually review the accounting policies of the authority?	Officers	Not explicitly, although these are referred to within reporting on the annual accounts and members have the opportunity to ask questions.	-
39. Does the committee gain an understanding of management's procedures for preparing the authority's annual accounts?	Interviews with Committee Members	The Corporate Accounting Manager reports to the Committee advising of the arrangements for preparation of the accounts. In addition, training has been held for all Committee members during 2014/15.	✓
40. Does the committee have a mechanism to keep it aware of topical legal and regulatory issues, for example by receiving circulars and through training?	Officer Input & Interviews with Committee Members	Nationally reports are now reported when published. The Information Bulletin exists for other issues. Whilst this is not actively used, members did not feel that significant issues were not being reported.	-
Internal Audit			
41. Does the committee approve annually and in detail the internal audit strategic and annual plans including consideration of whether the scope of internal audit work addresses the authority's significant risks?	Officers		✓
42. Does internal audit have an appropriate reporting line to the audit committee?	Officers		✓
43. Does the committee receive periodic reports from the internal audit service including an annual report from the head of internal audit?	Officers		✓
44. Are follow up audits by internal audit monitored by the committee and does the audit committee consider the adequacy of implementation of recommendations?	Officers	Follow up on agreed recommendations are undertaken and reported by Internal Audit.	✓

45. Does the committee hold periodic private discussions with the head of internal audit?	Officers	Yes, this was done for the first time during 2014/15.	✓
46. Is there appropriate co-operation between internal and external auditors?	Officers	Both the Head of Internal Audit and the lead auditor from External Audit reported that there was appropriate co-operation. As there are new arrangements for Internal Audit during 2014/15 this will be kept under review.	✓
47. Does the committee review the adequacy of internal audit staffing and other resources?	Officers	During 2014/15 the Committee receives performance metrics which cover aspects of the internal audit process. This will require to be reviewed for the new Internal Audit arrangements.	✓
48. Has the committee evaluated whether its internal audit service complies with the CIPFA code of practice for internal audit in local government in the UK?	Officers	The Committee has not formally considered this, but External audit give assurances on internal audit each year as part of their annual audit plan and annual audit report.	X
49. Are internal audit performance measures monitored by the audit committee?	Officers	Yes, from February 2014	✓
50. Has the audit committee considered the information it wishes to receive from internal audit?	Interviews with Committee Members	Members expressed a desire to meet in early course with the Head of Internal Audit to discuss the reporting needs of the Committee.	✓
External Audit			
51. Do the external auditors present and discuss their audit plans and strategy with the committee (recognising the statutory duties of external audit)?	Officers		✓
52. Does the committee hold private periodic discussions with the external auditor?	Officers	Planned for June 2015.	✓

53. Does the committee review the external auditor's annual report to those charged with governance?	Officers		✓
54. Does the committee ensure that officers are monitoring action taken to implement external audit recommendations?	Officers	During 2014/15 all recommendations were included within the follow up monitoring undertaken through Internal Audit.	✓
55. Are reports on the work of external audit and other inspection agencies presented to audit committee?	Officers	This was put in place during 2014/15.	✓
56. Does the committee assess the performance of external audit?	Officers	Performance reporting was requested in February 2014, and External Audit now report regularly on the status of their agreed annual plan. In addition, Audit Scotland request councils to complete a questionnaire on the performance of the auditor every 2-3 years. This is brought together for all LG auditors and the outcome shared with each council.	-
57. Does the committee consider and approve the external audit fee?	Officers		✓
Administration Agenda Management			
58. Does the committee have a designated secretary from committee / member services?	Officers		✓
59. Are agenda papers circulated in advance of meetings to allow adequate preparation by committee members?	Officers		✓
60. Are outline agendas planned one year ahead to cover issues on a cyclical basis?	Officers	Agendas are now planned 3 cycles in advance. Outstanding issues remain in the business statement until discharged.	-
61. Are inputs for any other business formally requested in advance from committee members, relevant officers, internal and external audit?	Officers	There is no "Other Business" mechanism other than raising a motion. However, an informal session is now held at the conclusion of each Committee meeting	-

		for members and officers to raise any issues which are pertinent to the business of the committee.	
Papers			
62. Do reports to the committee communicate relevant information at the right frequency, time and in a format that is effective?	Interviews with Committee Members	Members were, on the whole, content but there was some discussion on the length of some reports.	✓
63. Does the committee issue guidelines and / or a proforma concerning the format and content of the papers to be presented?	Officers	Both internal and external audit have their own formats.	✓
Actions Arising			
64. Are minutes prepared and circulated promptly to the appropriate people?	Officers		✓
65. Is a report on matters arising made and minuted at the committee's next meeting?	Officers		✓
66. Do action points indicate who is to perform what and by when?	Officers	Whilst the minute does not always include dates, the Business Statement does.	✓

APPENDIX B

Title of Report	Lead Officer	7 th May 2014	26 th Jun 2014	23 rd Sept 2014	25 th Sept 2014 (Special)	20 th Nov 2015	26 th Feb 2015
Risk Management							
Risk Management Strategy 2015	N Buck						✓
System of Risk Management (Skills)	N Buck	✓					
System of Risk Management (System)	N Buck		✓				
System of Risk Management (Structure)	N Buck			✓			
System of Risk Management (Strategy)	N Buck						✓
Forward Electronic Registration – Incident Report	N Buck			✓			
Risk Register – Social Care & Wellbeing	L Taylor					✓	
Risk Register – Education & Children’s Services	G Gorman						✓
Internal Audit							
Supply & Delivery of Internal Audit Services	M Murchie			✓		✓	✓
Internal Audit Progress Report & Performance	D Brown	✓	✓	✓		✓	✓
Internal Audit Follow Up	D Brown	✓	✓	✓		✓	✓
Internal Audit Annual Report	D Brown		✓				
Internal Audit Plan 2015/16	D Hughes						✓
Internal Audit Charter	D Hughes						✓
ICT Third Party Management	D Brown	✓					
ICT – Project Nevis	D Brown / P Fleming	✓	✓				
ICT Governance	D Brown		✓				
ICT Security	D Brown		✓	✓			
ICT Disaster Recovery	D Brown						✓
ICT Asset Management	D Brown						✓
Regeneration	D Brown / P Leonard	✓	✓				
Continuous Financial Controls	D Brown		✓				✓
Road Reinstatement by Utility Contracts	D Brown		✓				
Aberdeen Western Peripheral Route	D Brown		✓				
Private Sector Housing	D Brown		✓				
Building Services – Phase 2 Follow Up	D Brown		✓				
Community Centres	D Brown		✓				
Stakeholder Engagement & Consultation	D Brown		✓				
Sourcing & Management of Agency Staff	D Brown		✓				

Social Care & Wellbeing Contracts	L Taylor		✓				
Self Directed Support	D Brown			✓			
Complaints Handling Procedure	D Brown			✓			
Structures, Flooding & Coastal Risk Management	D Brown			✓			
School Councils	D Brown			✓			
Car Parking	D Brown			✓			
Compliance with Public Records Act	D Brown					✓	
Compliance with Laws & Regulations	D Brown					✓	
Fraud Governance - Housing Tenancy & Scottish Welfare Fund	D Brown / W Connell					✓	✓
Transport Contracts Within Education & Social Work	D Brown					✓	
Procurement Controls Outwith Pecos	D Brown					✓	
Devolved School Management - Phase 1	D Brown					✓	
Care First Budgetary Control Process	D Brown						✓
Care Users - Service Reviews	D Brown						✓
ALEO Tier 2 Review	D Brown						✓
Aberdeen International Youth Festival	D Brown						✓
External Audit (Non-Accounts)							
Assurance & Improvement Plan Update	S Boyle	✓	✓	✓			
External Audit Performance Indicators	A MacDonald		✓				
External Audit Progress & Performance	A MacDonald			✓		✓	✓
Arm's Length External Organisations - Targeted Follow Up	A MacDonald		✓				
Major Capital Investment in Councils	A MacDonald						✓
Other External Inspection & Regulation							
Information Commissioner - Follow Up	P Fleming	✓*	✓	✓		✓	
Office of the Surveillance Commissioner - Findings and Action Plan	F Smith			✓			
Transport Commissioner - Fleet Follow Up	M Riley						✓*
Annual Accounts							
Internal Controls Management Letter & Interim Report on the 2013/14 Audit	A MacDonald		✓				
Draft Statement of Accounts & Annual Governance Statement	J Belford		✓*				
Communication of Audit Matters to Those Charged with Governance in Terms of ISA 260	A MacDonald			✓*	✓		
Report on the 2013/14 Audit	S Boyle					✓	
Annual Accounts 2014/15 - Action Plan and Key Dates	J Belford						✓

Audit Scotland – National Reports							
Managing Early Departures from the Scottish Public Sector	M Murchie	✓					
Welfare Reform Update	M Murchie	✓					
Maintaining Scotland's Roads	M Murchie	✓					
Housing in Scotland	M Murchie	✓					
Charging for Services: Are You Getting it Right?	M Murchie	✓					
Local Government Overview	M Murchie		✓				
Modern Apprenticeships	M Murchie		✓				
Procurement in Councils	M Murchie		✓				
Reshaping Care	M Murchie		✓				
Self Directed Support	M Murchie			✓			
School Education	M Murchie			✓			
National Fraud Initiative	M Murchie			✓			
Community Planning – Turning Ambition into Action	M Murchie						✓
Health & Safety							
Corporate Health & Safety Committee Reporting Arrangements	K Rennie					✓	✓
Minute of Meeting of the Corporate Health & Safety Committee of 29 th August 2014	K Rennie						✓
Health & Safety Assurance	M Agnew						✓
Fraud, Corruption, Bribery and Whistleblowing							
Matters Under Investigation	M Murchie	✓					
Whistleblowing Policy – Scottish Parliament Petition	R MacBeath					✓	
Committee Development							
Elected Member Development	A McQuarrie / K Rennie	✓	✓	✓		✓	✓
Self-Evaluation of the Committee	M Murchie	✓	✓	✓		✓	✓
Other Reports							
Service & Corporate Induction	A McQuarrie		✓				
Data Protection Monitoring	F Smith			✓		✓	✓

* Late paper.

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 th August 2015
LEAD OFFICER	Chief Executive
TITLE OF REPORT	By-election Results
REPORT NUMBER	OCE/15/027
CHECKLIST COMPLETED	Yes/No

1. PURPOSE OF REPORT

The report brings before the Council the results of the Hilton/Woodside/Stockethill and the Kincorth/Nigg/Cove by-elections held on 30th July 2015.

2. RECOMMENDATION

That the Council notes the results of the by-elections.

3. FINANCIAL IMPLICATIONS

The report has no financial implications.

4. OTHER IMPLICATIONS

An induction process introducing the new members to the Council has been put in place by the Chief Executive and relevant officers.

5. BACKGROUND/MAIN ISSUES

Following the election of former Councillors Blackman and McCaig to the UK Parliament at the General Election in May 2015, by-elections were called in the Hilton/Woodside/Stockethill and Kincorth/Nigg/Cove wards.

The by-elections were held on Thursday 30th July 2015 and the results of both are set out on the attached declaration by the Returning Officer.

6. IMPACT

The new members join the Council and will play a role in agreeing and monitoring the delivery of Council policy.

7. MANAGEMENT OF RISK

The report relates solely to the election of two new members of the Council.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

Ciaran Monaghan
Head of Service, Office of Chief Executive
cmonaghan@aberdeencity.gov.uk
01224 522293

**Aberdeen City Council Local Government By-Elections
30th July 2015**

I, Angela Scott, as Returning Officer for Aberdeen City Council give notice that the successful candidates in these elections were as follows:

Hilton/Woodside/Stockethill ward

Candidate and party: **Neil Copland**, Scottish National Party (SNP)

Stage at which elected: 1

Number of valid votes: 3066

Number of votes rejected as void: 33

Kincorth/Nigg/Cove ward

Candidate and party: **Stephen Flynn**, Scottish National Party (SNP)

Stage at which elected: 1

Number of valid votes: 3179

Number of votes rejected as void: 26

Angela Scott
Returning Officer

cm/31.7.15

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 th August 2015
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Accounts Commission Statutory Report
REPORT NUMBER	OCE/15/028
CHECKLIST COMPLETED	Yes/No

1. PURPOSE OF REPORT

The report brings before the Council the Accounts Commission's report published on 2nd July 2015 following the Best Value audit undertaken by Audit Scotland on the Council during the first half of 2015.

2. RECOMMENDATIONS

That the Council:

- i. considers the Commission's findings; and
- ii. agrees to receive update reports from the Chief Executive at future meetings of the Council as appropriate

3. FINANCIAL IMPLICATIONS

The report has no specific financial implications.

4. OTHER IMPLICATIONS

The Council has a number of statutory requirements to meet in relation to the Accounts Commission's findings.

The Council must consider the findings within three months of receiving them and this duty must be discharged by the Council and not by a committee, sub-committee or officer.

At least seven clear days before the meeting, there must be published in a newspaper circulating in the City a notice stating the time and place of the meeting, indicating that it is to be held to consider the findings of the Commission and describing the nature of those findings.

After the Council has met, the Commission must be notified of any decisions made and the Council must also publish in a newspaper circulating in the City a notice containing a summary, approved by the Commission, of the Council's decisions.

These requirements are being met by the Council.

5. BACKGROUND/MAIN ISSUES

Attached as Appendix 1 is the Accounts Commission's report on Aberdeen City Council following a Best Value audit undertaken on the Council by Audit Scotland on behalf of the Controller of Audit.

The audit work was undertaken during the early months of 2015, the Controller of Audit's report was considered by the Accounts Commission at its meeting on 11th June 2015 and the Commission's findings were published on 2nd July 2015.

The Commission stresses the need for the Council "to continue its momentum, to evidence improvements and to ensure that these are firmly embedded throughout the council".

"In particular the council needs to:

- ensure the council's vision is translated into clear objectives and targets with links to service plans
- take further steps to encourage and consolidate elected members' ownership of the council vision
- make better use of the development framework for elected members so that members' development needs are being met to help them fulfil their roles
- ensure elected members are receiving consistent information on service performance to enable them to discharge their scrutiny role effectively
- review and strengthen arrangements for employee engagement and communication to ensure all employees have a full understanding of the council's vision and priorities."

The Commission also notes that it is "encouraged by the council's self-awareness in recognising how it needs to improve". In this light, it is the intention to ensure that the findings and the related areas for improvement noted in the Controller of Audit's report inform the work underway within the Council to refresh and improve service planning, performance management and reporting and employee engagement. All these strands of work will be reported as required at the appropriate time to elected members.

At the same time, it should be noted that the Group Leaders have agreed to provide oversight in relation to the design and the delivery of the elected member development framework and it now forms a standing agenda item at their regular meetings.

The Chair of the Accounts Commission will meet with the Group Leaders at the end of August. The meeting will offer the opportunity for the Council to feedback to the Commission on the findings, to discuss with the Commission how the Council proposes to address the findings, to confirm any next steps and to review the audit process.

The meeting will also provide an opportunity for the Commission and the Council to establish the most appropriate way in which the latter can ensure that the Controller of Audit receives timeous and regular updates to reassure him of the progress being made in addressing the findings.

6. IMPACT

The subject matter of the report is relevant to the delivery by the Council of all its policies, strategies and plans. The report is likely to be of interest to the public.

7. MANAGEMENT OF RISK

Any risks that emerge through addressing the Accounts Commission's findings will be addressed through mitigation activity and will be reported as appropriate to future meetings of the Council.

8. BACKGROUND PAPERS

None.

9. REPORT AUTHOR DETAILS

Ciaran Monaghan
Head of Service, Office of Chief Executive
cmonaghan@aberdeencity.gov.uk
01224 522293

This page is intentionally left blank

The Audit of Best Value
and Community Planning

Aberdeen City Council



Prepared by Audit Scotland
July 2015


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

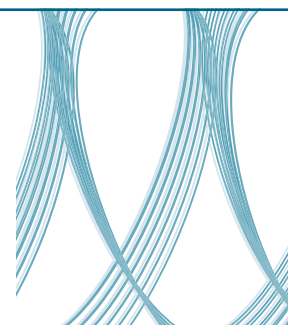
Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about/ac 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

Contents



Commission findings	4
Introduction	5
Summary	7
Background	9
Audit assessment	13
Areas for improvement	27
Endnotes	28

Commission findings



- 1** The Commission accepts this report by the Controller of Audit on the Audit of Best Value of Aberdeen City Council. The Commission welcomes the progress by the council in a number of areas since the Commission's Best Value report on the council in 2009, including financial planning and management, and openness to alternative service delivery arrangements. There is a great deal more improvement to be delivered and consolidated. We are encouraged by the council's self-awareness in recognising how it needs to improve.
- 2** The priority for the council, given its history, must be to continue its momentum, to evidence improvements and to ensure that these are firmly embedded throughout the council.
- 3** In particular, the council needs to:
 - ensure the council's vision is translated into clear objectives and targets with links to service plans
 - take further steps to encourage and consolidate elected members' ownership of the council's vision
 - make better use of the development framework for elected members so that members' development needs are being met to help them fulfil their roles, and ensure elected members are receiving consistent information on service performance to enable them to discharge their scrutiny role effectively
 - review and strengthen arrangements for employee engagement and communication to ensure all employees have a full understanding of the council's vision and priorities.
- 4** As it is too early to assess the effectiveness of much of the improvements put in place or which have yet to be fully implemented, we require the Controller of Audit to note our continuing interest in the council and to monitor and report back if there is evidence that improvements are not being delivered or embedded.

Introduction



1. The Local Government in Scotland Act 2003 created a statutory duty of Best Value for all councils. The Accounts Commission for Scotland is responsible for reporting to the public on the extent to which individual local authorities meet this duty. Staff from Audit Scotland carry out the audit work on Best Value, and the Controller of Audit provides audit reports to the Commission.

2. We base the scope of each audit of Best Value on a shared risk assessment that we carry out annually, working with colleagues from the other scrutiny bodies that cover local government. There is a Local Area Network (LAN) for each council, which produces an annual scrutiny plan that sets out expected activity by each scrutiny body over the forthcoming year. This means that audits of Best Value focus on the particular risks and key issues that individual councils face, and are coordinated with other inspections and scrutiny activity.

3. In 2008, following a public hearing, the Accounts Commission published an audit report about Best Value in Aberdeen City Council.¹ The Commission found that the council faced extremely serious challenges and was in a precarious financial position. The Commission requested a progress report in 2009. This report found that the council had made a good start but still had some way to go in addressing the Commission's findings.² The council's progress has been monitored by the LAN and by the appointed auditor on an ongoing basis.

4. In 2013, the Accounts Commission and the Auditor General for Scotland published a report on Community Planning in Aberdeen.³ The Commission found that: 'Community Planning in Aberdeen has shown increasing self-awareness in recognising how it needs to improve. Recent improvements in governance structures have helped provide momentum... the partnership needs to show better leadership to get more out of community planning for the city' and '...a new long-term vision for the city provides a good basis, but this vision needs to be supported by clear priorities that are reflected in an agreed plan of action...'

5. In the annual scrutiny plan issued in June 2014,⁴ the LAN noted that the following needed to be scrutinised:

- The leadership and direction of the council, given significant changes in the management and political leadership.
- Governance⁵ and accountability,⁶ as council and committee arrangements had changed.

6. The Accounts Commission has stressed the importance of effective political and managerial leadership in all councils. This is essential if councils are to meet their statutory duty of Best Value and continuously improve public services.

Commitment, leadership and good governance are central to securing Best Value. They are particularly important to ensure that councils use public money effectively and appropriately to deliver maximum benefit, particularly in a time of financial constraint. Our audit work assessed:

- whether the council has set a clear vision for Aberdeen that is shared across all parts of the council
- whether the council has effective systems in place to implement its vision and deliver Best Value
- whether the council has effective systems of scrutiny, performance management and improvement in place at the council and its arm's-length organisations
- the effectiveness of the working relationships between elected members and between elected members and officers.

7. A team from Audit Scotland carried out the audit work for this report in early 2015. The on-site work in the council took place from late January to early February. Our audit work included:

- interviewing senior officers and councillors
- running focus groups with administration and opposition councillors, and with senior managers
- observing a range of council and committee meetings
- reviewing documents such as council strategies, committee papers and performance reports.

8. We gratefully acknowledge the cooperation and assistance provided to the audit team by the Leader of the Council Councillor Jenny Laing, Chief Executive Angela Scott, Head of Service Ciaran Monaghan and all of the elected members and officers we spoke to during the audit.

Summary



9. Since the publication of the Commission's 2009 Best Value audit report, Aberdeen City Council has changed significantly. It has streamlined its organisational structures, put robust medium-term budget planning in place and dealt with the serious financial deficit it faced. Over the same period, there have been other significant changes at the council. For example, the council moved its headquarters, changed administration in 2012 and has had two changes of chief executive.

10. The current chief executive has been in post since July 2014. She recognises the council's arrangements need to improve further and is putting a significant programme of improvement actions in place. The programme covers delivery of outcomes, and improvements to customer experience, staff experience and use of resources. For many of the actions taken so far, it is too early to assess if they will be effective, but there is significant consistency between existing plans at the council and the areas for improvement we identified during our audit. These include the need for:

- greater clarity on corporate and service priorities, ensuring these are reflected in service plans and performance
- improvements to performance management arrangements that will lead to a higher quality of performance reporting, more effective scrutiny by elected members and an increased focus on improving services
- implementation of more effective governance arrangements for arm's-length organisations
- continued progress in learning and development for elected members.

11. Prioritising this corporate improvement activity is important, as it will help the council sustain the recent pace of change in key areas. A number of factors will affect the council's capacity to do this, including the need to consolidate recent changes to its organisational and political decision-making structures, the need to sustain and improve service performance and the fact that recent recruitment to a number of management posts will take time to be fully effective.

12. The council has had a history of strained political working relationships and made some contentious decisions that have attracted high-profile media attention and public interest. Examples include major capital infrastructure projects such as the Marischal Square development, and referring to the 2014 Scottish referendum in its 2014 council tax letter to households. These have divided opinion and attracted complaints and controversy.

13. However, recent steps to improve working relationships have been positive. The new leader of the council, who was appointed in May 2014, and the new chief executive have an effective working relationship, and both demonstrate inclusive leadership styles. They are encouraging effective working using cross-party groups, and there are signs that working relationships are improving, although on occasion disrespectful exchanges between elected members do occur.

14. The council needs to sustain and build on the progress it has made, including implementation of its plans to introduce further protocols and guidance for the way members work with each other and with officers. These can help effective working and difficult decision-making in challenging times in the future, especially in the run-up to Scottish Parliament and council elections over the next two years.

15. The council has improved its financial position since 2008 and it now has a record of sound financial management. This is a good foundation for delivering its next five-year business plan. The council has also built up considerable reserves. It can use these to meet unexpected and unplanned spending, but can do this only once. The council is at the early stages of identifying future savings as it moves into its next five-year budget cycle. In doing so, it can build on the good practice it has demonstrated in budget planning in recent years.

16. It is evident that there has been significant change at the council recently and the council's leadership has a focus on maintaining the momentum for improvement.

Background



17. The Best Value audit work at Aberdeen City Council took place in early 2015, around six months after the new council leader and chief executive were appointed. The chief executive was previously the director of corporate governance. She started with the council in that post in November 2013. The new chief executive is leading an ambitious programme of change that includes putting in place a new organisational structure that was proposed by her predecessor. The plans for operational improvement are wide ranging and include improving business processes and reviewing the management priorities and wider staff culture. As much of the work is at an early stage, it is not possible for us to assess if it is effective.

18. In response to the serious financial challenges that the Commission highlighted in 2008, the council put in place an extensive priority-based budgeting process. This involved examining options for spending and for delivering services, so the council could rebuild its budgets. The council also put a voluntary early release scheme in place for employees and developed a five-year business plan. These processes were fundamental to turning round the council's financial position.

19. In its 2009 findings, the Accounts Commission welcomed the new management structures and senior management team that the council had put in place. The new chief executive at that time had recruited a new senior management team and reduced the numbers of heads of service from 25 to 16. The Commission noted early signs of change in the organisational culture and progress in implementing new performance management and budget setting processes. It recognised that, at that stage, the council still had much to do. It would also need to maintain a broad consensus to support the overall direction of travel and pace of change.

20. There have been further changes to Aberdeen City Council's political and managerial leadership since then. The May 2012 election led to a change in administration from a SNP–Liberal Democrat coalition, with a majority of 27 out of 43 elected members, to a Labour–Conservative–Independent coalition comprising 23 of the 43 elected members. The current administration introduced its 'Aberdeen: the Smarter City' programme of priorities in August 2012.

21. Exhibit 1 (page 10) illustrates the timeline of relevant events since the 2012 local government election.

Exhibit 1

Timeline of relevant events 2012 to 2014

2012	<p>May: Local government election – the SNP–Liberal Democrat coalition is replaced by a Labour–Conservative–Independent coalition</p> <p>August: The council approves 'Aberdeen: the Smarter City', the administration's programme and vision for the city</p>
2013	<p>August: Community Planning Aberdeen publishes its new Single Outcome Agreement (SOA)¹</p> <p>Autumn: Change in directors - director of social care and wellbeing and director of corporate governance leave</p> <p>October: The council approves Aberdeen City's Strategic Infrastructure Plan (SIP)</p> <p>December: The council agrees to develop a masterplan to regenerate the city centre</p>
2014	<p>February: The council agrees to prepare a bid for City Deal funding</p> <p>May: Aberdeen City Council approves a new corporate management structure with three directorates and a joint post with NHS Grampian</p> <p>Councillor Jenny Laing replaces Councillor Barney Crockett as Leader of Labour Group and the council</p> <p>July: Angela Scott leaves her post as director of corporate governance to replace Valerie Watts as chief executive</p> <p>August: The council approves a new heads of service structure below the corporate management structure</p> <p>October: The council's committees are changed so they are in line with the new organisational structure</p>

Note: 1. The SOA sets out a vision for 2022 that aims to deliver better outcomes for the people in Aberdeen City. It also sets out the role that Community Planning Aberdeen will play.

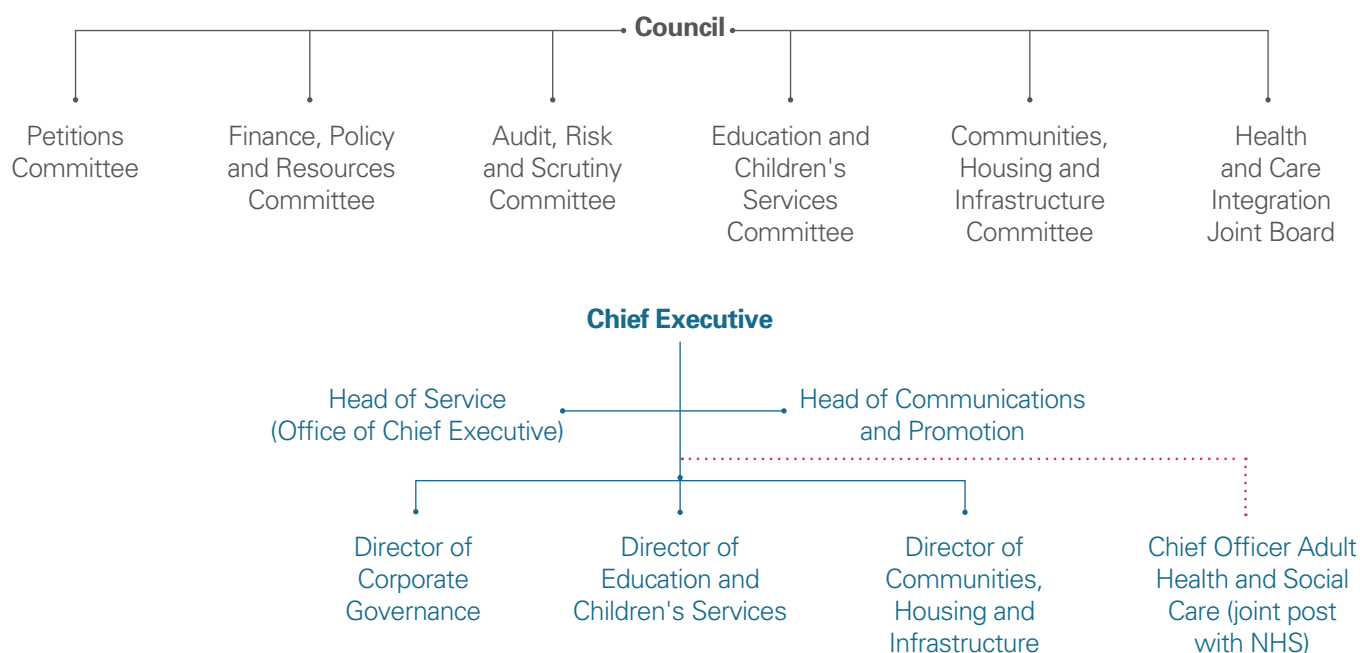
Source: Audit Scotland

22. During 2012/13, there were changes to senior officer posts. New appointments were made to three of the five director posts and the council appointed a new head of finance. The council approved a new management structure in May 2014 consisting of three directorates and a joint post with NHS Grampian to integrate adult health and social care services provided by the council and the health board. This has reduced the number of directorates from five to four. The current chief executive took up post in July 2014, replacing the previous chief executive who took up the post in March 2011.

23. In October 2014, the council revised its committee structure to bring it in line with the new organisational structure, moving from five to three major service committees. [Exhibit 2](#) shows the current committee and management structures. The council appointed its new leader in May 2014. This appointment followed a decision taken at the Labour Group's annual general meeting to select a new group leader.

Exhibit 2

Aberdeen City Council core committee and corporate management structures



Source: Audit Scotland

24. During the last few years, the council has made some high-profile decisions that have strained political working relationships. These have mainly been about strategic infrastructure and planning decisions, for example on plans for the city's Union Terrace Gardens and Marischal Square. There is significant public interest in these issues, and Audit Scotland has received correspondence from members of the public about Marischal Square. We will consider the points they raise on this specific issue as part of the annual audit, reporting to the elected members and the Controller of Audit in autumn 2015. However, current arrangements in the council provide a strong focus on implementing a clear framework for delivering infrastructure plans and these include cross-party discussions and commitment to the plans.

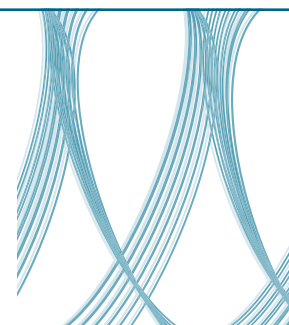
25. Strained relations have also been evident between the council and the Scottish Government. These centred on a visit by the then First Minister to a local school in June 2013 and subsequent protocols developed by the council. Again, this attracted considerable public attention and heightened political tensions both locally and nationally.

26. Controversy also arose in the early part of 2014 as a result of the content of a letter from the leader of the council to all households that was enclosed with annual council tax bills. The letter included a reference to the forthcoming independence referendum and informed householders of the position taken by the council – which was in favour of Aberdeen being part of the United Kingdom. The statement in the council tax letter caused significant public concern and Audit Scotland received high numbers of correspondence from members of the public. In response, the Controller of Audit considered the issue, and the matter was also subject to a separate investigation by the Standards Commission.

27. The Controller of Audit considered that while the position as set out in the paragraph was an accurate statement of council policy, it was only one of 11 of the council's key policy or vision statements. He said that including such a statement in council tax documents was very unusual and he was not aware of any other council including similar material about the referendum with council tax bills. Council tax regulations refer to what information should be included but do not explicitly prevent specific types of information from being included with council tax bills.

28. A hearing by the Standards Commission, concluded on 16 April 2015, found that councillors had not breached the Code of Conduct for Councillors. The hearing panel found that: 'The use of officers' time and council resources was legitimate and in furtherance of council business. The panel accepted that the paragraph of the letter was a restatement of Aberdeen City Council policy, which had been in the public domain since December 2013' and '...the panel was not persuaded that the paragraph in the letter amounted to 'party political or campaigning activities'. There was a history of such a publication of this style, at this time, to accompany Aberdeen City Council tax letters.'

Audit assessment



Leadership and working relationships

The council leader and chief executive work effectively together and have encouraged improved cross-party working and relationships. However, relationships between elected members can be challenging at times. The council should consider introducing further guidance for elected members and officers.

29. The Accounts Commission report [How councils work: Roles and working relationships: are you getting it right? \[PDF\]](#) , notes that effective working relationships are characterised by:

- clearly understood political and managerial structures
- professional and constructive relationships between councillors and between councillors and officers.

It also notes the advantages of cross-party groups to encourage constructive working relationships.

30. The 2012/13 Annual Audit Report to Members and the Controller of Audit highlighted incidences of disrespectful behaviour from elected members in the council chamber. The report noted that this had led to the need for officers to cite the Code of Conduct for Councillors regularly. Strong local media interest in the council can heighten political tensions.

31. The elected members we spoke to are satisfied with the support they get from officers. For example, committee chairs welcome the regular meetings they have with directors. At times, elected members can robustly challenge officers. The officers we spoke to did not highlight any significant concerns with their working relationships with elected members.

The council leadership has encouraged more cross-party and consensual working

32. The council's new leader and chief executive are working effectively together. The chief executive has the support and confidence of the leader to develop and implement her improvement plans. It is too early to assess the effectiveness of the chief executive's plans for improvement but she is setting out a structured set of objectives with her extended corporate management team.

33. The leader and chief executive have an inclusive and consensual style of working, and this is helping to improve behaviours and working relationships.

However, elected members commented in interviews during this audit that instances of disrespectful behaviour still occur.

34. The council's leadership have taken positive steps to encourage joint working across political groups. Elected members we spoke to commented that cross-party meetings had improved in recent months and were more useful forums for discussion. This includes group leaders' meetings, which bring together leaders from across the council's political groups. Reflecting a more consensual approach, the current leader of the administration has brought the major strategic issues for the council to this group for cross-party discussion, including major infrastructure planning.

35. In June 2014, the council leader and the chief executive introduced a monthly meeting between the leaders of the administration groups and the Corporate Management Team (CMT). This is to allow the administration group to examine in detail the management team's progress with its priorities.

36. While these developments are important in establishing better working relationships across the council and can support effective delivery on key priorities, it will be important to bear in mind that transparency of decision-making and openness in scrutiny procedures are important, and these need to be at the core of the council's overall arrangements.

37. The *How councils work: Roles and working relationships* report notes that processes, systems and supporting documents do not guarantee good working relationships. But they do provide an essential framework and serve to remind people about what is expected, particularly when difficulties arise.

38. In 2012, the council assessed members' roles and responsibilities in response to the *How councils work* report. It found that most elected members understood the respective roles of councillors and officers. However, some were less clear on the distinction between the more strategic and monitoring role of elected members and the operational role of officers. Consequently, in September 2012, the council approved a range of actions to improve elected member understanding of roles and responsibilities. The council did not take forward a recommendation to supplement the Code of Conduct for Councillors with a more tailored Aberdeen City Council code, but agreed to keep this under review.

The council has an elected member training and development framework but more progress could be made with the level of engagement from members

39. The council uses an elected member development framework that has been agreed by the political group leaders. It sets out a structured programme of development options and draws on good practice set out in the Improvement Service National Strategy. Elected members we spoke to consider the training they receive to be of value. However, the council reports that the uptake of many courses has been low with only small numbers of councillors attending. The council has yet to formally adopt the framework; doing so could contribute to better engagement from elected members. The council provided a good level of training for its new Audit, Risk and Scrutiny Committee and all members were required to attend. This training was well received and it is commendable that some elected members, who are not members of the Audit, Risk and Scrutiny Committee, chose to attend the training to help them with their wider scrutiny role.

40. The council should ensure that all elected members review their development needs and actively encourage them to take up appropriate training opportunities, building on the effective approaches it has already developed. Elected members have a responsibility to attend training. If they do not participate in the training, this may mean that elected members are not as up to date on important issues for the council, their ward and their constituents.

Vision and strategic direction

The council has an agreed vision but it is not supported by a clear set of objectives and targets. The council needs to update its corporate planning framework to reflect shifts in corporate priorities and objectives. The council has a strong focus on developing infrastructure for the city. The chief executive is developing a corporate programme focused on improving customer experience, staff experience and use of its resources.

41. In August 2012, under the previous leader and chief executive, the council formally adopted 'Aberdeen: the Smarter City' as its corporate vision. It sets out high-level priorities around six major themes:

- Smarter governance (Participation)
- Smarter living (Quality of Life)
- Smarter people (Social and Human Capital)
- Smarter environment (Natural Resources)
- Smarter economy (Competitiveness)
- Smarter mobility (Transport and ICT).

42. The Smarter City vision does not define objectives and targets within its themes. The connections between the Smarter City vision and other plans are not clear, including the council's corporate plan, service plans and the Single Outcome Agreement. It is evident from discussions with elected members and senior officers that the council's current priorities are the strategic infrastructure plan and the internal improvement programmes currently in development. The current strategic and service level plans need updated or restructured to reflect shifts in priorities. The council needs to clarify its priorities and communicate these to staff. The most recent employee survey indicated that staff did not clearly understand the council's priorities.

43. The chief executive is aware that the corporate planning framework needs to be improved. She is planning a review of the council's overall service planning and performance management arrangements. This work is at the early stages. However, the council has made progress in putting in place effective planning and monitoring arrangements for its infrastructure development programme for the city and can build on this for other areas.

44. It is important that the council sets clear priorities for its services, particularly given there is evidence of some significant areas for improvement in service performance. The council's priorities in areas such as older people's care, educational attainment, and reducing inequalities are not clear. The chief

executive is aware of the need to incorporate the council's overall priorities for services into its overall planning framework, including making closer links with community planning.

The council has a focus on infrastructure development to revitalise the city. It is taking steps to secure political consensus over this in the longer term

45. Aberdeen has experienced strong economic growth through the oil industry and this has put its infrastructure under significant pressure. The city's infrastructure needs include, for example, developments in housing, roads, transportation and digital connectivity. They have a pivotal role in enhancing growth and supporting economic development. The council recognises this context and its 2013 Strategic Infrastructure Plan (SIP) clearly sets out a single programme of priorities for improving the city. It is also working closely with Aberdeenshire Council, the private sector and other partners to develop its City Region Deal proposal.⁷ This aims to attract additional government funding for its infrastructure programme.

46. The SIP brings a diverse range of development projects into a single programme. A 25-year masterplan will include building schools and care homes, building affordable housing, transport developments and city centre regeneration. The SIP aligns with the local development plan and parts of the Smarter City vision such as housing, transportation, and providing facilities for social care and education.

47. The council engaged well with businesses to identify the overall priorities for the SIP. In June 2013, it held a visualisation day of influential leaders and representatives from all major sectors in Aberdeen. They included representatives from the oil and gas, construction, energy, transport, property, retail, tourism, academic, financial, technology and public sectors.

48. It is important in all councils that elected members work constructively together to support the work of the council, and deliver positive outcomes for the community as a whole. In Aberdeen, sustaining the city's infrastructure plans over the longer term is an important part of the council's plans to improve outcomes for the city and therefore it is important that elected members work constructively on this agenda.

49. The council continues to face difficult decisions over its plans to develop the city. For example, a bidder challenged aspects of the tendering process for the Marischal Square development in the Court of Session in 2013. The court did not uphold the challenge. The council's decision to remove the proposal for the pedestrianisation of Broad Street from the project led to public demonstrations and a formal request to hold a special council meeting to review the decision. After a lengthy meeting, which included deputations by members of the public, the council agreed by a narrow margin to proceed with the development.

50. Importantly in this environment, the council has taken positive steps to achieve cross-party support for its long-term plans to develop the city. For example, its City Centre Regeneration Working Group has representatives from across political groupings, as well as from the academic and business communities. The group oversees the work of a private sector consultancy involved in delivering the city centre masterplan. The Group Leaders' meeting has also discussed strategic topics such as the city centre masterplan, the City Region Deal proposal, and an oil summit. At the time of our audit, the oil industry

was entering a period of uncertainty because of the declining oil price. The council responded well to this and in February 2015 initiated a summit of industry, business, and public sector representatives to discuss the implications and options for the city.

51. Councils face a period of some political uncertainty over the next few years with the Scottish Parliament election in 2016 and the local government election in 2017. Cross-party forums give opportunities for political groups to reach some consensus over more difficult or contentious issues that are important for the city as a whole. The council should build on these arrangements to:

- help elected members across the political groups remain committed to long-term, strategic plans
- ensure there are clear and structured governance arrangements in place to support cross-party groups and any groups involving third parties.

Performance management and scrutiny

The council has more to do to create a culture of effective performance management and improvement. It has areas of good practice that it can build on. It needs to put in place more consistent performance reporting for all services and implement its proposals for governing arm's-length external organisations (ALEOs).

52. The 2009 Best Value progress report noted that the council still had work to do to introduce a performance culture throughout the organisation. Since then, the council has reviewed its arrangements. It has put in place an electronic system for monitoring its performance. The council has implemented priority-based budgeting and the systems developed for monitoring this are more advanced than the arrangements for monitoring other aspects of performance. The chief executive and CMT recognise refinements to the wider performance management arrangements are now needed, and this is reflected in current improvement plans.

53. Officers have access to detailed performance information through the council's electronic performance management system. The CMT monitors corporate performance, including progress with the strategic infrastructure programme. The council has developed a performance dashboard⁸ to monitor progress of the SIP and this is scrutinised regularly at the Finance, Policy and Resources Committee. However, more widely, the quality of performance reporting to help elected members scrutinise performance varies.

54. The council needs to set clear overall priorities and link these to its corporate and service plans and its staff appraisal process. The chief executive recognises this and the need to link the performance measurement activity to the council's strategic plans. In addition, the chief executive is planning to refocus performance measurement on outcomes. This is related to her aim to improve customer experience, staff experience and use of resources. She is also planning to review the effectiveness of the council's employee appraisal process. This work was only at the early stages at the time of the audit. The chief executive acknowledges that these changes will take time to implement fully.

The council has good structures in place for scrutiny but can improve the performance information it provides to elected members

55. Elected members have an important role in scrutinising the service performance of the council and using this to drive improvement for the communities and service users they represent. Reporting good-quality performance information to committee is an essential part of supporting elected members in their scrutiny role. Aberdeen's councillors scrutinise performance mainly through the three service committees, each of which covers a range of services; through the Audit, Risk and Scrutiny Committee; and the Finance, Policy and Resources Committee.

56. Elected members should ensure they are clear about where performance needs to improve, the context for performance issues and what actions the council is taking to address weaker performance. Performance indicators for services in Aberdeen show that there are some areas where performance does not compare well with the level of performance for Scotland as a whole. These include important service areas for the city's communities, for example aspects of housing management and educational attainment. To be effective in their scrutiny role, elected members should require detailed information on:

- performance trends and progress against targets
- comparison with other councils
- the actions being taken by officers
- the context for the service that affects performance.

Exhibit 3 (page 19) shows a few examples of where these services do not compare well with other Scottish councils. A fuller picture of the council's performance and the context across all of its services is set out in the council's public performance reporting pages on its website.⁹

57. In our audit interviews some elected members said they felt there was not enough scrutiny of performance at committees, agendas were often very long, and they sometimes received too much information. From our review of council reports and minutes, we found that there is considerable variation in the extent and quality of reporting on performance. Reports, including the council's public performance reports, do not consistently show performance trends, progress against targets, or comparisons. This limits elected members' ability to scrutinise performance and drive improvement in key areas.

58. The council should ensure, as the new committee arrangements mature, that its service committees allow enough time on their agendas for elected members to scrutinise performance. It should simplify the data it reports and consider using exception reporting, that is highlighting where performance needs particular attention. This will help elected members focus on critical issues. Elected members should also be able to get access to more detailed information if they need it.

59. The council has information systems in place to support performance reporting and areas of good practice that it can build on. For example, the structured process to report progress with its SIP using a performance dashboard. This clearly sets out progress and risks in the council's

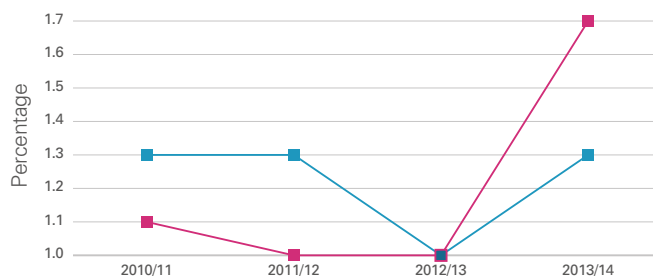
Exhibit 3

Examples of Aberdeen City Council's housing and education performance

Aberdeen City Council's performance compared with the Scotland average.

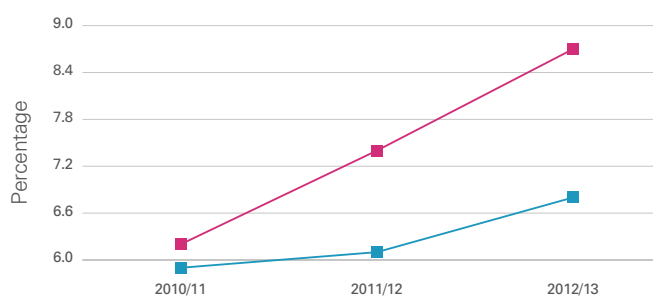
% of rent due in the year lost because of empty properties

Rank in relation to other Scottish councils **20 out of 26**



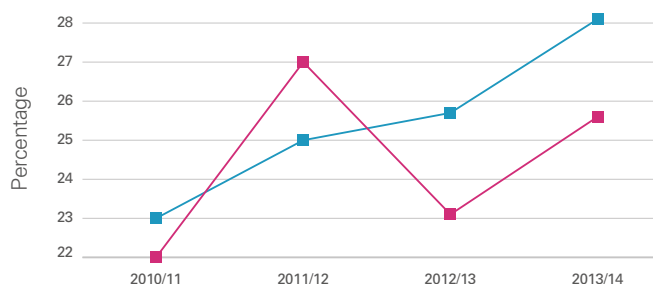
Rent arrears as a % of rent due

Rank in relation to other Scottish councils (2012/13) **19 out of 26**



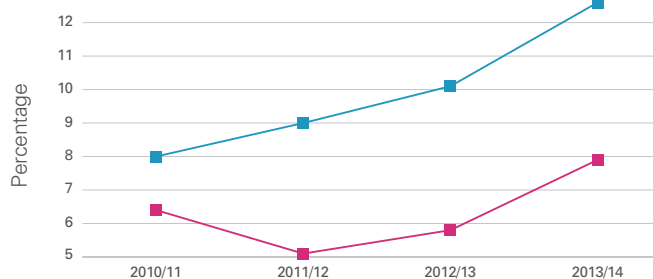
% secondary school pupils achieving 5+ Scottish Credit and Qualifications Framework (SCQF) awards by end of S6

Rank in relation to other Scottish councils **21 out of 32**



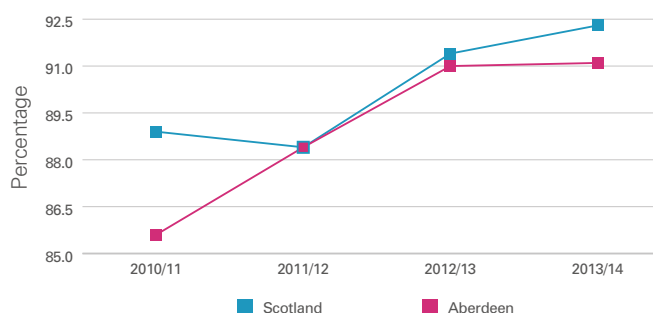
% secondary school pupils from deprived areas achieving 5+ SCQF awards by end of S6

Rank in relation to other Scottish councils **30 out of 32**



% of pupils entering a positive destination after leaving school (for example, higher education or employment)

Rank in relation to other Scottish councils **27 out of 32**




Note: Rank refers to performance in 2013/14 except for the rent arrears indicator where the latest data available are 2012/13. All trend information covers the period 2010/11 to 2013/14 except for the rent arrears indicator, which covers 2010/11 to 2012/13.

Source: Local Government Benchmarking Framework performance information 2013/14

infrastructure programme. The council is also piloting a corporate performance dashboard of council-wide data such as sickness absence, staff turnover and service-level indicators including customer satisfaction. The chief executive and CMT's current improvement programme includes a range of actions to further improve performance management and reporting. In developing these arrangements, it is important that elected members ensure that officers clearly understand what performance information they require and how they want it presented to them. This will help them scrutinise performance more effectively.

60. The *How councils work: Roles and working relationships* report notes that the effectiveness of audit and scrutiny committees is enhanced by good-quality and timely reports; specialised training for councillors to help them in their role; and chairing by opposition members. Aberdeen City Council has put in place several aspects of this good practice. For example, the convener of the Audit, Risk and Scrutiny Committee is required to be a member of the largest opposition group, and all committee members have received training on scrutiny, including risk management. At the time of our audit, the committee had only met twice since the new committee arrangements began, so it was too early to assess if it was being effective. However, with its focus on risk, performance, and external audit reports, it is showing signs of being a good model for taking forward scrutiny.

The council needs to progress its plans to put in place systematic monitoring of its ALEOs

61. The Accounts Commission report [How councils work: Arm's-length external organisations \(ALEOs\): are you getting it right? \[PDF\]](#) , notes that councils need good-quality monitoring information of ALEOs so they are aware of their finances, risks and performance. Information should be current to allow prompt action to be taken. Elected members must clearly understand their roles in relation to arm's-length organisations to ensure that they have the appropriate skills and are aware of the potential for conflicts of interest.

62. The council uses ALEOs to deliver services in areas such as sports and recreation, conference facilities, and more recently older people's care services ([Exhibit 4, page 21](#)). Councils are increasingly using this approach to delivering services. The council has noted that its spending through ALEOs has grown from less than one per cent in 2009/10 to almost nine per cent of its revenue budget in 2014/15.

Exhibit 4

Scale of Aberdeen City Council's largest ALEOs

Organisation	Functions	Approximate turnover ¹
Bon Accord Support Services Ltd	Delivers care services and associated support services for elderly care in Aberdeen	£16.7m
Bon Accord Care Ltd	Provides regulated care services to Bon Accord Support	£12.9m
Sport Aberdeen Ltd	Indoor and outdoor sports and recreational facilities, including swimming pools and golf courses	£10.8m
Aberdeen Exhibition and Conference Centre Ltd	Managing and organising exhibitions, conferences and other events	£7.1m
Aberdeen Sports Village Ltd	Sports and recreational facilities, including elite sports facilities, and organising sports and recreational activities	£2.6m
Aberdeen Heat and Power Ltd	Provides affordable energy, with low environmental impact	£2.3m

Note: 1. Figures at 2012/13.

Source: Aberdeen City Council

63. In February 2014, the council set out a sound proposal to strengthen its governance arrangements for these bodies ([Exhibit 5](#)).

Exhibit 5

The council's proposal for overseeing its ALEOs

Acting on advice from its internal auditors, the council proposed using 'governance hubs'. These bring together service representatives and officers from the council's finance, legal, human resources, risk management and procurement teams. Their role will be to scrutinise in detail each of the council's significant ALEOs.

This will involve regularly meeting with the ALEOs and reviewing a range of risk and performance information. The hubs will report to service committees twice a year on ALEOs' operational performance (including financial performance), people performance, risk management and service quality. The hubs will also report quarterly to the Audit, Risk and Scrutiny Committee, which retains overall responsibility for scrutinising performance.

Source: Audit Scotland

64. The council's progress in implementing these proposals has been slow. Officers monitor and liaise with ALEOs regularly, and there are some examples of reports to elected members. However, the hub model to report through to elected members systematically is not yet in place.

65. The new chief executive is aware that this is an issue. The ongoing organisational restructure, including changes within the Corporate Governance directorate, has affected the council's progress with implementing the hub model. A report to the council's May 2015 Extended Corporate Management Team set out plans to take forward the hub model. At the time of our audit, an initial meeting was planned for June 2015 that would report to the following Audit, Risk and Scrutiny Committee.

66. The council should also review its practice and put in place clear protocols and guidance for elected members taking a role on ALEOs. It operates a range of different approaches. In the case of Bon Accord Care Ltd, elected members do not sit on the ALEO's board. This helps to reduce the risk of conflicts of interest through a clear division of roles and responsibilities. In other ALEOs, the council nominates elected members to ALEO boards, typically in proportion to the political make-up of the administration. There is no clear process for their selection, for example that takes their skills and experience into account.

67. At the time of our audit fieldwork in February 2015, the council's finance team had just introduced the first meeting of a forum that will continue on a quarterly cycle to bring together finance officer representatives from across all ALEOs. This is a good example of the council working with its ALEOs to share its perspective of the financial climate and to discuss expectations and common issues relevant to ALEOs. At the initial meeting, representatives discussed human resources, including the living wage and progress with equal pay claims. The forum also discussed the potential for a collaborative approach to identify savings and efficiencies that would benefit both parties.

Financial management and organisational improvement

The council has established a record of sound financial planning and management. This is a good foundation for delivering its next five-year business plan. It must manage its priorities carefully to ensure it is able to deliver these against a backdrop of continuing change and workforce pressures.

The council has continued to strengthen its financial management and programme management

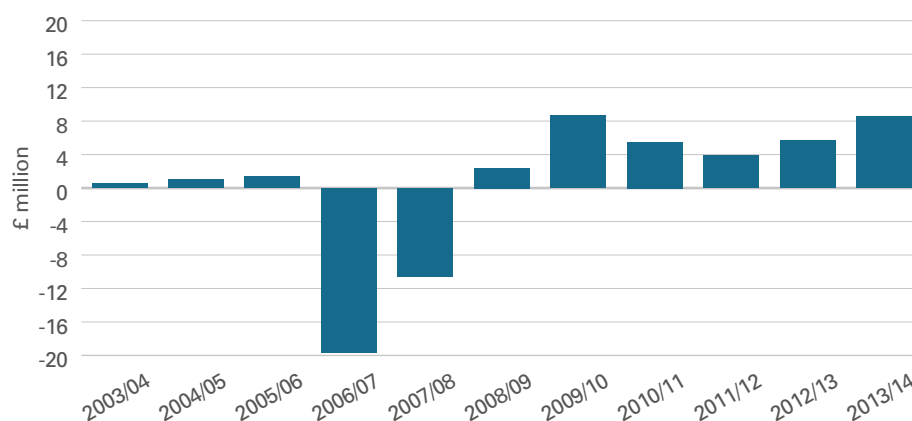
68. Financial management in the council is sound and it has a robust medium-term budget-setting process in place. The council has also recognised the need for long-term financial planning by setting out the social and economic factors likely to impact on its financial plans up to 2050. This long-term view of the challenges ahead will provide a useful context for considering the impact of potentially difficult decisions ahead.

69. Before 2008 the council incurred significant deficits by overspending social work budgets due to increased demand for services and the cost of dealing with equal pay claims. In response to the critical findings in the 2008 Best Value report the council stabilised its financial position. This involved releasing more than 500 staff using an early release scheme. After a period of significant financial deficits,

the council reported a surplus position against its 2008/09 budget ([Exhibit 6](#)). In 2010, the council introduced its first five-year business plan and priority-based budget (PBB).

Exhibit 6

Aberdeen City Council – Total General Fund surplus



Source: Audit Scotland

70. The council's business plan sets out its strategic budget priorities over a five-year period. The PBB process helps budget decision-making by identifying a wide range of savings and efficiency improvement projects within a single programme.

71. The council established its programme management office (PMO) in March 2011 to deliver the business plan and PBB. The PMO brings together commercial expertise including procurement, legal, financial and project management. Using this approach, the council made £72 million of savings over the five-year period to 2015/16. It achieved these savings mainly by reducing its workforce, changing procurement arrangements for buying goods and services, service redesign – that is, delivering services in different ways – and managing vacancies.

72. The council has usable reserves including a General Fund and capital fund. These help the council to manage unpredictable financial pressures and plan for future spending commitments. Between 31 March 2010 and 31 March 2014, the council was able to increase its usable reserves from £45 million to £117 million. Around 40 per cent of the total is allocated for specific purposes. This includes £18 million which has been set aside to provide some flexibility for services if their budget assumptions are incorrect and result in additional costs.

73. The council has an annual revenue budget of approximately £460 million and over the next few years it has identified a shortfall between income and the cost of providing services. For the five-year period ending 31 March 2020, the council needs to reduce its cumulative spending by £50 million. While the level of reserves will provide some cushion, they are a contingency fund that the council can only use once. The council is identifying further savings through procurement and service redesign. The chief executive has also started a programme to

develop the council's budgeting process to link it more closely to the outcomes it is aiming to achieve.

74. The council recently issued a workforce planning document, *Shaping Our Future Workforce 2015-2020*. It sets out a good corporate framework for directorates to identify workforce demands and the actions needed to bridge any gaps. The effectiveness of this will depend on the approach each service directorate takes. At the time of our audit, this work was ongoing with each director being required to submit their individual workforce plans to their parent committee over the summer of 2015.

The council is open to alternative ways of working

75. Best Value requires councils to demonstrate continuous improvement. Options appraisal is an important part of this to ensure councils make the best use of public resources such as money and property. The council is open to new ways of working. This is clear from changes the council has implemented over recent years, including:

- Significantly reducing its spending to 2015/16 through its medium-term budget planning process. This has included reducing its workforce, procurement and contract review efficiencies, and redesigning care services.
- Implementing a major office rationalisation in 2011 by bringing staff from across the council into a refurbished and modernised city centre location. It reduced the number of corporate offices from 17 in 2010 to ten in 2015 and it is identifying how to make further efficiencies through flexible working arrangements.
- Creating an arm's-length wholly owned company to deliver care services for older people and looking at opportunities to apply this model more widely.
- Setting up, as part of its shared service agenda, joint procurement and internal audit functions with Aberdeenshire Council. The PMO operates across both councils. The council also has a shared head of finance post with Shetland Islands Council.

76. The arrangement to share the head of finance post with Shetland Islands Council is a pilot exercise for one year to December 2015. This post carries the statutory finance role of the council (the Section 95 officer). We recognise this is an example of collaborative working that offers potential benefits through sharing expertise and costs between the two councils. However, there is a risk that the finance teams will not have the capacity to deal with major issues if they arise in both councils at the same time.

77. The arrangement was subject to a business case that recognised these risks. As part of its implementation, Aberdeen has strengthened its finance team. This included nominating a finance manager post to deputise for the head of finance. The council has committed to review the arrangement after six months' operation. We would also expect the councils to monitor the situation on an ongoing basis and only continue the arrangement if there are clear benefits and manageable risk. External auditors for Aberdeen City Council and Shetland Islands Council will also monitor the arrangement.

The council needs to carefully manage its corporate improvement programme so that it can sustain the recent pace of change

78. The council has increased its capacity for budget planning and change by enhancing the role of its programme management office and increasing the size and skills mix of this team. This PMO now manages the council's strategic infrastructure plan and it will also support the council's future improvement programmes. At the time of our audit, the council was recruiting to the posts of head of information technology and transformation, and the head of communications and promotion. The council has now filled these posts. They will be central to the council's plans for change.

79. Since the chief executive took up her post, she has progressed the management restructure planned by her predecessor. She is also putting a significant programme of actions in place for organisational improvement. These are now starting to be developed, although it is too early to assess if these arrangements are effective. Her improvement plans are wide ranging and include, for example, projects and actions to:

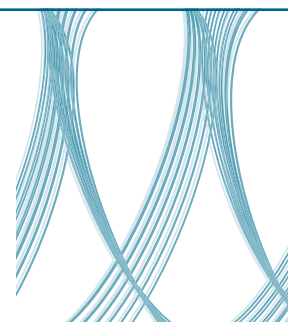
- develop an organisational culture focused on a balance of the use of resources, outcomes for customers and staff experience
- improve performance management arrangements and the connections between strategic plans, improvement planning and service planning
- develop arrangements for change and improvement to effectively manage financial challenges and equip staff to engage in this process
- create an 'Improvement and Transformation Hub', pulling together staff with a range of specialist skills into a corporate resource to support innovation and change across the organisation
- strengthen the organisation's approach to the management of risk, recognising that encouraging innovation and change needs enhanced risk management.

80. The council needs to assess the capacity of its employees to take forward its programme of change. The council's most recent employee survey of March 2015 highlighted employee concerns over workload pressures. As a prosperous city with a very high cost of living, Aberdeen has suffered historically from difficulties in recruiting employees including key workers such as carers, teachers, and trades people. This adds to the council's workforce pressures.

81. The chief executive's improvement plans recognise staff capacity and capability as core elements. She recognises the importance of staff being engaged in the improvement and transformation of the organisation. The recently appointed head of communications and promotion will have a key role in ensuring staff are informed, consulted and engaged in improvement and transformation activity. The council also has plans to engage elected members more closely in change and improvement through its elected member development framework. This now includes the role of elected members in promoting change and improvement.

82. The council now needs to manage its priorities carefully to deliver its programme of change. This includes its major infrastructure programme, the City Region Deal, and health and social care integration. It needs to consolidate its new organisation structure and develop its plans for its working culture and practices. Importantly, with this significant range of activity it must not lose sight of how services are performing.

Areas for improvement



83. Our report's summary notes that, at the time of our audit, the council was undergoing significant change, including recruiting to key posts. The council has established areas of good practice including its medium-term budget planning process. It has also taken positive steps to improve working relationships. It is important that the council continues to make progress in these areas and it should:

Vision and strategic direction

- review how the political priorities of Aberdeen: the Smarter City, the SIP, the City Region Deal and the City Centre Masterplan are linked through to service plans
- consider the capacity and capability required to deliver the strategic priorities against the recruitment challenges experienced in the North East.

Leadership and working relationships

- build on the use of cross-party groups to help maintain political consensus and commitment to the council's long-term priorities
- sustain improved working relationships, and consider plans to introduce further protocols and guidance for member-to-member and member-to-officer working.

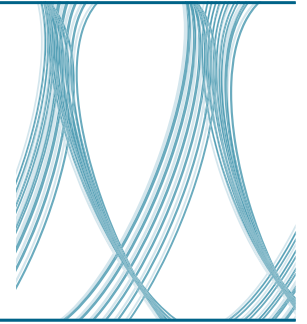
Performance management and scrutiny






- implement plans to refocus performance measurement on outcomes
- ensure clear links between the performance information submitted to members for scrutiny and the council's strategic plans
- fully implement arrangements for enhanced scrutiny of ALEOs through the governance hub.

Financial management and improvement

- ensure the necessary organisational capacity for transformation is in place in readiness for anticipated budget reductions
- build further elected member and staff engagement in the change programmes.

Endnotes



- ◀ 1 [Aberdeen City Council: Audit of Best Value and Community Planning \[PDF\]](#) , Accounts Commission, May 2008.
- ◀ 2 [Aberdeen City Council: Audit of Best Value and Community Planning, Progress Report \[PDF\]](#) , Accounts Commission, July 2009.
- ◀ 3 [Community planning in Aberdeen \[PDF\]](#) , Accounts Commission and Auditor General for Scotland, March 2013.
- ◀ 4 [Aberdeen City Council Assurance and Improvement Plan 2014–17 \[PDF\]](#) , Audit Scotland, May 2014.
- ◀ 5 **Governance** describes the structures, systems, processes, controls and behaviours by which an organisation manages its activities.
- ◀ 6 **Accountability** is the way a specific senior person in an organisation is held responsible for managing and planning how resources, for example money, are used and how well the organisation is performing. This includes reporting to elected members and making sure information is easily accessible to the public. Chief executives in local government are accountable to elected members.
- ◀ 7 **City Region Deals** are negotiated on an individual basis and allow city regions to gain financial support and powers from national government, giving local bodies greater control over spending and decision-making. In Aberdeen, the deal focuses on infrastructure and an economic strategy. It proposes the region receives up to £2.9 billion worth of funding from the Scottish and UK Governments as well as input from both councils, which have a combined capital plan programme over the next ten years that totals £1.4 billion.
- ◀ 8 In management information systems, a **performance dashboard** is an easy to read presentation of performance information often showing a graphical representation of current performance, comparative information and trends.
- ◀ 9 [Aberdeen City Council – Aberdeen Performs](#) 

Aberdeen City Council

This report is available in PDF and RTF formats, along with a podcast summary at:

www.audit-scotland.gov.uk 

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500

or info@audit-scotland.gov.uk 

For the latest news, reports and updates, follow us on Twitter or subscribe to our email delivery service:

 [@AuditScotland](https://twitter.com/AuditScotland)

 [Subscribe to updates](#)

 pinterest.com/AuditScotland



Audit Scotland, 110 George Street, Edinburgh EH2 4LH

T: 0131 625 1500 E: info@audit-scotland.gov.uk 

www.audit-scotland.gov.uk 

ISBN 978 1 909705 69 2

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 th August 2015
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Appointments
REPORT NUMBER	OCE/15/029
CHECKLIST COMPLETED	Yes/No

1. PURPOSE OF REPORT

The report brings before the Council a change to a previously agreed appointment.

2. RECOMMENDATION

- i. that Council agrees the appointment of a representative to sit on the board of Care and Repair Initiative Scotland, Aberdeen Agency.

3. FINANCIAL IMPLICATIONS

There are no financial implications to the Council.

4. OTHER IMPLICATIONS

There are no other implications to the Council.

5. BACKGROUND/MAIN ISSUES

At its Statutory Meeting on 16th May 2012 and at subsequent meetings of the Council and the Urgent Business Committee, the Council considered reports on the appointment of representatives to outside bodies.

Councillor Gill Samarai has recently intimated her resignation from the board of Care and Repair Initiative Scotland, Aberdeen Agency.

The Council is therefore requested to appoint a replacement representative to sit on the board.

6. IMPACT

Representation on the various sub-committees, trusts, boards and outside bodies assists the Council in fulfilling its role in delivering the Single Outcome Agreement.

7. MANAGEMENT OF RISK

The report is concerned solely with a change of representation on an outside body.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

Ciaran Monaghan
Head of Service, Office of Chief Executive
cmonaghan@aberdeencity.gov.uk
01224 522293

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 th August 2015
LEAD OFFICER	Chief Executive
TITLE OF REPORT	City Centre Masterplan – Reference Group
REPORT REF NO.	OCE/15/031

1. PURPOSE OF REPORT

To present options on the governance arrangements for the establishment of an Aberdeen City Centre Masterplan Reference Group.

2. RECOMMENDATION(S)

The Committee is asked to:

- a) Agree to the establishment of a City Centre Masterplan Reference Group;
- b) Agree to the proposed Terms of Reference set out as Appendix A to this report;
- c) Agree to a model for the Reference Group which creates a “Core Group” with additional targeted engagement with the larger Reference Group, described as Option 3 in Appendix E;
- d) Agree to the proposed membership of a Core Group as set out in the Terms of Reference at Appendix A;
- e) Agree that the Core Group be chaired by the Depute Leader of the Council and that the Vice-chair be agreed by the Core Group from amongst its non-Council members;
- f) Instruct the Chief Executive to write to the proposed non-Council members of the Core Group, inviting them to make a nomination, giving due consideration to the personal attributes set out at section 5.7.2 of this report;
- g) Note that the Chief Executive will establish management arrangements to oversee the activity of the in-house delivery team and to support and enable other public / private bodies.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4. OTHER IMPLICATIONS

The development and delivery of the City Centre Masterplan is of major significance to the Council and the City.

5. BACKGROUND/MAIN ISSUES

5.1 Instruction from Council, 24th June, 2015

5.1.1 The Chief Executive's report to Council on 24th June 2015 stated that "to be truly successful, the City Centre Masterplan and Delivery Programme (CCMDP) cannot simply lie with the Council. The centrality of its ambition for Aberdeen should be recognised and supported by all relevant stakeholders and partners."

5.1.2 The report, further, gave a commitment to bring forward the governance arrangements for the establishment of an Aberdeen City Centre Masterplan Reference Group which, it is envisaged, would play a key role both:-

- in continuing the open engagement and discussion which featured during the development of the CCMDP; and
- in monitoring and reporting on its delivery.

5.1.3 This report seeks to fulfil this instruction by considering the issues of governance for a Reference Group and making a recommendation regarding its Terms of Reference and membership.

5.2 Antecedents

5.2.1 Prior to considering options, it is necessary to set out decisions which Council has already made, as well as other prescribed issues, which will influence the establishment and operation of a Reference Group. These include:-

- i. The Council has commissioned and agreed the Masterplan. Any material changes will also require the agreement of the Council, either directly or within the scope of an agreed scheme of delegation;
- ii. The governance and operation of the CCMDP must adhere to "The Good Governance Standard for Public Services";
- iii. The Council has a statutory role in carrying out the functions of the planning authority. All projects within the CCMDP will be subject to the normal scrutiny and development control processes. These functions must necessarily be separate and excluded from any Reference Group;
- iv. Projects which are within the responsibilities of ACC to deliver will be subject to due diligence prior to agreeing to proceed, with approval being reserved for Committee / Council;
- v. The Council intends that an in-house officer team be established to facilitate the implementation of the Delivery Plan. Accountability and direct management of projects which are the responsibility of ACC will be managed through this team and the Council's own governance arrangements. Management and accountability for this is also, therefore, excluded from the role of any Reference Group;

- vi. Similarly, where projects are the primary responsibility of a third party (e.g. land owner / developer) separate internal accountability and delivery arrangements will, necessarily, be in place and, again, these fall out with the role of any Reference Group;
- vii. Regular update reports on the CCMDP will be brought to Council.

5.3 Governance of the CCMDP

5.3.1 Whilst this report is focusing on the “Reference Group”, some commentary on the overall governance framework for the CCMDP is required. The governance framework needs to recognise that projects contained within the CCMDP comprise a mix of public interventions; private interventions; and public / private interventions. Single sector interventions will be subject to the governance of the single body, but it is desirable that the CCMDP governance framework has oversight of all activity in order to ensure that the integrity of the Masterplan vision is maintained.

5.3.2 More specifically:-

External Owners / Developers - Where third parties are principally responsible for projects within the CCMDP, decision making and delivery necessarily rests with those third parties. ACC, of course, applies its statutory functions which relate to these projects. Liaison and co-ordination with the broader CCMDP will be channelled through the ACC Delivery Team and executive management.

Aberdeen City Council - For projects where the Council has principle responsibility, project approval will be reserved for Committee / Council. Delivery will be co-ordinated by the in-house Delivery Team, which, in turn, will be overseen through management arrangements to be established by the Chief Executive. The Council will receive regular updates on delivery. The authority will also undertake its statutory functions in the normal way. Whilst, in *Figure 1*. below, delivery and the “Management Overview” are shown under the “Council”, external stakeholders will participate as appropriate.

The figure shows a model for the governance framework for the CCMDP.

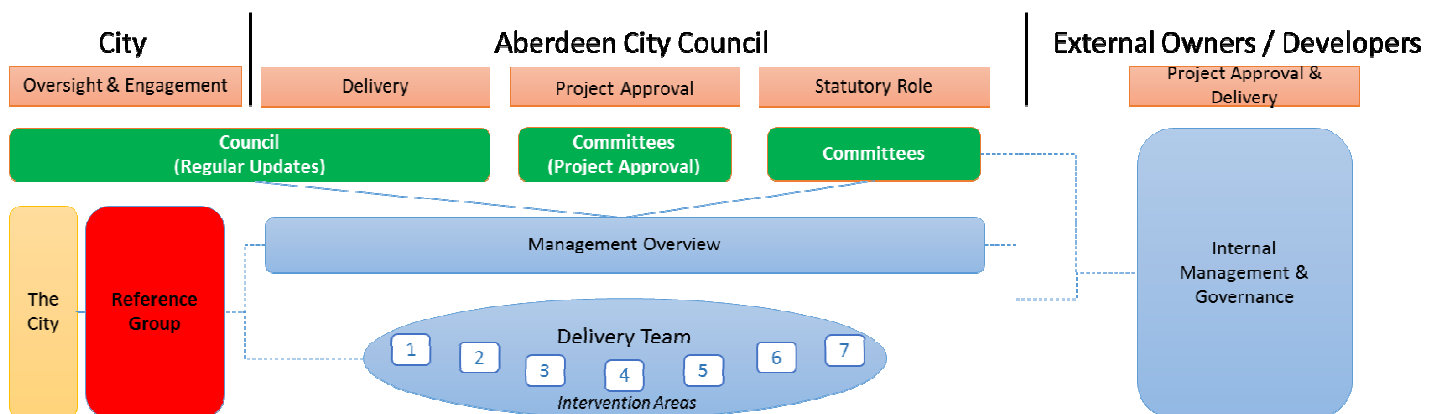


Figure 1

5.4 The Purpose and Role of the Reference Group

5.4.1 Reflecting the instruction from Council, as well as the antecedents set out above, the purpose and role of the Reference Group is likely to focus on the following areas:-

i. Open Engagement and Discussion

In preparing the CCMDP, extensive consultation was undertaken with stakeholders and the public on people's priorities and aspirations for the city. These views were taken into account in the final Masterplan's vision, objectives, projects and spatial strategy.

The Council wishes to continue this dialogue with the public, as well as particular stakeholders, and the Reference Group can play a significant role in enabling this by representing the "voices" of stakeholders and the public through a regular, structured and informed forum. The remit of the Group may be:-

1. to undertake regular "horizon scanning" of the future needs of and for the city centre;
2. in the light of this, to consider whether the vision and objectives remain relevant and appropriate and to contribute to the further development of these; and
3. to consider how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy.

ii. Monitoring and Reporting on Delivery

The role of the Reference Group in monitoring delivery of the CCMDP must be considered within the context of normal project management arrangements which will be in place within those bodies leading interventions; and the statutory processes and the associated scrutiny those processes bring. The Reference Group's role in monitoring delivery should not seek to duplicate these functions, but should add value by providing a forum for the stakeholders' "voice" to consider and provide input and, where necessary, challenge to how delivery is proceeding.

It should be anticipated that members of the Reference Group would wish an opportunity to discuss, review and comment on both:-

1. The overall broad delivery of the CCMDP and, in particular, whether delivery is effectively realising the vision and objectives; and
2. The delivery of the seven interventions as they progress.

5.5 Reference Group - Terms of Reference

5.5.1 Having described the purpose of the Reference Group, a Terms of Reference can be drafted. Appendix A sets out the proposed Terms of Reference. These have been prepared following, and are underpinned by:-

- An analysis of “The Good Governance Standard for Public Services” (Appendix B); and
- An examination of the roles and responsibilities within the four primary systems of governance (Appendix C).

5.6 Membership of the Reference Group

5.6.1 Membership options for the Reference Group must be analysed within the context of these proposed Terms of Reference.

5.6.2 Since the purpose of the Reference Group is to represent stakeholder groups, it is necessary to identify those groups. A “stakeholder map” has been prepared and is attached at Appendix D.

5.6.3 In undertaking the analysis of stakeholders, the report identifies stakeholder group which:-

- will be affected by the CCMDP; and / or
- can influence the ongoing development and delivery of the CCMDP; and / or
- have an “institutional” role in its development and delivery.

The analysis does not include the Council itself nor other land owners / developers.

5.6.4 There are, broadly, three categories of stakeholder groups identified through this analysis.

- i. Those which are representative of individuals, communities and organisations who may both be affected and can influence the CCMDP, by virtue of living, working or trading in the City;
- ii. The Universities and College, which are indirectly representative of a large transient stakeholder group (students), but who also have:-
 - a significant contribution to make through academic resources and input; and
 - a significant stake in the development of the city to attract further and higher educational students.
- iii. Those who have a governmental or quasi-governmental role to play in the CCMDP.

5.6.5 The proposed Terms of Reference state that the Reference Group is a “representative forum”. On this basis, it is recommended that the stakeholder groups at i. and ii. above be included within its membership. The stakeholder groups at iii. above (ie. those with governmental or quasi-governmental roles) are more appropriately involved through the management overview.

5.6.6 Focusing on the Reference Group, the “stakeholder map” shows that the breadth of potential stakeholders is very large and direct representation on the Reference Group of each sub group of stakeholders is unlikely to be practical. There are a number of options for how the Reference Group operates in the context of this broad stakeholder pool. These options are set out in Appendix E. This report recommends that Option 3 is the preferred approach. This would see the establishment of a “Core Group” of members of the Reference Group, which, itself, develops a relationship with the broader stakeholder constituency.

5.6.4 Should this recommendation be accepted, the following table shows a recommended membership for the Core Group based on the following criteria:-

- i. stakeholder groups which are likely to be significantly impacted by the CCMDP should be represented; and
- ii. for those identified at (i) above, existing groups, organisations and individuals which legitimately represent multiple stakeholders should be preferred (e.g. for the voluntary sector, ACVO is the identified “Third Sector Interface”).

Stakeholder Group	Representative /s	Comments	Proposed Membership
Communities			
- of place - of interest	Councillors	Councillors have representative legitimacy for the “place”. It is significant that the CCMDP was agreed with cross party support and cross party representation should be maintained on the Reference Group.	5 Group Leaders + Convener of the Finance, Policy & Resources Committee
	Civic Forum	The Council, with its Community Planning partners, has established and supports the Aberdeen Civic Forum. Membership of this Forum includes representatives from every Community Council and neighbourhood in the City as well as representatives from “Communities of Interest” forums which include:	2 reps

		<ul style="list-style-type: none"> ➤ Aberdeen Federation of Community Centres ➤ Aberdeen University Students' Association ➤ Aberdeen Women's Alliance ➤ Aberdeen City Youth Council ➤ Regeneration Matters ➤ Disability Advisory Group ➤ Ethnic Minority Forum ➤ Grampian Regional Equality Council Ltd ➤ Grampian Senior Citizens Forum ➤ Gypsies/Travellers Community ➤ North East LGBT+ Development Group ➤ North East Scotland Equalities Network <p>The Forum, therefore, has representative legitimacy for both "place" and "interests".</p>	
Employers			
Business	Aberdeen Inspired (Business Improvement District)	Aberdeen Inspired represents over 700 city centre businesses	1 rep
	Aberdeen & Grampian Chamber of Commerce	Aberdeen and Grampian Chamber of Commerce represents over 1,300 north east businesses	1 rep
Voluntary	Aberdeen Council for Voluntary Organisations	Aberdeen Council for Voluntary Organisations is the "Third Sector Interface" for Aberdeen and represents a large number of voluntary organisations and social enterprises.	1 rep
Education	Aberdeen University; Robert Gordon University; NESCC	<p>Whilst these are employers, they have additional indirect representation for the transient student population and are also significant stakeholders both in terms of the development of the City Centre and provide access to academic input.</p> <p>It is suggested that the City's two Universities and the College agree a single representative, between them, for the Core Group.</p>	1 rep

The proposed membership of the Core Group, based on this analysis, is included within the Terms of Reference at Appendix A.

5.6.5 In addition to this proposed membership, it is recommended that the Terms of Reference include the authority for the Core Group, once established, to add to its membership by co-opting additional members where this will improve its ability to fulfil its purpose.

5.7 Membership - Skills, Knowledge and Experience

5.7.1 As set out in the “The Good Governance Standard for Public Services”, members of the Reference Group should be agreed by giving consideration to the necessary skills, knowledge and experience required to perform the role. Whilst the evaluation of individuals’ suitability is a subjective matter there are core attributes which can be described. The following is based on the evidence collected by the Higgs Review¹ and confirmed in corporate governance literature.

5.7.2 As well as relevant experience and knowledge, effective members need five personal attributes to carry out the responsibilities of their role:

	Attribute	Detail
1.	Integrity and high ethical standards	This is a clear requirement of individuals in public roles.
2.	Sound judgement	Based on knowledge about the vision of the CCMDP, the purpose of the Group and the environment in which it functions. Members must be able to:- <ul style="list-style-type: none">- recognise problematic actions or flawed decision-making; and- identify issues of risk and judge how and when to raise them.
3.	The ability and willingness to challenge and probe	Members must be able and willing to challenge and probe the information presented to them.
4.	Strong interpersonal skills	Strong interpersonal skills are needed to participate fully in a group of strong individuals and to seek and obtain full and satisfactory answers within the collegiate environment of the Group.
5.	High levels of engagement and independence	Whilst maintaining “independence of mind”, members need to actively engage to build their knowledge of the CCMDP, as well as of the stakeholder groups which they represent.

5.7.3 This report recommends that the identified stakeholder groups be invited to nominate members giving due consideration to these personal attributes. In addition, the Reference Group will, as made clear through “The Good Governance Standards for Public services”, require to undertake regular assessment of its own effectiveness and that of its members and seek support in providing development for those members.

5.8 Operating Arrangements

5.8.1 Operating arrangements are included within the Terms of Reference at Appendix A.

5.9 Feedback from The Reference Group

5.9.1 It is important that the views of the Reference Group are formally and appropriately fed back into the decision making forums. This may be to

¹ Review of the role and effectiveness of non-executive directors, June 2003

the Council and its committees; to management operating under delegated authority; or to third parties.

5.9.2 The Reference Group, themselves, should give consideration to the preferred mechanism for doing this. e.g. minutes; written reports; by presentation.

5.10 The Purpose and Role of Management Overview

5.10.1 With respect to the function of “Management Overview”, identified in Figure 1. above, the Council are asked to note that the Chief Executive of Aberdeen City Council has management responsibility for overseeing the activity of the Council’s in-house delivery team. The team will be responsible for individual projects whilst also supporting / enabling the projects of other public and private bodies.

5.10.2 Detailed arrangements for how the “Management Overview” function will be conducted, including how partner organisations are to be involved, will be determined by the Chief Executive.

6. IMPACT

The impact of stakeholder engagement in the success of the CCMDP is likely to be significant, and the establishment and operation of a Reference Group is a major element of within this.

7. MANAGEMENT OF RISK

Risk is integral to programme and project management. The proposed establishment of a Reference Group is a mitigation of risks relating to agreement of the CCMDP and stakeholder engagement within the broad governance model.

There are risks relating to the establishment of the Reference Group. These will include the issues identified within “The Good Governance Standard for Public Services” i.e.

- Clarity of purpose
- Skills, knowledge and experience of members
- Access to, and use of, information
- Representation of stakeholder groups

There is also a clear opportunity risks for all stakeholders, including the Council, relating to the investment of time, trust and resources in the establishment and operation of a Reference Group. The opportunities include breadth and diversity of input, critical review of proposals and delivery, support for the CCMDP and legitimacy.

8. BACKGROUND PAPERS

City Centre Master Plan

Remit of City Centre Regeneration Board

Remit and membership of Aberdeen Civic Forum

9. REPORT AUTHOR DETAILS
Martin Murchie
Office of Chief Executive tel 01224 522008
mmurchie@aberdeencity.gov.uk

Proposed Terms of Reference

City Centre Masterplan Reference Group

1.	Purpose
<p>To be a regular, structured and informed representative forum which ensures citizens, communities and key stakeholders have a direct influence on the continuing development and delivery of the Aberdeen City Centre Masterplan.</p>	
2.	Remit
<ul style="list-style-type: none"> • Through open engagement and discussion, to represent stakeholders' views to Aberdeen City Council and other decision making bodies by:- <ol style="list-style-type: none"> i. undertaking regular "horizon scanning" of the future needs of, and for, the city centre; ii. considering, in the light of this, whether the vision and objectives of the CCMDP remain relevant and appropriate and contributing to the further development of these; iii. considering how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy. • To request, receive and consider information relating to the delivery of the CCMDP and, as part of the broader systems of performance and risk management, represent stakeholders' views to Aberdeen City Council and other decision making bodies specifically on:- <ol style="list-style-type: none"> i. The overall broad delivery of the CCMDP and, in particular, whether delivery is effectively realising the vision and objectives; ii. The delivery of the seven interventions as they progress. • To develop and implement a programme for broader stakeholder engagement to further strengthen the representation by the Reference Group of stakeholder groups. 	
3.	Organisation
<p>The Reference Group will have an established "Core Group" which will agree arrangements for further engagement with a broader constituency.</p>	
4.	Chair and Vice Chair
<p>The Chair of the Core Group is to be the Depute Leader of Aberdeen City Council. The Vice Chair is to be chosen by the Core Group and will be a non-Aberdeen City Council representative.</p>	

5. Membership of Core Group

- 5 - Group Leaders - Aberdeen City Council
- 1 - Convener of Finance, Policy & Resources Committee, Aberdeen City Council
- 2 - representatives from Aberdeen Civic Forum
- 1 - representative from Aberdeen Inspired
- 1 - representative from Aberdeen & Grampian Chamber of Commerce
- 1 - representative from Aberdeen Council for Voluntary Organisations
- 1 - representative of Aberdeen's Universities and College

The Core Group may add to its membership by co-opting additional members where it believes this will improve its ability to fulfil its purpose.

6. Frequency of Meetings

The Core Group will meet at least 3 times per year and will establish its own schedule of meetings as well as arrangements for broader engagement.

7. Administration and Support

Aberdeen City Council will provide, on behalf of partners, a Committee Clerk to minute and administer the Core Group meetings. The Chair / Vice-Chair and members of the Core Group will receive development support from the Officers within Aberdeen City Council.

8. Responsibilities

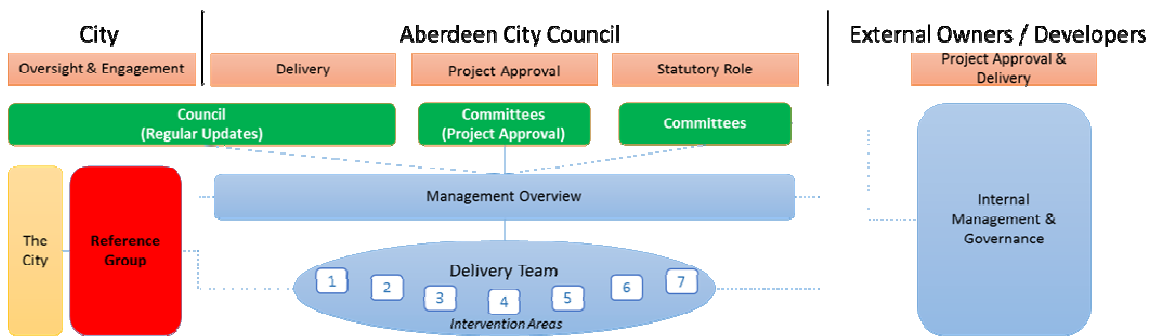
The Reference Group will manage its business and operation in line with "The Good Governance Standard for Public Services". In particular:-

- Members of the Core Group will have effective knowledge of the vision of the CCMDP and the purpose of the Reference Group as well as demonstrating the following personal attributes:-
 - Integrity and high ethical standards
 - Sound judgement
 - The ability and willingness to challenge and probe
 - Strong interpersonal skills
 - High levels of engagement and independence
- The Core Group will undertake regular assessment of its own effectiveness and that of its members, and will seek support in providing development where this is required;
- The "Core Group" will agree arrangements for regular review and refresh of its membership;
- Members of the "Core Group" will understand, accept and practice the principles of the Code of Conduct governing the behaviour of elected members;
- The "Core Group" will seek to identify, and advise accountable bodies of, risks to the delivery of the Masterplan;
- The "Core Group" will seek to identify and control risks which may impact on its

ability to effectively perform its own role.

9. Governance and Reporting Arrangements

- The governance framework for the CCMDP recognises that single sector interventions will be subject to the governance of the single body (whether public or private) including systems of decision making; performance management; risk management; and stakeholder engagement.
- Aberdeen City Council will undertake its statutory functions as the planning authority.
- Aberdeen City Council's in-house delivery team will seek to maintain oversight of all activity in order to ensure that the integrity of the Masterplan vision is maintained.
- "Management Overview" will be applied to oversee the activity of the in-house delivery team and link the delivery team to elected members.
- The **Reference Group** will represent stakeholders' views, through the management overview function, to decision makers.



The Good Governance Standard for Public Services

Establishment of a Reference Group should be done with explicit reference to “The Good Governance Standard for Public Services”. This Appendix summarizes each of the 6 principles within the Standard and draws conclusions which have relevance to the CCDMP.

	Principle	Implications for CCMDP	Conclusions for Reference Group
1.	Focus on the purpose and on outcomes for citizens and service users	<i>This means that:</i> - the overall Governance Model must be clear about the overall purpose of the CCMDP and its intended outcomes for the city and citizens;	<i>The Reference Group should:-</i> - understand, accept, and carry out their functions with specific reference to, the overall purpose of the CCMDP;
		- governance should be applied to seek assurance that outcomes are being delivered;	- consider and comment on the extent to which outcomes are being delivered;
		- governance should be applied to make sure that taxpayers receive value for money.	- consider and comment on the extent to which taxpayers receive value for money.
2.	Performing effectively in clearly defined functions and roles	<i>This means that:</i> - functions within the governance model must be clear;	<i>The Reference Group should:</i> - have a clear, written terms of reference which set out its purpose and remit;
		- relationships between the different parts of the governance model and the public should be clear;	- have included within its terms of reference, its relationship with other elements of the governance model clearly defined;
		- the responsibilities of non-executives and the executive should be clear and the different responsibilities appropriately carried out;	- in considering its membership and operation, recognise and define the distinct roles of executive and non-executive and seek to separate these.
3.	Promoting values for the whole organisation and demonstrating the values of good governance through behaviour	<i>This means that:</i> - the values promoted in delivering the CCDMP should be stated and practiced;	<i>The Reference Group should:</i> - contribute to the development of values and, upon agreement, accept and practice these;
		- those individuals holding positions within the governance model should behave in ways that uphold and exemplify effective governance.	- understand, accept and practice the principles of good governance and the principles of the Code of Conduct governing the behaviour of elected

			members.
4.	Taking informed, transparent decisions and managing risk	<i>This means that:</i>	<i>The Reference Group should:</i>
		- decision making should be rigorous and transparent;	- be clear how decisions can be, and are, made within its own operation;
		- good quality information, advice and support must be available and used;	- both seek and be given appropriate information, advice and support to allow it to perform its functions;
		- an effective risk management system must be in operation.	- be aware of risk, whilst acknowledging that responsibility for the system of risk management rests with organisational governance.
5.	Developing the capacity and capability of the governing body to be effective	<i>This means that:</i>	<i>The Reference Group should:</i>
		- the appointed and elected governors should have the skills, knowledge and experience they need to perform well;	- define what skills, knowledge and experience are required for members of the Reference Group and seek to encourage and attract these;
		- the capability of those with governance responsibilities should be developed and their performance evaluated, as individuals and as a group;	- seek support in providing development for its members, and undertake regular assessment of its own effectiveness and that of its members;
		- the membership of the governing body should strike a balance between continuity and renewal.	- agree arrangements for regular review and refresh of its membership.
6.	Engaging stakeholders and making accountability real	<i>This means that:</i>	<i>The Reference Group should:</i>
		- formal and informal accountability relationships should be clear and understood;	- as stated above, have included within its terms of reference its relationship with other elements of the governance model clearly defined;
		- an active and planned approach should be taken to dialogue with and accountability to the public; and engagement with institutional stakeholders.	- have a membership designed which considers the various stakeholder groups of the CCMDP and specifically:- <ul style="list-style-type: none"> o how members represent the stakeholder groups; and o how accountable members are to the stakeholder groups.

The Four Systems of Governance

There are four core systems which need to be incorporated within any governance framework.

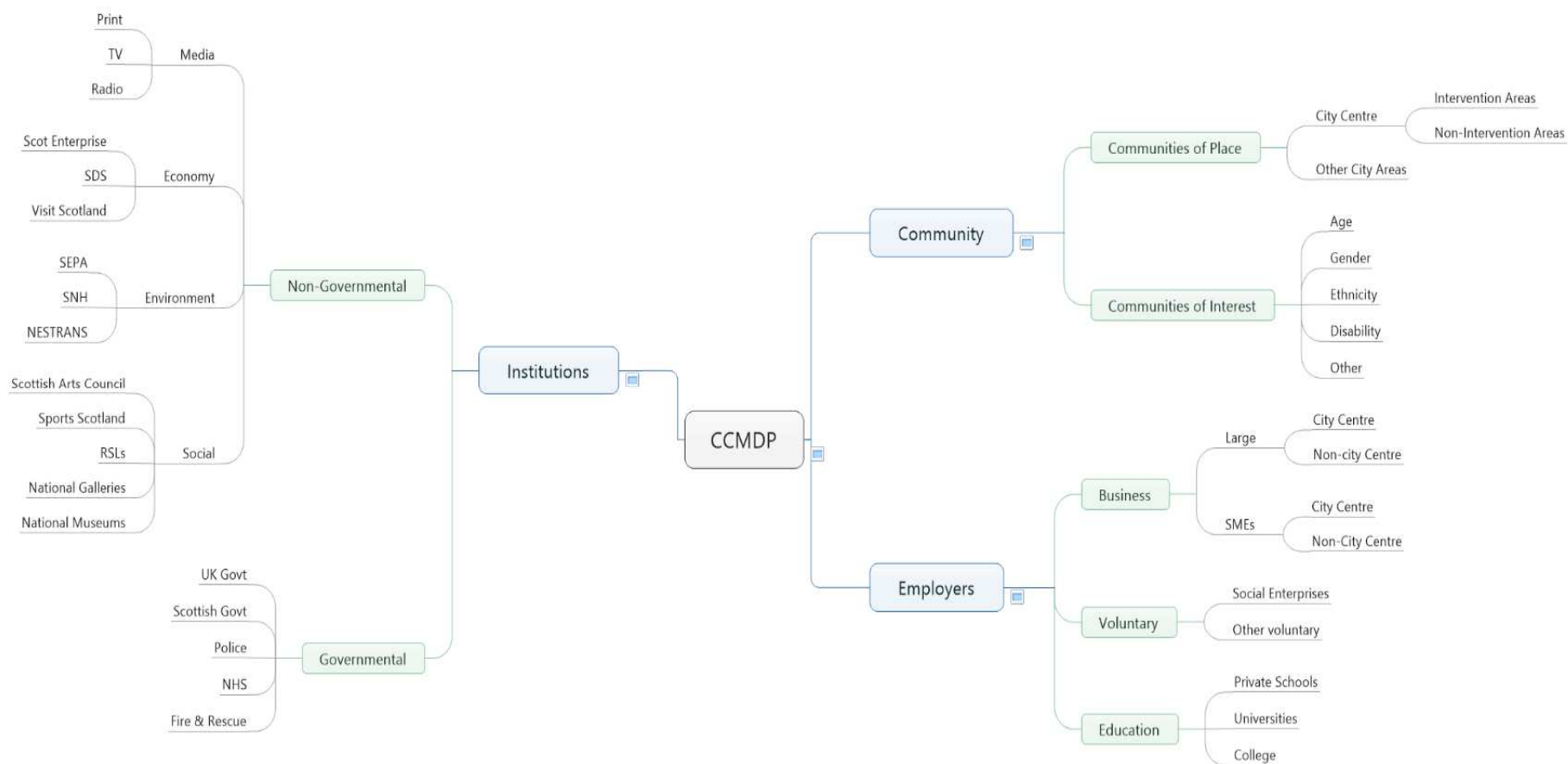
- i. Decision Making System
- ii. Performance Management System
- iii. System for Stakeholder Engagement
- iv. Risk Management System

All four of these systems will be reflected in the governance frameworks of all public and private bodies and it is, therefore, important to be clear at the outset, how these four systems will be applied within the Reference Group, ensuring we avoid unnecessary duplication of reporting and scrutiny. The following analysis sets out how this can be achieved and the suggested way forward is reflected within the Terms of Reference.

	System	Key Responsibilities Within the System	Reference Group Responsibilities and Relationships
i.	Decision Making	<p>ACC - Decision making relating to statutory functions; formal revisions to the Masterplan; and “ACC” project approval rests with the Council and its committees directly, or through a scheme of delegation.</p> <p>3rd Parties - Decision making on project development and approval, where third parties are principally responsible, rests with those third parties.</p>	<p>The Reference Group’s role in decision making is, therefore, one of providing opinion and advice to both the Council and other decision making bodies.</p> <p>It should do this, fully understanding and referring to the overall purpose of the CCMDP and, specifically, provide advice and opinion on:-</p> <ul style="list-style-type: none"> - the future needs of, and for, the city centre; - whether the vision and objectives remain relevant and appropriate; and - how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy.
ii.	Performance	ACC & 3rd Parties - Accountability for	The Reference Group’s role in performance management is,

	Management	<p>planning, decision making and delivery rests with the Council and third party decision makers. Accordingly responsibility for the performance management of these functions must also sit there.</p>	<p>therefore, not that of accountability, but to consider and provide comment to the Council and other decision making bodies on the extent to which:-</p> <ul style="list-style-type: none"> - outcomes are being delivered; and - taxpayers receive value for money.
iii.	Stakeholder Engagement	<p>ACC & 3rd Parties - Principle accountability for stakeholder engagement rests with those bodies responsible for planning, decision making and performance management. The establishment of the Reference Group is one part of, what will be, a broad approach to stakeholder engagement.</p>	<p>The Reference Group will have a key role to play in stakeholder engagement by both:-</p> <ul style="list-style-type: none"> - directly representing stakeholders views to the Council and other decision making bodies; and - themselves developing broader engagement with stakeholder groups to maintain and improve the legitimacy of their representation.
iv.	Risk Management	<p>ACC & 3rd Parties - Again, principle accountability for the system of risk management rests with those bodies responsible for planning, decision making and performance management. The establishment of the Reference Group should, in part, help mitigate risk that the ambition of the CCMDP is not be recognised and supported by all relevant stakeholders and partners.</p>	<p>The Reference Group's role in the system of risk management is, therefore, not that of accountability, but rather of supporting the accountable bodies identify and mitigate risks. These include risks associated with:-</p> <ul style="list-style-type: none"> - the continuing development of the vision for the City Centre; - engagement in, and support for, the CCMDP; - the delivery of projects. <p>The Reference Group, like all bodies, will, however, have a responsibility to identify and control risks of it not being able to effectively perform its own role. These risks are likely to include those identified from "The Good Governance Standard for Public Services" e.g.</p> <ul style="list-style-type: none"> • Clarity of purpose; • Skills, knowledge and experience of members; • Representative legitimacy through stakeholder engagement.

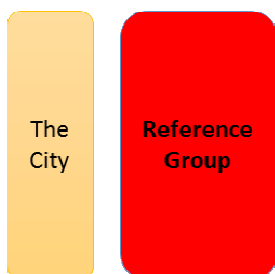
City Centre Masterplan – Outline Stakeholder Map



Options for the Organisation of the Reference Group

Option 1

The Reference Group meets as a large forum for representatives of most, if not all, identified stakeholder groups.



- All identified Stakeholder Groups are directly represented

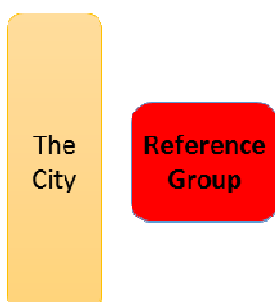
Cons

- Conduct and focus of meetings are more difficult with a large membership;
- Stakeholders with subject specific interest are always included;
- Required skills and knowledge may be diluted.

Pros

Option 2

The Reference Group meets as a small forum, with representatives from only a limited number of stakeholder groups.



- “Recruitment” of skills and knowledge can be targeted.

Cons

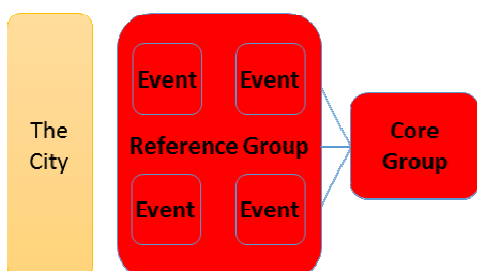
- Engagement is restricted to a small number of representative members.

Pros

- Smaller group may be more focused;

Option 3

The Reference Group creates a small “Core Group” with additional and less frequent engagement events with the larger “Full” Reference Group.



Pros

- Smaller Core Group may be more focused;
- “Recruitment” of skills and knowledge can be targeted;
- Targeted engagement can be effectively planned and undertaken.

Cons

- None.

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 August 2015
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Employment of Children Byelaws
REPORT NUMBER	ECS/15/037
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

Aberdeen City Council last made byelaws on the employment of children in 2001 (i.e. the Aberdeen City Council Byelaws on the Employment of Children 2001) and these came into force on 14 May 2002. New Byelaws now require to be introduced to help ensure that the safe and responsible employment of children continues.

2. RECOMMENDATION(S)

That Council

- approves the making of new Aberdeen City Council Byelaws on the Employment of Children, in terms substantially similar to those of the proposed Byelaws in the Appendix, but subject to any modifications which may be deemed necessary or desirable by the Head of Legal and Democratic Services and any modifications which may be made by the Scottish Ministers.
- instructs the Head of Legal and Democratic Services to arrange for all appropriate steps to be taken in order to obtain confirmation of the said new Byelaws by the Scottish Ministers.

3. FINANCIAL IMPLICATIONS

There are no significant financial implications.
Only costs required are for consultation and publicity.

4. OTHER IMPLICATIONS

All children aged 13 to 16 years old must obtain from the Council (as education authority) an employment permit if they are to be employed. This is approved by the school that the child attends. Permitted times and types of employment are stipulated in the attached proposed Byelaws. Without the Byelaws, the safe and responsible employment of our children is at risk.

5. BACKGROUND/MAIN ISSUES

The proposed Byelaws regulate the types of occupation in which children under school leaving age may be employed, and other conditions of employment. They provide for checks on a child's fitness for employment and for the issue of employment permits, which set out the occupation in which a child may be employed and his/her hours of work. Employers are obliged to notify the Council of their child employees.

The proposed Byelaws pertain to all children under school leaving age who wish to undertake employment. This includes children who are Looked After or not in education, who have Additional Support Needs, are in Out of Authority placements or care settings, as well as those attending non-Local Authority Schools.

Should an employment permit be refused by the Council in terms of the Byelaws, it would be open to the applicant to submit a fresh permit application which does meet the requirements of the Byelaws.

The Aberdeen City Council Byelaws on the Employment of Children 2001 require to be replaced by new Byelaws. The proposed Byelaws are based on guidance given by the Scottish Government and are in exercise of the powers conferred on the Council by the Children and Young Persons (Scotland) Act 1937.

Both Police Scotland and the Procurator Fiscal have given their written approval to the proposed Byelaws.

The proposed Byelaws will not come into force until they are confirmed by the Scottish Ministers in terms of section 202 of the Local Government (Scotland) Act 1973.

6. IMPACT

Corporate – As part of the GIRFEC (Getting It Right for Every Child) agenda there is the need for young people in this city to be safe. This is paramount when they are in the workplace and the Byelaws will provide the framework for safe and responsible employment of our children.

Public – As above, safety of children is essential. The public should be aware of the responsibility of employers to look after and support children who are engaged in employment. The introduction of new Byelaws will raise the profile of young workers and may stimulate more employment opportunities.

7. MANAGEMENT OF RISK

Aberdeen City Council may be in breach of its statutory duties if Byelaws are not in place.

8. BACKGROUND PAPERS

Children and Young Persons (Scotland) Act 1937
Aberdeen City Council Byelaws on the Employment of Children 2001

9. REPORT AUTHOR DETAILS

Graham J Blance
Secondary Curriculum Manager
Tel: 01224 523394
Email: gblance@aberdeencity.gov.uk

Appendix – Proposed Byelaw

This page is intentionally left blank

ABERDEEN CITY COUNCIL

EMPLOYMENT OF CHILDREN BYELAWS

Made _____

Coming into force _____

Aberdeen City Council, in exercise of the powers conferred on it by sections 28(2) and 30(2) of the Children and Young Persons (Scotland) Act 1937¹, hereby makes the following Byelaws:

Citation and commencement

1. These Byelaws may be cited as the Aberdeen City Council Byelaws on the Employment of Children 2015 and shall come into force on _____ 2015.

Interpretation and extent

2. In these Byelaws, unless the context otherwise requires:

"the authority" means Aberdeen City Council;

"child" means a person who is not for the purposes of the Education (Scotland) Act 1980² over school age;

"employment" includes assistance in any trade or occupation which is carried on for profit, whether or not payment is received for that assistance;

"light work" means all work which, on account of the inherent nature of the tasks which it involves and the particular conditions under which they are performed is not likely to be harmful to the safety, health or development of children and is not such as to be harmful to their attendance at school, their participation in vocational guidance or training programmes or a work experience scheme under section 123 of the Education (Scotland) Act 1980 or their capacity to benefit from the instruction received:

"parent", in byelaw 8(d), includes any person who has parental responsibilities in relation to a child (within the meaning of section 1(3) of the Children (Scotland) Act 1995)³;

"public place" includes any public park, garden, sea beach or railway station and any ground to which the public for the time being have or are permitted to have access, whether on payment or otherwise;

¹ 1937 c.37

² 1980 c.44

³ 1995 c.36

“street” includes any highway and any public bridge, road, lane, footway, square, court, alley or passage, whether a thoroughfare or not;

“street trading” includes the hawking of newspapers, matches, flowers and other articles, playing, singing or performing for profit, shoe blacking and other like occupations carried on in any street or public place;

“year”, except in expressions of age, means a period of twelve months beginning with 1st January.

Prohibited Employment

3. No child of any age may be employed -

- (a) in a cinema, theatre, discotheque, dance hall or night club, except in connection with a performance given entirely by children;⁴
- (b) to sell or deliver alcohol, except in sealed containers;
- (c) to deliver milk;
- (d) to deliver fuel oils;
- (e) in a commercial kitchen;
- (f) to collect or sort refuse;
- (g) in any work which is more than three metres above ground level or, in the case of internal work, more than three metres above floor level;
- (h) in employment involving harmful exposure to physical, biological or chemical agents;
- (i) to collect money or to sell or canvass door to door, except under the supervision of an adult;
- (j) in work involving exposure to adult material or in situations which are for this reason otherwise unsuitable for children;
- (k) in telephone sales;
- (l) in any slaughterhouse or in that part of any butcher's shop or other premises connected with the killing of livestock, butchery, or the preparation of carcasses or meat for sale;

⁴ This does not prevent children taking part in performances under the provisions of a licence granted in accordance with the Children and Young Persons Act 1963, and the associated Regulations.

- (m) as an attendant or assistant in a fairground or amusement arcade or in any other premises used for the purpose of public amusement by means of automatic machines, games of chance or skill or similar devices;
- (n) in the personal care of residents of any residential care home or nursing home unless under the supervision of a responsible adult.

Permitted employment of children aged 14 and over

4. A child aged 14 or over may be employed only in light work.

Permitted employment of children aged 13

5 A child aged 13 may not be employed except in light work in one or more of the following specified categories:

- (a) agricultural or horticultural work;
- (b) delivery of newspapers, journals and other printed material, and collecting payment for same, subject to the provisions of byelaw 3(i);
- (c) shop work, including shelf stacking;
- (d) hairdressing salons;
- (e) office work;
- (f) car washing by hand in a private residential setting;
- (g) in a cafe or restaurant;
- (h) in riding stables;
- (i) domestic work in hotels and other establishments offering accommodation.

Employment before school

6. Subject to the other provisions of these byelaws, children may be employed for up to one hour before the commencement of school hours on any day on which they are required to attend school.

Additional conditions

7. No child may be employed in any work out of doors unless wearing suitable clothes and shoes.

Notification of employment and employment permits

8. Within one week of employing a child, the employer must send to the authority written notification stating:

- (a) his own name and address;
- (b) the name, address and date of birth of the child;

- (c) the hours and days on which the child is to be employed, the occupation in which the child is to be employed, details of the task involved and, if different from (a) above, the place of employment;
 - (d) a statement of the child's fitness to work, and of approval for the child to be employed, completed by the child's parent;
 - (e) details of the school at which the child is a registered pupil; and
 - (f) a statement to the effect that an appropriate risk assessment has been carried out by the employer.
9. Where, on receipt of a notification, the education authority is satisfied that:
- (a) the proposed employment is lawful;
 - (b) the child's health, welfare or ability to take full advantage of his education would not be jeopardised; and
 - (c) the child is fit to undertake the work for which he is to be employed, it will issue the child with an employment permit.
10. Before issuing an employment permit an education authority may require a child to have a medical examination.
11. The employment permit will state:
- (a) the name, address and date of birth of the child;
 - (b) the hours and days on which the child is to be employed, the occupation in which the child is to be employed, details of the task involved and the place of employment;
12. A child may be employed only in accordance with the details shown on his employment permit.
13. An education authority may amend a child's employment permit from time to time on the application of an employer.
14. The education authority may at any time revoke a child's employment permit if it has reasonable grounds to believe:
- (a) that the child is being unlawfully employed, or
 - (b) that his health, welfare or ability to take advantage of his education are suffering or likely to suffer as a result of the employment.
15. A child must produce his employment permit for inspection when required to do so by an authorised officer of the authority or a police officer.

Street Trading

16. No child under the age of 14 may engage in street trading and a child aged 14 or over may not engage in street trading unless:

- (a) he is employed to do so by his parents, in connection with their retail business and under their direct supervision; and
- (b) he has been granted a licence to do so ("a street trader's licence") by the authority and is acting in compliance with the terms of that licence.

17. The authority shall not grant a street trader's licence to any child if it has reason to believe that the employment of the child in street trading would be prejudicial to his health, welfare or ability to take full advantage of his education or the child's street trader's licence has previously been revoked.

18. A street trader's licence shall prohibit the holder from engaging in street trading on a Sunday and shall:

- (a) be valid for not more than 12 months and shall expire on 31 December;
- (b) prohibit the holder from touting or importuning to the annoyance or obstruction of any member of the public in any street or public place;
- (c) define the days, and hours, during which, and the places at which the child may engage or be employed in street trading, and
- (d) require that the child notify the authority within one week of any change of address.

19. The authority may suspend or revoke a street trader's licence if it has reason to believe that the holder's continued employment in street trading would be prejudicial to his health, welfare, or ability to take full advantage of his education, or if the holder:

- (a) is found guilty of any offence connected with the street trading;
- (b) commits any breach of these Byelaws or the terms of his street trader's licence;
- (c) uses the licence as a means for begging, immorality or any other improper purpose;
or
- (d) fails to notify the authority within one week of any change of address.

Revocation

20. The Byelaws with respect to the employment of children [and street trading] made by Aberdeen City Council on the _____ day of _____ 2001 ___ and confirmed by the Secretary of State on the _____ day of _____ 2001 hereby revoked.

**THE COMMON SEAL of Aberdeen City Council
was affixed to these Byelaws on
2015 in the presence of:**

[seal]

[signature(s)]
[Designation(s) of signatory/ies]

**These Byelaws are hereby confirmed by Scottish
Ministers on _____ 2015 and shall come
into force on _____ 2015**

DRAFT

[signature]

**A member of the staff of the Scottish Ministers
(a member of the Senior Civil Service)**

**Scottish Executive
Education Department**

[seal]

DRAFT

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 August 2015
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Corporate Parenting: Annual Update 2014 - 15
REPORT NUMBER:	ECS/15/036
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide an annual update to Elected Members on the progress of the implementation of the Corporate Parenting Policy and Action Plan 2012 – 2015, for the benefit of care experienced young people within Aberdeen.
- 1.2 The Corporate Parenting Policy is also reported through both the Achieving and Respected & Included Outcome Groups to the Integrated Children's Services Board and the Community Planning Partnership.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Council:
 - (i) Note the progress set out in the annual update for 2014 – 15.
 - (ii) Instruct officers to report back on the implementation and review of the policy to Council in 2016.
 - (iii) Continue to be proactive in promoting the corporate parenting agenda in Council business.
 - (iv) Continue to support and invest in the Council's Family Firm opportunities.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications for the revenue or capital budget at this time. The Corporate Parenting policy will be delivered within existing resources.
- 3.2 However, with regard to developing opportunities for care experienced young people through the associated Family Firm policy, a business proposal was approved at Education & Children's Services SMT in February

2015 to allow funding from within existing budgets for 40 care experienced young people to participate in the Keen4Work 12 week work experience opportunities within the Council. As described below, this funding will also support a project with Action for Children, funded jointly with contributions from Inspire Scotland and the EU, to provide intensive support for those participating in the project.

- 3.3 Sections 9, 10 and 11 of the Children & Young People (Scotland) Act 2014 Act came into force on 1st April 2015. These sections extend the duties of corporate parents and the reporting responsibilities of local authorities as well as the entitlement to continuing care for care experienced young people. No additional costs were identified in relation to the delivery of corporate parenting reports. The implications of the continuing care entitlements will only become fully clear as eligible young people request care or support over the next few years on an incremental basis. This will be included within a full review of the Corporate Parenting policy in the forthcoming year.

4. OTHER IMPLICATIONS

- 4.1 There are no legal, resource, personnel, property, equipment, sustainability and environmental, health and safety and/or policy implications and risks relating to this update.

5. BACKGROUND/MAIN ISSUES

- 5.1 Corporate Parenting refers to the collective responsibility of the Council and its community partners to achieve good parenting to our care experienced young people. The policy aims to ensure that the needs of our care experienced young people are being met by the Council and that they are achieving positive outcomes irrespective of their care experience.
- 5.2 Care experienced young people (CEYP) is a term that is being promoted nationally to describe looked after children, young people and care leavers.
- 5.3 Following the implementation of the Children and Young People (Scotland) Act 2014, Aberdeen City Council, like other local authorities throughout Scotland, has a duty to provide support, advice and guidance to children who are looked after and young people leaving care, up to their 26th birthday. The increase in numbers of those young people and care leavers entitled to support from the local authority over the next few years, highlights the need to have meaningful intervention, change and opportunities to ensure that all children, young people and care leavers are supported to be successful learners, confident individuals, responsible citizens and effective contributors. The Act also extends the range of public bodies covered by the concept of corporate parent and introduces new responsibilities on corporate parents to plan and collaborate to promote the wellbeing of care experienced young people.
- 5.4 The Aberdeen City Council Corporate Parenting Policy 2012 - 15 provides a clear framework for identifying specific actions and interventions to close the

gap between looked after children and young people and care leavers and their peers. The focus of the policy is to improve their educational attainment and achievement; enable them to take up and sustain positive post-school destinations in education, employment and training; reduce their involvement in the criminal justice system; reduce levels of homelessness for care leavers; and to help them live full and healthy lives. The Council and its partners work closely to achieve and measure the policy outcomes.

5.5 Part of the Corporate Parenting Policy included the introduction of the Family Firm Policy that underlines the Council's commitment to creating and developing training, work experience and employment opportunities for care experienced young people.

5.6 This report highlights our Corporate Parenting achievements over the last twelve months and details next steps and actions that will be undertaken over the forthcoming year.

5.7 Champions Board

5.7.1 The Corporate Parenting Champions Board was established in 2013 and held its inaugural meeting in January 2014. The Board is based on what has become known as the 'Dundee model', the aim of which was to provide an opportunity for care experienced young people to talk directly to decision makers about how best to remove complex barriers to multi-agency working so that innovative solutions could be agreed and implemented in a timely manner. Over the past year the Board has been partially successful in its commitment to demonstrating effective change for care experienced young people.

5.7.2 Consequently, the Board is currently under review. In looking to develop it, an application was recently made to the Life Changes Trust in response to an opportunity for funding to support the development of Champions Boards. The Life Changes Trust is a Big Lottery funded charity in Scotland with the aims of promoting the lives of former care experienced young people, as well as all people with dementia. The proposal would look to give additional capacity for individual advocacy with young people, supported by an organisation such as Who Cares? Scotland. The aim would be to build on the advocacy contact to develop young people's participation and to re-inforce the enthusiasm and commitment of corporate parents within Aberdeen City for their care experienced young people. This would enhance the Champions Board's role and remit in service implementation and change, as well as ensuring that the Board is making a meaningful contribution to improving outcomes for individual young people.

5.7.3 Aberdeen was successful in its initial application to the Life Changes Trust and is now through to stage two of the application process which involves sending one young person and one lead officer to attend a 6-day residential course on the isle of Skye in August 2015. The course will support short-listed applicants to explore different approaches to empowering young people and supporting transformational and sustainable change, build joint leadership and develop their plans for their final application. Stage three is the submission of our final Champions Board proposal due in October 2015.

- 5.7.4 Aberdeen's Champion's Board members are enthusiastic about their Corporate Parenting. Training has been provided, with the support of Who Cares? Scotland, to develop their collective knowledge and to understand their authority to make effective and meaningful change to the services that affect our care experienced young people. Moving forward the Board needs to be able to evidence the difference that it can make; something that would be developed with funding from the Life Changes Trust.
- 5.7.5 The Champions Board is scheduled to meet quarterly. It is currently comprised of young people, elected members and Chief Officers from Aberdeen City Council, Police Scotland, NHS Grampian and the Third Sector. Looking forward this will need to be expanded to include representatives of those groups to which the corporate parenting duty was extended in the 2014 legislation, including further/higher education and the Scottish Fire and Rescue Service.
- 5.7.6 A Role and Remit and Orders of Reference was developed as a result of the Champions Board meeting held in September 2014. The Champions identified that in order to ensure that it is working effectively its role and remit as a Working Group within the City Council requires clarification and its Orders of Reference agreed. In addition, there is a need to clarify and develop the roles and responsibilities of each Champion. Further proposals will be developed as part of the submission for funding to the Life Changes Trust.
- 5.7.7 Two key issues that were presented to the Champions Board during 2014 - 15 were: access to the internet within Children's Homes; and the perception of looked after children and young people within the broader community. In spite of a number of significant obstacles, the Council is progressing with installing Wi-Fi in Children's Homes and this is expected to be completed imminently. A specific internet procedure and young people's agreement has been developed to contribute to keeping our young people safe online. In addition, our Children's Homes staff will receive online safety training.
- 5.7.8 With regard to the perception of young people one of our Champion's Board Members has negotiated free bus and cinema tickets for our looked after young people, whilst we are also working to strengthen the relationship between the Police and Children's Homes. Children's Homes Managers, for example, now have regular meetings with their local Inspectors; are in contact for advice and guidance; and invite the Police to visit their Homes. There has also been direct contact between some Board members and care experienced young people, either through meetings in Children's Homes or in participation at the Looked After Children activity days in October 2014.
- 5.7.9 All meetings of the Champions Board have been attended by between one and three care experienced young people. A Young People's Participation Group (YPPG) was established at the same time as the Champions Board. Linked directly to the Board the aim was that there should be dialogue between the two groups on a range of issues presented by the young people about service improvement or change. To date, however, this has been difficult to sustain and in spite of encouragement and support from the Children's Rights Officers (CRO), it has so far been impossible to establish a consistent group of young people to attend Board meetings. Instead, individual advocacy through the CROs has continued to seek the views of

young people to contribute to Board meetings.

5.8 Young People's Participation

- 5.8.1 The YPPG (Young People's Participation Group) was established as an opportunity for young people, supported by the Council's CROs, to identify and present areas for service development, review or redesign to the Champions Board, including their ideas on how to progress the change. It has proved challenging to develop a core group of young people to take ownership and lead the group. Meetings were initially held monthly, usually arranged after school or at weekends. Attendance at these meetings has been inconsistent and the meetings often focused on the specific issues affecting the young people present that would then inform the Champions Board meetings. The experience has been that it has not always been possible to attract sufficient numbers of young people for a balanced and aggregated view to emerge and it has often been a small number whose views have fed into the YPPG or other events requiring young people's views.
- 5.8.2 An alternative activity based approach was trialled in October 2014. These were relatively well attended but were not necessarily any more successful in consolidating a group of young people around which the YPPG could be built and taken forward. Nevertheless, given the enthusiastic response that they received, this approach is being expanded this summer with a further programme of activities for care experienced young people, both under 12s and over 12s, from which it is hoped they will be encouraged to participate in a future group that will gauge their views to help inform service development.
- 5.8.3 The events in October 2014 were a mix of challenge and fun for the young people as well as an opportunity to get their thoughts on the qualities of the staff employed to work with them and the people they most trust. Two events were held, one for under 12s and one for over 12s. Rekindling the energy and enthusiasm that they engendered would be a key aim of the Life Changes Trust proposal going forward.
- 5.8.4 In order to ascertain the views of looked after young people in the city's Children's Homes, the CROs set up residents meetings in each of the Homes as a means to hear the voice of groups of young people. These meetings allow them to gauge the issues that are affecting our care experienced young people with a view to feeding into the Champions Board. This is in addition to the individual advocacy service offered to all care experienced young people.
- 5.8.5 In one Children's Home, The Willows, increasing participation has seen a staff member being identified to focus on attaining the views of the residents and their families and significant others to inform improvements.
- 5.8.6 Young people's views have also been instrumental in the structure and organisation of other events targeted at care experienced young people. For example, young people's ideas contributed to the planning of a 'drop-in' event in June 2015 aimed at promoting positive destinations, early intervention and removing barriers. Called 'SWEET' (Support, Well-being,

Education, Engagement and Training) this was held at the Welfare Hub in the JobCentre within Ebury House. The feedback from the event was positive from the young people who attended and the stall holders who supported it.

- 5.8.7 In 2014 a group of young people were asked to take part in the recruitment of the new Children's Right's Officer. The group were supported to ask questions to the candidates in a group setting. The feedback on how the young people felt the candidates performed was used to inform the decision on which candidate was offered the job. In February 2015 another group of young people were supported to take the lead in interviewing the individual candidates for the Head of Children's Social Work position. The young people formed their own questions and had the opportunity to interview the candidate. Again, the feedback from the young people contributed to the final decision on which candidate was appointed Head of Children's Social Work.
- 5.8.8 This summer a Foster Carers picnic is being organised to celebrate Foster Care. The picnic is for care experienced young people and their foster carers, as well as foster carer's own children. It is an opportunity to promote wellbeing for care experienced young people by enabling them to meet others, provide peer support and develop positive links.
- 5.8.9 In promoting participation, the LAC Group at Northfield Academy, which has been established for a few years, is working on raising awareness of the Children's Hearing system. The group have worked on a leaflet for other young people going through the system as well as a presentation that they are hoping to present to Chief Officers. The group have a session once a week within school hours, supported by the Youth Work team, and provide peer support to each other. See Appendix One for more information.

5.9 Raising Awareness

- 5.9.1 The Corporate Parenting agenda is a Council wide commitment and inspires enthusiasm from all directorates. Corporate parenting training has been provided by Who Cares? Scotland to our Champion's Board and smaller training sessions have been provided internally to specific teams or individuals.
- 5.9.2 The support that Corporate Parenting has received from the Council leadership has contributed to an increased momentum that, for example, has created work experience programmes as part of our Family Firm Policy which in turn has also helped raise awareness of the Council's Corporate Parenting responsibilities and the Family Firm policy amongst staff who would not otherwise be aware of them.
- 5.9.3 Aberdeen City is working closely with a range of partners to raise awareness of Corporate Parenting. For example, earlier this year it took part in the Scottish Aftercare and Throughcare Forum (STAF) and Who Cares? Scotland's national campaigns ahead of the launch of the new Corporate Parenting legislation. For this event it highlighted its commitment to the changes in Corporate Parenting duties through a series of photo opportunities where partners used banners to demonstrate their involvement

and commitment.

- 5.9.4 Aberdeen City Council and its partners send practitioners to attend networking and information sessions hosted by the Scottish Government or national organisations. Aberdeen City Council works closely with other local authorities and its partners to improve the lives of our looked after young people. For example, work experience programmes for looked after young people, including a highly successful internship within the local authority; NPS training; and cultivating better relationships with uniformed services such as the police in order to create more positive perceptions of our looked after young people.
- 5.9.5 A draft Corporate Parenting On-line Inter-active Learning (OIL) course has been developed. The OIL course will be mandatory for all Council staff and ways are being sought to make the course available to its partners who have corporate parenting duties. The OIL course will go live at the same time as the Family Firm re-launch this autumn.
- 5.9.6 Practice Improvement Sessions held within Children's Social Work have also helped raise awareness of corporate parenting, including information on ISAs (ie. Individual Savings Accounts) for looked after children and young people.
- 5.9.7 Issues had been raised by young people in foster care about how they may obtain a passport where their birth parents refused to sign the application. This issue has been taken forward by the CROs to Scotland's Commissioner for Children and Young People who are now actively pursuing the matter with the Scottish Government. In the meantime, the CROs have provided advice and guidance on alternative ways that this can be resolved.

5.10 Positive Destinations / Education

- 5.10.1 The launch of Aberdeen Guarantees in Autumn 2014 has also aided the focus on preventing vulnerable young people at risk of falling into negative destinations. Aberdeen Guarantees is the commitment of Aberdeen City Council and its partners to provide education, training or employment to all those aged between 14 - 25 years within the city. It represents the collective efforts of the public, private and third sector in assisting and enabling young people to progress towards employment.
- 5.10.2 Aberdeen Guarantees profiles a range of approaches in school and post-school which are already in place to support young people into positive destinations, promote good news stories and advertise new training and work opportunities for all young people in Aberdeen. Information on youth employment related activity is hosted on the Aberdeen Guarantees website which advertises all available opportunities within the city, including Activity Agreements that have been vital in developing the skills of some of our care experienced young people.
- 5.10.3 In addition, the work experience team that deals with all school work experience placements are now offering extended work experience as part of the City Campus initiative. These are open to all children who are at risk of negative destinations.

- 5.10.4 Looked after children and care leavers have significantly benefited from the work of the Activity Agreements Team. This team provides support for children and young people in their transition journey from school to employment. Looked after children represent 20% of their cohort and care leavers 6%.
- 5.10.5 Looked after children sometimes find engaging with their school based education challenging due to their adverse life experiences. Because of this, they often lag behind their peers in their educational attainments, although the latest data set for 2013/14 is showing an improvement. It could be said that the levels of qualification and positive destinations are still too low. However, this narrowing of the gap between looked after children and the national average is encouraging. Research is showing that often a looked after child's journey through education is at a slower pace and consequently they tend to engage more successfully at a later stage (ie. post 16) than their peers.
- 5.10.6 Educational needs of looked after children are a priority and a Virtual School Head Teacher is being appointed from the beginning of the next academic session. Their task will be to drive up standards and promote the educational attainment of looked after children, including those who are educated outwith the City. The Virtual School Head Teacher will establish systems to provide robust management information to monitor children's progress whilst they continue to attend their own school.
- 5.10.7 On the school census day there were 218 looked after children within Aberdeen educational establishments (ie. 10 in Nursery, 97 in Primary, 90 in Secondary and 20 in Special Schools). Of the 218 looked after children, 96 (44%) were looked after at home, and 121 (55%) were looked after away from home (ie. in residential units, foster care or with relatives).
- 5.10.8 The LAC Teacher continues to work closely with our care experienced young people to improve their educational attainment and attendance. The LAC Teacher also advises other education or social work staff about the additional support young people may require to succeed in education or in a work experience opportunity. Training on looked after children and their education continues to be delivered to class teachers, designated managers for looked after children, adoptive parents and foster carers, trainee teachers and pre-school workers.
- “One young person has now completed their time in supported lodgings and has achieved an HNC in Mechanical Engineering and intends studying for an HND after summer. One young person remains in supported lodgings and achieved an HNC in professional cookery. They were also awarded student of the year and intend studying for an HND after summer. One young person has now moved into their own tenancy and has part-time work in a shop whilst another who is still in supported lodgings, has worked in Dobbies since their last year at school and has applied to the army.”*
- 5.10.9 Educational psychology and the looked after children teacher have been involved in the Permanence & Care Excellence (PACE) project whose overarching aim is to reduce the time taken for looked after children to be placed in their permanent placement. This involvement has meant that

these children's educational needs are assessed at an earlier stage by educational psychology. This early assessment enables effective planning to support their educational needs to commence sooner if required. An Education Guide for Adoptive Parents and Foster Carers has been developed and is undergoing a trial using Improvement Methodology. Initial feedback from the adoptive parents in the trial indicates that the information was "positively useful". The final version is expected in October 2015.

- 5.10.10 It is envisaged that with the implementation of the Inclusion Review more looked after children will be educated within their own local school and community. In 2014/15, 71.4% of P1 pupils and 50% of S1 pupils were educated within their local community, with 28.6% and 50% respectively being educated outwith their local community. By contrast, only 25% of children looked after at home were educated within their local community, although 53.3% of children looked after away from home were educated within their local community.
- 5.10.11 The Inclusion Review aims to reduce the number of pupils travelling to schools outwith their local community. Whilst in previous years an application for a targeted resource would have been made which may have resulted in the pupil being allocated an ASN Base place outwith their local community, the Inclusion Review has reallocated resources so that pupils requiring targeted support transition to their local secondary school.

5.11 Family Firm

- 5.11.1 Over the past year, monthly Family Firm meetings and closer working between departments within the council, as well as NHS Grampian and Skills Development Scotland, have helped drive the policy forward. The Council's Family Firm Policy as a whole is currently under review to ensure its robustness and resilience, links to the introduction of Aberdeen Guarantees, and the future delivery of the policy.

- 5.11.2 The previous focus of Family Firm was on creating two year internship opportunities for care experienced young people. These are full time positions with the goal of encouraging the young person to gain employability skills whilst furthering their education and/or training.

"Ours is very much a success story. Our intern passed their development plan within 6 months, rather than anticipated 12, to progress to next grade and in a 14 month period was moved to G7, again through quicker than expected achievement of outcomes. The individual concerned is now in a permanent post following a competitive recruitment process."
Tracy Runcie, Team Leader, HR, June 2015

5.11.3 During the last year Family Firm has been expanded to include the Keen4Work 12 week work experience programmes which were piloted through the council's Building Services team where two looked after young people were introduced to working in a trades environment. The aim is to have a pool of non-employment training opportunities that can be matched with the interests of the young person, which allows them to both experience the working environment and to help them to develop transferrable

"They showed me how things work and explained all the safety features they have in place. They made me ask questions so I could fully understand their line of work. They didn't make me feel like I was getting swarmed with information which was ace because previously people would tell you everything you need to know in five minutes and expect you to do fine."

Young Person who completed work experience.

knowledge and skills. Since July 2014 there have been three intakes on the Keen4Work programme, with four young people successfully completing it. Structured, supported and meaningful 12 week work experience programmes have now been created throughout all directorates, including working within trades, administration, childcare, IT and catering.

5.11.4 Currently, the young people taking part in the programme have the opportunity to study for a Certificate of Work Readiness SVQ. Young people are provided with additional support and mentoring to take part and succeed in Family Firm opportunities and are given help in planning to move forward from the programme.

5.11.5 Future plans for the Keen4Work programme include a joint venture with the third sector provider, Action for Children. As previously stated a business case was approved to allow 40 young people per year to take part in the Keen4Work programmes. This funding will be matched with funding that Action for Children as obtained from Inspire Scotland and the European Social Fund to provide a service that will offer intense support tailored to the needs of the individual young person throughout their employment journey, for example, from pre-Activity Agreement stage into a sustained economic destination.

5.11.6 The model is based on a successful Transitions project that Action for Children have run in Glasgow and will include 4 full-time workers to work with our young people. The aim is that Action for Children will be in a position to start delivering support and co-ordination of the work experience programmes for the Autumn 2015 intake. A relaunch of Family Firm is planned to co-incide with the start of the Action for Children project. A Family Firm workshop will also be delivered at the ICS Conference in September 2015.

5.11.7 In future the aim is that participation in the Keen4Work programme would be a prerequisite for taking on an internship opportunity, so that the young person will have the minimum skills and commitment in which to develop. This will help to address some of the issues that care experienced young people have faced in sustaining these opportunities.

5.11.8 In planning for young people to move on from work experience programmes increased links have been developed with Skills Development Scotland,

Aberdeen Guarantees and HR, whilst the Organisational Development team are looking to provide care experienced young people with additional CV, application and interview support.

- 5.11.9 Family Firm opportunities whether internships, apprenticeships or Keen4Work work experience programmes are interlinked with the aim of Aberdeen Guarantees in promoting positive destinations to the most

“One of our interns has just been appointed into an Electrical Engineering apprenticeship opportunity. One intern has been moved to work with the city wardens and is enjoying the new role. Another intern is continuing at College with the aspiration to become a social worker, they are currently gaining more skills within social work settings.”

vulnerable groups at risk of negative destination. In developing Family Firm opportunities the links and communication to the Aberdeen Guarantees team has proved vital in getting the right opportunity for the right young person. In addition, Family Firm

opportunities are advertised and included on the Aberdeen Guarantees website.

5.12 Communities, Housing & Infrastructure

- 5.12.1 The joint protocol between Education & Children’s Services and the Communities, Housing and Infrastructure Directorates ensures that young people preparing to leave care receive an effective assessment for the allocation of appropriate housing. This ensures a planned move on for the individual and, where possible, avoids the need to resort to homelessness legislation. Nine young people were supported in their own tenancy during 2014 - 2015. For the same period, seven individuals moved into their own accommodation without support, whilst two have been placed in a long term supported accommodation project (The Foyer). Of these placements, six have successfully managed their own tenancy for a period of a year, and only three have experienced rent arrears or problems with how they manage their tenancy.
- 5.12.2 The Housing Support Service and Education & Children’s Services Throughcare teams meet monthly to review cases and ensure that plans are in place at appropriate times to support individuals to move on and receive support to enable tenancy sustainment. The meeting is also attended by a representative from the Community Safety Partnership.

5.13 Wellbeing and Health

- 5.13.1 Over the past year health professionals have helped to raise awareness of health issues by providing training, information and advice to looked after young people and staff within Children’s Homes. Work has been undertaken with the Alcohol and Drugs Partnership (ADP) to deliver training focused on New Psychoactive substances (NPS) or Legal Highs that are a concern associated with our care experienced young people. A Substance Misuse policy has also been developed.

- 5.13.2 The introduction of the Young Women's Service based at Westburn Family Centre has addressed the specific needs of vulnerable girls in the city and is a response to preventing child sexual exploitation. The service provides a safe place for girls and young women and supports them on an individual, group and family work basis.
- 5.13.3 A joint working arrangement with NHS Grampian ensures that all looked after children and young people have access to health assessments and a GP. The NHS Grampian Looked After Children team (NHSG LAC team) report that 95% of all children and young people who are looked after and for whom information is forwarded to them continue to be assessed. The team also actively contact the parents of looked after children to offer assessments. As a result, in 2014 85% of all children and young people who are looked after and for whom the relevant information and consent was received continue to have health assessments carried out. However, the proportion of all looked after children receiving LAC Health assessments in 2014 was 42%. Consequently, the team actively contact parents, kinship carers, foster carers and key workers to help facilitate LAC Health assessments being carried out.
- 5.13.4 The NHSG LAC team are currently working in conjunction with School Nurses and Education to increase the number of young people who are outwith mainstream education completing the immunisation schedule. This includes 505 young people who are looked after and the aim is to offer the service directly to Children's Homes. In 2014 all looked after young people living in residential units, who were missing immunisations, were given the opportunity to complete their schedules at a session held at Westburn.

5.14 Next Steps

- 5.14.1 The development of the Champions Board is crucial and the aim is that with additional support, whether funded through Life Changes or not, the provision of an independent advocacy worker to directly support and nurture young people and spend time building relationships with them will give them the confidence to lead the Board in its direction. The Board's development will also need to reflect its expanded role as a result of the recent legislation. The Board will be reconvened in September 2015 ahead of submission of the eventual bid to the Life Changes Trust in October. This will allow the Board to influence its shape and approve a revised role and remit, including any additional scope or membership. If the bid is successful it is envisaged that the additional capacity will be commissioned towards the end of 2015 and able to support the evolution of the Champions Board from early next year. Champions Board meetings will continue to be held quarterly thereafter. This timescale will also co-incide with the implementation of *Reclaiming Social Work* which will see changes to the Children's Rights Service. As the contribution of the CROs to the Champions Board has to date been pivotal, their future role will be reviewed dependant upon the outcome of the Life Changes bid.
- 5.14.2 The intention is to also re-launch the Family Firm policy this autumn to co-incide with the introduction of the Action for Children project to provide intensive support to care experienced young people in work experience and

internship placements and the reconvening of the Champions Board.

- 5.14.3 A housing policy will be reviewed and developed specifically directed to young people that makes clear the process and takes into account the barriers currently faced by care experienced young people.

6. IMPACT

- 6.1 The programme of work contributes to the Council's commitments set out in the Community Plan and Single Outcome Agreement - Outcome 8 (to improve the life chances of children, young people and families at risk); and 5 Year Corporate Business Plan - SCWB 6 (review of workforce/skills mix) and SCWB 14 (reduce use of Out Of Authority Placements).
- 6.2 An Equalities and Human Right Impact Assessment (EHRIA) was completed ahead of the approval of the Corporate Parenting Policy by the Corporate Policy and Performance Committee in June 2012. This report is an update report that seeks to inform Elected Members on the progress of the corporate parenting programme of work since then. The original EHRIA was due for review in May 2015. A further EHRIA has therefore been completed in connection with the submission of this Report. Although no further risks were identified, the assessment again recognised the potential negative experience that care experienced young people face in their lives. However, this is compensated for by the fact that the focus of corporate parenting itself is on mitigating that impact and on promoting positive outcomes for those young people.

7. MANAGEMENT OF RISK

- 7.1 No additional specific risks were identified in relation to the review of the Corporate Parenting Policy 2012 - 2015. A full review of the Policy will take place within the forthcoming year to take account of the development of the Champions Board and the legislative change noted below.
- 7.2 The Children & Young People (Scotland) Act 2014 has introduced additional responsibilities for local authorities in relation to providing continuing care for care experienced young people up to the age of 21 in terms of providing accommodation and to the age of 26 in terms of support. These provisions were introduced from April 2015 though will only apply incrementally to each age group cohort as they become eligible. In other words it will be a few years before the total consequence of this legislative change is felt. Planning is on-going however, within the context of both the implementation of *Reclaiming Social Work* and the Residential Review, and modelling has been undertaken as to the likely implications. Exact demand will not be known though until young people start to request the accommodation and support that they are entitled to.

8. BACKGROUND PAPERS

- *Aberdeen City Council Corporate Parenting Policy 2012 - 2015.*
- *Family Firm Guidance 2012 - 2015.*
- *EHRIA Assessment July 2015.*

9. REPORT AUTHOR DETAILS

David Bliss
Children's Service Manager - Planning and Development
Education & Children's Services
01224 (52)2048
dbliss@aberdeencity.gov.uk

APPENDIX ONE: LAC Group @ Northfield Academy

The Youth Development Team support the development and delivery of a piece of small group work at Northfield Academy which serves looked after children. The focus of this group is to provide new experiences that enable life enrichment and is a response to the City's Corporate Parenting Strategy and the needs of these young people who can have a range of backgrounds and circumstances, including living with kinship carers, in local authority care homes, with foster carers, or being under a supervision order and living with their natural parents.

The group meet weekly to work on pre-agreed challenges and targets in order to gain a Youth Achievement Award (SCQF Level 4/5). Their most recent challenge has been to reflect on their experiences, to identify something that they all recognise and to devise an approach to supporting other children in circumstances similar to their own. Having had negative experiences of the Children's Panel system the group identified a number of improvements that could be made. In partnership, teaching and Youth Work staff have facilitated the expression and gathering of ideas into a PowerPoint presentation that will be delivered to Panel members. This work has empowered the participants to collaborate and recognise the similarities in their situations.

The group have taken their experiences and shared them with a number of Children's Panel members in order to try to influence the way that they provide their service to young people. This involved the young people going to the Aberdeen office of the Children's Panel and delivering their presentation. This work has been further picked up by the local authority Children's Rights Officer and a Principal Planning Officer from Education and Children's Services as a piece of excellent practice in empowering work with young people. These city council staff have said they would like to see similar groups in schools across the city.

This page is intentionally left blank

Equality and Human Right Impact Assessment: The Form



EHRIA

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, **the word “proposal” refers to policy, strategy, plan, procedure, report or business case.** This then, embraces a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Please also refer to the “Completion Terminology” at the end of the form.

1 : Equality and Human Rights Impact Assessment- Essential Information

<p>Name of Proposal: Corporate Parenting: Annual Update 2014 - 15</p>	<p>Date of Assessment: 10 July 2015</p>										
<p>Service: Children's Social Work</p>	<p>Directorate: Education & Children's Services</p>										
<p>Committee Name or delegated power reference (Where appropriate): Council</p>	<p>Date of Committee (Where appropriate): 19 August 2015</p>										
<p>Who does this proposal affect? Please Tick ✓</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Employees</td> <td style="width: 20%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Job Applicants</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List below)</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Employees	<input type="checkbox"/>	Job Applicants	<input type="checkbox"/>	Service Users	<input checked="" type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List below)	<input type="checkbox"/>
Employees	<input type="checkbox"/>										
Job Applicants	<input type="checkbox"/>										
Service Users	<input checked="" type="checkbox"/>										
Members of the Public	<input type="checkbox"/>										
Other (List below)	<input type="checkbox"/>										

2 : Equality and Human Rights Impact Assessment - Pre-screening	
Is an impact assessment required?	Yes ✓ No <input type="checkbox"/>
If No, what is the evidence to support this decision? (Once this section is completed, please complete section 8 of the form).	

3 : Equality and Human Rights Impact Assessment	
a- What are the aims and intended effects of this proposal?	<p>The purpose of the Report is to provide an annual update to Elected Members on the progress of the implementation of the Corporate Parenting Policy and Action Plan 2012 - 2015, for the benefit of care experienced young people within Aberdeen.</p> <p>The Corporate Parenting Policy directs council directorates and services to work together to enable the council to meet its duties as a corporate parent. The council works with its partners who have similar duties as corporate parents to promote and safeguard the wellbeing of care experienced children and young people.</p>
b- What equality data is available in relation to this proposal? (Please see guidance notes)	<p>National and local statistical data on the position of care experienced young people (eg. educational performance and attainment data for looked after young people, derived from Education Outcomes for Scotland's Looked After Children Source: The Scottish Government).</p> <p>Feedback from officers working throughout the council (eg. social workers, school staff) on addressing issues for care experienced children and young people (eg. through multi-agency meetings, case conferences, individual planning arrangements).</p> <p>Feedback from council directorates and services who have employed or are currently employing care experienced young people on work experience programmes or internships (eg. through reports to Family Firm Working Group).</p>

	Feedback from care experienced young people (eg. through reports to Children's Rights Officers &/or Who Cares? Scotland Advocacy Worker).
<p>c- List the outcomes from any consultation that relate to equalities and/or human rights issues e.g. with employees, service users, Unions or members of the public that has taken place in relation to the proposal.</p>	<p>As this is an update no specific consultation has taken place in advance of completing this Report. However, consultation with care experienced young people has taken place regularly throughout the year, in particular in relation to how supportive young people view particular roles of those able to support them. It is anticipated that there will be a fuller consultation before October 2015 as part of preparing a bid to Life Changes Trust for funds to develop the Aberdeen Champions Board.</p>
<p>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <p>Implementation cost £ <input type="text"/></p> <p>Projected Savings £ <input type="text"/></p>
<p>e- How does this proposal contribute to the public sector equality duty: to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations?</p>	
	<p>Individual council directorates will continue to provide support to care experienced children and young people with the aim of redressing the imbalance in attainment reached by such young people compared to their peers within the general population who are not care experienced. This will impact positively on the future lives of care experienced young people.</p>
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	
	<p>The implementation of the Corporate Parenting Policy over the last three years and the commitment shown by all partners has contributed positively towards care experienced young people feeling more included within their local communities.</p>

4 : Equality Impact Assessment Test

What impact will implementing this proposal have on employees, service users or other people who share characteristics protected by The Equality Act 2010?

Protected characteristic:	Neutral Impact: Please ✓	Positive Impact: Please ✓	Negative Impact: Please ✓	Evidence of impact and if applicable, justification where a 'Genuine Determining Reason' exists * (see completion terminology)
Age (People of all ages)		✓	Please ✓	The Corporate Parenting Policy and its implementation is aimed at addressing inequalities and disadvantage faced by care experienced young people and in promoting positive outcomes for them.
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-	✓			

4 : Equality Impact Assessment Test

What impact will implementing this proposal have on employees, service users or other people who share characteristics protected by *The Equality Act 2010*?

Protected characteristic:	Neutral Impact: Please ✓	Positive Impact: Please ✓	Negative Impact: Please ✓	Evidence of impact and if applicable, justification where a 'Genuine Determining Reason' exists * (see completion terminology)
belief				
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (eg: Poverty)		✓		Attainment rates (eg. educational achievement) and life experience (eg. likelihood of appearing in court) for care experienced young people will better reflect that of their peers both within the short term and over their life time.

5 : Human Rights Impact Assessment Test

Does this proposal have the potential to impact on an individual's Human Rights? Evidence of impact and, if applicable, justification where the impact is proportionate

<p>Article 2 of protocol 1: Right to education</p>	<p>Yes ✓ No</p> <p>Evidence: The Corporate Parenting Policy and the appointment of the Virtual School Head Teacher will increase the likelihood of a care experienced young person achieving their full educational potential.</p>
<p>Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment</p>	<p>Yes No</p> <p>Evidence:</p>
<p>Article 6: Right to a fair and public hearing</p>	<p>Yes No</p> <p>Evidence:</p>
<p>Article 8: Right to respect for private and family life, home and correspondence</p>	<p>Yes ✓ No</p> <p>Evidence: Statutory review arrangements for care experienced young people place an emphasis on the right to respect for family life and the right to grow up in their own family unless it is established that it is not in their best interests to do so.</p>
<p>Article 10: Freedom of expression</p>	<p>Yes ✓ No</p> <p>Evidence: The Corporate Parenting Policy positively encourages care experienced young people to fully participate in decision making relating to their individual lives and in the planning of services for care experienced young people in general.</p>
<p>Article 14: Right not to be subject to discrimination</p>	<p>Yes ✓ No</p> <p>Evidence: Evidence shows that care experienced young people are more likely to experience negative outcomes in their lives than their counterparts. Whilst this is not necessarily due to overt discrimination the Corporate Parenting Policy seeks to</p>

	<p>redress this imbalance by providing positive opportunities (eg. Family Firm) and experiences to enable care experienced young people to overcome some of the additional challenges that they face.</p>
<p>Other article not listed above, please state:</p>	<p>Yes No</p> <p>Evidence:</p>

<h3>6 : Assessment Rating</h3>	
<p>Please rate the overall equality and human right assessment (Please see completion terminology)</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <input type="checkbox"/> Red </div> <div style="text-align: center;"> <input type="checkbox"/> Red Amber </div> <div style="text-align: center;"> <input checked="" type="checkbox"/> Amber </div> <div style="text-align: center;"> <input type="checkbox"/> Green </div> </div>
<p>Reason for that rating:</p>	<p>Care experienced young people are known to be at risk of negative outcomes. The Corporate Parenting Policy aims to redress this and to develop and improve services for this group of young people. Significantly, the Policy and the recent Children & Young People (Scotland) Act 2014 extend the duties and scope of corporate parenting, which will increase the likelihood of improving life chances for care experienced young people. However, they are unlikely to be ever eliminated, hence the ‘amber’ rather than ‘green’ rating.</p>

<h3>7 : Action Planning</h3>
<p>As a result of performing this assessment, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i>?</p>

Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
As completion of this EHRIA shows that the impact of the Corporate Parenting Policy is designed to have a positive impact on the lives of care experienced young people, no risks or actions are identified to remove or reduce adverse outcomes.				

8 : Sign off	
Completed by (Names and Services):	Dave Bliss, Service Manager (Planning & Development), Children’s Social Work
Signed off by (Head of Service):	
<p>Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal document and/or committee report to:</p> <p>Equalities Team Customer Service and Performance Corporate Governance Aberdeen City Council Business Hub 13 Second Floor North Marischal College Broad Street Aberdeen AB10 1AB</p> <p>Telephone 01224 523039 Email sandrab@aberdeencity.gov.uk</p>	

9 : Completion Terminology

<p>Assessment Pre-screening Rating:</p>	<p>This section will highlight where there is the obvious potential for a negative impact and subsequent risk of negative media coverage and reputational damage to the Council. Therefore, a full impact assessment is required, for example around sensitive issues such as marching, Gypsy/Traveller issues, change to social care provision.</p> <p>It should also be completed to evidence why a full impact assessment was not required, example, there is no potential negative impact on people.</p>
<p>Assessment Rating:</p>	<p>After completing this document, rate the overall assessment as follows:</p> <p>Red: As a result of performing this assessment, it is evident that we will discriminate (direct, indirect, unintentional or otherwise) against one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is essential that the use of the proposal be suspended until further work or assessment is performed and the discrimination is removed.</p> <p>Red Amber: As a result of performing this assessment, it is evident that a risk of negative impact exists to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this proposal and further professional advice should be taken.</p> <p>Amber: As a result of performing this assessment, it is evident that a risk of negative impact exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p>Green: As a result of performing this assessment, this proposal does not appear to have any adverse impacts on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>
<p>Equality Data:</p>	<p>Equality data is internal or external information that may indicate how the proposal being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i>

	4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i>
Genuine Determining Reason	<p>Certain discrimination may be capable of being justified on the grounds that:</p> <p>(i) <i>A genuine determining reason exists</i> (ii) <i>The action is proportionate to the legitimate aims of the organisation</i></p> <p>Where this is identified, it is recommended that professional and legal advice is sought prior to completing an Equality Impact Assessment.</p>
Human Rights	<p>The rights set out in the European Convention on Human Rights, as incorporated into the UK Law by the Human Rights Act 1998.</p>
Legal Status:	<p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimization</i>” as required by <i>The Equality Act Public Sector Duty 2011</i>. An Equality Impact Assessment is not, in itself, legally binding and should not be used as a substitute for legal or other professional advice.</p>

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE:	Council
DATE:	19 August 2015
DIRECTOR:	Pete Leonard Director Communities, Housing and Infrastructure
TITLE OF REPORT:	Final Draft Gaelic Language Plan
REPORT NUMBER:	CHI/15/238
CHECKLIST COMPLETED:	Yes

1. PURPOSE OF REPORT

It is a requirement of the Gaelic Language (Scotland) Act 2005 that a public authority such as the City Council must prepare and submit for approval a Gaelic Language Plan when requested to do so by Bòrd na Gàidhlig.

The draft Aberdeen City Council Gaelic Language Plan was presented to the Finance, Policy and Resources Committee on 9th June 2015. That Committee instructed officers to bring a final draft Gaelic Language Plan to the Council's meeting on 19th August, 2015. The plan has been prepared within the framework of the Gaelic Language (Scotland) Act 2005, and reflects the instruction from the Finance, Policy and Resources Committee that the commitments it puts in place are proportionate for the Council given the percentage of Gaelic speakers in Aberdeen. It also now takes account of informal feedback received from Bòrd Na Gàidhlig on 3rd July 2015.

The plan sets out how the Council will use Gaelic in its operations, how the Council will enable the use of Gaelic when communicating with the public and key partners, and how the Council will promote and develop Gaelic. It is intended that Aberdeen City Council's Gaelic Language Plan will be submitted on 21st August 2015 to Bòrd na Gàidhlig for its consideration.

2. RECOMMENDATIONS

That the Council agrees:

- the content of the Council's final draft Gaelic Language Plan;

- to receive annual monitoring updates in relation to the associated action plan by means of an information bulletin report;
- to submit the draft plan on 21st August to Bòrd na Gàidhlig its consideration; and
- should Bòrd na Gàidhlig propose modifications to the submitted draft plan, to instruct officers to submit the modified plan to Committee for approval.

3. FINANCIAL IMPLICATIONS

Many of the in-house changes envisaged through the action plan can be made at minimal additional cost through for example programming work at the time of refreshing out-dated signage or through simply raising awareness of existing provision which is not currently promoted.

Gaelic Classes are available through Aberdeen Gaelic Club and Aberdeen University and their support for the Council's action plan will be sought. The Gaelic Club is already considering running some initiatives which the Council could support either through funding or promotion of the events/classes which would contribute to some of the aims of the plan.

Education projects have specific funding streams for Gaelic Education or are included as part of the '1+2' initiative which also has funding available toward all languages. Arts and Community projects can be supported through various bodies working in Aberdeen with Gaelic plans in place such as Creative Scotland, the University of Aberdeen, Scottish National Heritage, the Forestry Commission and the National Theatre of Scotland. Aberdeen Gaelic Club will also be aware of funding opportunities.

There are also several opportunities for funding community projects through various funds (Community, drama etc.) which are detailed at: <http://www.gaidhlig.org.uk/bord/en/funding-opportunities>.

Comunn Na Gàidhlig (CnaG) also funds Gaelic projects, information is available online at: <http://www.cnag.org/en/>

The Council will make partner organisations aware of the funding opportunities which are available to them and will promote these funding opportunities, as they become available, through Aberdeen Council of Voluntary Organisation (ACVO) for community groups and to our own mailing lists of organisations and community forums.

The envisaged annual monitoring report on the delivery of the Gaelic Language Plan will provide details of any additional costs incurred by the Council in its implementation.

4. OTHER IMPLICATIONS

The Head of Legal and Democratic Services has reviewed the draft Gaelic Language Plan in light of the instruction by the Finance, Policy and Resources Committee of 9th June 2015 to ensure that the commitments the Council makes are proportionate to the size of the Gaelic-speaking population of the City.

He notes that the draft Gaelic Language Plan has been revised and the level of commitment reassessed, in view of the low proportion of Gaelic speakers in Aberdeen. The core commitments detailed in Chapter 2 of the draft Plan appear appropriate in light of this. The Head of Legal and Democratic Services acknowledges that the Head of Education Services has confirmed the achievability of the action points listed in Chapter 3 of the draft Plan.

The Committee also requested information on the sanctions a public authority may face should it decide not to prepare and submit a Gaelic Language Plan when requested to do so by Bòrd na Gàidhlig.

The Head of Legal and Democratic Services advises that the Gaelic Language (Scotland) Act 2005 does not provide for any sanctions. It is likely that non-submission of a Plan would fall within the remit of the Scottish Public Services Ombudsman (for example if a member of the public raised a complaint). The SPSO could then produce a report for consideration by the Scottish Parliament, if the Council did not remedy this failure. It would then be for Parliament to decide what, if any, action to take. The Head of Legal and Democratic Services is not aware of the SPSO ever producing such a report.

Officers from the Council had a positive and productive meeting with Bòrd na Gàidhlig in Inverness on 3rd July 2015. Bòrd na Gàidhlig recognises the challenges of the Council in managing scarce resources and higher customer expectations in the face of reducing budgets. The Bòrd also acknowledges that Aberdeen is an area with a low proportion of Gaelic speakers.

Nevertheless, Bòrd officers highlighted that there is a small increase in the number of Gaelic speakers in the City and since the underlying purpose of any Gaelic Language Plan is to protect the language, the Bòrd would wish to see within the Council's Plan, actions which promote, develop and sustain the growth of Gaelic use in the City.

An EHRIA has been completed and found no adverse impact.

5. BACKGROUND/MAIN ISSUES

At the Finance, Policy and Resources Committee of 9 June 2015, the Committee had before it a report by the Director of Communities, Housing and Infrastructure which provided details of the Aberdeen City Council Gaelic Language Plan.

The report recommended:-

That the Committee;

- (a) Agree the content of the Council's draft Gaelic Language Plan;
- (b) Agree to receive annual monitoring of the associated action plan by means of an information bulletin, and;
- (c) Submit the draft plan to Bòrd Na Gàidhlig for approval on 12 June, 2015.

The Committee resolved:-

- (i) Instruct officers to discuss further with legal colleagues the proposed content of the Gaelic Language Action Plan to ensure that the commitments it puts in place are proportionate for the Council given the percentage of Gaelic speakers in Aberdeen;
- (ii) Instruct the Chief Executive to request from Bòrd na Gàidhlig an extension to the deadline set for the submission of the Council's draft Plan;
- (iii) Instruct officers to bring a final draft Gaelic Language Action Plan to the Council's meeting on 19 August, 2015, and;
- (iv) That details of the sanctions handed out to local authorities if they fail to submit the draft plan on time be circulated to members of the Committee.

This final draft takes account of the committee's instructions, input from legal colleagues and informal feedback from our meeting with Bòrd Na Gàidhlig on 3 July 2015. Officers also referred to the Angus Council Gaelic Language Plan 2014-19, since Angus, similar to Aberdeen, has a small percentage of Gaelic speakers.

This first iteration of our Gaelic Plan is a starting point for developing and improving our current Gaelic provision – this is an early stage in the process. This final draft will now receive a formal response from Bòrd Na Gàidhlig, and officers will work with the Bòrd so that we achieve an agreed plan. Once the Bòrd receives the Plan it will either approve it or propose modifications to it.

If modifications are proposed, they will be discussed informally with the Council prior to them being formally intimated. Once the Council has received the formal notification, it will have a month to notify the Bòrd if it disagrees with any of the proposed changes. If it does so, the Bòrd then has two months either to approve the original Plan or to agree with the Council a revised Plan.

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament in 2004. It aims to secure the status of the Gaelic language

as an official language of Scotland, commanding equal respect with the English language.

Bòrd Na Gàidhlig is a non-departmental body established under the Act and is responsible for safeguarding the future of Gaelic in Scotland, for promoting the use and understanding of the language and for developing and supporting Gaelic education and culture.

Under the 2005 Act, Bòrd Na Gàidhlig can require public sector organisations to prepare Gaelic Language Plans (GLPs). This is designed to help the public sector in Scotland play its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

The Bòrd issued notification in 2014, instructing the Council under the terms of the Act to submit a Gaelic Language Plan for consideration by 12th June 2015, which has now had a final extension to 21st August 2015.

The Bòrd provided a list of high level expectations which had to be considered when compiling a plan in a proportionate and relevant way to Aberdeen's communities:

- Implement and deliver the aims of the National Language Plan for Gaelic, with regard to Adult Learning, Gaelic Medium Education and Support for Parents.
- Bi-lingual corporate logo with equality of respect for the languages, being used accordingly.
- Encourage and support learners by aiming for an increase of at least 15% each year in the numbers of Gaelic learners, who are enrolled in Gaelic classes in the authority area.
- Increase the numbers of children who are accessing Gaelic education at an early stage by at least 15% each year.
- Increase the numbers of children who are enrolled in Gaelic education at primary level by at least 15% each year.
- Give pro-active support to pupils who are transferring from Gaelic education in Primary School to Secondary Schools, with the aim of increasing the numbers of pupils who choose Gaelic Medium Education in Secondary School.
- Extend the range of opportunities for using Gaelic in the communities, with particular priority given to school pupils and

learners of Gaelic.

- Road entry signs which are bilingual with equality of respect for both languages.
- Bilingual street signs when new or being renewed, with equality of respect for the languages.
- Bilingual corporate and vehicle signs on a renewal or replacement basis, with equality of respect for the languages.
- Bilingual titles for fairs and initiatives which are directed or funded by the authority, with equality of respect for the languages.

The Council's draft plan was prepared by a Gaelic Language Action Plan Development Officer employed on a short-term contract to undertake the task. The Development Officer carried out the required staff survey and knowledge gathering process, which had a total of 517 responses.

A Language Plans Officer from the Bòrd has provided support on the draft plan and their initial views, in addition to the informal feedback from the Bòrd, have been largely addressed by the version attached as Appendix 1.

A public consultation was held on the plan between 30th March and 11th May 2015. The following forms the list of consultees:

- Gilcomstoun Primary School
- Hazlehead Academy
- Aberdeen Gaelic Club
- Aberdeen University
- Aberdeenshire Council
- GMòr Group
- City Voice Blog
- Civic Forum
- Fèisean nan Gàidheal
- Comann nam Pàrant
- Cairngorms National Parks
- Forestry Commission
- Scottish National Heritage,
- Aberdeen Performing Arts,
- North East College
- The Robert Gordon University
- Clì Gàidhlig
- Aberdeen Disability Advisory Group

- Aberdeen Older People’s Advisory Group
- Aberdeen Council of Voluntary Organisations (ACVO)
- Sabhal Mòr Ostaig

There were a total of 5 responses; 4 positive and 1 negative, to the public consultation, with fuller contributions from Scottish National Heritage and the University of Aberdeen and certain themes within the plan were updated and expanded upon as a response to the consultation. The negative response would have preferred to see the focus on developing a common language such as Esperanto. An example of the positive comments appears below:

“It is pleasing to see that the Education Department of Aberdeen City have realised at last that the up-take of Gaelic in the schools offering the subject is unacceptably low. To read about a strategy addressing the matter, is equally pleasing! Education is key to the future of Gaelic (not just in Aberdeen)”

The Development Officer also engaged with the Aberdeen Disability Advisory Group, the Older People’s Advisory Group, Aberdeen Women’s Alliance, the North East LGBT + Development Group and a Women and Faith Group to raise awareness of the plan and to seek feedback.

6. IMPACT

Corporate:

The Gaelic Language Plan has been developed in line with the Council’s vision, Aberdeen - the Smarter City. We will ensure all citizens are encouraged and supported appropriately to make their full contribution. In order to address this, we will challenge inequalities wherever they exist and bring our communities closer together.

The Gaelic Language Plan offers positive opportunities for joint working with partner organisations on projects/ activities.

Public:

This report is highly relevant to ensuring that the council meets its statutory duties.

An Equality and Human Right Impact Assessment has been carried out and is appended to this report as Appendix 3.

It is likely that there will be public interest in the Gaelic Language Plan.

7. MANAGEMENT OF RISK

The Council has a statutory duty to comply with the Gaelic Language (Scotland) Act 2005

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

Author of the Gaelic Language Plan:
Morag McDonald
Gaelic Language Action Plan Development Officer

Morag left Aberdeen City Council employment in March 2015, so the amendments are being made by Sandra Bruce.

Contact details:

Sandra Bruce,
Equalities Strategist,
sandrab@aberdeencity.gov.uk
01224 523039



Aberdeen City Council DRAFT GAELIC LANGUAGE PLAN 2015-2020

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and approved by Bòrd na Gàidhlig on XXXX"

Foreword by Angela Scott, Chief Executive

This is Aberdeen City Council's Gaelic Language Plan which sets out our aims and ambitions for Gaelic in the local authority, our schools and communities over the next five years.

Aberdeen City Council is committed to supporting the aspirations and objectives included in the National Gaelic Language Plan and the Gaelic Language (Scotland) Act 2005. This plan explains the reasoning behind the creation of national and local Gaelic Language Plans and what the intentions of our individual plan are. It sets out to what extent we aim to increase the attainment, usage and visibility of Gaelic in Aberdeen and how we will endeavour to achieve these objectives.

The energy sector, entrepreneurial activity connected to the sector, our position as a research and technical knowledge hub, and world famous universities have all secured Aberdeen's status as one of the UK's leading business centres. The city is also a vibrant and culturally exciting place in which to live and work and this plan will support our aspiration of "A Better Image for Aberdeen" in our Strategic Infrastructure Plan.

Aberdeen is a culturally diverse city with a unique linguistic heritage which has shaped our culture and identity. We will continue to celebrate, support and promote this identity. As Scotland's third largest city and with a small but growing number of Gaelic speakers we play an important role in ensuring that Gaelic, Scotland's oldest living language, has a sustainable future.

Focusing on Education, we aim to increase the numbers of children going through Gaelic Medium Education and also the number who will have the opportunity to learn Gaelic as a language in our schools. We will also demonstrate how we will better support teaching staff and parents in these developments.

Aberdeen City Council has supported Gaelic through cultural and arts initiatives in the past. We will examine where this can be strengthened and new areas in which we can work with schools and the third sector to give our residents more opportunities to participate in this aspect of Scottish culture.

CONTENTS

Summary

Page 4

Our Gaelic Language Plan is structured into four sections.

Chapter 1: Introduction

Page 5

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of Aberdeen City Council's main areas of operation. It also provides a summary of the demography of the Gaelic language.

- **Setting the Context**
- **Approval of our Gaelic Language Plan**
- **The City of Aberdeen**
- **Overview of Aberdeen City Council**
- **Gaelic in Aberdeen**
- **Gaelic in Aberdeen City Council**

Chapter 2: Core Commitments

Page 22

This chapter sets out how we will use, and enable the use of Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out *the basic minimum level* of Gaelic language provision to which we are committed to providing in the lifetime of the Plan.

- **Identity**
- **Communications**
- **Publications**
- **Staffing**

Chapter 3: Policy Implications for Gaelic

Page 39

This chapter sets out how we will help implement the *National Plan for Gaelic*. It also shows how we intend promoting the use of Gaelic in service planning and delivery, particularly in policy areas, such as Education, Arts & Cultural Services and Roads & Infrastructure. This chapter also considers how we will take account of Gaelic and our Gaelic Language Plan when drafting new policies and considering new strategies.

- **Language Acquisition**
- **Language Usage**
- **Language Status**
- **Language Corpus**

Chapter 4: Implementation and Monitoring

Page 56

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

- **Timetable**
- **Publicising Our Plan**
- **Administrative Arrangements**
- **Informing Other Organisations**
- **Resourcing the Plan**
- **Monitoring the Implementation of the Plan**

Chapter 5: Public Consultation

Page 59

Contact Details

Page 62

SUMMARY

Aberdeen City Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. We are committed to the objectives set out in the *National Plan for Gaelic* and have put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

We recognise that the position of Gaelic is extremely fragile and if Gaelic is to be revitalised as a living language in Scotland, a concerted effort on the part of government, the public and private sectors, community organisations and individual speakers is required to:

- *enhance the status of Gaelic;*
- *promote the acquisition and learning of Gaelic;*
- *encourage the increased use of Gaelic.*

This document is Aberdeen City Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

Aberdeen City Council's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the *National Plan for Gaelic* and the *Guidance on the Development of Gaelic Language Plans*.

CHAPTER 1 - INTRODUCTION

Setting the Context for Developing Gaelic Language Plans

The Gaelic language has over time suffered as a result of neglect and active suppression and is now identified as a “Definitely Endangered” language by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in its Atlas of the World’s Languages.

The National Gaelic Language Plan includes proposals for increasing the number of Gaelic speakers, encouraging its use and facilitating access to Gaelic language and culture.

The Gaelic Language (Scotland) Act 2005 and the issuing of a notice:

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public bodies to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

Consultation on a draft Gaelic Plan:

The 2005 Act requires public authorities to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. Aberdeen City Council consulted publicly on the draft of its Gaelic Language Plan in March/April 2015 and took into account representations made to it during the consultation process.

Approval of Aberdeen City Council’s Gaelic Language Plan:

Aberdeen City Council’s Gaelic Plan was submitted to Bòrd na Gàidhlig for approval on 21 August 2015, following approval of the plan by Aberdeen City Council on 19 August 2015.

Bòrd na Gàidhlig recognises that Gaelic language plans will differ depending on the functions of individual public authorities and where they operate in Scotland, and in terms of the number of Gaelic users and the potential for the development in their area. Officers are working with Bòrd na Gàidhlig to achieve a Gaelic Language Plan which is reasonable and proportionate according to our circumstances.

Overview of the functions of Aberdeen City Council and the use of Gaelic within our area of operation

Background Information about the City of Aberdeen

The city of Aberdeen, Obar Dheathain, (the name for Aberdeen in Gaelic) is bordered by Aberdeenshire and has a stretch of sandy coastline along the North Sea. Aberdeen is situated between two river mouths – the river Dee and river Don. Located at the mouth of the Don, Old Aberdeen is believed to be the location of the first settlement of Aberdeen, *Aberdon*, deriving its name from the Pictish word ‘*Aber*’ meaning ‘river mouth’. The city now includes the former burghs of Old Aberdeen, New Aberdeen, Woodside and the Royal Burgh Torry.

Aberdeen is Scotland’s third most populous city with an estimated population of 222,973 (Scottish Census 2011 results). The city has a lower median age for both females (37) and males (35) than the rest of Scotland (42 and 40 respectively). However the city also has a lower percentage of young people less than 17 years of age. Aberdeen has a ratio of 49.4% males to 50.6% females compared to the national ratio of 48.5% males to 51.5% females.

Business and industry in Aberdeen

The traditional industries of fishing, paper-making, shipbuilding and textiles have been largely replaced in Aberdeen over the past three decades by a buoyant oil industry. The fishing ports of Peterhead and Fraserburgh have overtaken as the North East’s fishing capitals but investment and expansion of Aberdeen Harbour, one of Europe’s most modern ports and also one of Britain’s oldest businesses has ensured that Aberdeen harbour has not seen the decline similar ports have suffered.

Aberdeen is recognised as one of the UK’s most competitive cities, the Gross Valued Added (GVA) figure per head of population for Aberdeen is £28,731, 38% above the Scottish average.

The City has significantly higher proportions of households with income over £40,000 compared to the other key cities in Scotland and the Scottish average. In 2012, 25% of Aberdeen City’s working age population earned less than £14,811 compared to £13,395 in Scotland.

	£0 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	Over £40,000
Aberdeen City	17%	32%	18%	13%	19%
Scotland	18%	34%	20%	14%	14%

Figure 1: Household Income, 2009/10

According to the Income and Poverty Modelled Estimates, in 2011, 9% of Aberdeen City’s working age population was income deprived compared to 13% in Scotland. However, out of 47 Intermediate Zones in Aberdeen eight have below £22,000 median household income. West End North has the highest median income of

£51,000, which is more than double the median income of Torry East, which has the lowest income.

Linguistic make-up of Aberdeen

Aberdeen is a linguistically rich city with higher than the national average rates of bilingualism. 14.5% of Aberdeen's population use a language other than English at home compared to the national 7.4%.

From the 2011 census, there are 1636 Gaelic speakers (0.8% of Aberdeen's population, which compares to the national average of 1.1%). This is a slight increase in growth from Aberdeen's percentage of Gaelic speakers at 0.6% in the 2001 census. The number of Gaelic speakers in the census results will not take into account the large number of students and workers in the city who speak the language and live here a substantial amount of time but whose permanent residence is elsewhere

Scots is spoken by a higher percentage of the city's residents than is spoken nationally with 35.5% of the population with spoken ability in Scots (30.1% nationally). Doric (Mid Northern Scots) is the dialect of Scots used in the North East. The term Doric is understood to have originated from a humorous reference to the ancient Doric dialect of the ancient Greek language which was said to have a more rustic tone than Attic Greek spoken in Athens. 2.9% of Aberdeen's residents speak Polish at home.

Art and Culture in Aberdeen

Residents of Aberdeen and visitors to the city are well served for culture, music and art. Aberdeen Performing Arts manages His Majesty's Theatre, Music Hall and The Lemon Tree, producing, commissioning and creating programmes for each. It has built a strong reputation in small to large scale theatre, music and dance, curated programmes and imaginative collaborations. Working with partners in the city they aim to develop the cultural offer and promote this offer nationally and internationally.

Gaelic has a visible profile in the Arts and Cultural life of the city through music and theatrical performances and the activities of Aberdeen Gaelic Choir.

Located in the heart of historic Aberdeen, the Tivoli Theatre is one the city's most remarkable Grade A buildings and a rare and near intact example of a Victorian theatre. After major external renovation work as part of the Green Townscape Heritage Initiative, and regeneration work supported by Historic Scotland this beautiful building reopened its doors in 2013 after a 16 years closure.

ACT (Arts Centre & Theatre) Aberdeen has at its heart performing arts tuition and is nationally recognised as an inclusive community centre. The auditorium regularly plays host to music and drama events and the gallery offers local artists and photographers a platform to showcase their work.

Aberdeen Art Gallery is the main visual arts space in the city and houses one of the finest art collections in Britain with paintings, sculptures and graphics from the 15th

century to the present day. Currently undergoing a major redevelopment, the gallery is closed until winter 2017.

Peacock Visual Arts is the main contemporary arts organisation in Aberdeen and is supported by Aberdeen City Council and Creative Scotland. Organising an annual programme of national and international contemporary art exhibitions, talks and workshops the centre also provides the widest range of media hire and workshop space openly available anywhere in Scotland.

Aberdeen Maritime Museum is situated in the historic Shiprow, offering a spectacular view of Aberdeen harbour. The collections cover shipbuilding; fishing and port history; whalers and is also the only place in the UK to see displays on the North Sea and gas industry. The museum incorporates Provost Ross's House, which was built in 1593 making it one of the oldest domestic buildings in the city.

Background Information about the Public Authority

In 1975, the County of City was combined with Bucksburn, Dyce, Newhills, Old Machar, Peterculter and the Stoneywood areas of the County of Aberdeen and the Nigg area of the County of Kincardine including Cove Bay to form the Aberdeen District of the Grampian Region. This district became the council area of Aberdeen City in 1996.

The city's wards are represented by 43 councillors (17 Labour, currently 13 Scottish National Party (SNP), 5 Liberal Democrat, 2 Conservative, 3 Independent and 1 Non-Aligned) and following the 2012 election Aberdeen City Council is controlled by a coalition of Scottish Labour, Scottish Conservative and Independent. There are currently two vacancies on the council following the resignation of two SNP councillors to take up seats as Westminster MPs.

These councillors will for the next two years have the responsibility for carrying the Gaelic Plan forward. The council serves its communities through four directorates in addition to the Office of Chief Executive. These are: Communities, Housing and Infrastructure; Corporate Governance; Education and Children's Services; and Adult Health and Social Care (Integrated Service with NHS). Aberdeen City Council has a revenue budget of £455.5million to spend on key services for 2015/16.

The Council Committee structure is as follows:-

- Council
- Audit, Risk and Scrutiny Committee
- Communities, Housing and Infrastructure Committee
- Education and Children's Services Committee
- Finance, Policy and Resources Committee
- Licensing Committee
- Petitions Committee
- Planning Development Management Committee

Each Committee has its own distinctive remit which allows it to make decisions. These are known as the Committee Orders of Reference. The Committees meet on an eight week cycle. The business of Council and its Committees is governed by the Council's Standing Orders. These are a set of rules which govern the procedures to be followed prior to and at Council and Committee meetings.

Officers also make decisions that help the Council govern and provide services. The Council has delegated powers to officers to give them the authority to make decisions on its behalf. These are outlined in detail in the Scheme of Delegation.

Committee meetings are open to members of the public. Individuals can ask to address the Committee by making a deputation and can also submit a petition for consideration by the Petitions Committee.

In order to compete with other global cities Aberdeen will need to invest in various elements of its 'offer' by enhancing its cultural heritage, promoting strong, safe communities, and investing in high quality infrastructure. Shaping Aberdeen is a long term plan of how we can make this city a great place to live in, work in and visit. Resulting from the Strategic Infrastructure Plan five key goals have been outlined:

- A step change in the supply of housing
- High quality digital connectivity at home and at work
- Better local transport
- The skills and labour that Aberdeen needs to thrive
- A better image for Aberdeen.

Councillors have approved a near £400 million five-year capital investment plan to deliver on our vision 'Shaping Aberdeen' through key projects which include but are not limited to:

- City Centre Regeneration
- Art Gallery Redevelopment
- Housing and Wider Regeneration
- The Dyce Drive Link Road
- The Aberdeen Western Peripheral Route
- A Third Don Crossing
- School Estate Strategies
- Social Care Facilities
- The Tillydrone Extra Care Village
- Refurbishment of the Aberdeen Arts Centre
- Renovation and refurbishment of the Music Hall

Opportunities for the promotion of Gaelic will be considered as appropriate as these projects and plans develop.

The Council has a range of employment types including full-time, part-time, job-share, fixed-term, term-time and zero hours reflecting the complex and diverse range of services we provide. In addition, there are individuals who work for the Council on an irregular basis, including reliefs, casuals, and supply teachers. Using a 'snap shot'

position (as at 30/1/13), Aberdeen City Council employs approximately 9,300 persons, with a full-time equivalent of approximately 7,800.

Gaelic within the Authority’s area of operation

Although Scottish Gaelic has not recently been a primary language on the North East Coast it was once spoken in the region as is attested by Goidelic place names in the region:

- Cults - A' Chùilt, from Coilltean, the Scottish Gaelic word for "Woods"
- Kincorth - a corruption of the Scottish Gaelic "Ceann Coirthe", which probably refers to an old pillar or standing stone, coirthe
- Kittybrewster - Cuidhe Briste, a Celtic derivation from Cuitan Briste, meaning "broken fold"
- Peterculter – Cultair, the latter part of the name is said to come from the Gaelic compound word "Cul-tir", which signifies the "back part" of the country
- Tillydrone - Tulach Droighne, the name is a corruption of the Scottish Gaelic "Tulach Droighne", meaning a knoll with thorn trees growing on it

The last known speaker of Gaelic in the Aberdeenshire dialect, Mrs Jean Bain, of Braemar died in 1984. The oldest examples of Scottish Gaelic originate from Old Deer, in the district of Buchan, around 30 miles north of Aberdeen. A small manuscript of the Gospels in vulgate, it contains Scottish Gaelic writing in the margins. This manuscript “ The Book of Deer” is now held in The Cambridge University library.

The 2011 census results show that the City of Aberdeen has a total number of 1636 Gaelic speakers. This represents 0.8% of the population in comparison to Scotland’s 1.1% of the population. Figure 2 shows a breakdown of Gaelic Language Skills for the city of Aberdeen. This is a figure which has grown from the 2001 census.

	Aberdeen City	
	No.	%
All people aged 3 and over	215,597	-
Understands but does not speak, read or write Gaelic	1,200	0.6%
Speaks, reads and writes Gaelic	929	0.4%
Speaks but does not read or write Gaelic	553	0.3%
Speaks and reads but does not write Gaelic	146	0.1%
Reads but does not speak or write Gaelic	269	0.1%
Other combination of skills in Gaelic	77	0.0%

Figure 2: Gaelic Language Skills in Aberdeen

Aberdeen City Council provides Gaelic Medium Education at various stages including a Gaelic nursery and primary education. Pupils can continue their Gaelic studies at Hazlehead Academy.

A parent and child group, currently based at Gilcomstoun School meet on Wednesday and Friday mornings. The aim of the group is to have lots of fun with the children and to introduce them and their parents to Gaelic through arts, crafts, play and song. Gaelic learner language classes are run on a Friday morning for parents.

The Gaelic nursery at Gilcomstoun School opened in 1999. This is a well-equipped nursery where the children follow the same curriculum as other nurseries but in the medium of Gaelic.

The Gaelic Medium Primary Unit opened in Gilcomstoun Primary School in 1991. The unit is fully integrated within the school and has taken part in various activities a visit to the local Mod in Inverness, International Mother Language Day and various Gaelic television productions. The Gaelic Unit currently has 2 classes – primary 1-3 and primary 4-7.

Class	Number of pupils	Staff Employed
Nursery	11	1 Gaelic nursery nurse
Primary 1	6	1 Gaelic teacher
Primary 2	4	
Primary 3	8	
Primary 4	2	2 Gaelic part time teachers (1 FTE)
Primary 5	3	
Primary 6	1	
Primary 7	6	

Figure 3: Number of pupils receiving Gaelic Medium Education at Gilcomstoun Primary

Hazlehead Academy is the designated secondary school within Aberdeen City where provision is made for pupils to continue studying Gaelic Language. Children are offered Gaelic as a subject at all stages.

Delivered through the Curriculum for Excellence S1 – 3 pupils follow a broad general education, which aims to teach them numerous skills, such as research, communication, reading, writing different kinds of texts, as well as pulling in experiences and skills in numeracy and health & wellbeing. In S4 – 6 they have the option to study for Nationals, Higher or Advanced Higher. These are the certificated classes with exams at the end (National 5 and above).

All classes are delivered exclusively through the medium of Gaelic. In National courses, there is a focus placed on becoming familiar with contexts (society, culture, employment, and health & wellbeing language) and being able to use these in the understanding and creation of texts. Literature study increases in Higher and Advanced Higher.

Class	Number of pupils
S1	2
S2	3
S3	2
Nat 5 Gàidhlig	1
Higher Gàidhlig	2
Advanced Higher Gàidhlig	2
Nat 5 Gaelic	1
Higher Gaelic	2

Figure 4: Number of pupils receiving Gaelic Education at Hazlehead Academy

Young people from Hazlehead have participated in Deasbad BTA Alba, the BT Scotland National Gaelic Schools Debate for several years. Pupils auditioned for roles in “Bannan” (first series screened on BBC Alba in 2014) in February 2015. Bòrd na Gàidhlig visited pupils to discuss careers in March 2015. A class trip to a Gaelic drama was organised for March 2015 along with an accompanying creative writing workshop delivered by a visiting author.

A Gaelic Development Officer in Education is to take up post within the City Council in August 2015.



Image 1: Orla MacDonald and Iona MacDonald of Hazlehead Academy at Deasbad BTAIba, the BT Scotland National Gaelic Schools Debate © MMU, Comhairle nan Eilean Siar

Sradagan, a Gaelic youth group, is run by Comann nam Pàrant (CnP), the parents' management committee for children who attend the Gaelic primary unit. The group meets once a week on Thursday evenings from 6pm to 7.30pm. The aim of the group is to enable children to use their Gaelic out with the school environment.

Club Gàidhlig Obar Dheathain (Aberdeen Gaelic Club) was formed in October 2004 and provides Gaelic evening classes, day courses, Gaelic song workshops and coffee afternoons as well as organising ceilidhs and talks.

Aberdeen Gaelic Choir formed in 1952. The choir sings, in four part harmony, a range of Gaelic songs. They are traditional and modern with lovely melodies which form part of Scotland's centuries-old culture. Every year they perform at different events and compete in provincial mods, climaxing in the Royal National Mod in October. Some choir members speak Gaelic and many have an interest in the language and culture. There is no requirement to be able to speak Gaelic or read music as word and music recordings are provided as well as tuition at practices.

The City of Aberdeen has hosted the National Mòd on four occasions, 1946, 1955, 1964 and 1976.



Image 2: The Queen Mother and Princess Margaret arriving at Aberdeen Music Hall for the 1955 National Mòd © The Scotsman Publications Ltd. Licensor www.scran.ac.uk

As part of the 100 words project organised by Aberdeen City Council's Community Learning Team Aberdeen residents were invited to submit their favourite Doric word. Working with Gilcomstoun Primary School who submitted their favourite Gaelic words the resulting 100 words were then turned into an artwork by local artist Gabrielle Reith.



Image 1: 'Carnegie' by artist 'Gabrielle Reith © Gaia Photography

Aberdeen Performing Arts have brought Gaelic performance and music to the North East as part of their cultural programme with acts such as MÀNran, Capercaillie, The Shee, Breabach, Daimh and Julie Fowlis; productions such as Dunsinane, and Fiona Kennedy and the Kist; and the Sound Festival Mr McFall's Chamber *Remember/Imagined*.

Aberdeen Music Hall hosted the 2013 MG Alba Scots Trad Music Awards which is an annual event highlighting Scotland's traditional music in all its forms. The event

receives live coverage on BBC Alba and attracts over 100,000 votes from across the world.

The University of Aberdeen has a long and prestigious history of teaching Gaelic with a particular emphasis on modern, Scottish Gaelic. The Department of Gaelic provide courses in Gaelic language, culture and literature. The University also delivers undergraduate programmes and postgraduate diplomas for Primary Teaching in the Medium of Gaelic, and teaching Gaelic as a language subject in primary or secondary.

Established by the University in 2013, the May festival showcases the world-class research been undertaken at the university and is fast establishing itself as a highlight in the North East cultural calendar. Gaelic events feature strongly at the festival and visitors can listen to Gaelic lectures, short films, music and song as well as introduce their children to Gaelic through fun Bookbug and song sessions.

The University of Aberdeen, Aberdeenshire Council, Angus Council and the Cairngorms National Park Authority all have statutory Gaelic Language Plans in place which creates local opportunities for creative learning opportunities and collaborative projects.

Further opportunities are available through national bodies such as Creative Scotland, the Forestry Commission, Historic Scotland, Learning Teaching Scotland, the National Galleries of Scotland, Scottish Funding Council, Scottish National Heritage, Skills Development Scotland, and Visit Scotland all of which have approved Gaelic Language Plans.

Gaelic within the public authority

A survey on ability and interest in the Gaelic language was conducted in February 2015 which 517 members of staff took the time to complete. The results from this survey are as follows:

Can you understand Gaelic? (Please choose one option)		
Answer Options	Response %	Response Count
I can fully understand Gaelic	1.7%	9
I can understand most daily conversation	2.9%	15
I can understand some Gaelic words and phrases	23.8%	123
I do not understand any Gaelic	71.6%	370
<i>answered question</i>		517
<i>missed question</i>		0

Can you speak Gaelic? (Please choose one option)		
Answer Options	Response %	Response Count
I can speak Gaelic fluently	1.4%	7
I can hold a basic Gaelic conversation	3.1%	16
I can exchange simple greetings in Gaelic	17.8%	92
I cannot speak any Gaelic	77.8%	402
<i>answered question</i>		517
<i>missed question</i>		0

Can you read Gaelic? (Please choose one option)		
Answer Options	Response %	Response Count
I can read and understand Gaelic books and articles	1.5%	8
I can read and understand simple sentences	3.7%	19
I can read and understand limited words and greetings	12.0%	62
I cannot read any Gaelic	82.8%	428
<i>answered question</i>		517
<i>missed question</i>		0

Can you write Gaelic? (Please choose one option)		
Answer Options	Response %	Response Count
I can write Gaelic without difficulty (emails, letters, reports)	1.2%	6
I can write a few sentences in Gaelic	3.5%	18
I can write some simple greetings and words	6.4%	33
I cannot write Gaelic	89.0%	460
<i>answered question</i>		517
<i>missed question</i>		0

Have you ever been taught/ studied Gaelic?		
Answer Options	Response %	Response Count
Yes	14.7%	76
No	85.3%	440
<i>answered question</i>		516
<i>missed question</i>		1

If yes, please tell us where you were taught/ studied Gaelic? (Please tick all that apply)		
Answer Options	Response %	Response Count
In primary school	42.6%	29
In secondary school	33.8%	23
At college or university level	16.2%	11
At an evening class	33.8%	23
Through a training course at work	1.5%	1
Through distance learning	8.8%	6
I have never learnt Gaelic	0.0%	0
Other (please specify)		21
<i>answered question</i>		68
<i>missed question</i>		449

Some ways in which staff reported learning Gaelic were specified as:

- Nursery/cròileagan; Saturday classes when a child; Self education at home when children were younger.
- My family are fluent in Gaelic; my family speak Gaelic; My mother tongue; brought up speaking in family home
- Speaking Our Language on BBC Alba; Book & recordings; Online

The number of staff interested in learning Gaelic or improving their language ability was very positive.

Do you have any interest in learning Gaelic or improving your current Gaelic language ability?		
Answer Options	Response %	Response Count
Yes	45.6%	234
No	54.4%	279
<i>answered question</i>		513
<i>missed question</i>		4

What training opportunities would be of interest to you? (Please tick all that apply)		
Answer Options	Response %	Response Count
Evening classes	46.7%	107
Lunchtime classes within work	51.5%	118
A course on OIL (Online Interactive Learning, the council's eLearning portal)	67.7%	155
Home study	48.0%	110
An Intensive week-long course	42.8%	98
A formal qualification	34.1%	78
Other (please specify)		10
<i>answered question</i>		229
<i>missed question</i>		288

Other suggestions given for training opportunities and issues with ability;

- Conversation sessions with Gaelic speakers
- Use of IT to practise - listen and respond type activity. Wee film clips etc.
- Any method that does not require a commitment at the same time each day or week
- Study sheets available online giving basic words - numbers, colours, days, basic greetings, etc.
- Day release one day per week for few months
- I am aware that my spelling / grammar are erratic
- Letters and information posters in Gaelic

Have you ever come across Gaelic being used in your workplace?		
Answer Options	Response Percent	Response Count
Yes	10.5%	53
No	89.5%	451
<i>answered question</i>		504
<i>missed question</i>		13

Examples given of experiencing Gaelic used in the workplace included:

- Language development at An Comann Gàidhealach (organisers of the Royal National Mòd) and Comann nam Pàrant (parent and child group) and also as a teacher of Gaelic
- We have a few Gaelic speakers in Aberdeen City Council Roads who occasionally lapse into it
- When dealing with other Scottish Authorities in my day to day work.
- Aberdeen City Council when I was a student social worker in a care home
- National Trust for Scotland. Certain events would have an element of bilingual spoken and written English / Gaelic
- Provision of resources such as books, poems, language, courses etc. part of library service provision and services
- Within Aberdeen City Council when I have heard staff using it when talking to visitors at the museum
- Library service delivering Gaelic Bookbug sessions
- Communication from Scottish Qualifications Authority
- My work with Adventure Aberdeen for Aberdeen City Council, we use Gaelic for place names most days
- National museums and galleries displays, documents and labels
- My Manager speaks Gaelic and we have held conversations
- I taught Gaelic in Switzerland years ago!

Would you like to see the use of Gaelic increased in the workplace?		
Answer Options	Response %	Response Count
Yes	33.1%	163
No	66.9%	329
<i>answered question</i>		492
<i>missed question</i>		25

Staff were asked in what way they would like to see the use of Gaelic increased in the workplace and some of the responses were as follows:

- We have translations available for most other languages so it would be good if the same was available for Gaelic
- If it were used alongside English words on signs etc. then we would become more familiar with it and begin to see an increased level of interest in learning it
- I think it would be interesting from a cultural perspective to have both languages on official documentation.
- Local use for parks and green space
- Dual language signage
- Incorporated into schools, particularly at primary school level

- Communication with citizens who are fluent in Gaelic, website publication, civic ceremonies/presentation material
- I would like Gaelic speakers to be available to speak to people in e.g. nursing homes if required as I have come across situations where people with dementia have started speaking in Gaelic and no-one knew what they were saying
- I would like Looked After Children to have the ability to be aware of and make use of resources which could teach them the language
- Letters for our GMU parents written in Gaelic the same way as the other languages are catered for
- Basic training courses to be supported. Qualifications to be supported
- To help Scotland and Aberdeen City Council enhance its identity
- Using arts and culture as a vehicle so that people can explore it in context and also to explore the relevance of the language now

An open ended question on opinions on how Aberdeen City Council can support the Gaelic language in general elicited the following responses:

- Keep on teaching it to those who wish to study it - the language shouldn't be allowed to die
- By taking some first steps involving increased visibility of the language in the context of its extended reach within the Community, Aberdeen City Council, could generate an awareness of the Gaelic medium which, potentially, might encourage curiosity and, hopefully, interest in its use more widely
- Gaelic on Council vehicles. Addition of Gaelic as an optional language on documents and fliers. Bringing the Mod to Aberdeen.
- If the survey finds there is considerable demand, the Council could make available documents in Gaelic (as it does in other languages like Polish, or Braille/large print etc.) but probably the most effective way of supporting the Gaelic language to remain living would be to embed it in the curriculum in schools - is there demand for this? And where does Doric fit into the curriculum? Does Doric command similar attention and respect?
- I would prefer to see Doric supported rather than Gaelic, as a more local language
- Scots the more relevant indigenous language to the NE should be Aberdeen City Council's focus
- In my role speaking an eastern European language would be more beneficial such as Polish or Latvian- although I fully understand the need to try and retain Gaelic-as its part of our Scottish heritage- sadly, I've met a handful of Gaelic speakers compared to those client who hail from eastern Europe
- I'm sick of the tail wagging the dog and the Gaelic Mafia insisting that the Gaelic language is important to Scotland. Given the rise in Polish as the chosen bilingual language of Aberdeen I would have thought this the more important language to promote in a forward looking modern country rather the backward looking shortbread-tin version of Scottish history.
- Waste of time, would be far more utility in us all learning an eastern European language (i.e. a language that is actually spoken as a first language by some people in Aberdeen)

- I shouldn't support it. It's a dead language. Tax payer's money would be better spent on live languages such as Spanish, Mandarin and Arabic
- ACC should recognise that Gaelic has traditionally not been spoken in the NE for a very long time, hence the proliferation of Doric in these parts. Having said that, acknowledging and embracing the language for the cultural heritage it provides would be good. Although the NE is no longer a Gaelic heartland, the place names are all of Gaelic origin would make people have more time and respect for the language.
- By taking some first steps involving increased visibility of the language in the context of its extended reach within the Community, Aberdeen City Council, could generate an awareness of the Gaelic medium which, potentially, might encourage curiosity and, hopefully, interest in its use more widely.
- Are there already programmes to develop the Gaelic language happening in our libraries?
- Aberdeen City Council could support the Gaelic language through the Arts - media, history and language input combined for various age groups across the City.

The results of the survey with regards to Gaelic Education can be views in chapter 3 of this plan.

Comments from the Public Consultation exercise appear at chapter 5 the end of the plan.

CHAPTER 2 - CORE COMMITMENTS

This first Gaelic Language Plan is a starting point for developing and improving our current Gaelic provision. Our commitments within the plan sets out what we will do to raise the status of Gaelic in a proportionate way. We have worked with the guidance on what would be proportionate for the Aberdeen City Council Plan, given the level of Gaelic speaking in the city.

Aberdeen City Council will demonstrate equal respect for Gaelic and English, regarding any bilingual services and resources, and will make an active offer for all bilingual (Gaelic/English) services and resources.

A number of senior officers within the Council along with members of their teams will be accountable for the delivery of the core commitments set out below. As a first step in embarking on the roll out of the Plan, Gaelic Awareness training will be made available for all colleagues involved in the development areas detailed.

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration. The Bòrd has identified four core areas of service delivery that it wishes public bodies to address when preparing Gaelic Language Plans:-

Identity:	corporate identity signage
Communications:	reception telephone mail and e-mail forms public meetings complaints procedures
Publications:	public relations and media printed material websites exhibitions
Staffing:	training language learning recruitment advertising

Section 1 - Identity

Rationale:

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

Aberdeen City Council is in the process of finalising a corporate management re-structure which has seen the creation of a new Communication and Promotion Service. This service brings together teams currently working on advertising, city events, city promotion, design, digital communications, freedom of information, internal communications, marketing, media relations, public reporting, twinning and web activity. This represents a good opportunity to begin to introduce and mainstream Gaelic into the Council's communications and promotional services.

The service has as its core role a responsibility of improving the Council's communication and engagement with the people of Aberdeen. In addition, by raising awareness of the Council's work and achievements and that of our partners in Aberdeen this service will also ensure that Aberdeen is recognised as a great place to live, work in and visit.

Gaelic does not currently feature in our corporate identity or signage. A Communication and Promotion Strategy is currently in development and areas in which Gaelic can be incorporated will be considered as part of the development process. Corporate guidelines will be developed to mainstream the consideration of Gaelic in future branding initiatives and ensure that equality of respect for Gaelic with reference to English is demonstrated where Gaelic does feature.

Aberdeen City Council recognises the importance of extending the visibility of Gaelic and increasing its status.

Corporate Identity			
Current Practice: Gaelic is not visible in any of the council's corporate identity			
Development Area	Actions	Timescale	Lead Officer
Bilingual logo	Guidelines will be developed for the use of the Gaelic language in conjunction with	On council rebrand	Head of Communication and Promotion

	our current corporate logo for use as standard and to replace any prior version of the corporate logo. These guidelines will be based on the principle of equal respect and active offer.		
City branding initiatives	Gaelic will be considered in future rebranding initiatives for development sites and projects	Future Projects	Head of Communication and Promotion
Gaelic version logo	A Gaelic version of the council's logo will be created and used with reference to Gaelic education and initiatives	Within 6 months of the date of plan's approval by Bòrd na Gàidhlig .	Head of Communication and Promotion
Vision Statements / Straplines	Vision statements and straplines will be rendered bilingually on Education documents and other selected council documents	Within 6 months of the date of plan's approval by Bòrd na Gàidhlig .	Head of Communication and Promotion Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Signage (Internal and External)			
Current Practice: Gilcomstoun School which provides Gaelic Medium Education features a bilingual sign. Aberdeen City Council does not have a policy of providing bilingual corporate, vehicle or street signage.			
Development Area	Actions	Lead Officer	Costs & Funding
Road Entry Signs	Bilingual road entry signs will be considered by the council where they have jurisdiction, displaying equality of respect for both languages. We will liaise with BEAR Scotland regarding trunk routes out-with our jurisdiction to ensure consistency. (See bilingual logo above)	On renewal or replacement.	Head of Planning and Sustainable Development
Bilingual Street Signs	Bilingual street signs when new or being renewed, with equality of respect for the languages will be considered on a case by case basis	Beginning within 6 months of the date of plan's approval by Bòrd na Gàidhlig and ongoing for the duration of our 5 year plan.	Head of Planning and Sustainable Development
Marischal College Signage	Signage for the Marischal College building is currently under review. This opportunity will be taken to provide appropriate Gaelic signage in Marischal College and the Town House such as welcome signs and service titles with equality of respect demonstrated for both languages. (See bilingual logo above)	Within 6 months of the date of plan's approval by Bòrd na Gàidhlig .	Head of Communication and Promotion

Vehicle Livery	Gaelic will be considered when vehicle signs are being replaced or renewed, with equality of respect shown for the languages. (See bilingual logo above)	Within 6 months of the date of plan's approval by Bòrd na Gàidhlig and ongoing for the duration of our 5 year plan.	Head of Communication and Promotion
Multilingual Signs and Plaques	Gaelic will be considered for inclusion in multilingual signs, and plaques, displayed with equality of respect to English. Liaison will take place with Visit Scotland where appropriate re tourist signs.	For lifetime of plan	Head of Planning and Sustainable Development
Parks and Gardens	Consideration will be given to the inclusion of Gaelic in the current review of park and garden signage. (See bilingual logo above)	Within 6 months of the date of plan's approval by Bòrd na Gàidhlig .	Head of Planning and Sustainable Development
Scottish Government's Strategic Objectives assisted: 1, 2			

Section 2 – Communications

Rationale:

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

The use of Gaelic in interactions with the authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic only forms can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic versions of forms, applications and similar documents, can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.

Aberdeen City Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area. We will support staff in developing their Gaelic communication skills and where provision is available we will commit to making this known to service users.

Reception			
Current Practice: The Council does not make provision for Gaelic in reception areas.			
Development Area	Actions	Timescale	Lead Officer
Active offer Policy	Where provision is available it will be visibly promoted	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig and for the duration of our Gaelic Language Plan	Head of HR & Customer Service
Language Learning	Basic Gaelic greetings will be made available via training for reception staff to greet service users who communicate in Gaelic	Within 126 months of the date of plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service

Scottish Government's Strategic Objectives assisted: 1, 2

Telephone

Current Practice: The Council does not currently have a policy with regards to calls received in Gaelic or regarding Gaelic issues.

Development Area	Actions	Timescale	Lead Officer
Guidance Note	A guidance note will be prepared which will explain to staff how calls received in Gaelic should be dealt with. This will also detail the appropriate contacts for Gaelic services	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig	Head of Communication and Promotion
Voice Mail Messages	Set up a Gaelic Language skills bank of Gaelic speakers within the council who may wish to volunteer to become involved in Gaelic enquiries.	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service Head of Education Services

Scottish Government's Strategic Objectives assisted: 1, 2

Mail and E-mail

Current Practice: The council does not have a policy with regards to Mail and E-mail.

Development Area	Actions	Timescale	Lead Officer
Mail and E-mail received in	This will be incorporated into a	Within 12 months of the date of	Head of HR & Customer

Gaelic	single Guidance Note to be covered with the guidance for telephone calls in the section above. Correspondence received in Gaelic will be responded to in Gaelic, to the same time scale as English.	plan's approval by Bòrd na Gàidhlig	Service Head of Education Services
E-mail signatures & automated Out of Office replies	HR and CS to promote corporately the use of signatures and out-of-office replies bilingually	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service
Active Offer Policy	Set up corporate skills bank to identify Gaelic speakers. This could be used to identify an employee to assist in the case of a Gaelic related service.	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig	Head of HR and Customer Service
Scottish Government's Strategic Objectives assisted: 1, 2			

Forms			
Current Practice: The council does not have a policy regarding the use of Gaelic in forms.			
Development Area	Actions	Timescale	Lead Officer
Forms received in Gaelic	The council will commit to receiving forms completed in Gaelic where possible, and responding to such forms where possible in Gaelic	Over lifetime of plan	Head of Communication and Promotion
Education Forms	Forms regarding education will be audited and	Over lifetime of plan	Head of Education Services

	recommendations made for wider use of Gaelic where it would be valued by service users		
General Forms	As a first step the Council will introduce Gaelic content into some forms, demonstrating equal respect for Gaelic and English content. This will start with titles, and over the lifetime of the plan progress to fully bilingual forms. The Council will in the first instance utilise TòMaS* the Gaelic Translation Memory Service if a Gaelic translated form is requested. Similarly we will share standard text forms we have translated with this service for use by other public bodies	Over lifetime of plan	Head of Communication and Promotion
Scottish Government's Strategic Objectives assisted: 1, 2			

Public Meetings			
Current Practice: The council does not make any provision for the use of Gaelic in public meetings.			
Development Area	Actions	Timescale	Lead Officer
Education Meetings	Where there is a request made no later than 3 days before a meeting date, public meetings will be conducted bilingually, showing equal respect for	Over lifetime of plan	Head of Education Services

Gaelic and English			
Active offer Policy	Where provision is available at general meetings it will be visibly promoted	Beginning within 6 months of the plan's approval date by Bòrd na Gàidhlig and for the duration of our Gaelic Language Plan	Head of Legal and Democratic Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Complaints Procedure			
Current practice: The council does not make any provision for including Gaelic in its complaints procedure.			
Development Area	Actions	Timescale	Lead Officer
Guidance Note	A guidance note will be prepared for staff on how to treat complaints received in Gaelic.	Within 12 months of the date of plan's approval by Bòrd na Gàidhlig	Head of HR and Customer Service
Scottish Government's Strategic Objectives assisted: 1, 2			

Section 3 – Publications

Rationale:

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.

Aberdeen City Council is committed to increasing the use of Gaelic in publications where the subject matter relates to Gaelic issues at a minimum, and increasing visibility of the language more generally where we believe it can add value and will be appreciated since Gaelic users are interested in non-Gaelic issues too.

Public Relations and Media			
Current Practice: The council does not have a policy for the use of Gaelic with regards to public relations and media.			
Development Area	Actions	Timescale	Lead Officer
Social Media	Facebook posts and tweets regarding Gaelic Education and Gaelic Events will be published bilingually	Beginning within 12 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Communication and Promotion
Press Releases	Press releases on Gaelic initiatives will be provided bilingually to requesting publishers	Beginning within 6 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Communication and Promotion
Collaborative approach with other bodies providing Gaelic opportunities	Working with organisations such as Aberdeen University, Aberdeen Gaelic Club, Aberdeenshire Council and the Cairngorms National Parks we	Beginning within 6 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Communication and Promotion

	will promote opportunities to get involved with Gaelic culture and learn the Gaelic language		
Partnership working	Third sector organisations working with the council will be encouraged to deliver PR information regarding Gaelic events bilingually	Beginning within 12 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Communication and Promotion
Scottish Government's Strategic Objectives assisted: 1, 2			

Printed Material			
Current Practice: The council does not have a policy for the use of Gaelic in printed material.			
Development Area	Actions	Timescale	Lead Officer
Guidelines	We will develop guidelines based on the principles of equal respect, active offer and mainstreaming of Gaelic for the use of Gaelic in future council documents, where they may relate to Gaelic Development	Beginning within 12 months of the date of the plan and for the lifetime of this plan	Head of Communication and Promotion
Gaelic Medium Education Documents	Articles regarding Gaelic Medium Education at Gilcomstoun Primary School and Gaelic Education at Hazlehead Academy will be provided bilingually	Beginning within 12 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Education Services
School Prospectus, newsletters and yearbooks	Schools providing Gaelic Medium Education and Gaelic Secondary Education will	Beginning within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services

	provide articles regarding Gaelic bilingually. Opportunities will be identified for the inclusion of Gaelic throughout the documents to increase its status and visibility	and for the lifetime of this plan	
Standards & Quality Report	The council's annual Education Standards and Quality report will include a bilingual foreword and chapter titles	Beginning within 12 months of the date of the plan's approval by Bòrd na Gàidhlig and for the lifetime of this plan	Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Websites			
Current Practice: The council does not have a policy for the use of Gaelic on its websites.			
Development Area	Actions	Timescale	Lead Officer
Gaelic Services	Information regarding the council's Gaelic services will be provided bilingually	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services
Website Guidelines	Our website guidelines will be updated as part of the Communication and Promotion Strategy which will include the principles of mainstreaming, equal respect and active offer.	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Communications and Promotion
Scottish Government's Strategic Objectives assisted: 1, 2			

Exhibitions

Current Practice: The council does not have a policy for the use of Gaelic at exhibitions.

Development Area	Actions	Timescale	Lead Officer
Exhibition guidelines	We will develop guidelines which will include the principles of mainstreaming, equal respect and active offer for the use of Gaelic in our future exhibitions and exhibitions to which the council contributes.	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Communications and Promotion
Scottish Government's Strategic Objectives assisted: 1, 2			

Section 4 – Staffing

Rationale:

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority.

Aberdeen City Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. Aberdeen City Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so.

Training			
Current Practice: The council does not provide staff with training with regards to Gaelic.			
Development Area	Actions	Timescale	Lead Officer
Guidance note	Guidance will be prepared for staff regarding our Gaelic services, including where key staff enquiries can be transferred to. The Guidance will be included within the staff induction process.	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service
Scottish Government's Strategic Objectives assisted: 1, 2			

Language Learning			
Current Practice: The council does not provide staff with Gaelic language learning opportunities. The interest expressed by staff through the survey undertaken in February 2015 is noted and will underpin the delivery of the Development Areas listed below.			
Development Area	Actions	Timescale	Lead Officer
Community Classes	Classes being run in the city and Shire through Aberdeen Gaelic Club and the University of Aberdeen will be promoted to staff	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service Head of Education Services
Gaelic courses	Week long residencies and immersion courses will be promoted to teachers and key staff involved with the Gaelic Language Plan	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service Head of Education Services
Gaelic learning resources	Feedback will identify staff who have an interest in Gaelic and wish to learn Gaelic and resources will be made available via our online learning portal to all staff	Within 24 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Recruitment

Current Practice: Where the ability to speak or write Gaelic is an occupational requirement, the candidate's linguistic ability is taken into consideration.

Development Area	Actions	Timescale	Lead Officer
Gaelic Education Promotion	We will promote the opportunities available to teachers to both train to teach in Gaelic Medium Education, and Gaelic language and culture as subject	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services

Scottish Government's Strategic Objectives assisted: 1, 2

Advertising

Current Practice: The council currently has no policy in place with regards to advertising in Gaelic

Development Area	Actions	Timescale	Lead Officer
Gaelic Posts	Where Gaelic is an occupational requirement or desirable, job adverts will be bilingual	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of HR & Customer Service with the service whose post is being advertised

Scottish Government's Strategic Objectives assisted: 1, 2

CHAPTER 3 – POLICY IMPLICATIONS FOR GAELIC

Implementation of the National Plan for Gaelic

Aberdeen City Council recognises that the various priority areas identified in the National Plan for Gaelic will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. We will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Plan for Gaelic initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

In the formation, renewal and monitoring of policies, Aberdeen City Council will ensure that the impacts on Gaelic will be in line with the National Plan for Gaelic.

Overview of the National Plan for Gaelic

The National Plan for Gaelic identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas:

1. *Language Acquisition*

Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic, through:

- increasing the use and transmission of Gaelic in the home
- increasing the number of children acquiring Gaelic in the school
- increasing the uptake and availability of Gaelic-medium education
- increasing the number of adult Gaelic learners progressing to fluency

2. *Language Usage*

Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression, through:

- increasing the use of Gaelic in communities
- increasing the use of Gaelic in tertiary education and places of work
- increasing the presence of Gaelic in the media
- increasing the promotion of Gaelic in the arts
- increasing the profile of Gaelic in the tourism, heritage and recreation sectors

3. *Language Status*

Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life, through:

- increasing the number of bodies preparing Gaelic Language Plans
- increasing the profile and prestige of Gaelic
- increasing the visibility and recognition of Gaelic

4. *Language Corpus*

Strengthening the relevance and consistency of Gaelic and promoting research into the language, through:

- increasing the relevance and consistency of the Gaelic language
- increasing the quality and accessibility of Gaelic translations
- increasing the availability of accurate research information

Commitment to the Objectives of the National Plan for Gaelic

Aberdeen City Council is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim.

1. Language Acquisition

Aberdeen City Council recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. This section explains the steps we will take to help create a supportive environment for growing the number of Gaelic speakers in Scotland.

Gaelic in the home

Rationale - Statistics show that though the number of Gaelic speakers in Aberdeen is 1636, a much lower number (405) use Gaelic in the home. Many parents with little or no Gaelic skills, choosing Gaelic Medium Education for their children, do so with an appreciation of the cognitive benefits of bilingualism and the cultural benefits of Gaelic Medium Education.

Gaelic learner language classes for parents are run on Friday morning at the Parent and Child Group. There is also a good range of classes and day courses available through Aberdeen Gaelic Club. Parents cited unsuitable timings and a lack of continuity/progression in the classes available to them and a desire to be more actively involved in their children's Secondary Education and ability to support their children with homework at that stage. It is important that parents of Gaelic Medium Education, prospective parents and parents of children receiving Gaelic language classes feel able to support their children with homework and are able to give their children the opportunity to use and normalise their Gaelic language skills in the home.

Library Services raised that though the availability of Gaelic Bookbug packs was promoted on the council's website, as parents receive their packs directly they have no reason to check the site. Though at one time the libraries stocked a range of Gaelic books they have not done so for some time.

Gaelic in the Home			
Aims:			
<ul style="list-style-type: none">• Improved provision of classes and support for parents• Increased use of Gaelic in the home and access to resources			
Development Area	Actions	Timescale	Lead Officer
Support for language learning for parents of GME children	An audit of current provision available to parents in the city for language learning	Within 24 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services

	opportunities will be carried out and a strategy to develop parents' Gaelic ability developed through a collaboration with Aberdeen Gaelic Club and The University of Aberdeen		
Work with the Parental Support Comann nam Pàrant	Ensure parents feel supported and that concerns are addressed by meeting with the Parental Support Group on a regular basis	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services
Online Gaelic resources	Raise awareness of the online Gaelic resources available and online support for parents helping children with homework	Within 24 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services
Promotion of Gaelic Bookbug Packs	We will review how Gaelic Bookbug packs are advertised and ensure staff involved in Early Years work are aware of the provision	Within 24 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services
Ascertain demand for Gaelic materials in our libraries	We will trial a promotion of selected Gaelic publications to ascertain whether there is a demand to stock more Gaelic language books	Within 36 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Gaelic in Education

Bilingualism across Europe is seen as being very normal, easily attainable and vibrant. The increase in Gaelic Medium Education is increasing the opportunity to be bilingual in Scotland. Research shows that bilingualism is beneficial for a child's development, their future and that the advantages of being bilingual hold true whatever that language may be. Some of the advantages of being bilingual are:

- An increased awareness of different cultures, other people and points of view
- Better ability in multitasking and focusing attention
- A better understanding of language syntax and increased ability to learn further languages
- Access to different literature, different ways of thinking and acting
- Gaelic bilinguals have a better understanding of the wider Scottish identity
- Research shows that children educated through Gaelic are on a par or outperform their peers educated in one language

More can be read on the benefits of bilingualism at www.bilingualism-matters.org.uk. Bilingualism Matters is a Centre at the University of Edinburgh who encourage bilingualism and second language learning. Scottish Gaelic has been studied along with many other languages.

Aberdeen City Council is developing a *Gaelic Education Plan* which will be further developed and finalised with guidelines produced in communication with Bòrd na Gàidhlig by March 2016. This plan will be implemented by a Gaelic Development Officer.

Aberdeen City Council staff were surveyed on their awareness of Gaelic Medium Education in the city and despite this provision being available since 1991, 50% of staff were unaware of it. 10% of the teachers surveyed indicated an interest in training for delivering Gaelic Medium Education or teaching Gaelic as a language in the classroom. There are a number of teachers working for the authority who are Gaelic speakers who could develop their skills to deliver their current subjects through the medium of Gaelic to extend provision in Secondary Schools or to teach Gaelic as a language as part of the 1+2 Initiative

Gaelic in Education

Aims:

- Raised awareness of parents of children, 0-4years, of Gaelic medium education
- Increased numbers of children who are accessing Gaelic Medium Education
- Provision of an offer to primary 5,6,7 pupils of taster language sessions across Aberdeen schools
- Provision of a programme of opportunities to 15/16 year olds at secondary level to develop Gaelic conversation
- Pro-active support to pupils who are transferring from Gaelic education in the primary school to Secondary Schools, with the aim of increasing the numbers of pupils who choose Gaelic medium education in the secondary school

Development Area	Actions	Timescale	Lead Officer
Gaelic Development Officer	A Gaelic Development Officer takes up post in August 2015 to develop and implement the Gaelic Education Plan	Immediate, with target date of March 2016 for completion of plan	Head of Education Services
Strategic Steering Group	A strategic steering group will be established with Headteachers from GME schools, service managers from Education, officers from Community Health and Infrastructure (GLPPO) and Aberdeen University. This group will meet twice a year to review progress with implementation of the Gaelic Education plan and progress to achieving the success criteria.	March 2016	Head of Education Services
Review of current provision	Carry out a review of current provision to identify areas of strength and areas for sharing of effective practice as well as key areas for improvement	March 2016	Head of Education Services

Skills survey	Complete a skills survey of teachers and readiness to deliver Gaelic	March 2016	Head of Education Services
Promotional Strategy	Develop a promotional strategy for GME and publicise choice of current GME through website, press, city poster campaigns	June 2016	Head of Education Services
Continuing Professional Development	Commission a CPD programme from Aberdeen University to support teachers in teaching Gaelic and promote CPD Opportunities to teaching staff to learn Gaelic or improve their current skills	Feb 2017	Head of Education Services
Promote GME in Early Years	Develop a communication strategy to promote GME across Aberdeen City jointly with Community, Housing and Infrastructure	Feb 2017	Head of Education Services
1+2 Languages Initiative	As part of 1+2 initiative schools have been introduced to the possibility of offering Gaelic as the additional language in Primary schools beginning. We will identify 5 schools for developing taster language sessions as a pilot project.	Feb 2016	Head of Education Services
Gaelic Learner Classes	Provide Gaelic Learner Class at National 4/5 Level and Higher Level	Feb 2018	Head of Education Services
Cròileagan Location	The Cròileagan (Parent and	Oct 2015	Head of Education Services

	<p>Child Group) is the first opportunity parents have to GME. Currently based at Gilcomstoun Primary School the Council will give practical assistance to the group to find less formal premises for the creative play and song sessions.</p>		
Creative Learning	<p>The Council's Creative Learning Team will work with teachers, artists and partners to develop and deliver creative and experiential workshops and resources that support Context and Language Integration Learning. Working with the Gaelic Development Officer and Aberdeen University they will contribute towards the acquisitions of language skills for teachers and ideas of how to engage children with language through creative approaches. This pilot project will result in toolkits for future 1+2 projects.</p>	Feb 2017	Head of Education Services
John Muir Award	<p>John Muir Award resources are available in Gaelic and this will be promoted to young people in Secondary schools</p>	Oct 2015	Head of Education Services

	who have gone through GME. This opportunity is supported through the Cairngorms National park and Comunn na Gàidhlig.		
IntoFilm and FilmG	Young people will be supported through workshops and IntoFilm Gaelic resources to create media work for submission to the FilmG annual Gaelic film competition.	Feb 2017	Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Gaelic in the Adult Learning

Language classes and day courses, and Gaelic song workshops are provided in the city through Aberdeen Gaelic Club. Along with their range of undergraduate and postgraduate courses The University of Aberdeen also run Gaelic events.

Gaelic in Adult Learning			
Aims:			
<ul style="list-style-type: none"> Increased numbers of adult Gaelic learners in Aberdeen 			
Development Area	Actions	Timescale	Lead Officer
Aberdeen Gaelic Club	The council will support the work of Aberdeen Gaelic Club by providing staff and the public with information on their range of classes.	For the duration of this plan	Head of Communication and Promotion
Aberdeen University	The council will work with Aberdeen University to raise	For the duration of this plan	Head of Communication and Promotion

	awareness of any of their Gaelic initiatives through social media and sharing of information at offices with staff and through libraries with the public.		
Scottish National Heritage	The council will look at opportunities to work with SNH on Gaelic awareness and Gaelic landscape	For the duration of this plan	Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

2. Language Usage

Aberdeen City Council recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

Gaelic in Arts & Communities

Aberdeen Gaelic Club, Aberdeen University and Aberdeen Performing Arts have provided a wide range of creative, exciting and educational events in the city either in Gaelic or featuring Gaelic. We will work to ensure that opportunities are promoted and available to all groups in our communities to extend our cultural and educational offer in the city.

Census results show that though the number of Gaelic speakers in the city is 1636, the number who use Gaelic at home is 405. This may in part be down to lack of opportunity in the home. The number of Gaelic speakers in the census results will also not take into account the large number of students and workers in the city who speak the language and live here a substantial amount of time but whose permanent residence is elsewhere.

The census results also show that out of the 174 Gaelic speakers over the age of 65 that can speak Gaelic only 24 of those use Gaelic at home. Bilingualism Matters, The University of Edinburgh, have studied the benefits of bilingualism in delaying early onset dementia, and this study which was published internationally, showed that bilingualism delayed dementia by 4.5 years irrespective of educational achievement, sex, profession or lifestyle. Further studies have shown that learning a second language can boost cognitive performance in late learners too.

Gaelic in Arts & Communities			
Aims:			
<ul style="list-style-type: none"> • Extend the cultural offer for young people with fluent Gaelic, learner Gaelic or interested in Gaelic culture • Increase opportunities for people of all abilities to access Gaelic culture and language learning • Increase opportunities for all age groups to access Gaelic learning and events • Increase opportunities for voluntary organisations in the community 			
Development Area	Actions	Timescale	Lead Officer
Fèis Obar Dheathain	The council will have an education representative on the steering group for Fèis Obar Dheathain. The community-based Gaelic arts tuition festival ran in the city for several years and a steering group will work with the support of Fèisean nan Gàidheal to get provision for young people in the city again.	By Feb 2016	Head of Education Services
Intergenerational Projects	We will work with Aberdeen Gaelic Club to promote opportunities for age 65+ residents to share their language skills with younger residents and to access cultural programmes in Gaelic. Classes being considered features art classes, song workshops and music tuition in Gaelic.	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig	Lead Service Manager of Older Adults (Interim)

Befriending Scheme	We will work with Aberdeen Gaelic Club to increase the opportunity for elderly residents to attend Gaelic coffee afternoons/classes and events or meet with Gaelic speakers if in residential care.	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig	Lead Service Manager of Older Adults (Interim)
Language Learning and Music Tuition	Working with the Disability Advisory Group and Aberdeen Gaelic Club we will increase and promote Gaelic language learning, music and song opportunities for all Explore the possibility of working with Aberdeen Gaelic Choir	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig	Head of Communities and Housing
Promotion of Gaelic Opportunities and Funding	We will ensure information regarding Gaelic support and funding opportunities are shared with third sector organisations through (ACVO) Aberdeen Council of Voluntary Organisations	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig and for the duration of this plan	Head of Communities and Housing
Aberdeen Performing Arts	We will continue to support the work of Aberdeen Performing Arts who have featured Gaelic performance as part of their wide cultural programme.	Immediate and for the duration of this plan	Head of Education Services
Scottish Government's Strategic Objectives assisted: 1, 2			

Gaelic in the workplace

This area of work is covered in Chapter 2 of this plan (Core Commitments).

Gaelic in the Media

The council provides translation services in many languages through InterTrans our Interpretation and Translation Service and we provide Gaelic translators to the council and external bodies.

Gaelic in the Media			
Aims:			
<ul style="list-style-type: none"> • Provide and cost effective, timely and reliable Gaelic translation service • Promote our translation service for the whole of the North East • Encourage use of the service by partner providers 			
Development Area	Actions	Timescale	Lead Officer
Translation Service	We will increase the number of Gaelic translators on our database to ensure a quick and reliable service. We will use TòMaS*, the Gaelic translation memory service wherever possible to minimise costs. We will submit frequently translated material to the TòMaS service for use by other public organisations.	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig and for the duration of this plan	Head of Communities and Housing
Encourage bilingual advertising of Gaelic Events in the city	We will increase awareness of, and promote our Gaelic translation services to public bodies and third sector	Within 12 months of the date of the plan's approval by Bòrd na Gàidhlig and for the duration of this plan By June 2016 and for	Head of Communities and Housing

<p>organisations working in the city and the North east encouraging bilingual promotion of Gaelic events and cultural events where Gaelic could add value.</p>	<p>the lifetime of this plan</p>
<p>Scottish Government's Strategic Objectives assisted: 1, 2</p>	

* TòMaS - <http://www.uhi.ac.uk/en/lis/tomas/what-is-tms>

Gaelic in Tourism, Heritage and Recreation

Gaelic plays a unique role in Scottish culture and a 2014 study by Highlands and Islands Enterprise found that businesses and organisations across Scotland found Gaelic to be an asset in a range of fields, particularly the sectors of creative industries; food and drink; education and learning; nature based heritage and tourism. We will assess where Gaelic will enhance our city's cultural offer to residents and visitors.

Gaelic in Tourism, Heritage and Recreation			
Aims:			
<ul style="list-style-type: none"> Encourage inclusion of Gaelic where it will add value 			
Development Area	Actions	Timescale	Lead Officer
City Festivals	We will build on opportunities to promote Gaelic through city festivals, where appropriate.	Within 6 months of the date of the plan's approval by Bòrd na Gàidhlig and for the duration of this plan	Head of Communication and Promotion
Tourism Providers	We will provide tourism partners with details of our Gaelic translation services and	Within 3months of the date of the plan's approval by Bòrd na Gàidhlig and for the duration of	Head of Communities and Housing

promote awareness of the council's Intertrans service to encourage consideration of Gaelic provision this plan

Scottish Government's Strategic Objectives assisted: 1, 2

3. Language Status

Aberdeen City Council recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.

Preparation of Gaelic Language Plan

We have prepared this Gaelic Language Plan in consultation and collaboration with services, organisations providing Gaelic language and events, parents of Gaelic children and a variety of third sector groups. We have evaluated current provision, assessed our staff survey and will consult with the public on the initial draft of this plan. Our plan will be implemented through council services with support from partner organisations in our communities and external Gaelic organisations.

Creating a Positive Image for Gaelic

Gaelic currently has a low profile in the city of Aberdeen and we will increase the awareness of our present Gaelic community and its history in the North East, the benefits of learning the Gaelic language and the opportunities which are available to partake in Gaelic events and culture locally. We welcome and encourage opportunities for collaborative Gaelic and Doric projects which promote the unique linguistic heritage of the city and promote the city's cultural appeal locally and nationally.

4. Language Corpus

Aberdeen City Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language. The council will adhere to the guidance contained in Gaelic Orthographic Conventions, http://www.sga.org.uk/sqa/files_ccc/SQA-Gaelic_Orthographic_Conventions-En-e.pdf

Gaelic Orthographic, Terminological and Place-name Development

Aberdeen City Council will make use of Ainmean Àite na h-Alba to ensure correct and consistent approach to place naming.

We run a translation and interpretation service, InterTrans, which is used by our services, partner organisations and private organisations. We will make use of TòMaS, the Gaelic translation memory service wherever possible to minimise costs. We will also submit frequently translated material to the TòMaS service for use by other public organisations.

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in force for a period of 5 years from the date on which it is approved by Bòrd na Gàidhlig or until a new plan has been put in place. In Chapter 2 – *Core Commitments* and Chapter 3 – *Policy Implications for Gaelic*, we have set out the individual target dates for when we expect to implement specific commitments.

Publicising the Plan

Aberdeen City Council's Gaelic Language Plan will be published bilingually on www.aberdeencity.gov.uk. In addition, we shall:

- issue a bilingual press release announcing the plan;
- make copies of the plan available in our public offices and reception areas,
- make the plan known to employees via Aberdeen City Council's Intranet;
- distribute copies of the plan to Non-departmental Public Bodies and agencies, agents and contractors;
- distribute copies of the Plan to Gaelic organisations;
- distribute copies of the plan to other interested bodies; and
- make copies available on request.

Resourcing the Plan

Many in-house changes can be made at minimal additional cost as changes are made at the point of refreshing old signage or simply raising awareness of existing provision which is not currently promoted. Classes are available through Aberdeen Gaelic Club and Aberdeen University and it is probable that they will be able to support the council in some of its plans. The Gaelic Club is already considering running some initiatives which the council could support either through funding or promotion of the events/classes which would contribute to some of the aims of the plan.

Education projects have specific funding streams for Gaelic Education or are included as part of the 1+2 initiative which also has funding available toward all languages. Arts and Community projects can be supported through various bodies working in Aberdeen with Gaelic plans in place such as Creative Scotland, Aberdeen University, Scottish National Heritage, Forestry Commission and National Theatres of Scotland. Aberdeen Gaelic Club will also be aware of funding opportunities.

There are also several opportunities for funding community projects through various funds (Community, drama etc) which can be seen at: <http://www.gaidhlig.org.uk/bord/en/funding-opportunities>.

CnaG, <http://www.cnag.org/en/> also funds Gaelic projects.

We will make partner organisations aware of the funding opportunities which are available to them. and promote these funding opportunities, as they become available, through Aberdeen Council of Voluntary Organisation (ACVO) for community groups and to our own mailing lists of organisations and community forums.

There are several local organisations in Aberdeen delivering Gaelic opportunities and national organisations working in the city with Gaelic Language Plans which opens up opportunities for joint up working.

Monitoring the Implementation of the Plan

An annual Meeting with external bodies and interested parties will be organised and hosted by the council to ensure all projects are supported and progressing as scheduled in this plan.

- Gaelic within the Council's Corporate Identity and signage will be monitored and reported on by the Communication and Promotion Team

- Workplace aspects of the plan will be monitored and reported by Human Resources
- Education aspects including Gaelic in the home and adult education will be monitored by the Gaelic Development Officer and 1+2 Languages Officer.
- Social care projects will be monitored by the Equalities Team in collaboration with Social Work, the Disability Advisory Group and Older People's Advisory Group

Monitoring reports will be collated and submitted to Bòrd na Gàidhlig annually on the Bòrd approval date by the Equalities Team.

CHAPTER 5 – PUBLIC CONSULTATION

A public consultation which was fully accessible on line, was held on the plan between 30th March and 11th May 2015. The following forms the list of consultees:

- Gilcomstoun Primary School
- Hazlehead Academy
- Aberdeen Gaelic Club
- Aberdeen University
- Aberdeenshire Council
- GMòr Group
- City Voice Blog
- Civic Forum
- Fèisean nan Gàidheal
- Comann nam Pàrant
- Cairngorms National Parks
- Forestry Commission
- Scottish National Heritage,
- Aberdeen Performing Arts,
- North East College
- The Robert Gordon University
- Clì Gàidhlig
- Aberdeen Disability Advisory Group
- Aberdeen Older People's Advisory Group
- Aberdeen Council of Voluntary Organisations (ACVO)

- Sabhal Mòr Ostaig

There were a total of 5 responses; 4 positive and 1 negative, to the public consultation, with fuller contributions from the Scottish National Heritage and Aberdeen University and certain themes within the plan will be updated and expanded upon as a response to the consultation. The negative response would have preferred to see the focus on developing a common language such as Esperanto.

Other contributions follow.

“It is pleasing to see that the Education Department of Aberdeen City have realised at last that the up-take of Gaelic in the schools offering the subject is unacceptably low. To read about a strategy addressing the matter, is equally pleasing! Education is key to the future of Gaelic (not just in Aberdeen)”

“I was amazed that so few people who work for the Council were unaware that there was a Gaelic Medium facility at Gilcomstoun School and Hazlehead Academy. There is obviously an opportunity to promote this and that is addressed in the Strategy

To make the Plan successful in the implementation there would need to be a core number of Gaelic speakers who are willing and able to give their time to "teach" Gaelic at various points throughout the City. This would take meticulous organisation and a lead person who has the ability to persuade people to take part. The reaction I usually have from Gaelic speakers is "my Gaelic is not good enough." Because of a century of neglect in Education, Gaelic speakers don't have a lot of confidence in their written Gaelic skills, as is highlighted in the strategy.

The Strategy seems fine on paper but I would suggest taking it very slowly so that people don't feel they are being "forced" to learn Gaelic or participate in promoting the language as a city-wide project. This could be achieved by highlighting the positives - Gaelic does have a relevance in Aberdeen, it's fun to learn another language, it gives access to a slice of Scottish culture that has been denied to many people including Gaelic speakers themselves. Scotland's language skills as a whole are appalling. My European students will speak at least five languages fluently, and begin to learn other languages at primary school level.

Studies show that by the age of seven, children's tongue muscles will have adapted to the language mostly used. Studies also show that children who are bi-lingual have many advantages over monoglots when it comes to academic performance.”

“Aberdeen University would welcome opportunities to work in partnership and to work together to promote Gaelic activities within the community. and trust that we will have further opportunities to discuss commitments where the University is named in due course. “

“Thank you for offering SNH the chance to comment on your draft Gaelic Language Plan. We welcome the identification of SNH within your GLP as a potential partner for collaborative working and have, in our comments below, looked to identify possible opportunities for such joint initiatives.

SNH runs several *Gaelic Awareness* and *Gaelic in the Landscape* courses each year, and we can offer spaces to your staff if places are available. These are usually held at our Perth office. Similarly, we could discuss joint language class provision in future, though currently we do not offer Gaelic language classes at our Aberdeen office (Inverdee House, Baxter Street).

We aim to provide a breadth of opportunities for Gaelic speakers and learners to engage in our natural heritage work, and to raise awareness of Gaelic among a non-Gaelic speaking audience. Leading examples are our *Gaelic in the Landscape* series of place names booklets and our *Gaelic Nature Dictionary* (an online resource). There may be opportunities for raising awareness of these resources among Aberdeen City’s Gaelic speakers and learners.

Finally, you may wish to incorporate nature based content into your proposed *Gaelic in Heritage* (p.50) work, and we would be happy to offer advice on this.

There will be other opportunities for joint working, perhaps particularly within the Cairngorm National Park. “

CONTACT DETAILS

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of Aberdeen City Council's Gaelic Language Plan is:

Ciaran Monaghan
Head of Service
Office of Chief Executive
Marischal College
Broad Street
Aberdeen

01224 522293
07834 134621
cmonaghan@aberdeencity.gov.uk

Queries about the day-to-day operation of the plan should be addressed to:

Sandra Bruce
Strategist
Community, Housing & Infrastructure
Marischal College
Broad Street
Aberdeen

Tel 01224 523039
sandrab@aberdeencity.gov.uk

This page is intentionally left blank

Equality and Human Right Impact Assessment: The Form



EHRIA

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, **the word “proposal” refers to policy, strategy, plan, procedure, report or business case.** This then, embraces a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Please also refer to the “Completion Terminology” at the end of the form.

1: Equality and Human Rights Impact Assessment- Essential Information											
Name of Proposal: Gaelic Language Plan	Date of Assessment: 23/07/15										
Service: Communities and Housing	Directorate: Communities, Housing & Infrastructure										
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 21 August 2015										
Who does this proposal affect? Please Tick ▼	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Employees</td> <td style="width: 20%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Job Applicants</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Employees	<input type="checkbox"/>	Job Applicants	<input type="checkbox"/>	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>		<input type="checkbox"/>
Employees	<input type="checkbox"/>										
Job Applicants	<input type="checkbox"/>										
Service Users	<input type="checkbox"/>										
Members of the Public	<input type="checkbox"/>										
	<input type="checkbox"/>										

	Other (List below)
2: Equality and Human Rights Impact Assessment- Pre-screening	
Is an impact assessment required?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If No, what is the evidence to support this decision? (Once this section is completed, please complete section 8 of the form).	

--	--

3: Equality and Human Rights Impact Assessment	
<p>a- What are the aims and intended effects of this proposal?</p>	<p>It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. Aberdeen City Council's Gaelic Plan will be submitted to Bòrd na Gàidhlig for approval on 21 August 2015.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>Aberdeen is a linguistically rich city with higher than the national average rates of bilingualism. 14.5% of Aberdeen's population use a language other than English at home compared to the national 7.4%. The percentage of Gaelic speakers in Aberdeen at 0.8% (Census 2011) is lower than the national average of 1.1%, however this is showing a small increase on the 2001 census at 0.6%.</p> <p>Scots is spoken by a higher percentage of the city's residents than is spoken nationally with 35.5% of the population with spoken ability in Scots (30.1% nationally). Doric (Mid Northern Scots) is the dialect of Scots used in the North East. The term Doric is understood to have originated from a humorous reference to the ancient Doric dialect of the ancient Greek language which was said to have a more rustic tone than Attic Greek spoken in Athens. 2.9% of Aberdeen's residents speak Polish at home.</p>

<p>c- List the outcomes from any consultation that relate to equalities and/or human rights issues e.g. with employees, service users, Unions or members of the public that has taken place in relation to the proposal.</p>	<p>Public Consultation gave largely positive responses. One respondent would have preferred a focus on developing a common language such as Esperanto. Within the staff consultation, there were several negative comments where respondents would rather have resources targeted at Scots, Doric or Easter European languages.</p>

<p>d- Financial Assessment</p> <p>If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <p>Implementation cost <input type="text"/> £</p> <p>Projected Savings <input type="text"/> £</p>
<p>e- How does this proposal contribute to the public sector equality duty: to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations?</p>	
<p>As we continue to celebrate, support and promote our culturally diverse city with a unique linguistic heritage through the Gaelic Language Plan, we will be meeting the public sector equality duty to advance equality of opportunity and foster good relationships.</p>	

	<p>f- How does this proposal link to the Council's Equality Outcomes?</p>
<p>Links to Outcome 4 Aberdeen City Council – a fair employer “We will maintain a diverse workforce in a discrimination free environment.”</p> <p>Outcome 9 ” Equality and Diversity welcomed and celebrated”</p> <p>Outcome12 “Improved opportunities for life long learning”</p> <p>“Improved awareness , knowledge and understanding “</p>	

4: Equality Impact Assessment - Test

What impact will implementing this proposal have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	Neutral Impact: Please ✓	Positive Impact: Please ✓	Negative Impact: Please ✓	Evidence of impact and if applicable, justification where a ' <i>Genuine Determining Reason</i> '* exists *(see completion terminology)
Age (People of all ages)		X		Improved opportunities to learn/practise Gaelic, particularly positive Impact for children who wish to access Gaelic in schools.
Disability (Mental, Physical, Sensory and Carers of Disabled people)	X			
Gender Reassignment	X			
Marital Status (Marriage and Civil Partnerships)	X			
Pregnancy and Maternity	X			

Equality Impact Assessment Test:				
What impact will implementing this proposal have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	Neutral Impact: Please ✓	Positive Impact: Please ✓	Negative Impact: Please ✓	Evidence of impact and if applicable, justification where a 'Genuine Determining Reason'* exists *(see completion terminology)
Race (All Racial Groups including Gypsy/Travellers)		X		Positive for Gaelic people who wish to see their Gaelic language and culture promoted.
Religion or Belief or Non-belief	X			
Sex (Women and men)	X			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	X			
Other (e.g: Poverty)	X			

--	--	--	--

5: Human Rights Impact Assessment Test	
Does this proposal have the potential to impact on an individual's Human Rights? Evidence of impact and , if applicable, justification where the impact is proportionate No	
Article 2 of protocol 1: Right to education	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Evidence:
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Evidence:

<p>Article 6: Right to a fair and public hearing</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
<p>Article 8: Right to respect for private and family life, home and correspondence</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
<p>Article 10: Freedom of expression</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
<p>Article 14: Right not to be subject to discrimination</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<p>Other article not listed above, please state:</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
<p>6: Assessment Rating:</p>	
<p>Please rate the overall equality and human right assessment (Please see Completion terminology)</p>	<p><input type="checkbox"/> Red <input type="checkbox"/> Red Amber <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Green</p>
<p>Reason for that rating:</p>	<p>This EHRIA has not indicated any adverse impact following from the proposal.</p>

7: Action Planning

As a result of performing this assessment, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

8: Sign off

Completed by (Names and Services) :	Sandra Bruce Communities and Housing
Signed off by (Head of Service) :	

Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal document and/or committee report 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

9: Completion Terminology:

<p>Assessment Pre-screening Rating:</p>	<p>This section will highlight where there is the obvious potential for a negative impact and subsequent risk of negative media coverage and reputational damage to the Council. Therefore, a full impact assessment is required, for example around sensitive issues such as marching, Gypsy/ Traveller issues, change to social care provision. It should also be completed to evidence why a full impact assessment was not required, example, there is no potential negative impact on people.</p>
<p>Assessment Rating:</p>	<p>After completing this document, rate the overall assessment as follows: Red: As a result of performing this assessment, it is evident that we will discriminate (direct, indirect, unintentional or otherwise) against one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is essential that the use of the proposal be suspended until further work or assessment is performed and the discrimination is removed. Red Amber: As a result of performing this assessment, it is evident that a risk of negative impact exists to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this proposal and further professional advice should be taken. Amber: As a result of performing this assessment, it is evident that a risk of negative impact exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document. Green: As a result of performing this proposal does not appear to have any adverse impacts on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Equality Data:	<p>Equality data is internal or external information that may indicate how the proposal being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i> <p>Certain discrimination may be capable of being justified on the grounds that:</p>
Genuine Determining Reason	<ol style="list-style-type: none"> (i) <i>A genuine determining reason exists</i> (ii) <i>The action is proportionate to the legitimate aims of the organisation</i> <p>Where this is identified, it is recommended that professional and legal advice is sought prior to completing an Equality Impact Assessment.</p>
Human Rights	<p>The rights set out in the European Convention on Human Rights, as incorporated into the UK Law by the Human Rights Act 1998.</p>
Legal Status:	<p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimization</i>” as required by <i>The Equality Act Public Sector Duty 2011</i>. An Equality Impact Assessment is not, in itself, legally binding and should not be used as a substitute for legal or other professional advice.</p>

Exempt information as described in paragraph(s) 1 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 1 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank