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To: All Members of the Council

Town House,
ABERDEEN Wednesday, 17 February
2016

COUNCIL BUDGET MEETING

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **THURSDAY, 25 FEBRUARY 2016 at 2.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

- 1 Strategic Business Plan Refresh 2016-2017 (Pages 3 - 58)
- 2 General Fund Revenue Budget 2016/17 and Non-Housing Capital Programme 2016/17 to 2020/21 (Pages 59 - 356)
The EHRIA's attached relate to appendix 3 of this report
- 3 Common Good Budget 2016/17 (Pages 357 - 372)
- 4 North East Scotland Pension Fund Budget 2016/17 and indicative 2017/18 - 2020/21 Budget (Pages 373 - 380)

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	25 th February 2016
LEAD OFFICER	Chief Executive
TITLE OF REPORT	Strategic Business Plan Refresh 2016-2017
REPORT NUMBER	OCE/16/010
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

The report brings before the Council a refreshed Strategic Business Plan for 2016-2017 including the Shaping Aberdeen organisational plan covering the Council's arrangements for governance, risk management and performance management.

2. RECOMMENDATION

That the Council notes the content of the refreshed Strategic Business Plan 2016-2017 and agrees the Shaping Aberdeen organisational plan.

3. FINANCIAL IMPLICATIONS

The financial implications of specific programmes of work and projects will be fully considered through normal governance.

4. OTHER IMPLICATIONS

The alignment of strategic planning and the Shaping Aberdeen organisational plan will have significant positive implications for the delivery of the Council's vision, long term resource planning and decision making.

5. BACKGROUND/MAIN ISSUES

The Council considered a report by the Chief Executive (OCE/15/028) on the Accounts Commission's report of July 2015 following the Best value audit undertaken by Audit Scotland on the Council during the first half of 2015.

Members will be mindful that that the Accounts Commission included with in its findings that the Council needed to:-

- more clearly show how its vision was translated into objectives and targets, linked to service plans;
- ensure clear links between performance information and the Council's strategic plans.

In her report to Council in August 2015, the Chief Executive informed members that the findings and related areas for improvement set out in the Controller of Audit's report would inform the work underway within the Council to refresh and improve service planning, performance management and reporting and employee engagement.

As a result, the Strategic Business Plan has now been refreshed and includes the Shaping Aberdeen organisational plan, covering arrangements for governance, risk management and performance management.

The Council is requested to note the content of the refreshed Plan and to agree the Shaping Aberdeen organisational plan. Further reports will be brought to relevant committees as and when required.

6. IMPACT

Improving Customer Experience –

The Shaping Aberdeen organisational plan sets out an improvement programme for customer experience.

Improving Staff Experience –

The Shaping Aberdeen organisational plan sets out an improvement programme for staff experience.

Improving our use of Resources –

The Shaping Aberdeen organisational plan sets out an improvement programme for making best use of our resources.

Corporate –

The refreshed Plan ensures that Directorate, Service and personal objectives are aligned to priorities and links performance management with these objectives.

Public –

The refreshed Strategic Business Plan is of public interest and arrangements are being made for appropriate communication.

7. MANAGEMENT OF RISK

Any significant risks will be identified and managed as appropriate. The Plan also includes a commitment to a review of the Council's system of risk management.

8. BACKGROUND PAPERS

“Aberdeen: the Smarter City”

“Audit of Best Value and Community Planning”

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL
STRATEGIC BUSINESS PLAN
REFRESH 2016-2017

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1. INTRODUCTION

- 1.1 The Council's Strategic Business Plan has been in place since 2013. When the Plan was launched it was presented as a medium term view of the Council's ambition and commitments. In July 2015, Audit Scotland published an 'Audit of Best Value and Community Planning' for Aberdeen City Council. The audit recognised that good progress had been made since 2009 in financial planning and management, but that the council needed to:-
 - encourage and consolidate elected members' ownership of the Council's vision;
 - more clearly show how its vision was translated into objectives and targets, linked to service plans;
 - ensure clear links between performance information and the Council's strategic plans.

- 1.2 As a result, the Strategic Business Plan has now been refreshed. The refreshed Plan reviews progress in delivering the Council's vision, 'Aberdeen – The Smarter City', and sets out the Council's priorities for the 2016/17. It explains how the Council is transforming the way it does business and delivers services and it shows, through clear and measurable objectives and targets, how we intend to deliver these priorities during 2016/17 and beyond. By refreshing the Plan we are ensuring that it is up to date and continues to be relevant to the challenges and opportunities we currently face as a City.

- 1.3 We have made good progress in meeting our commitments set out in the Strategic Business Plan 2013-2018. The Council remains ambitious for Aberdeen and our strategic plan has a renewed focus on economic growth, through the recent approval of a new regional economic strategy, and an enhanced quality of life for our citizens.

- 1.4 A council budget has been prepared that aligns with the refreshed Strategic Business Plan. The budgetary context for all local councils is one of continuing pressure on public finances. This means that plans contained within this document may experience constraints on service delivery as it may not be possible to deliver to the same timescale and extent. At the same time, public expectations remain high and additional duties for local councils also create new cost and resource pressures.

- 1.5 To meet these challenges, this Strategic Business Plan is supported by Directorate and Service Business Plans which provide detail of how the council will make the best use of available resources, bringing modern and innovative change, to ensure that we can continue to effectively deliver our vision.

1.6 Throughout the period covered by this plan, we will maintain transparent analysis and reporting of our performance in delivering on the commitments we have made. By doing this we will show consistent leadership in focusing on our priorities; increase our accountability; meet our Best Value duties; and deliver improved services to our customers and communities.

2. PROGRESS TO DATE AGAINST STRATEGIC PRIORITIES IN 5 YEAR BUSINESS PLAN

2.1. The Strategic Business Plan in 2013, identified key goals that would provide the direction and key themes for the delivery of our vision: “Aberdeen – The Smarter City” which:-

- Develops an economy based on knowledge and innovation;
- Encourages more efficient use of greener resource which generates a competitive economy;
- Uses technology and data to enable informed decisions to be taken;
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens.

2.2 Six key priorities work streams were then identified to underpin the delivery of the vision:-

Priorities	What it means
Smarter Governance – Participation	Acknowledging the role that citizens can play in the evolution of the city.
Smarter Living – Quality of Life	Challenging inequality and positively promoting wellbeing building on cultural and physical activity. Also fulfilling the Council’s statutory duties to protect children, vulnerable adults and consumers.
Smarter People – Social and Human Capital	Focusing on education including lifelong learning and nurturing a city of learning with a city-wide workforce which can grow and diversify the economy.
Smarter Environment – Natural Resources	Sustaining the environment by maximising the use of low-carbon technology in our infrastructure and housing. Managing our waste and promoting our streetscape and green space.
Smarter Economy – Competitiveness	Recognising the importance of sustaining a competitive economy with clear financial parameters which attracts people to invest, live, work and export from.
Smarter Mobility – Transport and ICT	Promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.

Significant progress has been made in a number of areas of the strategic plan which are set out in the following tables:

Strategic Priority: Smarter Living – Quality of Life

Ref	Goal	Outcomes to date
1a	We will promote and improve opportunities for physical activity and sport to enable Aberdeen's citizens to lead more active, healthier lives.	<ul style="list-style-type: none"> There were half a million more attendances at indoor sports and leisure facilities and pools in 2014/15 than 2010/11; New 3G pitch at Northfield and commitment to similar facility at Dyce.
1b	We aspire to be recognized as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond.	<ul style="list-style-type: none"> Significant increases in visits to and usage of cultural venues - 3.4M visits in 2014/15; The Council continues to fund and support a range of festivals; organisations and events across a broad range of cultural activities boosted by an additional £3.3M funding over 5 year, following the unsuccessful bid for City of Culture.
1c	We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities.	<ul style="list-style-type: none"> Recorded participation in cultural learning activity rose by 65% in 2014/15; Highlights of the arts and cultural programme include:- <ul style="list-style-type: none"> Big Noise Torry project launched in partnership with Sistema; Spectra, the international festival of light; 17: The Creative Hub at Belmont Street; £17m direct investment in venues (Music Hall; Art Gallery; Museums Collection) with further investment committed from 3rd parties
1d	We will provide quality services to our council tenants to ensure that they have a dry, warm home in a safe and enjoyable environment.	<ul style="list-style-type: none"> Scottish Household Quality Standard achieved for 90% of Council homes; £39.3M investment in Council's housing stock in 2014/15
1e	We will meet national legislative targets on homelessness and minimise the impact of welfare reform using early intervention to help people sustain their tenancies.	<ul style="list-style-type: none"> New Housing Access Service launched in 2014; 100% recent performance in timely assessment of cases of homelessness. 47% improvement from 2014/15; A 14% improved in helping households secure and sustain permanent accommodation since 2013/14.
1f	We will improve access to affordable housing in both the social rented and private sectors, by supporting first time buyers, regenerating areas within the city and by working with developers to maximise the effective use of planning gain contributions.	<ul style="list-style-type: none"> Joint venture agreed to deliver 2,030 affordable homes by May 2017 and 2,430 by 2019; 179 units for social rent being developed at Smithfield Primary School and Manor Walk sites.

Strategic Priority: Smarter Governance – Participation

Ref	Goal	Progress made/Outcomes
2a & 2b	<p>We will seek to develop a sense of community in Aberdeen based on principles of fairness, reciprocity and responsibility.</p> <p>We will encourage citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience.</p>	<ul style="list-style-type: none"> • Community events were held for Torry; Tillydrone; and Middlefield, helping the community to be active partners in developing and implementing plans for these neighbourhood; • A participatory budgeting approach was taken for youth and children's services in regeneration areas, building on the Council's Fairer Aberdeen Fund; • Engagement and consultation has been ongoing across services and a including major engagement for the City Centre Masterplan; • Scottish Household Survey shows 72% of citizens feel part of a community. Up 6% from 2012/13.
2c	<p>We will seek to reduce the levels of inequality in the city and plan with key partners to try and ensure that welfare reform does not increase the inequality gap.</p>	<ul style="list-style-type: none"> • A major programme of welfare reform mitigation was established and continues to be delivered. To date 5,500 people have been given support, including:- <ul style="list-style-type: none"> - Direct financial awards; - Employment services; - Debt and budgeting advice; - Mental health support; • The Council committed to be a Living Wage employer.

Strategic Priority: Smarter People – Social and Human Capital

Ref	Goal	Progress made/Outcomes
3a	We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.	<ul style="list-style-type: none"> • Major delivery and commitment to improving the school estate:- <ul style="list-style-type: none"> - new Brimmond School; and commitment to - new Additional Support Needs school; - South of the City Academy; - new Milltimber School; - Greenbrae Primary extension; - Stoneywood Primary.
3b, 3c & 3d	<p>We will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century</p> <p>We will create a city of learning which will empower individuals to fulfil their potential and contribute to the economic, social and cultural wellbeing of our communities</p> <p>We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city / region economy</p>	<ul style="list-style-type: none"> • The Council, with its partners, launched Aberdeen Guarantees, giving a commitment to providing all young people between 14-25 year olds with opportunities to participate in learning, training and work; • Expanded Council programme of apprenticeships and placements to support young people into employment.

Strategic Priority: Smarter Environment – Natural Resources

Ref	Goal	Progress made/Outcomes
4a	We will design and construct all new infrastructure to be energy efficient by maximising the use of low carbon technology and materials. We will use recycled materials where appropriate.	<ul style="list-style-type: none"> The Council's Carbon Management Plan on track to meet its target of a 23% reduction in carbon emissions by 2015; Sustainable Building Standards implemented for Council controlled buildings and developments.
4b	We will increase energy efficiency and introduce carbon reduction measures in our processes and our housing and non-housing assets to reduce our carbon footprint, save money and to bring people out of fuel poverty.	<ul style="list-style-type: none"> 100% of the Council's housing stock is now classified as energy efficient; Last year 378 council properties benefitted from external wall insulation, of these, 138 connected to a District Heating Combined Heat & Power (CHP) and a further 144 properties connected to the Combined Heat & Power (CHP) network. A further 1249 properties benefitted from a gas central heating upgrade.
4c	We will manage waste effectively and in line with UK and European legislative requirements by maximizing recycling and reducing waste to landfill, thereby reducing our costs and carbon footprint.	<ul style="list-style-type: none"> Introduced food waste collection to all households in Aberdeen and recycling collection to all multi-occupancy households; Waste recycling is at its highest ever and major investment and partnership working will see the Council on track for zero landfill.
4d	We will provide a clean, safe and attractive streetscape and promote bio-diversity and nature conservation. We will encourage wider access to green space in our streets, parks and countryside.	<ul style="list-style-type: none"> The Community Safety Hub is well established and a reduction in anti-social behaviour and crime has been seen; Purple Flag accreditation has been achieved for the City centre night time experience; There has been prize winning recognition of gardens and parks; A rolling programme of refurbishment for the entire City's play parks is underway.

Strategic Priority: Smarter Economy – Competitiveness

Ref	Goal	Progress made/Outcomes
5a	We will work with partners to promote the city as a place to invest, live, work and export from.	<ul style="list-style-type: none"> • Regional Economic Strategy approved; • City Region Deal under negotiation; • Oil and Gas Summit hosted in 2015; • Business Gateway helped 1,080 businesses to start trading, an 8% increase on the previous year.
5b	We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city / region economy.	<ul style="list-style-type: none"> • Promoted the city on a national and international level to attract appropriately skilled personnel to address local skill shortages; • Developed Local Supplier Procurement programme to develop and grow business opportunities in the north east; • Worked with partners to develop, launch and continuation of Aberdeen Guarantees.

Strategic Priority: Smarter Mobility – Transport and ICT

Ref	Goal	Progress made/Outcomes
6a	We will maximise digital connectivity to ensure equal opportunity of access to services for all people.	<ul style="list-style-type: none"> • 31 council owned public buildings now have free public Wi-Fi access • Commitment has been made for a northern regeneration digital network; • Use of the Council's Library Learning Centres and Learning Access continues to increase.
6b	We will maximise digital connectivity to promote and develop business growth in the city / region.	<ul style="list-style-type: none"> • The Council has administered the Connection Vouchers Scheme which supports faster and better broadband for businesses, with c £100K paid; • Innovation hubs have been launched, based at the two universities. The focus on:- <ul style="list-style-type: none"> - accelerating the delivery of products, services and businesses; - supporting digital technology in existing business and attracting entrepreneurs from a worldwide network to develop their projects in Aberdeen.
6c	We will develop, maintain and promote road, rail, ferry and air links from the city to the UK and the rest of the world.	<ul style="list-style-type: none"> • Major roads infrastructure improvements are under construction:- <ul style="list-style-type: none"> - the Aberdeen Western Peripheral Route; - the Third Don Crossing; • Other major projects include:- <ul style="list-style-type: none"> - Berryden Corridor; - South College Street; - Access from the South; - Cross City Transport Connections. • Work with partners has contributed to commencement of the improvement of the rail link between the City and Inverness and the expansion of air destinations.
6d	To provide and promote a sustainable transport system which reduces our carbon emissions	<ul style="list-style-type: none"> • 1000 space Park and Choose facility at Dyce is under construction; • improved cycle links across the City have been introduced; • enforcement of bus lanes has generated a surplus which has been invested in improved cycle measures; core paths; bus shelters; etc.

3. Key changes that impact on this plan

A thorough understanding of the context within which we operate reflects a number of significant socio-economic and political changes as well as acts of parliament which have been introduced over the last three years that materially impact on the services we provide and the citizens we serve. A PESTLE has been done to help better identify these major changes:

Political Landscape	Economic Trends	Social & Demographic
<ul style="list-style-type: none"> • Withdrawal from Cosla and membership of SLGP • Majority Conservative UK government • Holyrood elections 2016 • EU referendum 2016 • Austerity economics continued in public finances • Emerging Fiscal Framework to support The Scotland Bill • Freeze on Council Tax / Review of Local Taxation System • Scottish Government “Programme for Government” 2015 • Welfare Reform including introduction of Universal Credit • Devolution of Non-Domestic Rates 	<ul style="list-style-type: none"> • Downturn in oil & gas industry • High operating costs in the North Sea basin • Skills, expertise and employment leaving the region • Intense global competition • Local unemployment rising • Tight labour market, especially for key workers • High house price inflation • Consumer inflation affecting standard of living 	<ul style="list-style-type: none"> • Growing population • Increasing aging population / cost of health & social care • Increasing school age population • Increasing migrant workers / multi-ethnic diversity • Geographical variations in deprivation • Multi-generational deprivation

Technological/Technical Changes	Legislation	Environmental Impacts
<ul style="list-style-type: none"> • Inadequate digital infrastructure and high cost of connections • Increase in use of digital channels • Greater automation of processes and objects • Rise of sensors and devices connected to the internet • Rise of the smartphone society • New techniques to gather and analyse data • Transformation of IT infrastructure and operations • More sophisticated security requirements • Integrated approach to public service ICT 	<ul style="list-style-type: none"> • Scotland Bill • Children & Young People's Act (2014) • Public Bodies (joint working) Scotland Act 2014 • Social Care Scotland Act 2013 • Community Empowerment (Scotland) Act • Housing (Scotland) Act 2014 • Community Justice (Scotland) Bill • Education (Scotland) Bill • Land Reform (Scotland) Bill • Private Housing(Tenancies) (Scotland) Bill • Waste (Scotland) Regulations 2014 	<ul style="list-style-type: none"> • Commitment to Zero Waste • Climate change and Paris Agreement implications • Scottish Government's Low Carbon Economic Strategy • Flooding

4. ABERDEEN CITY COUNCIL'S PRIORITIES FOR 2016-2017

4.1 Review of our Strategic Framework

The purpose of this Strategic Business Plan is to set out how Aberdeen City Council will deliver its agreed policy priorities, as well as the duties which fall to it through Scottish, UK and European legislation.

Through this refresh of the Strategic Business Plan, the Council is responding to Audit Scotland's 2015 'Audit of Best Value and Community Planning', which highlighted a need to ensure the council's vision is translated into objectives and targets which are linked to service plans; as well as demonstrate clear links between performance information and the Council's strategic plans.

As a result, the Council's Strategic Framework has been reviewed and overhauled to make the linkages between policy priorities, strategies and plans clearer and more defined. The strategic framework diagram below, shows the clear and measurable objectives which will direct the actions we take, the services we provide and the resources we use over the period covered by this Plan.

Every directorate, team and staff member will have a direct role in turning this Plan into reality. Each of the Council's Directorates have corresponding Plans, both at whole Directorate and specific Service level, which give increasing detail on the management of budgets, assets, staff and services to customers. These Plans, in turn, inform personal objectives for all Council staff, which support our priorities and allow each and every staff member to understand how they play their part in delivering 'Aberdeen: the Smarter City'.

Of course, the way that councils work continues to change and, increasingly, this involves working via a range of partnership models. The City's Single Outcome Agreement is an agreement between The Scottish Government, the Council, communities, the voluntary sector, businesses and other public sector bodies. It sets strategic priorities for the City, which require partners to work together. At the time of this refresh, the City's Single Outcome Agreement was under review. A revised Single Outcome Agreement will be agreed during 2016/17. Any changes to priorities and commitments in the Single Outcome Agreement will be reflected, as necessary, in further refreshes of this Plan.

In addition, 2016/17 will see a new arrangement for the strategic planning and delivery of services for adult health & social care. An Aberdeen City Integrated Joint Board, made up of Council, NHS and partner representatives, has responsibility for joint planning and delivery of integrated adult health and social care services (see Section 4.3 below). As with the Single Outcome Agreement, when an Integrated Health & Social Care Strategic Plan is agreed before 1st April 2016, the Council's Strategic Business Plan will be reviewed and further refreshed.

Aberdeen City Council's Strategic Framework

AREA PLANS	VISION	OBJECTIVES	SUPPORTING STRATEGIES	HOW WE DELIVER OBJECTIVES	ORGANISATIONAL PLANS
<p>Single Outcome Agreement</p> <p>Local Outcome Improvement Plans</p> <p>Locality Plans</p> <p>Integrated Health & Social Care Strategic Plan</p> <p>Regional Economic Plan</p>	<p>Smarter Aberdeen</p> <p>Priorities</p> <ul style="list-style-type: none"> • Smarter Governance • Smarter Living • Smarter people • Smarter Environment • Smarter Economy • Smarter Mobility 	<p>Increase in physical activity at Council owned leisure facilities by 1% per year</p> <p>70,000 more attendances at cultural events or visits to places of culture by 2017/18</p> <p>Achieve Scottish Housing Quality Standard for all social rented housing by 2017</p> <p>2,030 affordable homes by May 2017, 2,430 by 2019</p> <p>Reduce children accommodated out of city by 25% over 5 years</p> <p>Develop health profiles for all Associated School Groups</p> <p>Provide direct support to all those assessed as in need as a result of welfare reform</p> <p>Increase residents who agree they can influence decisions affecting their local area</p> <p>Support 56% of senior phase pupils to attain 5+ level 5 national qualifications by 2017</p> <p>Increase school leavers achieving a positive destination to 93.15% by 2017 and graduates entering positive destinations within the NE</p> <p>Reduce ACC carbon emissions by 42% by 2020</p> <p>Divert 90% of waste from landfill by 2017</p> <p>Achieve street cleanliness score of 80% in 16/17</p> <p>Achieve 2nd quartile performance for people feeling safe walking alone in their neighbourhood by 2017</p> <p>Implement Regional Economic Strategy milestones</p> <p>97% of city households and 100% of businesses to have access to superfast broadband by 2020</p> <p>Increase the share of journeys by walking, cycling and public transport by 10% by 2020</p>	<p>Social Work</p> <p>Child Protection</p> <p>Health & Social Care Integration</p> <p>Education</p> <p>Cultural</p> <p>Financial Inclusion</p> <p>Housing</p> <p>Community Safety</p> <p>Zero Waste</p> <p>Transport</p> <p>Regional Economic</p> <p>Digital</p>	<p>Directorate Business Plans</p> <ul style="list-style-type: none"> - Education & Childrens Services - Communities, Housing & Infrastructure - Corporate Governance <p>Service Plans</p> <ul style="list-style-type: none"> - For all areas of service <p>Personal Objectives</p> <ul style="list-style-type: none"> - For all employees 	<p>How we Behave:</p> <ul style="list-style-type: none"> - Improving Customer Experience - Improving Staff Experience - Improving our use of resources <p>How we do Business: Modernise, Innovate & Transform our:-</p> <ul style="list-style-type: none"> • Financial Management; • Procurement; • Workforce Management; • Asset Management; • ICT & Digital.

4.2 DELIVERING OUR PRIORITIES

Section 2. above, shows the progress made to date against our policy priorities. The following section shows the further deliverables, under each of the “Aberdeen: the Smarter City” themes, which we aim achieve for 2016/17. Further detail on these deliverables will be reflected in our Directorate and Service Plans.

4.2.1 SMARTER GOVERNANCE - Participation

In order to create a sense of community in Aberdeen, based upon principles of fairness, reciprocity and responsibility, we want citizens to feel that they can influence their communities through engagement in the development, design and decision-making of services.

Objective

Through implementing locality based planning and participatory budgeting we will seek to increase the % of residents who agree with the statement “I can influence decisions affecting my local area”

Strategies which Support this Objective

Revised Single Outcome Agreement
Equality Outcomes and Mainstreaming Report 2011-17

How we will deliver this Objective

Key deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:-

- Developing and implementing the city’s locality planning model to meet new requirements within the Community Empowerment (Scotland) Act 2015.
- Developing and implementing locality plans for our priority regeneration neighbourhoods - Torry, Woodside, Tillydrone, Seaton, Middlefield, Northfield, Cummings Park and Mastrick.
- Deliver the Middlefield Community Project Relocation, which includes the extended Henry Rae Community Centre
- Continuing to support the Fairer Aberdeen Fund. The fund is aimed at tackling poverty and deprivation, supporting partners to work together to tackle poverty and to help more people access and sustain employment. There is a sum of £1.625m which is managed by the Fairer Aberdeen Board on behalf of CPA. There are 5 key themes:
 - Maximising income
 - Getting people into work
 - Improving mental health and wellbeing

- Building stronger, safer communities
- Increasing skills and creativity.
- Developing an Anti-Poverty Strategy. Priorities will be identified in January 2016 and will influence the new SOA/Local Outcomes Improvement Plan.
- Continue to implement a broad programme of work to respond to and mitigate negative impacts of welfare reform. This includes responding to the statutory changes to current schemes (e.g. Universal Credit; Scottish Welfare Fund; Council Tax reduction; Under Occupation legislation; Help to Work Scheme).
- People with protected characteristics have their social care needs met as part of the Reclaiming Social Work initiative.

4.2.2 SMARTER LIVING – Quality of Life

In order to enhance all our citizens' physical and emotional wellbeing, we will seek to reduce levels of inequality within the city, improve access to and participation in cultural and physical activity, support people to have a warm, dry home in a safe, enjoyable environment, and minimise the impact of welfare reform on those most vulnerable within our community.

Objectives

- We will increase access to leisure schemes and facilities to encourage individuals to participate in more active and healthier lifestyles. We seek to increase physical activity at Council owned leisure facilities by 1% per year.
- We aspire to be recognised as a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond. We will attract 70,000 more attendances at cultural events or visits to places of culture by 2017/18 (15/16 base).
- We will achieve Scottish Housing Quality Standard for all social rented housing by 2017, where practicable
- We will build 2,030 affordable homes by May 2017
- We will increase the number of people feeling very or fairly safe when walking alone in their neighbourhood by 2017 and achieve performance comparable to the top 50 per cent of local authority areas

Strategies which Support these Objectives

- Sports Strategy 2009-2015.
- Aquatics Strategy 2014-2020.
- Vibrant Aberdeen Cultural Strategy 2010-2015 (under review).
- City Centre Masterplan.
- Local housing strategy
- Housing Revenue Account 30 year business plan and asset management strategy.
- Local Development Plan.
- Strategic Infrastructure Plan.

How we will deliver these Objectives

Deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:

- Establish joint venture company to help achieve affordable housing target, develop and approve the business plan and build homes by 2017 and continue to develop identified sites for affordable housing.
- Develop 179 council homes at the former Smithfield Primary School and Manor Walk sites.
- Continued investment in sports and recreation facilities and support for the arms length external organisations delivering these services.
- Development of all-weather 3G sports pitch at Dyce.
- Continued development of the Big Noise Torry learning programme.
- Redevelopment of the Art Gallery to offer increased exhibition space in a world class environment.
- Redevelopment of the Music Hall.
- Construction of Museums Collections Centre in Northfield to widen public engagement and access to the City's extensive art collection.
- Development of projects within the City Centre Masterplan.

4.2.3 SMARTER PEOPLE – Social and Human Capital

Our citizens should be empowered to develop the knowledge, skills and attributes to allow them to fulfil their potential, contribute to the economic, social and cultural wellbeing of our communities and meet the changing demands of the 21st Century. We will do this by providing opportunities for lifelong learning, create a city of learning and develop a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city and region's economy.

Objectives

- We will reduce the number of children who need to be accommodated by the local authority, in out of city placements by 25% over the 5 years (15/16 base).
- We will reduce by 10% the number of children with Additional Support Needs or Looked After by the authority, who attend a school outwith their local area or outwith Aberdeen City.
- We will improve the health of children and young people by developing health profiles for all linked school groups
- We will provide direct support to all those assessed as in need as a result of welfare reform through full use of Crises and Community Grant Funds.
- We aspire to improve learning outcomes and performance with 56% of senior phase pupils attaining 5+ level 5 national qualifications by 2017.
- We will increase the % of school leavers achieving a positive destination to 93.15% by 2017 and increase the % of graduates entering positive destinations within the North East.
- We will reduce inequalities by raising attainment in primary literacy and numeracy in underperforming schools by 3% per year.

Strategies which support these Objectives

- Corporate Parenting Strategy.
- Permanence and Care Excellence Strategy.
- Reclaiming Social Work Strategy.
- Raising Attainment Strategy.
- Equality Outcomes and Mainstreaming Report 2011-17.
- Community Learning and Development Strategic Plan 2015-2018.
- 'Vibrant Aberdeen' Cultural Strategy 2010-2015 (under review).

- Aberdeen Learning Strategy.
- Regional Economic Strategy 2015.
- Shaping Our Future Workforce 2015-2020.
- School Estate Management Plan: Secondary 2010 / Primary 2013.

How we will deliver these Objectives

Deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:

- Develop the next generation Children’s Service Plan 2017 to ensure outcomes for all children are improved and their needs met.
- Provision of a new additional support needs school to provide a hub for resources, support and sharing of best practices.
- Implementation of the Reclaiming Social Work (RSW) early intervention model, working directly with families to refocus the existing service to help vulnerable children remain with their families.
- Implementation of the Children and Young People (Scotland) Act 2014 with particular emphasis on Getting It Right For Every Child; Keeping Children Safe; Corporate Parenting; Early Years and After Care and Continuing Care.
- Implementation of the recommendations of the Inclusion Review 2014, developing best practices to improve the experiences of Aberdeen’s children and young people including those with the most severe and complex needs.
- Further steps to attract and retain quality teaching and social work staff.
- Develop the Closing the Gap agenda to reduce the educational attainment gap associated with children in poverty.
- Implementation of the Developing Scotland’s Young Workforce to help align educational activity with the needs of the economy.
- Create quality learning environments that are fit for purpose and will facilitate the delivery of high quality education to Aberdeen’s children and young people. This includes rebuilding and refurbishment works at Greenbrae and Stoneywood Schools and the building of a new Academy to replace Torry and Kincorth Academies.
- Create quality living environments that are fit for purpose and will facilitate the delivery of high quality care to Aberdeen’s children and young people by completing the refurbishment of 311 Clifton Road and Kingsfield residential homes and increase the number of local foster placements.

4.2.4 SMARTER ENVIRONMENT - Natural Resources

We strive to further reduce our carbon footprint, maximise recycling of waste and minimise waste sent to landfill as well as keep a clean, safe and attractive streetscape. We will do this by increasing energy efficiency and introducing carbon reduction measures in our processes and assets to reduce our carbon footprint, save money and to bring people out of fuel poverty. We will also manage waste effectively and in line with UK and European legislative requirements by maximising recycling and reducing waste to landfill, thereby reducing our costs and carbon footprint.

Objectives

- We will reduce ACC carbon emissions by 42% by 2020
- We will divert 90% of waste from landfill by 2017 and 100% by 2020
- We will achieve a street cleanliness score (LEAMS) of 80% during 2016/17

Strategies which support these Objectives

- Aberdeen Local Development Plan
- Carbon Reduction Plan
- Zero Waste Strategy
- Powering Aberdeen-Aberdeen's Sustainable Energy Action Plan.
- Air Quality Action Plan.
- School Estate Management Plan.

How we will deliver these Objectives

Deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:

- Establish Powering Aberdeen as part of the Council's commitment to the Covenant of Mayors with targets of reducing emissions by 20%, energy produced by renewables by 20% and improvement in energy efficiency by 20% by 2020.
- Provide co-mingled recycling to all households, achieving 100% coverage by April 2017
- Expanding recycling and food waste services to businesses by December 2016
- Build and upgrade Materials Recovery Facility.
- Recycling collection to all multi-occupancy households in Aberdeen

- Construct an energy from waste facility generating heat and power from non-recycled waste.
- Investment in waste collection, Waste Transfer Stations and new and existing Household Waste Recycling Centres.
- Ness Landfill Leachate & Gas Control Measures.
- Investment in a refuse derived fuel plant.
- Continue to work with partners such as Aberdeen Inspired to improve the city centre's environment and link to City Centre Masterplan.
- Undertake flood alleviation measures.
- Deliver our Play Area Refurbishment and Equipment Replacement Programme. In total 12 play areas will be totally refurbished.

4.2.5 SMARTER ECONOMY- Competitiveness

We need to continue to be recognised as a good place to invest, live, work and export from. We also need to be recognised as key providers of access to affordable housing in both the social rented and private sectors. We can only do this by working with partners to promote the city and create a city of learning which empowers its individuals and workforce to reach their full potentials (skills) and contribute to the economic, social and cultural wellbeing of our communities. Furthermore, we will improve access to affordable housing by supporting first-time buyers, regenerate areas within the city and work with developers to maximise the effective use of planning gain contributions.

Objective

- To deliver the Council's contribution to the strategic objectives of the Regional Economic Strategy.
- To develop and deliver proposals in the City Region Deal

Strategies which support these Objectives

- International Strategy to promote the city and its economic offer
- Regional Economic Strategy-Securing the Future of the North East Economy is the new regional economic strategy and sets out the Council's and its partners' 20-year vision for the wellbeing of the place and our people, up to 2035. The Strategy has been developed in the context of challenging local economic conditions due to a downward trend in oil prices and cost pressures, consequent 'ripple' across the supply chain and wider economy, a backdrop of cuts in public expenditure and recovery from the wider 2009 economic downturn. It sets out a strategic approach to the development of the regional economy under key programme areas of:

- i. Investment in Infrastructure
- ii. Innovation
- iii. Inclusive Economic Growth
- iv. Internationalisation

How we will deliver these Objectives

Deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:

We will develop Implementation Plans for each of the four Programme Areas in the Regional Economic Strategy. In response, the Council's Economic Development Service is being restructured to reflect the anticipated increase in demand of the Council as the city's local economic development agency for the City, and in particular prioritise:

- Support to Opportunity North East, a private sector-led Economic Leadership Board and new regional economic coordination group in support of the Regional Economic Strategy and City Region Deal.
- Support implementation of the Aberdeen City Centre Masterplan.
- Delivery of the AECC Project and other major infrastructure projects and maximising the economic impact of these in the City (e.g. the Council's Strategic Infrastructure Plan, Aberdeen Harbour Expansion, City Region Deal).
- Increase investor support, through direct investment (company); institutional (capital); inward investment prospectus.
- Through our Employability and Skills Unit, support the implementation of the regional skills strategy, "Developing the Young Workforce" and narrow the gap between communities living in income deprived areas and the City averages.
- Undertake, with partners, a Tourism Review for the city.
- Implement and deliver benefits from our Aberdeen / Japan Strategy.

4.2.6 SMARTER MOBILITY - Transport and ICT

We need to promote sustainable transport links to and from the City. We need to maximise digital connectivity for the benefit of all people and the development of business in the City.

Objectives

- We will ensure that 97% of city households and 100% of businesses will have access to superfast broadband by 2020
- We will increase the share of journeys by walking, cycling and public transport by 10% by 2020 (baseline 33%)

Strategies which support the Objectives

- Digital Strategy and Digital Place Strategy
- Local Transport Strategy

How we will deliver these Objectives

Deliverables to achieve further progress in this area are shown below, with further activity reflected in Directorate and Service Plans:

- Delivery of major transportation infrastructure projects, including:-
 - Aberdeen Western Peripheral Route
 - South College Street
 - 3rd Don Crossing
 - Access from the South
 - Berryden Corridor
 - Cross City Transport Connections
 - Dyce Drive Link Road / A96 Park & Choose
 - Harbour Development
 - Hydrogen Energy Storage
- Ensure that the Council and the place of Aberdeen have world class internet and mobile connectivity which will support citizens across their lives as they learn, work and enjoy their free time.
- Upgrade Council network to fibre in the next two years.

- Upgrade Council buildings to one gigabit from the existing programme that provides for between 20 to 200mb. This upgrade would provide a city wide core network from which the private sector would invest a further £30m to provide one gigabit internet speeds to homes and businesses.
- Introduce free wireless to the city centre at no cost to the Council. Wider free wireless could be delivered to other areas through Accelerate Aberdeen funding as well as explore City Region Deal funding options.

4.3 Working in Partnership

4.3.1 Community Planning Aberdeen

Community Planning Aberdeen is the City's community planning partnership, through which Aberdeen City Council, its statutory Community Planning Partners, and representatives from communities, the voluntary sector, businesses and higher and further education work together to tackle local issues which need all of us to work together.

Each of Scotland's Community Planning Partnerships set out their priorities in a Single Outcome Agreement – which is an agreement between all of the partners and The Scottish Government. Aberdeen City's Single Outcome Agreement is under review and will be updated during 2016/17. This Council's Strategic Business Plan will respond to any changes within the Single Outcome Agreement when these are known.

4.3.2 Aberdeen City Health and Social Care Partnership Position

Introduction

Aberdeen City Council and its partners NHS Grampian have made significant progress in implementing health and social care integration for the city, as required under recently implemented legislation.

The Public Bodies (Joint Working) (Scotland) Act, which came into effect on 1 April 2014, is the legislative framework which requires local authorities and health boards to work together and integrate certain adult health and social care services.

A shadow Integrated Joint Board (IJB) has been in place in the city since January 2015 and has overseen the implementation programme to ensure all requirements for formal integration and delegation of services are in place by the prescribed date of 1 April 2016.

The IJB will become responsible for the planning and delivery of those integrated services on 31 March 2016.

The IJB Chief Officer is accountable to the IJB for the effective delivery of our integrated services, in line with the nine national health and wellbeing outcomes, and to the partner organisations (ACC and NHS Grampian).

Our Caring Partnership

- We recognise the value of developing effective and sustainable models of care that focus on health and wellbeing and maximise the assets of both individuals and communities.
- We want to move away from models that focus on identifying problems which require professional interventions to resolve them and which do not
- A strong aspiration of the partnership is for a personalised approach to be evident in all our activities and for the individuals and their carers to truly believe that they have choice and control, as far as is reasonably practicable, over the care and treatment that is offered to them.
- Our approach means services are tailored to the individual's needs rather than 'one size fits all'. It also encompasses the provision of improved information and advice, investment in preventative services to reduce or delay people's need for care and the promotion of resilience and interdependence among individuals and communities.
- With improved choice and control comes responsibility and we accept that more work is needed to inform and support many people about the appropriate use of certain services, for example GP surgeries and A&E, and what other alternatives may be more suitable for them given their circumstances.
- We want to promote health and wellbeing and strengthen early intervention and prevention. We also want to make sure that people have access to the right treatment, care and support services when they need them, in ways which are effective, personalised and empowering.
- In the coming years, health and social care budgets will probably reduce in real terms while the demand for services will increase. To help people remain independent at home we need to look at how we manage our resources to deliver the best value for all people and their carers.
- Each IJB must begin to plan operationally at a locality, or community-focused, level and must identify at least 2 localities in its area – in Aberdeen we have identified, consulted and agreed on 4 locality areas.

Business Planning Processes

The Council is represented on the Board of the IJB by elected members, but the IJB has oversight and accountability of its business planning processes, including the development of a Strategic Plan, performance management arrangements and public performance reporting. The IJB Strategic Plan was consulted upon over the course of October and November 2015 and a final draft is being prepared which will take account of consultation responses. It is a requirement of the legislation that locality plans and a workforce plan are developed which align to the Strategic Plan. The IJBs Strategic Plan will be submitted to the Council for information. As part of the Council's ongoing reviews of both governance and performance management frameworks, consideration will be given to any reporting required as a result of these new integrated arrangements.

4.3.3 ALEO's (Arm's Length External organisations)

The Council has established a number of Arm's Length External Organisations (ALEOs) to provide services on its behalf. In establishing ALEOs, the focus remains to support, in the most effective way, the delivery of the policy priorities set out in "Aberdeen; the Smarter City" whether that is increasing sport and leisure (Smarter Living) or increasing visitor and tourist attractions (Smarter Economy).

The principal ALEOs - which the Council categorises as tier 1 - are Aberdeen Exhibition and Conference Centre, Sport Aberdeen, Bon Accord Care/Bon Accord Support Services and Aberdeen Sports Village (established jointly with the University of Aberdeen). Smaller ALEOs are identified as tier 2, and these categorisations are reviewed as the amount of funding provided by the Council changes. While the ALEO takes on responsibility for service delivery, the Council remains responsible for ensuring that the ALEO uses the public funds the Council provides to the ALEO properly and can demonstrate best value. In other words, the Council remains accountable for the funds used to deliver public services, regardless of the means by which the service is delivered. In each case, the ALEO has entered into a Service Level Agreement with the Council to deliver services and

To monitor these ALEOs, and further to a recommendation in Audit Scotland's July 2015 Best Value report, the Council has established a governance hub which receives assurance from ALEOs on the strength (both effectiveness and adequacy) of their systems of risk management (governance) and on their operational performance, which is dependent on strong and effective governance arrangements. This in turn provides an assurance to members of the Audit, Risk and Scrutiny Committee as well as to members of the relevant service committee where operational performance is being considered by the hub. The hub remit is:-

"To receive, through an agreed data set, a high level statement of assurance from ALEOs on the effectiveness of their systems of governance and operational performance, with a view to ensuring that the outcomes of that organisation are being met, and the risks to that organisation and to the Council, mitigated and managed. A detailed minute will be produced and submitted to the Audit, Risk and Scrutiny Committee with separate minutes being submitted to each relevant service committee".

The hub comprises senior managers from the areas including finance, legal services, governance, risk management, human resources, procurement and health and safety with senior service specific representatives attending for each ALEO as appropriate. For the first year, the hub met twice each year but during 16/17 this frequency is being increased to quarterly.

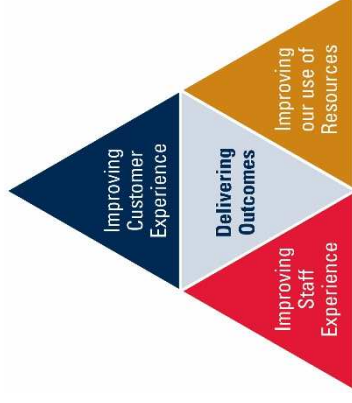
5.0 SHAPING ABERDEEN CITY COUNCIL

By responding to Audit Scotland's 2015 'Audit of Best Value and Community Planning', this refreshed Strategic Business Plan reaffirms the Council's vision as expressed through "Aberdeen: the Smarter City", and brings it up to date by incorporating new and emerging priorities. Through this vision and our agreed objectives, the purpose of the Council is clear. The organisation must be fit for purpose in terms of being able to deliver the vision.

Shaping Aberdeen is the organisational plan ensuring the Council has all the components of a fit for purpose organisation. This includes an enabling culture, appropriate governance and structures, staff with the right capacity and capability, modern and effective systems and processes.

5.1 How we Behave as an Organisation - Our Organisational Culture

Our culture is about how we behave in pursuit of our purpose. It's about our attitudes, values, beliefs and behaviours. The culture triangle (below) shows focus on customer and staff supported by good use of resources – known as the triple aim. At all times we need to ensure that these 3 aims are in balance:



Customer experience – we want every experience to be right 100% of the time; we want clear and consistent customer standards; we need to recruit for customer service skills; we need the internal and external customer experience to be equally good with a good customer service training programme to support this; we need to be anticipating customer needs not just reacting to them – the path of a citizen from birth to death is relatively easy to predict so we need to be more proactive in dealing with this with systems which allow for information flow and connectivity.

Staff experience – we need a culture which is based on strong Leadership, Engaging Managers, Employee Voice and Integrity with a focus on capability, capacity and wellbeing; we're looking to engage staff in how we do our business from induction onwards; we want a more engaged workforce; staff need greater involvement in budgeting, innovation and corporate social responsibility projects; staff need to be freed up from admin tasks to carry out the specialisms and professions they're being paid for – this needs to be addressed through the digital strategy; it's about having a genuine commitment to staff balanced with the need to for staff to take responsibility for finding things out and for asking – based on adult to adult relationships.

Use of resources – we need to view resource in its totality – not just as money; we need a one team mentality and a collaborative approach; a single budget mentality with a focus on outcomes; we need future focused business plans with financial stewardship underpinning all while at the same time looking at ways to grow our business; all of us need to feel ownership for the business and for making prudent use of resources

In addition there are 3 comprehensive programmes of work sitting behind each element of this triangle.

Improving Customer Experience

Why do we need to improve Customer Experience?

Over the past five years the ways in which customers interact with organisations have changed almost beyond recognition. Aberdeen City Council must transform if we are to thrive in this rapidly changing customer landscape and effectively manage customer expectations. We need to reorganise ourselves so that we provide the customer with a seamless experience whether accessing services online from a laptop or mobile device, by telephone or face-to-face. Digitally empowered customers have reset the bar on acceptable customer experience. For the council to prosper in this new customer world we have to adopt a mind-set where we are all responsible for contributing to an excellent customer experience, every day. We need to adopt leadership capabilities that empower an integrated approach to customer engagement. In simple terms the ability to deliver our vision depends on the extent to which 'customer-centricity' is embedded within every single person in our organisation. Every interaction, every day has the potential to make a difference.

Where are we trying to get to?

Our aim is to enrich the lives and experiences of our customers, building to a level of excellence and personalisation where the customer is at the centre of everything we do. We will transform the way in which our customers access services and transform the services themselves

as we continuously review and improve what we do. We will listen to our customers' views and are committed to delivering a great experience while still unlocking significant operational improvements across the organisation's customer contact operations to contribute towards the £50m funding gap.

How will we get there?

Our Customer Experience programme sets out our plans for delivering services to our customers. A comprehensive improvement plan has been designed which is centred on 4 key themes:

1. Customer Service Framework

- *Customer Service Charter and Standards*: setting out principles and standards which will be embedded across the organisation. Developing a customer charter with clearly defined and measurable customer service standards.
- *Customer Service Training*: all employees will be provided with training to support them in consistently demonstrating core behaviours.
- *Customer Service Recruitment Framework*: embedding customer service requirements in our recruitment process.
- *Multi-skilled Customer Service*: adopting a holistic personalised approach to better serve each customer's individual needs.

2. Improving Quality and Access to Services

- *City Centre Service Provision*: reestablish a vision for our Customer Service Centre, and corporate receptions, to improve the customer experience. Review opening hours, accessibility, signage, health and safety and customer flow.
- *Community Based Service Provision*: establishing a vision for community based service provision, reviewing and redesign processes for services provided in the community, ensuring consistency of approach across the different sites.
- *Telephony Service Provision*: reviewing and improving service delivery at our Customer Contact Centre by changing the way we work, updating and streamlining processes, improving the use of resources and integrating services. We will implement a customer focused numbering strategy and rationalise our contact numbers for customers.

3. Customer Engagement

- *Whole System Feedback Approach*: adopting a whole system approach to customer feedback and pro-actively use customer data to inform service design and anticipate customer needs.
- *Customer Service Metrics*: identifying key customer service performance metrics to be measured across the whole council. We will make effective use of tools and systems to establish baselines, benchmark and analyse performance to inform service improvements.
- *Customer Insight*: achieving a single customer view through which we will be able to understand customer history, needs, risk, and behaviours, using this to forecast service demands and to inform service priorities and design.
- *Customer Involvement and Co-Design*: engaging customers in the redesign of our services to ensure their needs are met.

4. Digital Delivery

- *Customer Relationship Management System*: implementation of a replacement Customer Relationship Management system to support customer service delivery and single view of the customer.
- *Single View of the Customer*: creation of an aggregated, consistent and holistic representation of customer data to better target and personalise future customer interactions.
- *System Integration*: integrate systems to make it easier to service customers, help customers to serve themselves and identify customer needs.
- *Personalisation*: introduction of the My Account system so that customers can use a single authenticated portal to access all council services using online self-service.

Improving Staff Experience

Why do we need to improve staff experience?

The ultimate success of an organisation, and in the case of Aberdeen City council, the success of this Strategic Business Plan, depends on staff. It is staff who will deliver it; staff whose behaviours, relationships and ways of doing things form the culture of the organisation. The culture needs to be aligned with our vision and the ways we will do business in the future. This positive culture depends on staff who are engaged, understand our vision and direction, share our values and ambitions and have the drive and desire to play their part; and on managers who take a lead role in this and understand how to engage and empower their teams.

At the same time our recruitment pool is increasingly comprised of a generation whose expectations of work and of their degree of involvement in decision-making is changing and who, despite the recent downturn in the oil and gas sector, still have more employment options than most other Scottish cities. If we are to attract and retain the best people this will be influenced by their perception of whether we are able to provide them with a worthwhile experience.

Where are we trying to get to?

Our aim is to create a positive culture which is both customer and staff centred and which is based on open dialogue and adult to adult relationships; a culture where our workforce is actively engaged and where there is a clear focus on the capability, capacity and well-being of staff; where staff are informed, consulted, involved in decision-making, have opportunities to engage and have their contribution recognised and appreciated; where there is a relentless focus on our vision and a genuine acceptance of the organisation's behaviours at all levels.

We aim to be seen as an employer of choice in the area attracting, recruiting and retaining staff whose values are aligned to the organisation's behaviours, who share the council's vision and goals and who have the drive and ambition to make a difference.

How will we get there?

1. Leadership

- *Shaping Aberdeen engagement:* a programme to ensure the council's purpose, ways we do business and required culture are widely understood and shared across the organisation.
- *Accountability for culture:* will embed culture as a key management responsibility, ensuring it is regularly reviewed and discussed; and including responsibility for improving customer and staff experience and use of resources as part of managers' performance review and development.
- *Development to improve strategic capability:* the appointment of a specialist provider to work closely with organisational leaders to further develop strategic capability in our senior management team.
- *Raising visibility of senior management:* raise the visibility of our senior managers through a range of actions including the Heads Up! Campaign.

2. Engaging managers

- *Development to support engaging managers:* develop an empowering and engaging management style at all levels in order to support a culture of high performance, improvement and innovation and to recognise the need to unleash the potential for transformation in the workforce.
- *Development to support an empowered and engaged workforce:* support employees to develop the skills and confidence to participate in a bottom up approach where there is true and equal employee voice.
- *Development to support performance and improvement:* help develop skills in improvement and performance planning for managers at all levels.
- *Further embedding Performance Review & Development PR&D:* increase the effectiveness of this process and to further streamline the reporting and business intelligence received through YourHR.
- *Promoting Well-being:* continue to support and extend the range of initiatives to support employee well-being including health checks, alternative therapies, mindfulness and resilience training in order to promote wellbeing and assist in reducing days lost to sickness.
- *Measuring engagement:* introduce mandatory 360 appraisal for all managers as part of their annual PR&D and with quarterly pulse checks to check the temperature and levels of engagement across the organisation.

3. Voice (of employees)

- *Support for innovation:* ensuring a range of mechanisms are in place for staff to feed in their ideas and suggestions as well as developing a means to gather feedback from staff as customers. We will provide a range of tools to promote and encourage innovative thinking such as toolkits, pitstops and the Inspire programme for middle managers.
- *Talent bank:* develop a talent bank which will allow staff to identify the personal and professional skills they have which they would be willing to share with others; the bank will also provide Services with access to key skills to progress specific projects.
- *Improving the effectiveness of communication:* revamp the council web pages to provide greater clarity around who does what and to ensure that the golden thread through vision, purpose and priorities is much clearer and more accessible to managers and staff.
- *Social activities and corporate social responsibility:* continue to promote activities which encourage team spirit and sharing.

4. Integrity

- *Review of recruitment:* review recruitment practices to ensure that the image we are presenting of ourselves as an employer is in line with the culture we are seeking to achieve, to ensure that potential applicants are aware of the need to demonstrate how they meet the behaviours and that recruiters are aware of how to recruit for cultural fit as well as technical skills; we will also develop practices to support young people into employment and to encourage 'grow your own' practices to fill internal vacancies'.
- *Review of our induction:* review our induction practices to include on-boarding in order to make best use of the time between an applicant being appointed and them taking up post.
- *Developing our future leaders:* continue to develop the Aspire programme in order to identify future leaders who share our values and aspirations and who demonstrate the qualities we seek.
- *Fit for purpose policies and procedures:* promote involvement across the council in the development and review of policies and procedures which affect them.

Improving our use of Resources

Why do we need to improve use of resources?

With challenging budgets for the public sector, we need to achieve more with fewer resources and focus on delivering outcomes not just outputs. Despite budget constraints councils are still expected to meet the growing needs of their residents and their communities. Through modernising and innovating the council can make best use of the resources available and make a real difference to the lives of customers and communities.

Where are we trying to get to?

Our aim is to create a strong culture which consistently focuses on positive outcomes for our customers, both now and in the future. Our culture will promote working together with our colleagues, our partners and service users, to bring a joined up approach to local services that deliver more for less, including cross public, private and voluntary sector working. We will demonstrate sound governance whilst becoming increasingly innovative and imaginative, including through attracting funding and resources from different source to the benefit of the City.

How will we get there?

Improving our Use of Resources programme has 7 themes, each with a stewardship stage and a transformation stage. The “Stewardship” stage looks to embed, strengthen and build on current plans and arrangements. The “Transformation” stage is about significant organisational and cultural changes. This reflects a real step change in the way individuals approach the use of resources.

1. Owning our business

Stewardship

- *Accountable for financial regulations and procedures:* Promoting the importance of financial regulations for all staff and ensuring procedures to support these are fully comprehensive.
- *Fraud prevention:* All staff engaged with fraud prevention policy and practices.
- *Accurate recording and sound audit controls:* A focus on full and accurate recording of transactions to comply with best practice.
- *Finance Framework and Finance Academy – corporate financial skills:* Strengthening corporate financial skills at all levels for all staff.
- *Meet our statutory targets:* Ensure the organisation complies financially and meets the requirements of our funding bodies.

Transformation

- *Staff as shareholders:* Using good practice to introduce innovative ways of encouraging staff to embrace business ownership.
- *Social change is our responsibility:* Introduce opportunities and an ethos of social responsibility in our business.
- *My Business Ability programme:* All staff to be responsible for their own business learning progression.
- *It's everyone's responsibility – mind the gap:* See the council's resources as if it was your own and go above and beyond responsibility to proactively seek gaps and work together to streamline business management across the organisation.
- *Making a difference – your ideas matter:* A structured programme to collate ideas around use of resources.

2. Running our business

Stewardship

- *Costing, financial management and forecasts:* Continuous improvement in our core financial processes.
- *Business cases, option appraisal and capital planning:* Improving the consistency and quality of our evidence for forward planning.
- *Assets, procurement, IT and workforce planning:* Implementing improvements based on existing plans, for example asset planning, contract management, enterprise architecture and succession planning.
- *Project and performance management, policy development:* Implementing improvements based on existing plans and embedding these throughout the organisation.
- *Integrated use of technology and applications:* Integrating the way our computer applications work together and sharing knowledge.

Transformation

- *One integrated efficient business:* Building on improvement plans to develop an end to end approach to business processes.
- *Lessons learned in practice:* Pro-actively focus on lessons learned from business as usual and improvement planning.
- *Right first time and value for money reviews:* Fundamental business reviews based on need.
- *Business acumen task force:* Developing a cross organisational task force to improve business management in targeted services; strengthening the links between professional specialisms such as HR, Finance, Legal and project management.

- *Business management excellence and professionalism*: A cross cutting focus on improving business management excellence taking best practice from all professional specialisms.

3. Making good business decisions

Stewardship

- *Staff, customer and resources reflected*: Ensure all aspects of Shaping Aberdeen are reflected in council decision making.
- *All relevant evidence reflected in committee decisions*: Ensure a thoroughly consistent approach to ensuring all evidence is reviewed and financial, legal, HR, equalities and environmental implications are considered.
- *Effective challenge and consistent approach across the council*: Increase the council's capability to give and receive challenge.
- *Effective use of business intelligence and data*: Use of business intelligence tools to provide more tailored and holistic information.
- *Clarify decision making roles and responsibilities*: Ensure the roles of individuals and decision making bodies are clear.

Transformation

- *One decision making*: A fundamental review of the approach to integrated decision making.
- *Outcome budgeting*: Implementation of an outcomes approach to budgeting building on best practice and linked to service planning and customer and performance information.
- *Cultural change around decision making*: Explore links between corporate culture and decision making practices.
- *Innovation and risk in practice*: Explore a long term approach to strategic innovation and risk management.
- *Data to evidence – the journey*: Strengthen capability and links between performance information, evidence and decision making.

4. Connecting our business

Stewardship

- *Use the council structure to improve use of resources*: Pro-actively focus on using structure to strengthen use of resources ensuring new staff in the structure understand their roles.
- *Improve connectivity in budget holder meetings*: Improve consistency, widening the focus to the bigger picture and cross resources.
- *Increase connectivity to professional bodies and partners*: Build on existing links to increase our access to professional good practice.

- *Increase events and communication around use of resources:* Build on the interconnectedness to improve business management.
- *Make more links between staff roles and services:* Including links between Business Partners of different specialisms.

Transformation

- *Networking – all methods and all levels:* Investigate the future of networking – face to face and using technology.
- *Global best practice:* Look at professional good practice across the globe and link this to other measures such as the Innovation Hub.
- *Public service ethos:* Share public service knowledge across NE Scotland and beyond.
- *Everyone connected:* How can we widen networking around business to include all staff?
- *Cross resources, cross services programme:* Identify cross cutting projects that bring the different specialisms together, develop a database of projects across all services requiring business skills linked to the Talent Bank.

5. Future of our business

Stewardship

- *Strengthen long term financial planning:* Build on existing long term financial plan through additional scenarios and wider cost drivers.
- *Ensure pensions and revenues and benefits are future proof:* Respond to external and internal factors impacting these.
- *Respond to organisational and legislative change:* Matching need to resources and staff capability.
- *Wider engagement with budget and 5 year plan:* Strengthen engagement and involvement in the 5 year budget process.
- *Ensure effective use of reserves and sustainability:* Monitor use of corporate reserves, earmarked reserves and the risk fund.

Transformation

- *Horizon scanning is for all of us:* If we had our own business, we would make this our responsibility. Make sure all voices are heard.
- *Cohesive vision and strategy:* A fully integrated vision, strategic plan and individual strategies with a golden thread approach linked to the long term financial plan.
- *Future Technology:* Embrace future technology as a city and as a council.
- *Future focus behaviour:* Strengthen the application of our Performance Review & Development future focus behaviour.
- *Sustainability:* Ensure the organisation focusses sufficiently on environmental sustainability of its plans and policies.

6. Growing our business

Stewardship

- *Review fees and charges:* A consistent approach to pricing policy and co-ordinated review of legality, price elasticity, benchmarking.
- *Benchmark more effectively:* Closer links to national benchmarking organisations and improved analysis of findings.
- *Maximise the benefits of being part of the Scottish Local Government Partnership:* Lobby for the council and city's interests.
- *Strengthen customer service around use of resources:* Improve our customer service to support income recovery, supplier management and our reputation.
- *Maximise our use of technology and processes:* Maximise potential to grow our business through effective technology and processes.

Transformation

- *Securing innovative sources of finance:* Seek out wider opportunities to bring wealth and investment to the city.
- *Generating income:* Review our service delivery models and opportunities to generate income through business expansion.
- *Positive attitude:* Engender a positive attitude to our business vision for the future that is optimistic and forward thinking.
- *Know our markets:* Undertake market analysis to have an improved understanding of our business potential.
- *Destination Aberdeen:* Improve our potential to grow our business through the promotion of the wider city experience.

7. Our business into the community

Stewardship

- *Following the public pound:* Implement fully revised procedures for Following the Public Pound that ensures proper stewardship.
- *Maximise the benefits of Arms-Length External Organisations (ALEOS):* Use the ALEO hub to build strong relationships.
- *Build on links with partners:* Build on wider partner links across the city such as through Integrated Health and Social Care.
- *Maximise the benefit of new capital investment:* Ensure the effective management of the capital programme to deliver asset and infrastructure improvements for the community.

- *Recognise and build on existing community links:* Build on initiatives such as participatory budgeting, the Community Planning Partnership and the new Communities team to improve use of resources.

Transformation

- *Regeneration through use of resources:* Use resources to regenerate our city in a targeted way – for example our estate management, procurement spend and workforce management.
- *Community empowerment and democracy:* Increase engagement of the community with our decision making processes.
- *Outcomes for the community and pride in our city:* Achieve community outcomes through our use of resources.
- *Community spirit:* Recognise that resources may not be effectively used without community spirit. Invest in projects to support this.
- *Building our community culture:* Explore the culture of our community and extend the practice of our positive examples of corporate behaviour and values to partners and across the city to improve our delivery and success.

5.2 How We Do Business

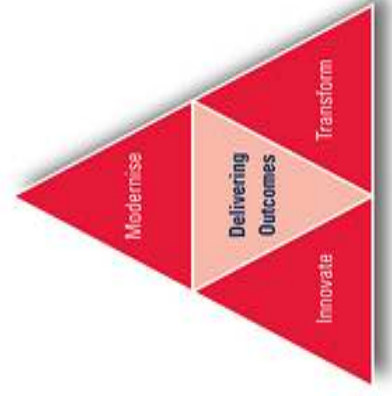
With challenging budgets for the public sector, much more emphasis is being placed on achieving more with fewer resources and with delivering outcomes not just outputs. Despite budget constraints councils are still expected to meet the growing needs of their residents and their communities. This stream of work will show how, even within this reduced financial envelope, the council can, through **innovation**, **transform** how it does business, making a real difference to the lives of citizens by **modernising** services.

Section 4. of this Plan (“*Aberdeen City Council’s Priorities for 2016/17*”), shows the council’s vision and our commitment to positive outcomes for the people of Aberdeen, through improved services and significant investment in infrastructure. This section focuses on how the organisation manages its key resources, or “How we do Business” to allow those outcomes to be realised.

Programmes are in place, and work is already underway, to Modernise our Business in the following areas:

- financial management;
- workforce management;
- procurement;
- asset management; and
- use of ICT and digital technology.

We will continuously apply three principles which, together, show “How we do Business”. These are represented in the triangle below.



- Financial Management:* Against a backdrop of ongoing financial pressures, the council has performed well financially, achieving a balanced budget with no further new savings for the last three years. However, the 2016/17 financial year promises to be challenging, with a number of cost pressures and new obligations. The Council will agree, and monitor and implement, significant savings for 2016/17. Whilst details of the financial settlements beyond 2016/17 are not known, it is clear that these will result in further cash reductions. In response, a key task during 2016/17 will be the development of a new Medium Term Financial Plan which takes account of the uncertainties which currently exist and focuses on transformational change, capital investment, procurement, asset planning and demographic changes. During 2016/17 we will continue to modernise our financial management through innovative approaches, including improved scenario planning and modelling, as well as developing an outcome based approach to budgeting, focusing on early intervention and prevention.
- Workforce Management:* The challenges facing the organisation in the medium to long term will require an unprecedented level of transformational change and, fundamentally, this will be delivered by people. The cultural aspects for our workforce are explained in section 5.1 above, but we also need to ensure that the Council has the organisational capability and capacity to deliver this Strategic Plan. This means that planning our future workforce must be an integral part of our strategic planning process. We have taken positive steps to modernise employee engagement and wellbeing, as well as leadership / management development and talent management, including our Inspire and Aspire programmes. However, we must continue to take a more innovative approach to tackle the challenges and opportunities which may enable or constrain our future workforce. We are increasing the focus on business critical and potentially hard to fill posts (e.g. Craft Workers, Environmental Health Officers, Planners, Teachers and Solicitors) including succession planning and reviewing our Relocation Scheme to provide a 'gold standard' for hard to fill posts. We are taking action to address the ageing nature of our workforce and increase the numbers of young people employed – whether permanently or temporarily as part of a placement; internship; or our Aberdeen Guarantees pledge. Innovation will be encouraged, for example, establishing a panel of representatives from our apprentice, trainee and intern workforce along with Aberdeen College/University students, to give feedback on how well we are catering for the aspirations of our existing and potential young employees. Each Directorate has a workforce plan aligning workforce requirements to the Strategic Business Plan, to their own service business plans and to the delivery of the service improvements included in those plans.
- Procurement:* Our ability to deliver our vision is also supported through a modern approach to procurement. The Commercial & Procurement Team have been driving a transformation programme called PACE (Procurement – Achieving Commercial Excellence) during 2015. The aims of the programme have been to embed systems, processes and creative thinking that enhance the commercial competence within the Council. Focus is also on developing and stimulating the Councils' supply chain; locally, nationally and the voluntary

sector giving excellent goods and services to the Council, but also providing community benefit to the city, directly contributing to our “Aberdeen: the Smarter City” objectives. Early engagement with the pertinent market places drives innovation to continually improve the outcomes from our contracts which our Services are heavily dependent on. Our contracts will look to incorporate community benefit clauses as the norm with the capture of the social value being reported. Modern and innovative contract management methodology will be deployed in the measuring and performance monitoring of all strategic and business critical agreements and partnerships.

- **Asset Management:** Strategic Asset Management creates the framework around which the council manages its resources including Property, Open Space, Infrastructure, Housing, Fleet and ICT. Significant challenges including the local development plan delivery, financial pressures, changes in climate and legislative changes make the effective management of these assets essential. Through the further embedding of comprehensive asset management governance and the development of asset management plans for each asset group, our assets will contribute positively to delivering outcomes to our customers and a positive environment for our staff. As part of this we will continue to work with our partners to encourage joint working, sharing of assets and shared strategies. Assets will be reviewed on an ongoing basis to ensure they continue to support our objectives both now and in the future. As part of our modernising approach, the Smarter Working programme has achieved significant efficiencies in the office portfolio. It has transformed how staff work and created opportunities for alternative service delivery. A further phase of Smarter Working will be rolled out allowing further efficiencies and opportunities to transform services.
- **ICT and Digital Technology:** Delivering our vision for the place and people of Aberdeen relies on innovating and modernising our approach to the use of ICT and digital technology. We are developing a digital strategy for the Council that will deliver world class connectivity, data integration, digital services, innovation and a cloud based infrastructure. We must ensure that our services have good connectivity, that information is joined up and that services can be delivered remotely. The council's ICT strategies also recognise the need to address digital inclusion, data sharing and opening up access to public sector data. In addition this will enable the Council to take advantage of new technology for service improvement. Technological change is moving at an unprecedented rate and it is critical that services are underpinned by effective and reliable systems and with the skills and capabilities to use technology effectively.

Across each of these areas, we will continue to **modernise** the ways in which we deliver our services, embracing new technology and changing our processes to improve our service quality and operational efficiency. Where necessary we will modernise services to ensure that they exploit new opportunities around processes, people or systems. A key component of this will be to introduce an improvement methodology across the Council. Central to this will be the ability to take evidenced based decisions, use recognised techniques, challenge current thinking and exploit technology wherever possible. In doing so we will set out a programme of service reviews across the Council.

We will continue to become more **innovative**, seeking better and new ways to serve our customers, both external and internal. A programme of continuous improvement through doing things better, and a more transformational approach looking at doing better things will demand different thinking and learning from best practice elsewhere. We will create an innovation framework which will encourage innovation at all levels of the organisation. The framework will work towards the goal that innovation is everyone's responsibility, and will empower all staff to get involved. For example there is an Innovation Network which is open to all staff which tackles problems, this network will use innovative ways of tackling problems allowing staff to experience using these techniques and learn how to use these in their day job. An online idea platform 'ideas hub' which allows staff to put forward their ideas, which others can rate, subscribe or comment on. The platform is based around the organisation's goals around customer experience, staff experience or making best use of our resources. An innovation toolkit which aims to embed creative methods and techniques across the council will also be developed.

Putting these new ideas into practice is effectively how we will continue to **transform** the organisation, which will demand courage in decision making, diligence in our assessment and management of risk, and a focus upon rigorous implementation of our plans. We will transform certain services where there are opportunities for new ways to deliver. A significant part of this will be developing a demand management strategy to ensure that we are delivering the right services in right the right way. In supplying this we will look at all options including partnership, shared services or using best practice from the market. We will adopt a common approach to transformation and ensure that initiatives are set up so that that they cross cut services wherever possible.

Putting these new ideas into practice is effectively how we will continue to transform the organisation, which will demand courage in decision making, diligence in our assessment and management of risk, and a focus upon rigorous implementation of our plans.

7. Good Governance, Risk & Performance Management

Like all organisations, our ability to deliver our objectives is supported by effective arrangements for good governance and the management of risk. These functions work together to ensure an informed and consistent approach to how processes and structures are designed.

7.1 Good Governance

Governance is about our organisational frameworks, responsibilities, systems, processes, culture and values. Good governance happens when these things come together to make us an effective organisation. Good governance is also about ensuring what we do is done in a timely, inclusive, honest and accountable manner.

Our Local Code of Governance is part of the framework we have in Aberdeen City Council to support good governance. It sets out the governance principles that we are committed to and what we have in place to ensure those principles are adhered to.

Principles of Good Governance

Our Code adopts seven principles of good governance from the CIPFA/SOLACE guidance - good governance in local government. These core principles guide our internal frameworks for governance and form the basis of how we undertake our annual governance review. They set out what we will do and how we will work to ensure good governance.

Core principles - We will

- 1 Focus on the purpose of the authority and on outcomes for the community, creating and implementing a vision for the local area
- 2 Ensure members and officers work together to achieve a common purpose with clearly defined functions and roles
- 3 Promote values for the authority and demonstrate values of good governance through upholding high standards of conduct and behaviour
- 4 Take informed and transparent decisions which are subject to effective scrutiny and manage our risks
- 5 Develop the capacity and capability of members and officers to be effective

6 Engage with local people and other stakeholders to ensure robust accountability

7 Proper accountability for Arm's length/parented bodies

Governance Review

Our Local Code of Corporate Governance also determines how we review our governance arrangements. The CIPFA / SOLACE framework has previously underpinned the Council's annual governance statements and the development of an annual work plan, however, in 2016/17 we are conducting a much more comprehensive review given the very significant issues identified in our PESTLE analysis (see section 3 above), including the integration of Health and Social Care Services; the national review of the governance of Police and Fire; provisions of the Community Empowerment Act.

A Governance Project Team has been set up to review and update our governance framework, including our system of risk management, specifically to ensure that this supports the achievement of our strategic objectives, and reflects CIPFA/SOLACE guidance and the revised principles. The Team will oversee a work plan with timetabled actions to review and improve the governance of Aberdeen City Council, making sure that our governance arrangements are fully informed by an understanding of risk and lead to more streamlined, informed and transparent decision making.

7.2 Risk Management

Risk Management is about identifying and responding to risks with the potential to impact on our ability to achieve our objectives.

We continually review and improve our system of risk management and our Risk Management Strategy sets out our approach to risk, how much we are prepared to tolerate and the circumstances in which we may take calculated opportunity risks in pursuit of our transformation and innovation agendas and the delivery of improved outcomes for our communities. The priorities and objectives documented in the Strategic Business Plan have shaped the risks in our Strategic Risk Register and by monitoring the completion of the Business plan actions, we will ensure those risks are properly managed

7.3 Performance Management

Measuring how successful we are at delivering the Business Plan priorities and achieving improved outcomes for our communities, requires a strong performance management framework.

As set out above, the refresh of this Strategic Plan is a response to Audit Scotland's findings in their 2015 "Audit of Best Value and Community Planning" which highlighted that the Council should, more clearly, show how its vision was translated into objectives and targets, linked to service plans. Audit Scotland also stated that the Council should implement plans to refocus performance measurement on outcomes; ensure elected members are receiving consistent information on service performance; and ensure clear links between the performance information submitted to members for scrutiny and the Council's strategic plans.

During 2016/17 we will complete a fundamental review of our performance management framework. We will review the measures we have in place and identify new ones which will serve to directly support our revised priorities and evidence those outcomes.

Our review will focus very strongly on creating a framework which supports improvement across the breadth of our activities. Performance is continually reviewed and monitored by managers and where issues of under-performance emerge, resources and timely remedial action can be targeted effectively.

The Shaping Aberdeen culture change programme offers an approach to evidence based policy and service delivery and is the organisational plan to enable delivery of our ambitious agenda. It is performance and outcomes focused and places the customer at the centre of everything we do as a council.

As well as reviewing our performance measures we will also review our approach to Public Performance Reporting so that our performance is more accessible and transparent. This will help address the recommendations identified by the Accounts Commissions in their annual report published in July 2015.

The information we publish must allow the public to hold the council to account and to have the information required to participate in decisions about service redesign. This will require a comprehensive and integrated approach to the data and the information we hold. Combined with a new approach to information management and a digital strategy a report will be produced for the Audit and Risk Committee to address the above issues.

8. Next steps

8.1 Management of Change

This Strategic Plan represents a significant programme of change which will transform the way in which services are designed and accessed by our customers. This change is driven by our approach to modernising and innovating the way we do business, to improve our customers' experience whilst budgets and resources become increasingly tight.

In order to ensure we have the necessary organisational capacity and capability to deliver this change we have introduced a co-ordinated programme approach to consolidate and manage all change activity. This has created a single governance model which ensures a consistent approach to strategic decision making; resource allocation and, increasingly, programme and project management. Transparent reporting to elected members and senior management is improving scrutiny, challenge and support of change activity. And by identifying all project resource needs we are able to make best use of existing skills and knowledge, as well as, bringing in additional capacity when it is needed.

8.2 Area, Directorate, Service and Personal Plans

As is outlined throughout the Plan, its delivery will be underpinned by embedding our policy priorities and objectives at all levels of organisational planning. Next steps are, therefore:-

- i. Completion and alignment of Directorate and Service plans and submitting these to Committees;
- ii. Aligning personal objectives for staff around the vision and the cultural aims;
- iii. Working with partners to refresh the City's Single Outcome Agreement and revising this Plan as necessary;
- iv. Reflecting the Integrated Health & Social Care Strategic Plan within the Council's Plans;
- v. Reviewing and implementing new frameworks for Governance; Performance Management; and Change.

ABERDEEN CITY COUNCIL

COMMITTEE	COUNCIL
DATE	25 February 2016
INTERIM DIRECTOR	Richard Ellis
TITLE OF REPORT	General Fund Revenue Budget 2016/17 and Non-Housing Capital Programme 2016/17 to 2020/21
REPORT NUMBER	CG/16/018
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Council with details of the 2016/17 General Fund Revenue budget and the Non-Housing Capital Programme 2016/17 to 2020/21.
- 1.2 This budget is based on the current settlement information from the Scottish Government (Finance Circular 7/2015 version 4) and is therefore subject to change should an updated settlement position be announced.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Council:
 - a) Sets a revenue budget for 2016/17;
 - b) Notes the net movement between Appendix 1 and Appendix 2 of this report of £3.39 million;
 - c) Approves the Non-Housing Capital programme as attached at Appendix 6;
 - d) Agrees to the conditions of the Local Government Finance Settlement for 2016/17 in so far as it is within its legal powers to do so (further details are given from paragraph 5.5 of this report);
 - e) Approves the recommended use of reserves which specifically includes a Risk Fund and non-earmarked reserves;
 - f) Approves the Prudential Indicators as attached at Appendix 8 to this report;
 - g) Approves the transfer payment to Visit Aberdeenshire, being the new organisation replacing Visit Aberdeen;
 - h) Instructs the Chief Executive to prepare a report to Finance, Policy & Resources Committee on the City Region Deal outlining the financial implications for projects agreed under the Heads of Terms agreed with the United Kingdom and Scottish Parliaments; and
 - i) Approves the level of funding for 2016/17 in relation to the Integration Joint Board (IJB).

3. FINANCIAL IMPLICATIONS

- 3.1 The current financial year 2015/16 is the fifth year of the five year budget considered by the Council when it set its 2011/12 budget in February 2011. Over the intervening five years the number of people employed by the Council has reduced significantly (almost 400 full time equivalent posts) and a considerable level of cost reductions (in excess of £65 million) achieved.
- 3.2 The Scottish Government's Local Government Finance Settlement (Circular 7/2015 version 4) provides Local Authorities with details of their revenue and capital funding for 2016/17 only. Previous settlement details have included indicative figures for future years, but this information is unlikely to be available until the Comprehensive Spending Review is provided, probably in Autumn 2016. This report therefore contains a revenue budget for 2016/17 only. Once the indicative figures for future years become available, work will begin on producing an update on the Council's 5 year financial position.
- 3.3 The settlement details for the Council show a reduction in General Revenue Grant of £8.7 million from the 2015/16 figure. The value of the Non Domestic Rates (NDR) received from the Scottish Government is also reduced by £1.6 million bringing the total reduction in funding from the Scottish Government to just over £10.3 million. An increase in council tax income of £2.4 million, due to additional properties coming on to the charge, has been allowed for, bringing the net reduction in funding to £7.9 million.
- 3.4 In preparing an initial draft budget position for 2016/17, the Council's Corporate Management Team (CMT) began with an analysis of the 2015/16 budgetary position. This review analysed and remodelled the cost pressures which had already been identified for 2016/17, such as contractual obligations and staffing costs. The process also identified new growth which would be required during 2016/17, such as changes to National Insurance contracting out arrangements. The results of this in-depth review are shown in Appendix 1.
- 3.5 The next step was to review the pattern of spend that the Council had been incurring within the 2015/16 financial year and the two years prior to that. This highlighted budgets which could be vired and efficiencies which could be made, and is shown in Appendix 2.
- 3.6 The net movement (i.e. Appendix 1 and 2 of this report) that was identified between financial years resulted in a reduced required level of spend of £3.39 million. This was comprised of cost or contractual uplifts of £16.825 million against vired or reduced spend levels of £20.215 million. The net movement is therefore shown in the table below.

- 3.7 Combining this net movement with the reduction in funding mentioned above in paragraph 3.3, it can be seen that the identified position for 2016/17 is a shortfall, or deficit, in the budget of £2.403 million.

**General Fund Revenue Budget 2016/17
Position**

	2016/17 £'000
Net Cost of Service 2015/16	457,431
Funding	<u>(457,431)</u>
	<u>0</u>
Total Net Movement by Service 2016/17 (Note 1)	(3,390)
Total Net movement in Funding 2016/17 (Note 2)	<u>7,893</u>
Projected Deficit	4,503
Less: Revised IJB Contribution (Note 3)	(2,100)
FINAL DEFICIT 2016/17	<u><u>2,403</u></u>

Note 1 – This is the predicted movement in service expenditure between 15/16 and 16/17 following the budget review referred to in paragraph 3.4 above. It represents the sum of the total of Appendix 1 (review of cost pressures - £16.8 million) and Appendix 2 (Items not requiring committee approval - £20.2 million).

Note 2 – This is the total funding notified to the Council per the current Finance Circulars available based on Non Domestic Rates (NDR) and General Revenue Grant (GRG). A review of Council Tax has also been undertaken and it is estimated that an increase in the number of Band D equivalent properties for 2016/17 can be anticipated.

Note 3 – This is the current estimated contribution of the Council to the IJB as reflected in Appendix 9.

- 3.8 During the budget process estimations were made in November 2015 to identify the potential funding gap that the Council may have to meet. At this time the total level of funding and final cost pressures could only be estimated. As part of this process £5.9 million of possible savings were identified based on the position at that time (as per Appendix 3) and these items are for consideration for elected members to meet the £2.4 million deficit in the table above.

- 3.9 Also as part of the budget setting process, the sums to be transferred to the Integration Joint Board (IJB) of Adult Health & Social Care, and the Council's Arm's Length External Organisations, have been identified. The value of the net budget to be transferred to the IJB is approximately £87 million, and the value of the transfers to ALEOs is approximately £34 million, per the table in paragraph 5.40.
- 3.10 Finance Circular 7/2015 version 4 also allocates the Council's Capital Grant Funding for 2016/17. The total level of capital grant funding for 2016/17 is £23.209 million. However, £4.725 million of this is deferred for release within the settlement period 2017/20. This means that the Council will receive a capital grant of £18.484 million in 2016/17. This will have a small impact on the cash flow of the capital programme but no material impact on the 2016/17 revenue budget.
- 3.11 Given that Council has not received any indication on the likely level of funding beyond 2016/17 the Non-Housing Capital Programme has been held within the limits set out in 2015/16 for future years until such time as further information is available and it is felt prudent to examine the affordability of any longer term capital planning.
- 3.12 In setting the General Fund budget it is assumed that a gross funding envelope of approximately £516 million will be provided for capital investment over the life of the 5 Year Business Plan. The Council has a process for identifying and ranking projects, or bids, and the outcome of this is the production of the 5 year Non-Housing Capital Programme as shown in Appendices 5 and 6 of this report.
- 3.13 As reported and agreed at Finance, Policy & Resources Committee on 4 October 2012 the Council has continued to set aside £11.3 million as non-earmarked General Fund reserves, with the express intention of ensuring that it can deal with unexpected and unplanned expenditure should the need arise.
- 3.14 In line with this approved strategy officers continue to monitor and examine the opportunities and need for increasing the level of working balances.
- 3.15 Appendix 4 shows a table of earmarked reserves which have been reviewed as part of the budget process with several areas now highlighted as having potential for removal.
- 3.16 A number of elected member motions have been referred to the budget process. These are shown in Appendix 7 attached.

4. OTHER IMPLICATIONS

4.1 The Council is required to set its council tax levels before the 11 March in the financial year preceding that for which it is set as governed by the Local Government Finance Act 1992.

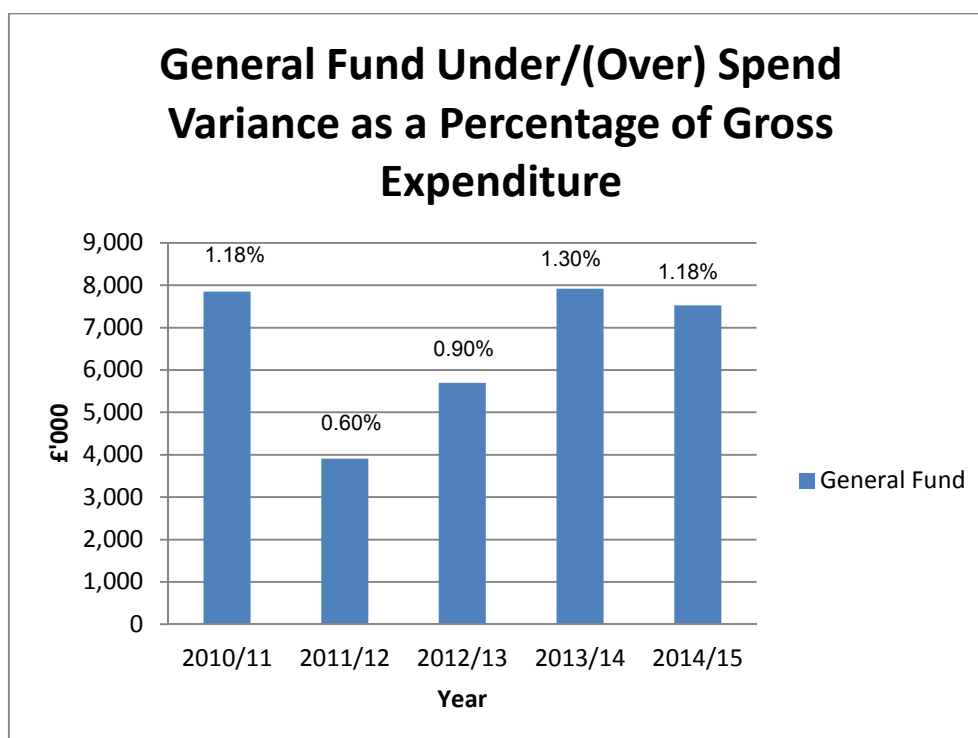
4.2 This means that projected expenditure needs to be matched by income. In the absence of a balanced budget the legislation requires that council tax will make up the difference. It would not be lawful for the Council to pass a motion that prevented, delayed or frustrated compliance with these obligations.

5. BACKGROUND/MAIN ISSUES

2015/16 Out-Turn Position

5.1 In looking at the position for the next financial year it is useful to put into context the financial estimates for the current financial year. More detail can be found in the report which was presented to the Finance, Policy and Resources (FP&R) Committee on 16 February 2015.

5.2 This report outlines that the Council continues to operate with a small underspend for the year, currently estimated to be around £3.2 million, which represents approximately 0.4% of the gross budget for the year. This is considerably lower than previous years but is in line with expectations as services have been absorbing cost pressures within existing budgets over recent years. The graph below shows the position for recent years.



FUNDING

Financial Settlement Position

- 5.3 The Council has received the Finance Circular for 2016/17 (Local Government Finance Circular no. 7/2015 version 4). The figures within this report reflect the funding position per this issued circular.
- 5.4 The circular provides details only for 2016/17, for both Revenue and Capital. There is no indication of any funding position for future years.
- 5.5 The Circular imposes the following conditions on Councils:
- £250 million will be transferred from the Health Budget to integration authorities in 2016/17, whereby £125 million is to support additional spend on expanding social care to support the objectives of integration; and £125 million is provided to help meet a range of existing costs faced by local authorities in the delivery of effective and high quality health and social care services. This includes a requirement that all social care workers including those in the independent and third sectors are paid the Living Wage.
 - The maintenance of a pupil teacher ratio nationally at a rate of 13.7, and of probationer teacher commitments; and
 - Delivery of a council tax freeze for a ninth consecutive year.
- 5.6 Regarding the money for the Integration Joint Board, further details will be sought, particularly around the commitment for the third sector to pay the Living Wage.
- 5.7 The pupil teacher ratio in Aberdeen in 2015 was 13.6 and this is therefore the target to be achieved in 2016.
- 5.8 The detail regarding penalties indicates that as long as councils meet the national target for pupil teacher ratio, no penalties would be applied to any council. However, if the national target is not met, then penalties would be clawed back from authorities who had not met their individual target (i.e. ratio rises). There is a slight mitigation on this statement that any such penalty would be 'proportionate' and apply only to the relevant area where the target was missed, i.e. education budget/penalty.
- 5.9 In general the change from an individual Local Authority target to a combined national one could help Aberdeen, however if other Local Authorities decide to abandon an attempt to keep their teacher number ratio, then there could be an impact for Aberdeen with continuing recruitment issues. The move to a pupil: teacher ratio does help Aberdeen however, as this was the element we met this year and it was the overarching head count which created the penalty.

- 5.10 The financial implications of not maintaining these commitments are: £2.834 million for teacher pupil ratio; £3.287 million for the council tax freeze; and up to £9.5 million for the IJB conditions.

Council Tax Assumptions

- 5.11 The current level of council tax band D equivalent is £1,230.39 per annum. This assumes:
- Council tax non-collection rates are maintained at 2015/16 levels; and
 - The number of Band D equivalent properties has been increasing in recent years and is reflected in the increase in projected income of £2.4 million. Therefore, the budgeted income for 2016/17 has been aligned to reflect projected actuals for 2015/16, and an additional 1,155 Band D equivalent properties, in line with the local development plan.

Non Domestic Rates

- 5.12 The distributable amount of Non Domestic Rates from the Scottish Government has reduced nationally by £20 million. The reduction in Aberdeen's share is £1.651 million.
- 5.13 The 2016/17 Non Domestic Rate poundage is provisionally set at 48.4p. The large business supplement is provisionally set at 2.6p which is an increase of 100%. Both of these rates are still to be confirmed.
- 5.14 The Scottish Government plans to reform levels of empty property relief from 1 April 2016. For empty industrial property, 100% relief is proposed for the first three months, after which this will fall to 10%. For empty commercial property, 50% relief is proposed for the first three months, after which this will fall to 10%.
- 5.15 The Community Empowerment Act introduced in July 2015 provides for a new power for councils to create and fund their own localised business rates relief schemes, in addition to existing national rates relief, to better reflect local needs and support communities.

Business Rates Incentivisation Scheme

- 5.16 In 2012/13 the Scottish Government introduced a Business Rates Incentivisation Scheme (BRIS). The aim of the scheme is twofold: to incentivise councils to maximise their existing business rate income; and to grow their tax base, allowing them to retain a proportion of business rates income over and above the target level of what they would otherwise be expected to raise.
- 5.17 Details of the BRIS outcome for 2014/15, revised targets for 2015/16 and provisional targets for 2016/17 are due to be confirmed shortly.

Charging Details

- 5.18 In reviewing the detail of the 2016/17 budget proposals, officers have identified a number of areas of the Council's fees and charges policies that require to be updated and approved. These are included in Appendix 3. This will ensure that the Council acts in advance of the start of the financial year and will enable planning activity to be undertaken before changes to the charging regimes are implemented.
- 5.19 Approval is required to ensure that the Council's fees and charges are updated to reflect actual cost of service delivery, where appropriate. Appendix 3 identifies some options which involve a change to the current level of fees and charges. The Information Bulletin presented with this report provides details of current and proposed charges if these options are accepted.

Budget Assumptions

- 5.20 A number of assumptions have been made when projecting likely spend for 2016/17. These are detailed in Appendix 1. Some of the major points are as follows:

2016/17 Pay Award – A nationally agreed pay award has been settled at a 1% increase and this has been allowed for in the 2016/17 budget (held corporately).

National Insurance Contracted Out Rate – the current system for National Insurance is that employers and employees pay a reduced rate where employees are paying into an approved pension scheme. This will be abolished in April 2016 and the employer's rate increases from 10.4% to 13.8%.

Teacher's Pension Costs – Due to the introduction of the new career average revalued earnings scheme for teachers, the employer rate has been increased from 14.9% to 17.2%, as advised by the Scottish Public Pensions Agency.

Waste – The Council's waste contract variation with SITA was signed on 19 November 2015 and commits the Council to its Zero Waste Strategy. Budgets to support the new contractual arrangements for recycling and refuse derived fuel have been included.

Utilities – Assuming no increase in price due to current price of oil. Reductions in consumption have been tabled as service options.

Council Tax Income – It has been assumed that an additional 1,255 additional houses, per the Housing Land Audit (at band C), will come onto the charge. Band C is used as the current average banding for houses.

Education Demographics (based on September 2015 census) – An extra 12 teachers in Primary Schools has been assumed based on the forecast pupil roll for 2016/17.

Integration Joint Board (IJB) – A more detailed analysis on the IJB is covered later in this report. This provides clarification on the announcement by the Scottish Government of an additional £250 million in relation to Health and Social Care.

Children's Services Demographics and Demand – There has been a small increase in the budget factored in to reflect an increase in demand for Children's Services, such as fostering. There is also an increase in investment for Reclaiming Social Work as previously agreed in the 2015/16 budget process.

Reserves & Risk

- 5.21 It is vital in setting its budget that the Council has a clear reserves policy. Over the current life of the medium term financial plan this strategy was to de-risk the Council through the balance sheet and provide cash backed earmarked reserves for any known potential future liabilities.
- 5.22 Reserves can effectively be broken down into 4 categories and these are listed below:
1. Unusable reserves – These are reserves that effectively are not “real” reserves in the sense that they can be utilised by the Council. Such reserves are accounting adjustments to reflect statutory provisions to avoid costs being charged to the Council in meeting the reporting requirements as defined within International Financial reporting standards;
 2. Non-earmarked reserves – This sum is just over £11 million and is to be utilised in the event of major unforeseen incidents or emergencies. It would be the advice of the Head of Finance that this sum should not be used and should continue to remain to ensure that the Council has a prudent financial position for 2016/17;
 3. Statutory Reserves – These are reserves that the Council is allowed to hold for specific purposes. The two main funds are the Capital Fund (which can be used for repayment of principal and capital expenditure) and an Insurance Fund (which is used to mitigate the risks of insurance related payments which may arise from claims). Currently the Capital Fund is fully earmarked to finance the capital programme over the next 5 years. Any use of this fund would require additional revenue savings to be found or existing projects to be removed from the programme.

4. Earmarked Reserves – These are funds that are set aside at the end of the financial year as the Council has identified that it has ongoing financial commitments between financial years, a known liability has been entered into and will require to be settled in a future financial year or a sum has been set aside to de-risk the future financial exposure of the Council without having to make in-year savings to meet the liability.
- 5.23 In essence it can be seen, should the Council accept the professional advice above, that items 1, 2 and 3 above cannot be utilised.
- 5.24 In relation to item 4 above this can be broken down into 3 categories. Appendix 4 of this report shows a review of the reserves that has been undertaken by the Corporate Management Team. It indicates that approximately £2.8 million can be released and that this should be added into the risk fund, which is discussed below.
- 5.25 Secondly, the remainder of reserves that are held within services will continue to be held and reviewed as part of the year end process. Any release of them prior to the year-end could result in the 2015/16 final out-turn position being lower than currently reported.
- 5.26 There are, however a few exceptions. Namely the following earmarked reserves should be noted:
 1. Energy Efficiency Fund – this is a reserve that provides loans and the repayment of these loans allows the fund to be a “rolling” fund. That is, it is self-sustaining.
 2. Bus Lane Enforcement – These funds can only be used to meet projects or works as laid out in the Local Transport Strategy.
 3. Second/Long Term Empty Homes – This fund can only be used for affordable housing.
 4. DEM Balances – These funds are ring fenced in so far as they are part of the Council’s DEM scheme. To utilise these would require the Council to amend the DEM scheme and these carry forwards will generally be used for the purposes of longer term projects that schools wish to inwardly invest in.

5. Financial Risk Fund – this fund is to allow the Council to meet any unforeseen costs that may occur in-year. This fund gains in significance for 2016/17 because the Council will have to deliver a range of savings. If, for any reason, a saving cannot be achieved and subsequently absorbed within the overall General Fund budget this fund would be released to meet this. Any reduction in this fund would result in the risk profile of the 2016/17 budget being increased and therefore extreme caution should be exercised in reducing the balance of this fund. Indeed, the Corporate Management Team recommends increasing this fund for 2016/17 given the increasing financial pressure the Council is experiencing. This fund would also allow any in-year cost of emergencies (such as the recent flooding experienced within the City) to be released to meet these costs. In determining the level of cost pressure that is built into the 2016/17 budget officers will have accepted a level of risk based on the knowledge that this fund could be accessed for such pressures if required.
 6. Investment Strategy – This fund is set aside for the purposes of meeting the capital programme in future years. Therefore any reduction in this fund would require revenue savings to be found (to afford increased borrowing costs) or projects to be removed from the existing proposed programme.
- 5.27 Overall, the Council during the current life of the Medium Term Financial Plan has strengthened the position of the Balance Sheet to ensure that there is medium term financial stability within the Council.
- 5.28 The risk fund of £5.5 million which was created in 2013/14 will continue, such that in being prudent, identified cost pressures could be set against the risk fund which Services will work on mitigating against in-year. Key risk areas include fleet, waste, Out of Authority Placements and income streams.
- 5.29 The Council's General Fund Monitoring Report, as presented to Finance, Policy & Resources on 16th February 2016, reflects that £13.3m of earmarked reserves will be used in the current financial year. As part of the budget process, a review of earmarked reserves has been undertaken, and £2.8 million is highlighted as having potential for removal. This sum will be added to the risk fund £5.5 million above to create a new fund of £8.3 million.
- 5.30 The Scottish Government's Flood Risk Strategy imposes on local authorities the requirement for a minimum of 0.2% of reserves to be retained for flood prevention.

BUDGET TRANSFERS

Adult Health and Social Care Integration

- 5.31 The legislation that underpins Adult Health and Social Care Integration; The Public Bodies (Joint Working) (Scotland) Act, came into force in April 2014. Aberdeen City Council and its partner NHS Grampian formed a Transitional Leadership Group (TLG) in early 2014 to oversee a programme toward formal integration and work is ongoing in support of full integration of delegated services. During 2015/16 the TLG developed into a shadow IJB and must be formally constituted as a legal entity by April 2016, at which time services, functions and budget will be formally devolved. The Aberdeen City IJB was legally established on 6 February 2016.
- 5.32 The legislation sets out those services from both a Local Authority and NHS Board that **must** be delegated and those services that **may** be delegated. The scope of Aberdeen City Council Adult Social Care Services and budget that are proposed to be delegated are:
- Social work services for adults and older people including commissioning budgets that fund both Bon Accord Care and external third and Independent sector provision;
 - Criminal Justice Services will remain under the line management of the Head of Joint Operations and within the remit of the IJB, but with a “ring-fenced” budget; and
 - Housing Aids and Adaptations.
- 5.33 The principal ambitions of Health and Social Care Integration are to:
- Support the improvement of the quality and consistency of services for patients, carers, service-users and their families;
 - Provide seamless, joined-up quality health and social care services in order to care for people in their homes or a homely setting where it is safe to do so; and
 - Ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.
- 5.34 The gross budget for the services to be delivered to the IJB is £105 million. This includes £18 million of services provided with funding via the current NHS Grampian Resource Transfer arrangements, giving a net contribution from the City Council of approximately £87 million.

- 5.35 The Local Government Finance Circular No. 7/2015 version 4 also announced an additional £250 million transfer from the NHS to Health and Social Care partnerships for the purposes of ensuring improved outcomes in social care. Whilst this is included within our settlement letter the funding has been provided to NHS Grampian and the Scottish Government have now indicated that this funding will be £9.5 million (split £4.75 million for additional spend and £4.75 million for the Integration Fund Contribution).
- 5.36 Appendix 9 shows the potential contribution from Aberdeen City Council to the IJB for the 16/17 budget in more detail. This appendix reflects the “spirit” of the settlement letter. It starts by illustrating the 2015/16 budget and tracks the cost pressures the IJB are forecast to have for 2016/17. It also captures the additional estimated cost of the implementation of the Living Wage which is to be met from the Integration Fund Contribution. Finally it is adjusted to reflect cashable, or realisable, savings and the £4.75 million, described as the Integration Fund Contribution in Appendix 9.
- 5.37 A risk to the Council is that from 2017/18 onwards it would be liable to share any overspend on the overall IJB budget, rather than only the element directly managed by the Council. However, it is a clear expectancy of the Integration Scheme that the Chief Officer of the IJB will deliver the agreed outcomes within the total resources delegated to the IJB, and the scheme also contains provisions for recovery plans to be agreed and for dealing with any residual overspend.
- 5.38 An internal audit report on integration referred to the requirement to identify the due diligence process on the budgets which are to be delegated by the Council and NHS Grampian. This will be presented as a separate report to Audit & Risk Committee in due course.

Arm’s Length External Organisations (ALEOs)

- 5.39 The Council has established a number of Arm’s Length External Organisations (ALEOs) to provide services on its behalf. The principal ALEOs - which the Council categorises as tier 1 - are Aberdeen Exhibition and Conference Centre, Sport Aberdeen, Bon Accord Care and Aberdeen Sports Village (established jointly with the University of Aberdeen). Smaller ALEOs are identified as tier 2, and these categorisations are reviewed as the amount of funding provided by the Council changes. Whilst the ALEO takes on responsibility for service delivery, the Council remains responsible for ensuring that the ALEO uses the public funds the Council provides to the ALEO properly and can demonstrate best value. In other words, the Council remains accountable for the funds used to deliver public services, regardless of the means by which the service is delivered. In each case, the ALEO has entered into a Service Level Agreement with the Council to deliver services.

- 5.40 To monitor these ALEOs, the Council has established a governance hub which receives assurance from ALEOs on the strength (both effectiveness and adequacy) of their systems of risk management (governance) and on their operational performance, which is dependent on strong and effective governance arrangements. This in turn provides an assurance to members of the Audit, Risk and Scrutiny Committee as well as to members of the relevant service committee.

The table below represents the initial funding levels for the tier 1 ALEOs, prior to any amendments elected members may wish to make:

ALEO	Level of Funding 2015/16	Initial Funding 2016/17	Length in Operation	Pay Award Given?
AECC	£1.17m	£0.97m	30 years	No
Aberdeen Sports Village	£1.14m	£1.14m	6 ½ years	No
Bon Accord Care	£25.9m	£26.4m	2 ½ years	Yes
Sport Aberdeen	£5.25m	£5.25m	5½ years	No

Visit Aberdeenshire

- 5.41 Visit Aberdeen is a tier 2 ALEO which receives funding from the Council. It was established in 2012 as a Destination Marketing Organisation (DMO) for Aberdeen. Total funding is £520,000 per annum. 2016/17 is year 4 of a 5 year agreement. The organisation has now been rebranded as Visit Aberdeenshire and as such the Council is required to confirm the continued transfer of resource to Visit Aberdeenshire.

NON-HOUSING CAPITAL PROGRAMME

- 5.42 As indicated earlier in the report, in setting the General Fund budget resources have been allocated to fund a Non-Housing Capital Programme amounting to a gross budget of just over £0.5 billion as detailed in Appendix 6. It should be noted that this 5 year programme demonstrates the indicative pattern of spend over the period 2016/17 to 2020/21, and will vary as projects progress. Officers continue to monitor and track projects with regular dashboard reporting prepared for senior officers and elected members.
- 5.43 New projects which have been introduced to the Non-Housing Capital Plan during this budget cycle include financial profiling for the £81.58 million City Council funded elements of the new AECC. This is in support of the overall project, which is budgeted at £330 million.
- 5.44 The updated Non-Housing Capital Programme also includes financial profiling for the Council's share of the joint project with Aberdeenshire Council and The Moray Council to construct a new Energy from Waste (EfW) facility serving all three Councils. This project is a key enabler to supporting the Zero Waste strategy for the councils, and offers the future opportunity to alleviate fuel poverty within areas of Aberdeen.
- 5.45 As with the EfW project, the Procurement Achieving Commercial Excellence (PACE) programme has also generated the Street Lighting LED Lanterns project. This £7.5 million capital project will make use of the new technology available to improve the quality of street lighting across Aberdeen and also generate significant energy savings for the Council. These savings are reflected in the service option tabled by the Communities Housing & Infrastructure service in this budget cycle.
- 5.46 £5 million has been included within the Non-Housing Capital Programme to allow four new Flood Prevention schemes to progress within the city. Officers will continue to liaise with the Scottish Government to identify funding solutions for future flood prevention schemes. Any additional capital projects which come forward with full funding solutions will be reported to the Finance, Policy and Resources Committee in due course.

5.47 A significant number of projects within the Non-Housing Capital Programme are now in their construction phases, and some will enter full operational use within the next financial year. These include:

- The Museum Collection Centre, providing new display and storage areas for the Council's art collections;
- The 3rd Don Crossing, connecting Bridge of Don and Tillydrone, and creating a key piece of city transport infrastructure in support of the Aberdeen Western Peripheral Route;
- The extension and refurbishment of Greenbrae Primary for the creation of additional nursery and primary school places within the city;
- Completion of the new Rosehill House, creating a one-stop learning disability facility, and bringing together Council and health staff in support of the integrated social care agenda.

5.48 Projects which are expected to make significant progress in construction over the next financial year include:

- The Aberdeen Western Peripheral Route, and the Council's contribution towards advance works required in preparation for the new road, which is scheduled to open in winter of 2017;
- The A96 Park & Choose facility and Dyce Drive link road, in support of the new transport network created by the AWPR;
- The new Altens East waste complex and depot, in support of the Council's Zero Waste Strategy, in preparation for the ban on sending waste to landfill in 2021;
- The redevelopment of the Art Gallery, creating additional gallery space to enhance the cultural heart of Aberdeen
- The new Centre of Excellence for provision of a single integrated "all through" school for children with severe and additional support needs.

5.49 As discussed in the report to Council of 5 February 2015 an allowance for inflation for existing projects has been included within the capital programme. The construction market in the Aberdeen area remains buoyant, with a number of active large scale developments. This high level of activity is being reflected in the tender prices being received by the Council for new contracts, and officers continue to review these trends.

5.50 A review of the cost profile for delivering the Berryden corridor has indicated that this will now be in the region of £20.175 million. The profile for the Strategic Land Acquisition budget has also been updated to reflect new information that has become available regarding the probable property and land acquisitions now required to progress the Berryden Corridor. The property market in Aberdeen has been impacted by the downturn in oil and gas, increasing demand for smaller properties. This change in demand is expected to impact on the price to be paid to acquire the necessary properties along the line of the scheme.

- 5.51 When planning the new Academy to replace Kincorth and Torry Academies, the initial spend was estimated at £32 million, using the space and cost metrics developed by the Scottish Futures Trust (SFT). In addition to this, inflationary support would be provided by SFT as their cost metric was based on Quarter 2 2011 construction indices.
- 5.52 As the project developed through the New Project Request Stage, it was agreed by Council as part of the budget process in February 2015 to allocate additional funding to the school to deal with the known ground conditions and construction inflation. At this stage the total project capital cost was estimated to be £37.828 million. During the summer of 2015 and following further ground investigations, Hub North presented the Stage 1 report which identified that costs had increased to £42.3 million. This increase represented the identification of further ground conditions which require to be remedied. The Stage 1 costs are based on a design to RIBA stage C and benchmarked prices for similar projects. At this stage there was no allowance for off-site Planning conditions as Committee had not yet determined the application.
- 5.53 The Council expects to have the Stage 2 price submitted by 29 February 2016. Verbal updates from Hub North Scotland colleagues have intimated that the costs of the school construction have increased to approximately £46.5 million, following the tendering of various work packages by Balfour Beatty (Hub North's appointed contractor). Hub North have also indicate that a provision of £3 million should be held for off-site works to address the Planning conditions which were listed in the approval for the new school. This off-site work will be excluded from the school contract and will be dealt with internally by officers.
- 5.54 It should be noted that the final cost of the project can only be confirmed when the Stage 2 report has been received from the Board of Hub North Scotland Ltd, currently forecast to take place around the end of February or early March 2016. An update on the £23.828 million funding currently modelled as to be supplied from the Scottish Futures Trust (SFT) in support of the project would also be confirmed at that point.

Flood Prevention

- 5.55 As part of the Flood Risk Management Plan, the Council is required to consider how it addresses various flooding issues across the city. It will work with SEPA to determine how Flood Prevention schemes can be accelerated within the existing 2016 - 2021 programme.
- 5.56 The projects for the protection of Millside and the Paddock were already within reserve programmes of works. Due to the problems encountered in January 2016 it is proposed to accelerate these projects for delivery, and they have been included in the Non-Housing Capital Programme.

- 5.57 Inchgarth Road requires protection from the Dee in periods of high level flooding, which will require the construction of a flood retaining wall along with the management of the Cults Burn. This tends to flow onto Inchgarth Road when it cannot discharge directly into the Dee.
- 5.58 The height of the Dee along Riverside Drive has allowed the water to enter the Bridge of Dee Court sheltered housing complex, and it is proposed to construct a flood retaining structure within the low point to ensure that this does not happen again.
- 5.59 In order to support those in known flooding areas it is proposed to assist toward self-help by the allocation of a grant for the provision of flood guards which will alleviate future water ingress.

City Centre Masterplan

- 5.60 The City Centre Masterplan was approved by the Council in June 2015. It provides an overall framework for the transformation of the city over the next 20 years. It focuses on the development of projects in seven intervention areas: Denburn Valley, Heart of the City, Queen's Square, Union Street West, Station Gateway, Castlegate/ Castlehill and North Dee/ Torry Waterfront. The new City Centre Director will be asked to look at the profiling of the £20 million allocated for this project, in conjunction with the development of an operational delivery plan.

City Region Deal

- 5.61 A key element to deliver the Council's economic strategy is the City Region Deal. Aberdeen City Council, in partnership with Aberdeenshire Council, has been developing proposals, in conjunction with the private sector and other public sector agencies, to negotiate investment by the UK and Scottish Governments in Transport and Digital Connectivity, Innovation and Housing infrastructure.
- 5.62 A 'heads of terms' agreement has recently been signed by Aberdeen City Council, Aberdeenshire Council, the UK and Scottish Governments and Opportunity North East (ONE) for a City Region Deal. Under this, an amount of £250 million, split between the two governments, was allocated towards the overall support of projects under innovation, transport, Aberdeen Harbour Expansion and digital connectivity. At the same time, the Scottish Government announced a separate 'deal' and allocated an amount of £254 million to support additional development in transport, digital and housing.

- 5.63 The next stage is for officers to meet with the civil servants from both governments to confirm both elements of the 'deal', agree a programme of works, and from that the best resource to manage and deliver that programme. Following this it will be possible to indicate the level of commitment by the two local authorities in the respective capital plans, and it is anticipated that the £504 million committed by the two governments will need to lever in a contribution by the Councils. As soon as this is estimated, a separate report will be provided to the Council's Finance, Policy & Resources Committee.

Aberdeen Exhibition and Conference Centre (AECC)

- 5.64 The development of a new exhibition and conference centre is an integral part of an ambitious programme of investment being planned for the city through the Aberdeen City Region Deal, the Council's City Centre Masterplan and its Strategic Infrastructure Plan. These investments are critical to delivering the city's economic objectives, and building Aberdeen's global reputation, as Europe's oil & gas capital. As well as the delivery of the new exhibition infrastructure itself, this £330 million project will provide a four-fold increase to the existing available exhibition space and double the seated entertainment arena to 10,000. In turn this will secure an additional 31,000 business tourists to the North East of Scotland and result in £63 million net additional Gross Value Added (GVA) and over 350 full-time equivalent (fte) jobs by year 10 of operation.
- 5.65 The capital cost to Aberdeen City Council of this project is £81 million, as shown in Appendix 6.

The Prudential Code

- 5.66 With effect from 1 April 2004, Councils are required by regulation to have regard to the Prudential Code (the Code) when carrying out their duties under part 7 of the Local Government in Scotland Act 2003.
- 5.67 The Code requires the setting of a number of indicators, known as the Prudential Indicators, "for the forthcoming and following years before the beginning of the forthcoming year. They may be revised at any time and must be reviewed for the current year when they are set for the following year". In practice this means that the 2015/16 indicators must be reviewed and revised as necessary when the Prudential Indicators for 2016/17 and beyond are being set.

- 5.68 In setting or revising the prudential indicators, the Council is required to have regard to the following matters:
- Service objectives, e.g. strategic planning for the authority;
 - Stewardship of assets, e.g. asset management planning;
 - Value for money, e.g. option appraisal;
 - Prudence and sustainability, e.g. implications for external debt and whole life costing;
 - Affordability, e.g. implications for council tax; and
 - Practicality, e.g. achievability of the forward plan.
- 5.69 The focus of the Code is on:
- Affordability, e.g. implications for council tax and council housing rents; and
 - Prudence and sustainability, e.g. implications for external borrowing.
- 5.70 The Code requires integrated revenue and capital financial planning such that when considering the affordability of its capital plans, the Council should consider all of the resources currently available to it now and estimated for the future, together with the totality of its capital plans, revenue income and revenue expenditure forecasts for the forthcoming year and the following two years.
- 5.71 The three-year planning horizon referred to above is the minimum required by the Code. However, the Code and the recent Audit Scotland report on “Borrowing and Treasury Management in Councils” suggest that a longer planning horizon may be appropriate. With this in mind, the Prudential Indicators have been extended to a five-year planning horizon.
- 5.72 As the current financial settlement provides details for 2016/17 only, it has been necessary to make the following assumptions around future revenue and capital funding when calculating the Prudential Indicators:-
- Net Revenue Stream i.e. funding – the assumption has been made that grant reductions will be in line with the Scottish Government Departmental Expenditure Limits (DEL) 2016/17 to 2019/20 in real terms, with the reduction to 2020/21 at the same level as that for 2019/20.
 - Capital Grant – the assumption is that for 2017/18 to 2020/21 this will remain at the 2016/17 level prior to the deferred element, with the deferred element from 2016/17 being added equally to each of the following four years.
- 5.73 The Prudential Indicators are calculated using the five year Housing Revenue and Capital budgets as approved by Council on 16 December 2015, the five year Non-Housing Capital Programme as included in this report, the 2016/17 General Fund Revenue budget as included in the report and the assumptions stated at paragraph 5.72 above, and are shown in Appendix 8.

6. IMPACT

In developing the options brought forward here the CMT has borne in mind wherever possible that a balance must be struck between the impact each proposal has on customer experience and staff experience as well as on the Council's use of resources. As a result, options presented in the Appendices attempt to show the impact across the three dimensions.

For all options outlined, we have completed an Equality and Human Rights Impact Assessment Form. The potential impact of any of the options on the groups with protected characteristics has been taken into account in developing the budget proposals.

7. MANAGEMENT OF RISK

7.1 Every organisation has to manage the risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by elected members. This report is part of that framework.

7.2 Risk is also being managed through the increase in the risk fund balances as detailed in 5.28 above.

8. BACKGROUND PAPERS

Scottish Government Finance Circulars
Scotland's Spending Plans and Draft Budget 2016/17
Audit Scotland 'An Overview of Local Government in Scotland 2015'
Audit Scotland 'Major capital investment in councils'.
CIPFA 'The Prudential Code for Capital Finance in Local Authorities'

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Appendix 1

Cost Pressures Identified and Reviewed for 2016/17 Budget Process

		Pressure Originally Identified for 16/17	Amendment or addition to pressure	Revised Figure Now Included in 16/17 Budget
Ref No.	Corporate Governance	£'000	£'000	£'000
1	ICT Contract Reviews	144	0	144
	TOTAL CORPORATE GOVERNANCE	144	0	144
	Integrated Joint Board			
2	Honour National Care Home Rate agreement	950	0	950
3	Fund 1% inflationary increase in commissioned services	628	0	628
4	Fund Bon Accord Care pay awards/increments	450	0	450
	TOTAL INTEGRATED JOINT BOARD	2,028	0	2,028
	Education & Children's Services			
5	Additional cost of staffing due to roll related changes	1,200	(983)	217
6	Unitary Charge	250	(200)	50
7	Centre of Excellence - this facility is now not due to open until 2017.	660	(660)	0
8	New Head Teacher - (South of the City Academy). The new school will not now open until 2018 so this cost can be deferred.	80	(80)	0
9	Incentivisation payments for new teachers. This cost can be absorbed within existing budgets.	10	(10)	0
10	Children's Services Demographic Pressure - 2% on existing services	166	0	166
11	Fund 1% inflationary increase in commissioned services	120	0	120
12	Additional net costs of implementing Reclaiming Social Work	130	0	130
13	Additional budget was provided to allow for debt costs associated with the school estate which will not be required for 2016/17.	3,102	(3,102)	0
14	Teachers Pension Rates. The Scottish Government have set a higher contribution rate due to the introduction of the new career average revalued earnings scheme.	0	1,084	1,084
	TOTAL EDUCATION & CHILDREN'S SERVICES	5,718	(3,951)	1,767
	Communities, Housing & Infrastructure	£'000	£'000	£'000
15	Landfill Tax Increase. Part of the cost pressure built into 2016/17 is no longer required.	188	(188)	0
16	Waste: Contract RPI. Given the lower RPI for 2015/16 the increase in the waste contract will be slightly lower than previously estimated.	220	(220)	0
17	Surface Dressing: This can be postponed one year.	160	(160)	0
18	Pothole Patching: This can be postponed one year.	133	(133)	0
19	Lining Works for Parking Restrictions: this can be postponed one year.	160	(160)	0
20	Repairs to collapsed gullies: this can be postponed one year	207	(207)	0
21	Street lighting column corrosion and testing: this can be postponed one year.	317	(317)	0
22	Repair and Maintenance of public buildings: this can be postponed one year	397	(397)	0
23	Waste Services. As part of the Zero Waste Strategy and the statutory requirement to have no waste going to landfill by 2021, the Council signed a re-negotiated waste disposal contract on 19 November 2015. The cost pressure reflects the commitments made within the new contract.	0	3,965	3,965
24	Review of Waste services as above		(1,851)	(1,851)
	TOTAL COMMUNITIES, HOUSING & INFRASTRUCTURE	1,782	332	2,114

Appendix 1 (cont)

Cost Pressures Identified and Reviewed for 2016/17 Budget Process

Ref No	Council Wide	Pressure Originally Identified for 16/17 £'000	Amendment or addition to pressure £'000	Revised Figure Now Included in 16/17 Budget £'000
25	Removal of originally modelled increase to the cost of delivering the 2017 cultural programme over and above the base budget. This can be removed with no detrimental impact on the programme delivery.	90	(90)	0
26	Utility Prices - based on current projections this cost pressure has been recalculated and can be reduced.	909	(862)	47
27	Vehicle fuel costs - given the continued low price of oil this cost is now anticipated to be lower than previously estimated.	30	(30)	0
28	Pay award is approved at 1%	2,744	0	2,744
29	Sistema Programme: Based on the full cost estimates of delivering the programme, these are the Council's current maximum revenue costs	75	0	75
30	Net Impact of Staffing Movements Council Wide	3,318	(545)	2,773
31	Increase in National Insurance Rates. From April 2016 there will no longer be a contracted out rate for employers which increases the rate from 10.4% to 13.8%.	0	3,773	3,773
	TOTAL COUNCIL WIDE	7,166	2,246	9,412
	Office of Chief Executive	£'000	£'000	£'000
32	The Finance, Policy & Resources Committee, at its meeting on 15th September, approved posts to deliver the City Centre Masterplan.	0	298	298
	TOTAL OFFICE OF CHIEF EXECUTIVE	0	298	298
	Trading	£'000	£'000	£'000
33	Pricing Policy for Residents Parking Permits	150		150
34	Previously approved PBB service options as originally modelled	2,708		2708
		2,858	0	2,858
	Total Cost Pressures	19,696	(1,075)	18,621
	Initiatives included in 15/16 Budget for which clarification has not been received from Scottish Government and are therefore not included in 16/17 Budget			(1,796)
	Net Cost Pressures Included in 2016/17 Budget			16,825

Appendix 2

Adjustments not requiring Committee Approval

These are budget adjustments which can be made under the Council's Scheme of Delegation

	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Communities, Housing & Infrastructure	£000	High/Medium/Low	High/Medium/Low
1	Legislation requires crematoria to remove mercury from cremations. This is an industry wide requirement and because Aberdeen abates 100% of mercury emissions it receives additional income from the Crematorium Abatement of Mercury Emissions Organisation (CAMEO) scheme.	(20)	Low	Low
2	The Government have reformed the death certification process and only the "medical examiner" will be allowed to fill out cremation forms thereby reducing the cost to the Council as no additional payment is required to General Practitioners.	(41)	Low	Low
3	There has been an increase in the demand within the Bon Accord Care Building Cleaning Contracts and the level of income has therefore increased.	(33)	Low	Low
4	An uplift has been applied to external Building Cleaning Contracts to reflect increased staffing costs.	(1)	Low	Low
5	This additional income reflects the additional staffing costs being passed on for Housing Building Cleaning Contracts	(21)	Low	Low
6	The income for the Housing Voids Cleaning Contract income (contract won 2015/16) has been increased to reflect the out-turn position for 2015/16 which is expected to continue into future years.	(40)	Low	Low
7	Review of ad hoc Building Cleaning Requests (Deep Cleans etc.) shows that income levels in the current financial year are better than anticipated.	(20)	Low	Low
8	Review Staff Catering Services (Town House, Marischal College & Kittybrewster) to ensure that they break even and will be achieved through initiatives to encourage staff to further utilise the facilities.	(12)	Low	Medium
9	The Council can raise additional income through charging commercially comparable Estates Team Enquiry fees from £150 to £250 per enquiry.	(3)	Low	Medium
10	Bus Lane Enforcement Surplus assigned to Roads Maintenance can be increased to reflect the works currently being budgeted for within the roads maintenance budget as laid out in the Local transport Strategy.	(500)	Low	Low
11	Contained within the Winter Maintenance budget is a contingency for particularly bad winters. A reserve will therefore be created for future years to cover the potential costs of an adverse winter.	(250)	Low	Low
12	The Council will vacate Crown House by April 2016 as its lease expires and therefore operating budgets will no longer be required.	(162)	Low	Low
13	The council will set Energy Efficiency Targets across the Public Building Estate - generate 10% reduction in its energy bills and thereby improving its CO2 emissions.	(232)	Low	Low
14	The council will explore commercial opportunities in relation to Bird Control in commercial premises and thereby generating additional income. A small target has therefore been budgeted for in 2016/17.	(3)	Low	Medium

Appendix 2 (cont)				
Adjustments not requiring Committee Approval				
	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Communities, Housing & Infrastructure	£000	High/Medium/Low	High/Medium/Low
15	The council will explore commercial opportunities in relation to cleaning and bird proofing in commercial premises and thereby generating additional income. A small target has therefore been budgeted for in 2016/17.	(6)	Low	Medium
16	The council will accelerate the implementation of E-Building Standards and review the long term efficiencies generated across the service.	(11)	Low	Low
17	Given the level of vacancies that the service is currently running with an increase in the vacancy factors can be increased up to 8% to more accurately reflect the turnover of posts.	(800)	Low	Low
18	Previously no vacancy factor was provided for within Environmental Services so a vacancy factor has been applied (up to 8% as appropriate).	(420)	Low	Low
19	Previously no vacancy factor was provided for within Waste Services so a vacancy factor has been applied (up to 8% as appropriate).	(360)	Low	Low
20	The spend in relation to the Resettlement Team Support Costs indicates that the level of spend can be reduced to more accurately reflect the level of spend the service has been running at in recent years with no operational impact.	(44)	Low	Low
21	Service improvements within Housing Support (Supporting People & Homelessness) which will lead to a reduced requirement for Spot Purchases.	(150)	Low	Medium
22	The current cost for Software Support within the Supporting People budget has been reduced to bring the budget in line with actual costs in recent years.	(25)	Low	Low
23	The budget for Housing Support Furniture has been reduced to reflect the actual costs that have been incurred in recent years.	(25)	Low	Low
24	A review of the Homeless Team Support Costs indicate that actual costs have been lower than budget in recent years and the budget has therefore been reduced to reflect this.	(56)	Low	Low
25	Through actively managing the use of Bed & Breakfast Facilities within the Homeless Section it is anticipated that costs can be further reduced.	(200)	Low	Medium
26	Additional planning fees expected from scrutiny of future large developments within Aberdeen City.	(15)	Low	Low
27	Included within the capital programme is a project to replace existing street lighting units with LED Lanterns. This will reduce the utility costs for the Council as well as improving the overall street lighting infrastructure.	(400)	Low	Medium
28	Contract Procurement: Review of contracts, rationalisation of suppliers and extension of procurement frameworks to achieve efficient delivery of front line services.	(250)	Low	Low
29	A review of Administration Budgets has been done across the service and this reduction reflects the actual spend in recent years with no impact on service delivery.	(68)	Low	Low
30	The permanent deployment of a new bus lane camera at the existing enforcement point on North Donside Road and further use of the mobile camera to bus lanes with no fixed camera point will improve compliance and result in increased income.	(15)	Low	Medium
	TOTAL COMMUNITIES, HOUSING AND INFRASTRUCTURE	(4,183)		

Appendix 2 (cont)

Adjustments not requiring Committee Approval

	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Corporate Governance	£000	High/Medium/Low	High/Medium/Low
31	An analysis of the actual costs passed onto the Housing revenue Account in recent years is higher than budgeted. This has been amended to more accurately reflect the position.	(242)	Low	Low
32	Within each of the Heads of Service budgets there was a budget provision for courses and training. By amalgamating these into a single budget an overall reduction can be made which more accurately reflects actual costs and allow for economies of scale.	(30)	Medium	Low
33	A renegotiation of the data centre contract and putting in place a new operational model will result in lower costs.	(350)	Low	Low
34	Review of transport budget for the children's panel to reflect the reduced number of families covered by the Children (Scotland) Act 1995.	(13)	Low	Low
35	Shared Service with Aberdeenshire - Financial Services Team & also Contracts & Commissioning Team will mean that efficiencies will be achieved and 4 vacant posts will no longer be required.	(80)	Low	Low
36	As Goods and Services budgets have generally been lower than budget in recent year's budgets can be reduced to reflect this.	(70)	Low	Low
37	Increase of Vacancy Factor from 6.5% to 8% to more accurately reflect the current staff turnover within the service.	(362)	Low	Low
38	At present where an individual is working, say, 30 hours a week but the budget allows for a 37 hour week these unfilled hours have been removed where they are no longer required.	(133)	Low	Low
39	A review of non-contractual overtime shows a reduction in the budget can be accommodated.	(22)	Low	Low
40	Across the service a review of budgets under £10,000 shows that by aggregating these small budgets a reduction can be made which reflects actual spend.	(200)	Low	Low
	TOTAL CORPORATE GOVERNANCE	(1,502)		

Appendix 2 (cont)

Adjustments not requiring Committee Approval

	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Council Wide	£000		
41	A review of contracts across the council will allow costs, not service, to be reduced.	(700)	Low	Low
42	A review of the fixed line contract for telephone calls and rental to reduce costs.	(80)	Low	Low
43	Review of interview expenses budget to reflect actual costs and pre-interview telephone interviews.	(10)	Low	Low
44	Use of alternative technology such as Lync means that travel budgets can be reduced.	(162)	Medium	Low
45	Across all services, including schools, the level of vacancies and staff turnover means the vacancy factor can be further increased. This will be held corporately so that no post needs to be unfilled if it can be successfully recruited to.	(8,000)	Low	Low
46	Review of work contracted out through legal services will be retained in-house.	(50)	Medium	Low
	TOTAL COUNCIL WIDE	(9,002)		

Appendix 2 (cont)				
Adjustments not requiring Committee Approval				
	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Education & Children's Services	£000	High/Medium/Low	High/Medium/Low
47	Harlaw Academy currently provides transport for children to the sports fields. In 2016 school children will use Harlaw Road and Rubislaw Playing fields and will therefore be able to walk reducing the need for bus costs.	(50)	Medium	Medium
48	Implementation of New Library Management System will reduce costs.	(40)	Low	Low
49	Administration, goods and services budgets have been reduced to reflect the level of actual spend in all council service areas (excluding schools).	(280)	Low	Low
50	This aims to reduce the number of children who are educated in residential schools outside the City.	(300)	Medium	Medium
51	A review of the sports grant budgets shows a small reduction is possible and will be monitored during the year.	(20)	Low	Medium
52	Through improving education in energy management, with support from the Energy Management Unit, a 10% reduction in consumption is anticipated across the service.	(500)	Low	Low
53	A review of the vacant properties budget within Children's Services shows the budget is higher than actuals. The budget has therefore been reduced to reflect this.	(90)	Low	Low
54	The library service has been redesigned to alter opening hours and change staffing levels. This review will lead to savings in the staffing budget.	(200)	Medium	Low
55	A review of the Curriculum Support budget shows that this can be reduced based on service delivery for 2016/17.	(200)	Low	Low
56	A review has been undertaken against the budget for PIPS testing (Performance Indicators in Primary Schools) and a small saving can be achieved.	(40)	Low	Low
57	The staffing structure within the Pupil Support Service is currently being reviewed, to achieve greater efficiency and synergy in service delivery.	(43)	Medium	Low
58	A review has been undertaken of the central budget for the subsidy of probationer teachers, and this can be reduced in line with previous years actuals.	(100)	Low	Low
59	Increase of Vacancy Factor from 6.5% to 8% to more accurately reflect the current staff turnover within the service (non-schools only).	(280)	Low	Low
60	No vacancy factor for Community Learning is currently budgeted for. Creating this adjustment more accurately reflects the turnover of posts.	(40)	Low	Low
61	A review of the culture staffing budget indicates that 2 vacant posts could be removed from within the structure.	(100)	Low	Low

Appendix 2 (cont)

Adjustments not requiring Committee Approval

	Decision Title	Financial Impact 2016/17	Impact on Staff	Impact on Customer
Ref No	Education & Children's Services	£000	High/Medium/Low	High/Medium/Low
62	A budget for a vacant Domestic Assistant Posts at Cordyce is no longer required as this is covered through CH&I budgets.	(50)	Low	Low
63	A review of the provision of Long Term Absence Cover within Educational Psychology Team is no longer required.	(50)	Low	Low
64	No vacancy factor for Educational Psychology Team is currently budgeted for. Creating this adjustment more accurately reflects the turnover of posts.	(50)	Low	Low
65	A long term vacant post of Executive Manager is no longer required within the current structure.	(60)	Low	Low
66	The Business Support team within Education and Children's Services carries a variety of vacant posts. A review of this service will allow for support structures to be aligned where common areas of support functions have been identified	(200)	Low	Low
67	There is no requirement to fill non-essential posts within Museums and Galleries while the Art Gallery is closed and therefore the budget is not required.	(80)	Low	Low
68	There is no longer a requirement to budget for growth in salary regrading's which had previously been budgeted for.	(200)	Low	Low
69	The lifeguard service in schools is now provided for by Sport Aberdeen and is therefore no longer required.	(112)	Low	Low
70	This represents a 10% reduction in non-contractual overtime and is applied across the council for 2016/17.	(15)	Low	Low
71	At present where an individual is working, say, 30 hours a week but the budget allows for a 37 hour week these unfilled hours have been removed where they are no longer required.	(70)	Low	Low
72	Across the services a review of budgets under £10,000 shows that by aggregating these small budgets a reduction can be made which reflects actual spend.	(17)	Low	Low
	TOTAL EDUCATION AND CHILDREN'S SERVICES	(3,187)		

Appendix 2 (cont)

Adjustments not requiring Committee Approval

	Decision Title	2016/17	Impact on Staff	Impact on Customer
Ref No		£000	High/Medium/Low	High/Medium/Low
73	The aim is to make sure that costs for out of authority service users accommodated within the City are met by their home authority.	(150)	Low	Low
74	Moving to a spot purchase model rather than a block funded system particularly for providers where services are offered to non-Aberdeen city residents.	(150)	Low	Low
75	Rationalise bespoke funding in learning disability services and self directed support into a single more cost effective system	(168)	Low	Low
76	By ensuring that we recover fees owed to the council from providers and faster processing of applications means waived charges will be reduced.	(300)	Low	Low
77	This represents a 10% reduction in non-contractual overtime and is applied across the council for 2016/17.	(8)	Low	Low
78	Through improving education in energy management, with support from the Energy Management Unit, a 10% reduction in consumption is anticipated across the service.	(6)	Low	Low
79	Increase of Vacancy Factor from 6.5% to 8% to more accurately reflect the current staff turnover within the service.	(177)	Low	Low
80	A review of adult social care contracts will allow costs, not services, to be reduced.	(750)	Low	Low
81	Rationalisation and review of admin and supplies and services budgets.	(62)	Low	Low
82	Across the services a review of budgets under £10,000 shows that by aggregating these small budgets a reduction can be made which reflects actual spend.	(75)	Low	Low
83	Investigate opportunities to commission external care services/rationalise external care home commissioning (Head of Joint Operations is keen to explore this option but as not yet scoped, no savings are anticipated in year 1)	0	Low	Medium
	TOTAL INTEGRATED JOINT BOARD	(1,846)		

Appendix 2 (cont)

Adjustments not requiring Committee Approval

		2016/17	Impact on Staff	Impact on Customer
Ref No	Decision Title	£000	High/Medium/Low	High/Medium/Low
	Office of Chief Executive			
84	As Goods and Services budgets have generally been lower than budget in recent year's budgets can be reduced to reflect this.	(50)	Low	Low
85	Increase of Vacancy Factor from 6.5% to 8% to more accurately reflect the current staff turnover within the service.	(42)	Low	Low
86	This represents a 10% reduction in non-contractual overtime and is applied across the council for 2016/17.	(3)	Low	Low
87	Across the services a review of budgets under £10,000 shows that by aggregating these small budgets a reduction can be made which reflects actual spend.	(32)	Low	Low
	TOTAL OFFICE OF THE CHIEF EXECUTIVE	(127)		
	Trading			
88	The legal agreement sharing the income raised from the Golden Square Car Park ends and will therefore increase the income to the Council.	(23)	Low	Low
89	Agreement has been reached that will ensure the Council will receive a funding contribution to support the Garthdee CPZ.	(25)	Low	Low
90	Further initiatives will be implemented to encourage payment for car parking fees through non-cash transactions reducing the overall cash handling charge.	(10)	Low	Low
91	Increase of Vacancy Factor from 6.5% to 8% to more accurately reflect the current staff turnover within the service.	(300)	Low	Low
92	Advertising and promotion of Marischal College car park (Thursday evenings & weekends) will generate additional car parking income.	(10)	Low	Low
	TOTAL TRADING	(368)		
	TOTAL ALL SERVICES	(20,215)		

Appendix 3

Adjustments Requiring Committee Approval

These are budget adjustments which cannot be implemented without Committee Approval

	Decision Title	Financial Impact 2016/17	Impact of Staff	Impact on Customer
Ref No	Communities, Housing & Infrastructure	£000	High/Medium/Low	High/Medium/Low
1	Increase Cremation Fees annually over the next 5 years by 5.5% per annum.	(89)	Low	Medium
2	Increase Burial Fees annually over the next 5 years by 8.5% per annum.	(33)	Low	Medium
3	In 2013/14 £141,000 budget allocation was made to increase the grounds maintenance in cemeteries. This would mean that the allowance was removed resulting in a return to the previous level of service provision.	(91)	Medium	Medium
4	In 2013/14 an additional budget allocation was made to grass cutting to increase the number of grass cuts as appropriate across the city. This option would see the number of cuts reduced.	(250)	Medium	Medium
5	Across the city wherever possible sponsorship is sought to pay for summer planting. This reduction would see aspects such as the Town House window boxes etc. being reduced.	(10)	Medium	Medium
6	Pets Corner will receive capital investment to improve the facilities provided and with a new educational space becoming available an income target would be set to generate additional funds.	(2)	Low	Low
7	Extend Pilot Stay On Site Approach to S1 Lunches at two of the council's Academies and encourage healthy eating.	(50)	Medium	Medium
8	FM Contract Management Fees for NHS Grampian & NHS Highland could be increased.	(3)	Low	Low
9	Review Street Occupation Charges with a view to increasing the charges to utility companies.	(100)	Low	Medium
10	Review Street Cleaning Services (Chewing Gum Removal) with a view to reducing the number of street washing and deep clean work that would impact on the appearance of the City Centre.	(30)	Low	Medium
11	As the council is currently negotiating a City Region Deal it would be possible to reduce the funding to Opportunities North East (ONE) by 50% through reviewing and re-evaluating strategies and funding levels	(70)	Low	Medium
12	By undertaking a review of transport demands from Social Care & Education facilities it would be possible for the expansion of the in-house fleet to replace the contracts currently delivered by external providers.	(25)	Low	Low
13	Review All Environmental Health & Trading Standards Charges and to increase them broadly in line with inflation each year where the charges are not set by statute.	(5)	Low	Medium
	Total for Communities, Housing & Infrastructure	(758)		
	Corporate Governance			
14	The council has a duct infrastructure which runs CCTV and intelligent transport links. Spare capacity can therefore be sold to the private sector.	(72)	Low	Low
15	Registrars; review of service offerings & joint promotion with Aberdeenshire as well as an anticipated increase in the National Wedding Fee and individual citizenship ceremony fee will result in higher income.	(35)	Medium	Medium
	Total for Corporate Governance	(107)		

Appendix 3 (cont)				
Adjustments Requiring Committee Approval				
		Financial Impact 2016/17	Impact of Staff	Impact on Customer
		£000	High/Medium /Low	High/Medium /Low
Ref No	Decision Title			
	Council Wide			
16	At present the council receives an additional £3.2 million of funding if it does not increase the level of council tax from the previous year. If this condition continues to apply in 2016/17 then a 4% increase would result in a GROSS increase in income of £4.2 million.	(953)	Low	Medium
	Total for Council Wide	(953)		
	Education & Children's Services			
17	This option is a reduction in funding to Sport Aberdeen. The council would work with Sport Aberdeen to determine the proposals to manage this reduction.	(405)	Low	Medium
18	This option is a reduction of 2% funding to Aberdeen Sports Village (ASV). The council would work with ASV to determine the proposals to manage this reduction.	(20)	Low	Medium
19	A review of the cultural programme is proposed in order to identify opportunities to reduce costs and/or bring about greater efficiencies in the services provided to third parties.	(640)	Low	Medium
20	A review of the Service Level Agreement with NHS Grampian regarding the provision of Speech & Language Therapy services would allow a reduction in costs depending on the level of service being purchased.	(100)	Low	Low
21	This option extends the review of Admin and Supplies Budgets to Schools and would result in a small reduction in the level of DEM budget available for schools in 2016/17.	(280)	Low	Low
22	The council could introduce Parking Charges at Harlaw Academy (Evenings & Weekends) as the facilities are used by the general public at present. This would be cost neutral in year 1 because of the capital investment required but would then generate £25,000 per annum.	0	Medium	Medium
23	A review of the branch libraries would allow certain branch libraries to be closed permanently. This could lead to reduced access for the public.	(500)	Medium	Medium
24	Arising from the implementation of the inclusion review, pupils with Additional Support Needs will be educated at their local schools. This will reduce the number of children requiring transport and therefore the number of escorts required over a 5 year period.	(20)	Medium	Medium
25	The secondary teaching staffing formulae is weighted to allow for S1 and S2 classes in Maths and English to be set at a maximum of 20. Since 2010/11 schools were no longer required to do this and are therefore free to divert these resources to other areas.	(440)	Medium	Medium
26	At present children with additional support needs are currently transported to school by taxi. This proposal would be to encourage parents to take the child to school, which provides the child with a familiar environment during the journey, and to pay parents a mileage allowance.	(5)	Low	Medium
	TOTAL FOR EDUCATION & CHILDREN'S SERVICES	(2,410)		

Appendix 3 (cont)				
Adjustments Requiring Committee Approval				
		Financial Impact 2016/17	Impact of Staff	Impact on Customer
	Decision Title	£000	High/Medium /Low	High/Medium /Low
Ref No	Integrated Joint Board			
27	Saving on management and infrastructure costs of Bon Accord Care in line with those applied to other services for 2016/17 e.g. vacancy factor increase, reduction in energy consumption, overtime budget reduction etc.	(250)	Low	Low
28	Comprehensive review of the current service delivery model through Bon Accord Care. The council would work with Bon Accord Care to determine the proposals to manage this reduction.	(450)	Low	Low
	TOTAL FOR INTEGRATED JOINT BOARD	(700)		
	Trading			
29	Review of apprenticeship scheme within Building Services to improve quality of training and maximise and secure future supply of 'home grown' trade qualified staff.	(400)	Medium	Low
30	Review of Parking Permit Charges (Business Permits) - raise by £50 each year (to £550 in Year 1) to increase income from commercial users.	(10)	Low	Medium
31	Review of Parking Permit Charges (Contractor Permits) - raise by £55 each year (to £605 in Year 1) to increase income from commercial users.	(32)	Low	Medium
32	Review of Parking Permit Charges (Monthly Permits) - raise by £20 each year (to £230 in Year 1) to generate more income from commercial users.	(75)	Low	Medium
33	Review of Parking Permit Charges (Residents Second Permits) - raise by £5 each year (to £125 in Year 1) for increased income for the Council .	(5)	Low	Medium
34	Review of Parking Charges in City Centre Parking Zones A, B, C, E, F & G (£2 up to 30 mins, £4 up to 1 hr, £6 up to 2 hrs - discounted to £5 for 6-8pm) to improve turnover of parking and increase income.	(150)	Low	Medium
35	Review of Parking Charges in Chapel Street and Denburn Multi Story Car Parks (Raise all tariffs by £1) and West North Street Multi Story Car Park (Reduce all tariffs by 50p) for improved commercial use of Council assets.	(250)	Low	Medium
36	Review of Parking Charges in Summer Street and Greyfriars Surface Car Parks (Raise to £2.50 for 2 hrs, £3.50 for 3 hrs, £4.50 for 4 hrs) for improved commercial use of Council assets.	(30)	Low	Medium
37	Convert Free Car Park (Crombie Road, Torry) to £1 for 2 hour max stay chargeable car park and introduce commercial use of Council asset.	(28)	Low	Medium
38	Convert Free Car Park (Dunmail Avenue, Cults) to £1 for 2 hour max stay chargeable car park and introduce commercial use of Council asset.	(9)	Low	Medium
39	Convert Free Car Park (Station Road, Bucksburn) to £1 for 2 hour max stay chargeable car park and introduce commercial use of Council asset.	(3)	Low	Medium
40	Convert Frederick Street Car Park to long stay and introduce permits for improved commercial use of Council asset.	0	Low	Medium
	TOTAL TRADING	(992)		
	TOTAL ALL SERVICES	(5,920)		

Appendix 4					
Earmarked Reserves					
Communities, Housing & Infrastructure As at Period 9 2015/16	Balance b/f 1 April 2015	Actual Spend to Period 9	Forecast for Year	Projected c/f 31 March 2016	Proposed for Removal
	£'000	£'000	£'000	£'000	£'000
<i>Income Derived Projects:</i>					
Energy Efficiency Fund	1,184	0	1,184	0	
Bus Lane Enforcement	1,265	214	1,140	125	
Second/Long Term Empty Homes	5,370	0	969	4,401	
<i>Other Projects:</i>					
DEM Carry Forward Balances (Community Education)	1,105	235	235	870	
Roads Repairs/Projects	162	0	162	0	
'The Green' Townscape Project	50	0	50	0	(50)
South of the City Regeneration	1,337	0	1,337	0	
Windfarm Start-Up	93	0	93	0	(93)
Business Plan Service Options	763	3	763	0	
Strategic Infrastructure Plan (City Dev)	161	137	161	0	
City Deal	300	0	300	0	
Property Transfer	155	0	155	0	
Zero Waste Funding	350	0	350	0	(350)
Mobile Working	97	0	97	0	(97)
Strategic Infrastructure Plan (Housing)	120	117	120	0	
Shopmobility	91	0	91	0	(91)
Fairer Aberdeen	36	0	36	0	
Park Improvement Schemes	173	9	173	0	
Men's Shed Dyce	10	0	10	0	
Balnagask Community Centre	7	5	7	0	
Hazlehead Pets Corner Renovation and Expansion	100	0	0	100	
Duthie Park, Winter Gardens Education Room	40	0	40	0	
<i>Revenue Grants:</i>					
DWP Flexi grant	18	4	18	0	(9)
Commercial- Dev Grant	30	0	30	0	
Flood Risk Management	30	0	30	0	
Masterplanning And Design	65	0	65	0	(65)
Duthie Park Bequest	128	0	128	0	
Private Sector Housing Grant	1,065	0	0	1,065	
Victoria House Hostel	530	134	250	0	(280)
Welfare Rights / SLAB 1	11	11	11	0	
Welfare Rights / SLAB 2	7	0	7	0	
Welfare Rights/NHS Grant	15	0	15	0	
Welfare Resilience Fund	38	32	32	0	(6)
Total	14,906	901	8,059	6,561	(1,041)
Communities, Housing & Infrastructure - Trading					
As at Period 9 2015/16	Balance b/f 1 April 2015	Actual Spend to Period 9	Forecast for Year	Projected c/f 31 March 2016	Proposed for Removal
	£'000	£'000	£'000	£'000	£'000
<i>Projects:</i>					
Business Plan Service Options	493	0	0	0	(493)
Replacement of Handheld Devices	148	148	148	0	
Total	641	148	148	0	(493)
Corporate Governance					
As at Period 9 2015/16	Balance b/f 1 April 2015	Actual Spend to Period 9	Forecast for Year	Projected c/f 31 March 2016	Proposed for Removal
	£'000	£'000	£'000	£'000	£'000
<i>Projects:</i>					
Strategic Infrastructure Plan	76	63	76	0	
ICT Projects	606	118	495	111	
ICT Rolling Programme	777	0	777	0	(527)
New Microphones	165	118	165	0	
Star Awards Sponsorship	25	0	25	0	
Business Plan Service Options	637	179	637	0	
Employee Benefit Scheme	113	0	80	0	(33)
<i>Revenue Grants:</i>					
2005-06 Rederminations-Mgf3-Crm	29	0	29	0	(29)
2005-06 Rederminatns-Mgf3-Acco	54	11	54	0	(43)
2005-06-Redermions-Mgf3-Gazete	6	0	6	0	(6)
Total	2,488	489	2,344	111	(638)

Appendix 4 (cont)					
Earmarked Reserves					
Education & Children's Services As at Period 9 2015/16	Balance b/f 1 April 2015	Actual Spend to Period 9	Forecast for Year	Projected c/f 31 March 2016	Proposed for Removal
	£'000	£'000	£'000	£'000	£'000
<i>Projects:</i>					
DEM Carry Forward Balances (Schools)	2,752		0	2,752	
Schools ICT Fund	701	37	46	655	
City of Culture Bid	592	0	0	0	(592)
Business Plan Service Options	239	150	239	0	
Music Hall Redevelopment	1,000	0	1,000	0	
Hilton Outdoor Centre	25	0	25	0	
Youth Work and Under 12's Clubs	100	0	100	0	
Sea Cadets	10	10	10	0	
Transition Extreme	100	100	100	0	
Reclaiming Social Work - Implementation	337	0	111	226	
Reclaiming Social Work - Staffing Restructure	2,930	0	966	1,964	
<i>Revenue Grants:</i>					
2007-08 Redermin Corporate Parenting	21	0	21	0	(21)
Aberdeen City Alc & Drugs Part	10	1	10	0	(9)
	8,817	298	2,628	5,597	(622)
Adult Social Services As at Period 9 2015/16					
	£'000	£'000	£'000	£'000	£'000
<i>Projects:</i>					
Business Plan Service Options	53	36	53	0	
<i>Revenue Grants:</i>					
Local Autism Action Plan	28	18	28	0	
See Hear Strategic Framework	79	79	79	0	
Total	160	133	160	0	0
Corporate As at Period 9 2015/16					
	£'000	£'000	£'000	£'000	£'000
<i>Projects:</i>					
Scottish Welfare Fund	40		0	40	
De-risk the Council	2,872		0	2,872	
Welfare Reform	2,000		0	2,000	
Financial Risk Fund	5,541		0	5,541	
Business Plan Service Options	90		0	90	
Investment Strategy	15,982		0	15,982	
Total	26,525	0	0	26,525	0
Total As at Period 9 2015/16					
	£'000	£'000	£'000	£'000	£'000
<i>Services:</i>					
Communities, Housing & Infrastructure	14,906	901	8,059	6,847	(1,041)
Communities, Housing & Infrastructure - Trading	641	148	148	493	(493)
Corporate Governance	2,488	489	2,344	144	(638)
Education & Children's Services	8,817	298	2,628	6,189	(622)
Adult Social Services	160	133	160	0	0
Corporate	26,525	0	0	26,525	0
Total	53,537	1,969	13,339	40,198	(2,794)
Uncommitted General Fund Balance	11,291				
Total General Fund Balance	64,828				
Statutory Funds					
Capital Fund	50,388				
Insurance Fund	1,907				
City Improvement Fund	344				
Lord Byron Fund	5				
	52,644				

DRAFT NON-HOUSING CAPITAL PLAN - BUDGETS FOR 2016/17 INCLUDING PROJECT SPECIFIC FUNDING

2015/16			2016/17		
Gross Forecast	Gross Funding	Net Forecast	Non-Housing Capital Programme		
Outturn	Outturn	Outturn	Gross Budget	Gross Funding	Net Budget
£'000	£'000	£'000	£'000	£'000	£'000
7,655	(285)	7,370	294	Corporate Property Condition & Suitability	
338	(338)	0	551	Cycling Walking Safer Streets	
1,505	0	1,505	765G	Nestrans Capital Grant	
700	0	700	779	Private Sector Housing Grant (PSHG)	
3,496	(110)	3,386	784	Fleet & Waste Replacement Programme	
4,180	(45)	4,135	789	Planned Renewal & Replacement of Roads Infrastructure	
1,317	0	1,317	789E	Street Lighting	
19,191	(778)	18,413		20,719	(251)
					20,468
2015/16			2016/17		
Gross Forecast	Gross Funding	Net Forecast	City Centre Masterplan & Associated Projects		
Outturn	Expected	Outturn	Gross Budget	Gross Funding	Net Budget
£'000	£'000	£'000	£'000	£'000	£'000
300	0	300	824	City Centre Regeneration	
60	0	60	806A	CATI - South College Street	
360	0	360		4,100	0
					4,100
2015/16			2016/17		
Gross Forecast	Gross Funding	Net Forecast	Other Projects		
Outturn	Expected	Outturn	Gross Budget	Gross Funding	Net Budget
£'000	£'000	£'000	£'000	£'000	£'000
455	(455)	0	244	Duthie Park HLF	
10,866	0	10,866	587	Access from the North / 3rd Don Crossing	
13,839	0	13,839	627	Aberdeen Western Peripheral Route	
216	0	216	663	Corporate Office Accommodation	
0	0	0	791	Strategic Land Acquisition	
223	(356)	(133)	794	Hydrogen Buses	
3,726	(2,960)	766	795	Accelerate Aberdeen (City Broadband)	
260	0	260	797	Victoria House	
487	0	487	806B	CATI - Berryden Corridor (Combined Stages 1, 2 & 3)	
6,326	0	6,326	807	A96 Park & Choose / Dyce Drive Link Road	
2	0	2	810A	Ness Landfill Leachate & Gas Control Measures	
212	0	212	810C	Energy from Waste (EfW) Procurement and Land Acq.	
200	0	200	810E	Investment in Waste Collection	
12	0	12	810F	Refuse Derived Fuel Plant	
8,372	0	8,372	810G	Co-mingled MRF & Depot	
0	0	0	810H	Investment in WTS and existing HWRCs	
0	0	0	810J	Bridge of Don HWRC	
0	0	0	810K	Energy from Waste (EfW) Construction	
0	0	0	819	Tillydrone Community Hub	
150	0	150	820	Investment in Tenanted Non-Residential Property Portfolio	
0	0	0	821	New Aberdeen Exhibition & Conference Centre	
100	0	100	825	City Deal	
1,937	(1,990)	(53)	826	Aberdeen City Hydrogen Energy Storage (ACHES)	
851	0	851	827	SIP New Build Housing Programme	
626	(630)	(4)	829	Middlefield Project Relocation (Henry Rae CC)	
0	0	0	835	Street Lighting LED Lanterns (PACE 5 Year programme)	
1,045	0	1,045	804	Data Centre Transition & Infrastructure Transformation	
484	(484)	0	805	Technology Investment Requirements & Digital Strategy	
4,413	(2,518)	1,895	773	New Brimmond School	
2,789	0	2,789	776	Centre of Excellence (formerly ASN)	
4,500	0	4,500	799A	Art Gallery Redevelopment - Museums Collection Centre	
5,857	(2,012)	3,845	799B	Art Gallery Redevelopment - Main Contract (HLF)	
1,180	0	1,180	808	New Academy to the South	
0	0	0	809	New Milltimber Primary	
5	0	5	812	Kingsfield Childrens Home	
200	(200)	0	823	Music Hall Refurbishment	
935	0	935	828	Greenbrae Primary Extension and Internal Works	
657	0	657	831	Stoneywood Primary	
300	(300)	0	832	Dyce 3G Pitch	
0	0	0	833	St Joseph's Primary Acquisition	
150	(750)	(600)	834	Refurbish Throughcare Facility - 311 Clifton Road	
850	0	850	811	Social Care Facilities - Burnside	
0	0	0	836	Flood Prevention Measures: Flood Guards Grant Scheme	
0	0	0		Flood Prevention Measures: Riverside Drive at Bridge of Dee	
0	0	0	837	Court	
0	0	0	838	Flood Prevention Measures: Millside & Paddock Peterculter	
0	0	0	839	Flood Prevention Measures: Inchgarth Road	
0	0	0	999	Construction Inflation Allowance for existing projects	
72,225	(12,655)	59,570		132,639	(38,940)
					93,699
91,776	(13,433)	78,343	Totals	157,458	(39,191)
					118,267

DRAFT NON-HOUSING CAPITAL PLAN - BUDGETS FOR 2016/17 INCLUDING PROJECT SPECIFIC FUNDING									
2015/16							2016/17		
Gross Forecast Outturn	Gross Funding Expected	Net Forecast Outturn	Non-Housing Capital Programme Financed By:				Gross Forecast Outturn	Gross Funding Expected	Net Forecast Outturn
£'000	£'000	£'000					£'000	£'000	£'000
0	0	0	1. Project Funding Streams				0	0	0
			2. Other Receipts						
0	0	0	Receipt - Summerhill				0	(2,000)	(2,000)
0	0	0	Receipt - Marischal Square				0	0	0
0	(820)	(820)	Receipts - General				0	(5,117)	(5,117)
0	(820)	(820)					0	(7,117)	(7,117)
0	(26,518)	(26,518)	3. Capital Grant				0	(18,103)	(18,103)
0	(44,160)	(44,160)	4. Other Financing				0	(56,377)	(56,377)
0	(71,498)	(71,498)	Sub-total				0	(81,597)	(81,597)
0	(6,845)	(6,845)	Cashflow				0	(36,670)	(36,670)
0	(91,776)	0	Net Position				0	(118,267)	(118,267)

Appendix 6								DRAFT NON-HOUSING CAPITAL PLAN - BUDGETS FOR 2016/17 TO 2020/21					
Forecast		Non-Housing Capital Programme											
Outturn							Budget	Budget	Budget	Budget	Budget	Total	
2015/16							2016/17	2017/18	2018/19	2019/20	2020/21		
£'000	NHCP No.	Continuing Projects - Extend Rolling programmes					£'000	£'000	£'000	£'000	£'000	£'000	£'000
7,655	294	Corporate Property Condition & Suitability					9,743	9,000	8,000	8,000	8,000		42,743
338	551	Cycling Walking Safer Streets					251	0	0	0	0		251
1,505	765G	Nestrans Capital Grant					1,000	1,100	1,580	1,500	1,295		6,475
700	779	Private Sector Housing Grant (PSHG)					700	700	700	700	700		3,500
		Fleet Replacement Programme											
3,496	784	(including Zero Waste Strategy Fleet)					4,410	3,500	3,700	3,900	4,100		19,610
4,180	789	Planned Renewal & Replacement of Roads Infrastructure					4,115	4,000	4,000	4,000	4,000		20,115
1,317	789E	Street Lighting					500	500	500	1,000	1,000		3,500
19,191						20,719	18,800	18,480	19,100	19,095		96,194	
Forecast													
Outturn							Budget	Budget	Budget	Budget	Budget	Total	
2015/16							2016/17	2017/18	2018/19	2019/20	2020/21		
£'000	NHCP No.	City Centre Masterplan & Associated Projects					£'000	£'000	£'000	£'000	£'000	£'000	£'000
300	824	City Centre Regeneration					4,000	18,124	4,170	2,236	0		28,530
60	806A	CATI - South College Street					100	300	4,840	170	0		5,410
360						4,100	18,424	9,010	2,406	0		33,940	
Forecast													
Outturn							Budget	Budget	Budget	Budget	Budget	Total	
2015/16							2016/17	2017/18	2018/19	2019/20	2020/21		
£'000	NHCP No.	Other Projects					£'000	£'000	£'000	£'000	£'000	£'000	
455	244	Duthie Park HLF					0	0	0	0	0		0
10,866	587	Access from the North / 3rd Don Crossing					4,383	887	0	0	0		5,270
13,839	627	Aberdeen Western Peripheral Route					13,740	8,493	3,713	0	0		25,946
216	663	Corporate Office Accommodation					0	0	0	0	0		0
0	791	Strategic Land Acquisition					1,000	500	2,125	3,025	0		6,650
223	794	Hydrogen Buses					0	0	0	0	0		0
3,726	795	Accelerate Aberdeen (City Broadband)					360	0	0	0	0		360
260	797	Victoria House					7	0	0	0	0		7
487	806B	CATI - Berryden Corridor (Combined Stages 1, 2 & 3)					1,250	3,250	10,300	3,875	625		19,300
6,326	807	A96 Park & Choose / Dyce Drive Link Road					7,152	800	0	0	0		7,952
2	810A	Ness Landfill Leachate & Gas Control Measures					0	0	0	0	0		0
212	810C	Energy from Waste (EFW) Procurement and Land Acq.					2,567	300	300	0	0		3,167
200	810E	Investment in Waste Collection					2,200	900	0	0	0		3,100
12	810F	Refuse Derived Fuel Plant					1,485	0	0	0	0		1,485
8,372	810G	Co-mingled MRF & Depot					16,405	0	0	0	0		16,405
0	810H	Investment in WTS and existing HWRCs					94	0	0	0	0		94
0	810J	Bridge of Don HWRC					0	0	100	500	800		1,400
0	810K	Energy from Waste (EFW) Construction					0	0	0	20,000	41,000		61,000
0	819	Tillydrone Community Hub					600	2,400	500	0	0		3,500
150	820	Investment in Tenanted Non-Residential Property Portfolio					1,547	1,050	150	0	0		2,747
0	821	New Aberdeen Exhibition & Conference Centre					15,000	50,000	16,580	0	0		81,580
100	825	City Deal					92	0	0	0	0		92
1,937	826	Aberdeen City Hydrogen Energy Storage (ACHES)					53	0	0	0	0		53
851	827	SIP New Build Housing Programme					2,000	0	0	0	0		2,000
626	829	Middlefield Project Relocation (Henry Rae CC)					1,000	0	0	0	0		1,000
0	835	Street Lighting LED Lanterns (PACE 5 Year programme)					1,500	1,500	1,500	1,500	1,500		7,500
1,045	804	Data Centre Transition & Infrastructure Transformation					1,955	0	0	0	0		1,955
484	805	Technology Investment Requirements & Digital Strategy					800	1,100	1,050	695	855		4,500
4,413	773	New Brimmond School					0	0	0	0	0		0
2,789	776	Centre of Excellence (formerly ASN)					7,765	7,731	0	0	0		15,496
4,500	799A	Art Gallery Redevelopment - Museums Collection Centre					773	0	0	0	0		773
5,857	799B	Art Gallery Redevelopment - Main Contract (HLF)					18,410	3,944	508	0	0		22,862
1,180	808	New Academy to the South					13,000	33,202	2,000	0	0		48,202
0	809	New Milltimber Primary					0	0	500	11,000	1,500		13,000
5	812	Kingsfield Childrens Home					1,000	545	0	0	0		1,545
200	823	Music Hall Refurbishment					800	0	0	0	0		800
935	828	Greenbrae Primary Extension and Internal Works					3,469	0	0	0	0		3,469
657	831	Stoneywood Primary					5,953	6,390	0	0	0		12,343
300	832	Dyce 3G Pitch					448	0	0	0	0		448
tbc	833	St Josephs Primary Acquisition					0	0	0	0	0		0
175	834	Refurbish Throughcare Facility - 311 Clifton Road					600	0	0	0	0		600
850	811	Social Care Facilities - Burnside					3,331	57	0	0	0		3,388
0	836	Flood Prevention Measures: Flood Guards Grant Scheme					100	100	100	100	100		500
		Flood Prevention Measures: Riverside Drive at Bridge of Dee											
0	837	Court					0	500	0	0	0		500
0	838	Flood Prevention Measures: Millside & Paddock Peterculter					0	1,000	2,000	0	0		3,000
0	839	Flood Prevention Measures: Inchgarth Road					0	0	1,000	0	0		1,000
0	999	Construction Inflation Allowance for existing projects					1,800	0	0	0	0		1,800
72,250						132,639	124,649	42,426	40,695	46,380		386,789	
91,801		Totals				157,458	161,873	69,916	62,201	65,475		516,923	

DRAFT NON-HOUSING CAPITAL PLAN - BUDGETS FOR 2016/17 TO 2020/21

Forecast									
Outturn		Non-Housing Capital Programme	Budget	Budget	Budget	Budget	Budget		Total
2015/16		Financed By:	2016/17	2017/18	2018/19	2019/20	2020/21		
£'000	NHCP No.		£'000	£'000	£'000	£'000	£'000		£'000
		1. Project Funding Streams							
(455)	244	Duthie Park HLF	0	0	0	0	0		0
(285)	294	Corporate Property Condition & Suitability	0	0	0	0	0		0
(338)	551	Cycling Walking Safer Streets	(251)	0	0	0	0		(251)
		Fleet Replacement Programme							
(110)	784	(including Zero Waste Strategy Fleet)	0	0	0	0	0		0
(45)	789	Planned Renewal & Replacement of Roads Infrastructure	0	0	0	0	0		0
(356)	794	Hydrogen Buses	0	0	0	0	0		0
(2,960)	795	Accelerate Aberdeen (City Broadband)	0	0	0	0	0		0
(1,990)	826	Aberdeen City Hydrogen Energy Storage (ACHES)	0	0	0	0	0		0
0	827	SIP New Build Housing Programme	(3,000)	0	0	0	0		(3,000)
(630)	829	Middlefield Project Relocation (Henry Rae CC)	(1,000)	0	0	0	0		(1,000)
(484)	805	Technology Investment Requirements & Digital Strategy	(800)	(550)	0	0	0		(1,350)
(2,518)	773	New Brimmond School	0	0	0	0	0		0
(2,012)	799A	Art Gallery Redevelopment - Main Contract (HLF)	(16,755)	(1,000)	0	0	0		(17,755)
0	808	New Academy to the South	(11,987)	(10,826)	(2,015)	0	0		(24,828)
0	809	New Milltimber Primary	0	0	0	(2,421)	0		(2,421)
(200)	823	Music Hall Refurbishment	(800)	0	0	0	0		(800)
0	828	Greenbrae Primary Extension and Internal Works	(750)	0	0	0	0		(750)
0	831	Stoneywood Primary	(3,400)	0	0	0	0		(3,400)
(300)	832	Dyce 3G Pitch	(448)	0	0	0	0		(448)
(775)	834	Refurbish Throughcare Facility - 311 Clifton Road	0	0	0	0	0		0
0	836	Flood Prevention Measures: Flood Guards Grant Scheme	0	(80)	(80)	(80)	(80)		(320)
0	837	Flood Prevention Measures: Riverside Drive at Bridge of Dee Court	0	0	(400)	0	0		(400)
0	838	Flood Prevention Measures: Millside & Paddock Peterculter	0	0	0	(2,400)	0		(2,400)
0	839	Flood Prevention Measures: Inchgarth Road	0	0	0	(800)	0		(800)
(13,458)			(39,191)	(12,456)	(2,495)	(5,701)	(80)		(59,923)
		2. Other Receipts							
0		Receipt - Summerhill	(2,000)	(2,000)	(2,000)	(2,000)	0		(8,000)
0		Receipt - Marischal Square	0	(9,000)	0	0	0		(9,000)
(820)		Receipts - General	(5,117)	(2,000)	(2,000)	(2,000)	(2,000)		(13,117)
(820)			(7,117)	(13,000)	(4,000)	(4,000)	(2,000)		(30,117)
(26,518)		3. Capital Grant	(18,103)	(25,000)	(25,000)	(25,000)	(25,000)		(118,103)
(44,160)		4. Other Financing	(56,377)	(73,705)	(38,331)	(20,180)	(20,250)		(208,843)
(84,956)		Sub-total	(120,788)	(124,161)	(69,826)	(54,881)	(47,330)		(416,986)
(6,845)		Cashflow	(36,670)	(37,712)	(90)	(7,320)	(18,145)		(99,937)
0		Net Position	0	0	0	0	0		0

Appendix 7

Motions Referred to the Budget Process

From Council, 8th October 2015

Motion by Cllr Yuill:

That this Council:

1. Notes the impact the branches of mature trees growing on Council property can have on neighbouring properties.
2. Notes that the Council accepts no responsibility for pruning such overhanging branches even when they are causing a loss of amenity to others.
3. Instructs officers to report on the feasibility and implications of amending the Council's policy so that the Council would accept responsibility for pruning Council-owned trees whose branches are overhanging neighbouring properties.

Response: Officers have considered this and costed the additional duties at £312,000 in 16/17.

Motion by Cllr Yuill:

That, noting the increasing concerns about the possible effects on public health of the use of glyphosate for controlling weeds, this Council instructs officers to report to the appropriate committee on:

1. The latest information on the health and environmental risks associated with the use of glyphosate and the mitigation measures put in place by this Council to address these risks in its use of glyphosate.
2. The options for, and feasibility and implications of, switching to a non-chemical method of weed control on Council property.

Response: Officers have considered this and calculated the additional cost at £1,000,000 in 16/17.

Appendix 8

ABERDEEN CITY COUNCIL 2015/16 to 2020/21

THE PRUDENTIAL CODE For Capital Finance in Local Authorities

From 1 April 2004, Councils are required by Regulation to have regard to the Prudential Code (the Code) when carrying out their duties under Part 7 of the Local Government in Scotland Act 2003.

In setting the revenue and capital budgets, members will be aware that under the Prudential Code, the level of capital investment is determined locally. Therefore, these indicators will be reviewed on an ongoing basis to ensure that the Council does not breach the indicators it sets.

The key objectives of the Code are to ensure:-

- The Council's capital programmes are affordable, prudent and sustainable.
- Treasury management decisions are taken in accordance with good professional practice.

The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal.

In setting the indicators, cognisance should be paid to the level of capital investment looking ahead for a three year period, for both the housing and non-housing capital programmes that the Council wishes to embark upon. The Code also requires that the underlying requirement to finance PPP projects and finance leases be included when setting the indicators.

The Code requires the following Prudential Indicators are set for the Council:-

	Capital Expenditure						
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Non HRA	57,923	91,776	156,958	161,873	69,916	62,201	65,475
HRA	39,295	55,329	48,084	58,077	59,358	60,269	61,141

Appendix 8 (cont)

	Ratio of Financing Costs to Net Revenue Stream						
	2014/15 £'000 Actual	2015/16 £'000 Estimate	2016/17 £'000 Estimate	2017/18 £'000 Estimate	2018/19 £'000 Estimate	2019/20 £'000 Estimate	2020/21 £'000 Estimate
Non HRA	6.3%	6.3%	6.9%	7.2%	7.7%	8.1%	8.3%
HRA	15.7%	15.5%	16.8%	17.6%	18.5%	18.1%	17.5%

	Capital Financing Requirement						
	2014/15 £'000 Actual	2015/16 £'000 Estimate	2016/17 £'000 Estimate	2017/18 £'000 Estimate	2018/19 £'000 Estimate	2019/20 £'000 Estimate	2020/21 £'000 Estimate
Non HRA	486,619	497,292	516,578	570,115	587,002	584,493	582,965
HRA	228,997	254,703	272,714	299,451	325,760	350,796	374,372
Total	715,616	751,995	789,292	869,566	912,762	935,289	957,337

The Prudential Code states:

“In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.”

The Head of Finance reports that the Council can meet this requirement in 2015/16, and it is expected to do so for the future years, as outlined, taking into account current commitments, existing plans, and the assumptions in this report.

	Authorised Limit for External Debt					
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Operational Boundary	770,154	807,451	887,725	930,921	953,448	975,496
10% Margin	77,015	80,745	88,772	93,092	95,345	97,550
Total	847,169	888,196	976,497	1,024,013	1,048,793	1,073,046

	Operational Boundary for External Debt					
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Borrowing	664,091	703,866	786,751	833,169	858,693	882,535
Other Long Term Liabilities	106,063	103,585	100,974	97,752	94,755	92,961
Total	770,154	807,451	887,725	930,921	953,448	975,496

Appendix 8 (cont)

Estimate of the incremental impact of capital investment decisions proposed in this report, over and above capital investment decisions that have previously been taken by the Council are:

(a) for Band D Council Tax

2016/17	2017/18	2018/19	2019/20	2020/21
£0	£0	£0	£0	£0

Whilst there would be an incremental impact on Council Tax, this is shown above as nil on the basis that Council Tax will not be increased.

(b) for average weekly housing rents (assuming that increased capital investment is financed by way of cfr and borrowing)

2016/17	2017/18	2018/19	2019/20	2020/21
£1.01	£1.35	£0.15	£0	£0

Appendix 9				
Integration Joint Board - Calculation Of Aberdeen City Council Contribution				
			£000	£000
	2015/16 REVENUE BUDGET			88,195
ADD:	GROWTH			
	Staffing increments etc		378	
	National Care Home Rate increase(NCHR) (3%)		950	
	BAC pay award+increments		450	
	1% uplift on commissioned services		628	2,406
ADD:	NEW GROWTH (Growth identified due to settlement)			
	Additional funding re NCHR (6.25%)		1,000	
	Rolling out of living wage to external care providers		1,600	2,600
	REVISED 2016/17 POSITION			93,201
LESS:	SERVICE OPTIONS/CASHABLE SAVINGS			(1,846)
	REVISED 2016/17 POSITION			91,355
LESS:	Integration Fund Contribution			(4,750)
	ACC CONTRIBUTION TO IJB			86,605
	Originally Modelled Contribution			88,705
	Budget Adjustment			2,100
	For Information:			
	<u>Analysis of settlement letter</u>			
	Total Funding for Scotland	£250 million		
	Aberdeen City/NHS Grampian share	£9.5 million		
	Represented By:			
Note 1	Additionality	£4.75 million		
Note 2	Integration Fund Contribution	£4.75 million		
	Note 1: This money is to fund additional capacity within Health & Social Care Partnerships that does not currently exist			
	Note 2: Relates to resources for other Local Authority budget pressures for social care services such as pay, National Insurance and living wage.			

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SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
WEIGHTS & MEASURES FEES			
Work carried out under sections 11(5), 49(4), 74(2), 74(4), 74(5), 76 and 77 of the Weights and Measures Act 1985	<ul style="list-style-type: none"> • £61.50 per hour for a weights and measures inspector, with a technical officer charged at £36.90 per hour. • Work carried out at weekends, public holidays or outside the hours of 8am to 6pm, the rates charged will be £92.25 per hour for a weights and measures inspector and £55.35 for a technical officer <p>VAT will be added to the total cost of the work done unless the work is carried out under the Measuring Instruments (EEC Requirements) Regulations 1988</p>	<ul style="list-style-type: none"> • £62.75 per hour for a weights and measures inspector, with a technical officer charged at £37.65 per hour. • Work carried out at weekends, public holidays or outside the hours of 8am to 6pm, the rates charged will be £94.10 per hour for a weights and measures inspector and £56.50 for a technical officer <p>VAT will be added to the total cost of the work done unless the work is carried out under the Measuring Instruments (EEC Requirements) Regulations 1988</p>	<ul style="list-style-type: none"> • For equipment certified to lower tolerances than trade tolerances, the hourly rate will be reduced by 30%. • Where the equipment is tested to a higher tolerance, the hourly rate will be increased by 50% • If the equipment operator provides all or part of the testing equipment needed to carry out the work e.g. a Weighbridge Test Unit, then the hourly rate can be discounted. This discount will be at the discretion of the Trading Standards Team Leader
Provision of Calibration Certificate	£42.19 + VAT	£43.04 + VAT	
HIRE OF EQUIPMENT AND ADDITIONAL CHARGES			
1(a) Hire of 20kg iron weights (accurate to ± 3.2g); Standing Charge and Charge (pro-rata)/day. Cleaning charge if hirer fails to return weights in a clean condition.	Service no longer provided. Customers referred to Aberdeenshire Trading Standards Service (partners)	Service no longer provided. Customers referred to Aberdeenshire Trading Standards Service (partners)	
1(b) Hire of reference meter per day. (Only to other Trading Standards Authorities)	Customers referred to Aberdeenshire Trading Standards Service (partners)	Customers referred to Aberdeenshire Trading Standards Service (partners)	
POISONS: REGISTRATION UNDER PART II OF THE POISONS ACT 1972			
Initial Registration	£35.95	Statute repealed - no longer able to charge	
Re-registration	£19.29	Statute repealed - no longer able to charge	
Changes in details of registration	£9.86	Statute repealed - no longer able to charge	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
A MANUFACTURE AND STORAGE OF EXPLOSIVES REGULATIONS			
Initial Licence to store explosives: Regulation 10 (See Note 1)	1 year duration £178 2 year duration £234 3 year duration £292 4 year duration £360 5 year duration £407	1 year duration £178 2 year duration £234 3 year duration £292 4 year duration £360 5 year duration £407	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Renewal of a Licence: (See Note 2)	1 year duration £83 2 year duration £141 3 year duration £198 4 year duration £256 5 year duration £313	1 year duration £83 2 year duration £141 3 year duration £198 4 year duration £256 5 year duration £313	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Initial Registration in relation to the storage of explosives Regulation 11 (See Note 1)	1 year duration £105 2 year duration £136 3 year duration £166 4 year duration £198 5 year duration £229	1 year duration £105 2 year duration £136 3 year duration £166 4 year duration £198 5 year duration £229	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Renewal of Registration: (See Note 2)	1 year duration £52 2 year duration £83 3 year duration £115 4 year duration £146 5 year duration £178	1 year duration £52 2 year duration £83 3 year duration £115 4 year duration £146 5 year duration £178	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Varying a licence: Regulation 16: varying name of licensee or address of site - £35 any other kind of variation:-	£35	£35	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Transfer of licence or registration (Regulation 20)	£35	£35	the reasonable cost to the licensing authority of having the work carried out
Replacement of licence or registration (if lost)	£35	£35	
Fireworks Regulations 2004			
Licence to supply fireworks all year round:	£500	£500	Fireworks Regulations 2004, Reg. 9(7).

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
PETROLEUM (REGULATION) ACTS 1928 AND 1936			Variable income because renewals are on a three-year cycle, hence peaks and troughs of income
Annual licence to keep petroleum spirit of a quantity: not exceeding 2500 litres - exceeding 2500 litres but not exceeding 50000 litres - exceeding 50000 litres -	£42 £58 £120	£42 £58 £120	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Transfer of petroleum spirit licence	£8.00	£8.00	Health & Safety (Fees) Regulations 2012 Statutory Fees Fixed until 30/9/2017
Records search for existing or former petroleum storage sites for environmental assessment/development purposes:	£61.50 per hour + VAT (minimum one hour)	£62.75 per hour + VAT (minimum one hour)	

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This is the supporting documentation for reference number 13 under the 'Adjustments requiring Committee Approval' sheet.

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
ANIMAL HEALTH AND WELFARE			
Breeding of Dogs Act 1973 Breeders Licence	£238 + vets costs	£243 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Dangerous Wild Animals Act 1976 Licence to keep dangerous wild animals	£238 + vets costs	£243 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Animal Boarding Establishments Act 1963 Licence for animal boarding establishments	£144 + vets costs	£147 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Riding Establishments Act 1964 & 1970 Licence for riding establishments	£238 + vets costs	£243 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Pet Animals Act 1951 Licence to keep pet shop	£144 + vets costs	£147 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Performing Animals [Registration] Act 1925 Registration of those having animals for performance	£144 + vets costs	£147 + vets costs	
The Licensing of Animal Dealers [Young Cats and Young Dogs] [Scotland] Regulations 2009 Licensing of animal dealers	£238 + vets costs	£243 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
Zoo Licensing Act 1981 License to keep a zoo	£238 + vets costs	£243 + vets costs	Income predicted to decrease due to a reduction in the number of applications over the last year
FOOD SAFETY SERVICE			
Inspection and Certification of unfit/unmarketable foods as a result of a freezer or refrigerator breakdown or other incident	£133 (to cover 1 st hour, travel costs and admin charges) thereafter recharge hourly rate of £52 per hour	£136 (to cover 1 st hour, travel costs and admin charges) thereafter recharge hourly rate of £54 per hour	
Food premises yearbook	£25	£26	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
Fish Export Certificates			
<p>a) Monday to Friday 09:00-16:00hrs.</p> <p>Where the Environmental Health Service is given a minimum of 24 hours notice.</p>	<p>Initial charge of £60 (this includes travel time, administration and issue of 1st Certificate) up to a maximum time of 1 hour.</p> <p>An additional charge of £30 per officer per hour or part thereof will be payable per officer after the first hour (two officers may be required depending on size of consignment).</p>	<p>Initial charge of £61.20 (this includes travel time, administration and issue of 1st Certificate) up to a maximum time of 1 hour.</p> <p>An additional charge of £30.60 per officer per hour or part thereof will be payable per officer after the first hour (two officers may be required depending on size of consignment).</p>	<p>2 year pricing arrangement with operators to end of 2015/16</p>
<p>b) Monday to Friday 09:00-16:00hrs</p> <p>Where the Environmental Health Service is given <u>less than 24 hours notice.</u></p>	<p>Initial charge of £120 (this includes travel time, administration and issue of 1st Certificate) up to a maximum time of 1 hour.</p> <p>An additional charge of £30 per officer per hour or part thereof will be payable per officer after the first hour.</p>	<p>Initial charge of £122.40 (this includes travel time, administration and issue of 1st Certificate) up to a maximum time of 1 hour.</p> <p>An additional charge of £30.60 per officer per hour or part thereof will be payable per officer after the first hour.</p>	
<p>c) Monday to Friday after 16:00hrs</p> <p>Where the Environmental Health Service is given a <u>minimum of 24 hours notice.</u></p>	<p>Initial charge of £150 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £153 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45.90 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>d) Monday to Friday after 16:00hrs</p> <p>Where the Environmental Health Service is given <u>less than 24 hours notice.</u></p>	<p>Initial charge of £200 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £204 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45.90 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
<p>e) Weekend visits (Saturday and Sunday) 09:00-16:00hrs.</p> <p>Where the Environmental Health Service is given at least <u>24 hours notice.</u></p>	<p>Initial charge of £200 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £204 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £45.90 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>f) Weekend visits (Saturday and Sunday) 09:00-16:00hrs.</p> <p>Where the Environmental Health Service is given less than <u>24 hours notice.</u></p>	<p>Initial charge of £250 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour</p> <p>An additional charge of £45 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £255 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour</p> <p>An additional charge of £45.90 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>g) Visits on Public Holidays 09:00-16:00hrs (excluding Christmas Day, Boxing Day and 1st & 2nd January).</p> <p>Where the Environmental Health Service is given at least <u>24 hours notice.</u></p>	<p>Initial charge of £200 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £60 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £204 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £61.20 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>h) Visits on Public Holidays 09:00-16:00hrs (excluding Christmas Day, Boxing Day and 1st & 2nd January).</p> <p>Where the Environmental Health Service is given less than <u>24 hours notice.</u></p>	<p>Initial charge of £250 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £60 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £255 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £61.20 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>i) Visits on 27th through to 31st December and on 2nd January 09:00-16:00hrs. (where these fall on a week day)</p> <p>Where the Environmental Health Service is given at least <u>24 hours notice.</u></p>	<p>Initial charge of £150 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £60 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	<p>Initial charge of £153 (this includes travel time, administration and issue of 1st Certificate) up to a maximum of 1 hour.</p> <p>An additional charge of £61.20 per officer per hour or part thereof will be payable after the first hour of the visit.</p>	
<p>j) Additional Certificates</p>	<p>During normal working hours (9.00-16.00hrs Monday–Friday) where more than two export certificates (up to a maximum of seven) are being issued during the same visit the exporting company will be charged the discounted amount of half the relevant certificate charge applicable at that time.</p>	<p>During normal working hours (9.00-16.00hrs Monday–Friday) where more than two export certificates (up to a maximum of seven) are being issued during the same visit the exporting company will be charged the discounted amount of half the relevant certificate charge applicable at that time.</p>	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
	(As long as the inspection and certification process can be carried out within the same working day.)	(As long as the inspection and certification process can be carried out within the same working day.)	
Food Export Certificates			
[a] Per visit including cost of first certificate	£123	£126	No income expected.
[b] Each additional certificate	£34	£35	
Food Hygiene Certificates – Section 50	£235	£240	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
PORT HEALTH CHARGES			
	Gross tonnage Up to 1000 £72 1001-3000 £108 3001-10000 £165 10001-20000 £216 20001-30000 £273 Over 30,000 £330	Gross tonnage Up to 1000 £72 1001-3000 £108 3001-10000 £165 10001-20000 £216 20001-30000 £273 Over 30,000 £330	Charges set by APHA
Ships inspections	Vessels with the capacity to carry between 50 and 100 persons £330 Vessels with the capacity to carry more than 1000 persons £567 For inspections carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £52 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £100 per hour will apply.	Vessels with the capacity to carry between 50 and 100 persons £330 Vessels with the capacity to carry more than 1000 persons £567 For inspections carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £52 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £100 per hour will apply.	Surcharge introduced to cover outwith normal hours payments for staff

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
WATER SAMPLES - SHIPS			
Chemical	<p>Per sample (less than 5) £187.79.</p> <p>£169.00 per sample (when 5 or more samples taken)</p> <p>Plus £52 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £52 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £100 per hour will apply</p>	<p>Per sample (less than 5) £192.00</p> <p>£173.00 per sample (when 5 or more samples taken)</p> <p>Plus £53 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £53 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £106 per hour will apply</p>	Based on lab analysis cost
Bacteriological	<p>Per sample £67</p> <p>£60.00 per sample (when 5 or more samples taken)</p> <p>Plus £52 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £52 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £100 per hour will apply</p>	<p>Per sample £69</p> <p>£62.00 per sample (when 5 or more samples taken)</p> <p>Plus £53 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £53 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £106 per hour will apply</p>	Based on lab analysis cost
Legionella	<p>Per sample (less than 5) £158.38</p> <p>Per sample (when 5 or more samples are taken) £135.34</p> <p>Plus £52 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £52 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £100 per hour will apply</p>	<p>Per sample (less than 5) £158.38</p> <p>Per sample (when 5 or more samples are taken) £135.34</p> <p>Plus £53 per hour officer time (minimum 1 hour)</p> <p>For sampling carried out on Saturdays or before 8am or after 6pm on weekdays, a surcharge of £53 per hour of officer time will apply. For inspections on Sundays and Public Holidays a surcharge of £106 per hour will apply</p>	Based on lab analysis costs

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
Illegal, Unreported and Unregulated Fishing Regulation (IUU) - Port Health Charges for checking catch certificates	£20 Certificates will not be provided outwith normal office hours and therefore no additional charges apply.	£20 Certificates will not be provided outwith normal office hours and therefore no additional charges apply.	
Illegal, Unreported and Unregulated Fishing Regulation(IUU) - Port Health Charges for Confirmation document that consignment is outwith the scope of the regulations	No charge as very little work required.	No charge as very little work required.	
PEST CONTROL SERVICES			
Rodent Infestation	£120.50+VAT (per course of treatment) (domestic) £82.51 +VAT (per visit) (commercial) £82.51 +VAT (per visit) (1-2 rooms) £120.50 +VAT (per visit) (3-4 rooms) £82.51 + VAT (per visit) (domestic and Commercial)	£123.00+VAT (per course of treatment) (domestic) £84.50 +VAT (per visit) (commercial) £84.50 +VAT (per visit) (1-2 rooms) £123.00 +VAT (per visit) (3-4 rooms) £84.50 + VAT (per visit) (domestic and Commercial)	A course of treatment includes 5 visits
Infestation of bed bugs	£120.50 +VAT (per visit) (3-4 rooms) £82.51 + VAT (per visit) (domestic and Commercial)	£123.00 +VAT (per visit) (3-4 rooms) £84.50 + VAT (per visit) (domestic and Commercial)	Larger properties will be given a quote on request
Insect Infestation	£82.51 + VAT (per visit) (domestic and Commercial)	£84.50 + VAT (per visit) (domestic and Commercial)	Includes cockroaches
Wasps	£62.50 +VAT (per treatment) (domestic and Commercial)	£63.75 +VAT (per treatment) (domestic and Commercial)	
Domestic consultation fee for pest control officer visit to assess and advise where no treatment is carried out.	£26.65 +VAT	£27.20 +VAT	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
DOG WARDEN SERVICE			
Cost of Dog Warden incurred in uplifting and detaining stray dogs.	£61.50 * [£27.68 for owners who agree to have their dogs identichipped] *FREE [First uplift for identichipped dogs with no previous history of straying]	£62.75 * [£28.25 for owners who agree to have their dogs identichipped] *FREE [First uplift for identichipped dogs with no previous history of straying]	
	An additional payment in respect of boarding charges of £10.00 for each day, or part day, of detention will be applicable in all cases	An additional payment in respect of boarding charges of £10.00 for each day, or part day, of detention will be applicable in all cases	Boarding charges are set by the Dogs Home, therefore, Environmental Health have no control over this.
MISCELLANEOUS ENVIRONMENTAL HEALTH			
Street Traders Licence Certificate of Compliance	£142	£142	No change as officer costs are met within £142
Photocopying of Public Registers, etc.	Paper copies of documents will be subject to a charge in accordance with the council's publication Scheme under FOISA	Paper copies of documents will be subject to a charge in accordance with the council's publication Scheme under FOISA	
Search of Records to obtain information	Paper copies of documents will be subject to a charge in accordance with the council's publication Scheme under FOISA	Paper copies of documents will be subject to a charge in accordance with the council's publication Scheme under FOISA	
Provision of Factual Statements			
Housing Inspection Report (for immigration services)	£105.58+ VAT (inspection visit and issue of letter) £20.50 +VAT (re-issue of letter or amendment on request within 1 year at customers request)	£108.00+ VAT (inspection visit and issue of letter) £21.00 +VAT (re-issue of letter or amendment on request within 1 year at customers request)	
Provision of Contaminated Land Information	£51.25 per hour or part hour	£52.50 per hour or part hour	
Private Water Supplies and Domestic Water Supply Testing			
Sampling plus bacteriological and chemical analysis Sampling and analysis for Lead only	£127.10 +VAT £118 +VAT	£130.00 +VAT £121 +VAT	This is in line with water sampling charges for Aberdeenshire

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS																																	
<p style="text-align: center;">FOOD WASTE COLLECTIONS</p>	<table border="1"> <thead> <tr> <th>Bin</th> <th>Min</th> <th>Max</th> </tr> </thead> <tbody> <tr> <td>140L</td> <td>£7.34</td> <td>£22.57</td> </tr> <tr> <td>240L</td> <td>£9.16</td> <td>£26.00</td> </tr> <tr> <td>550L</td> <td>£14.80</td> <td>£39.00</td> </tr> </tbody> </table>	Bin	Min	Max	140L	£7.34	£22.57	240L	£9.16	£26.00	550L	£14.80	£39.00	<table border="1"> <thead> <tr> <th>Bin</th> <th>Min</th> <th>Max</th> </tr> </thead> <tbody> <tr> <td>caddy 3L</td> <td>£3.29</td> <td>£14.74</td> </tr> <tr> <td>caddy 5L</td> <td>£3.82</td> <td>£15.27</td> </tr> <tr> <td>caddy 7L</td> <td>£4.43</td> <td>£15.88</td> </tr> <tr> <td>140L</td> <td>£4.84</td> <td>£16.29</td> </tr> <tr> <td>240L</td> <td>£6.66</td> <td>£18.11</td> </tr> <tr> <td>550L</td> <td>£12.30</td> <td>£23.75</td> </tr> </tbody> </table>	Bin	Min	Max	caddy 3L	£3.29	£14.74	caddy 5L	£3.82	£15.27	caddy 7L	£4.43	£15.88	140L	£4.84	£16.29	240L	£6.66	£18.11	550L	£12.30	£23.75	<p>New level of service introduced to ensure customers comply with Waste (Scotland) 2012 Regs.</p> <p>It is proposed that these charges are set until 31 March 2018, to fall in line with all other trade waste charges.</p>
	Bin	Min	Max																																	
140L	£7.34	£22.57																																		
240L	£9.16	£26.00																																		
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240L	£6.66	£18.11																																		
550L	£12.30	£23.75																																		

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This is the supporting documentation for reference numbers 1 and 2 under the 'Adjustments requiring Committee Approval' sheet.

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
BEREAVEMENT SERVICES			
PURCHASE OF LAIR RIGHTS			
a) Burial Lair Rights	£850.00	£922.00	
b) Reservation fee for Burial Lair in either Hazlehead or Newhills Cemeteries (10 year period)	£100.00	£108.00	
c) Cremation Casket Lair Rights	£395.00	£429.00	
d) Administration Fee (if unused Lair sold back to the Council)	£0.00	£45.00	
INTERMENTS			
a) Burial	£577.00	£626.00	
b) Interment of Cremation Casket or Ashes in headground of a grave	£136.00	£148.00	
c) 2 nd casket interments extra 50% of appropriate fee	£68.00	£74.00	
d) Interment of Double Cremation Casket or Ashes in headground of a grave	£136 + half of £68 = £170	£185.00	
e) Burial of a person whose age at the time of death was less than 16 years or a stillborn child	No charge	No charge	
f) Testing of a lair as part of an arrangement for burial	No charge	No charge	
TESTING OF A LAIR			
Testing of a lair for depth for future use	£109.00	£118.00	
DISINTERMENTS			
a) Disinterment of a coffin	£1,392.00	£1,510.00	
b) Disinterment of a casket of ashes	£201.00	£218.00	
BURIAL GROUND RECORDS			
a) Transfer of lair Rights	£34.00	£37.00	
b) Duplicate Lair Certificate (including search)	£34.00	£37.00	
c) Search of Burial Ground Records (as and when time permits)	£12.50 per 15 minutes	£13.50 per 15 minutes	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
BEREAVEMENT SERVICES			
HEADSTONES AND MEMORIALS			
Preparation of foundation for a headstone	£94.00	£102.00	
CREMATIONS			
a) Cremation - with Chapel Service (includes use of Chapel, use of organ and CD facilities)	£693.00	£731.00	
b) Cremation – No Chapel Service	£653.00	£690.00	
c) Cremation of any person whose age at the time of death was less than 16 years or a stillborn child	No Charge	No Charge	
OPTIONAL SERVICES			
The following services are available on request			
a) Storage of urn containing ashes pending final arrangements – no charge for the first month, the charge for second or subsequent months or part month	£95.00	£100.00	
b) Dispersal of ashes from other Crematoria	£84.00	£89.00	
BOOK OF REMEMBRANCE			
Charge per line	£19.50	£20.50	
2 line entry (minimum)	£39.00	£41.00	
3 line entry	£58.50	£61.50	
4 line entry	£78.00	£82.00	
5 line entry (minimum for motif)	£97.50	£102.50	
6 line entry	£117.00	£123.00	
7 line entry	£136.50	£143.50	
8 line entry (maximum)	£156.00	£164.00	
Illustrated motif [5 line entry or more required]	£57.50	£61.00	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
BEREAVEMENT SERVICES			
MEMORIAL CARDS			
Replica of above entry – Charge per line	£12.50	£13.00	
Illustrated motif	£53.00	£56.00	
MINIATURE BOOKS			
As Book of Remembrance entry	£86.00	£91.00	
Additional lines	£12.75	£13.00	
Illustrated motif	£53.00	£56.00	
MEMORIAL PLAQUES			
Wall Plaques - 10 years	£418.00	£441.00	
- 20 years	£559.00	£590.00	
Renewal of lease for 10 years	£150.00	£158.00	
Renewal of lease for 20 years	£250.00	£264.00	
Additional Inscription	£83.00	£88.00	
MEMORIAL BENCHES [within a cemetery]	£892.00	£941.00	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
BEREAVEMENT SERVICES			
BABIES BOOK OF REMEMBRANCE AND MEMORIAL CARDS Charge per line 2 line entry (minimum) 3 line entry 4 line entry 5 line entry (maximum) Illustrated motif	£6.50 £13.00 £19.50 £26.00 £32.50 £40.50	£6.80 £13.60 £20.40 £27.20 £34.00 £40.80	
BABIES MEMORIAL KERB (AT TRINITY CEMETERY) 3 Line inscription	£148.00	£156.00	
BABIES MEMORIAL HEADSTONE 3 line inscription Gilded motif 4 th line [if requested]	£430.00 £87.00 £18.00	£454.00 £92.00 £19.00	
BODY PARTS / ANATOMY Cremation of Body Parts (following original cremation) Burial of Body Parts Cremation of Body donated to Medical Research (Anatomical examination) Burial of Body donated to Medical Research (Anatomical examination)	£1.36 £25.00 £110.00 £25.00	£58.00 £58.00 £116.00 £116.00	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS			Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991
<p>Temporary Traffic Restrictions (TTRO)</p> <p>For continuous period of up to 21 days: Application received 28 days or more prior to Order coming in to effect Application received less than 28 days prior to Order coming in to effect</p> <p>For continuous period over 21 days but not more than 6 months: Application received 28 days or more prior to Order coming in to effect Application received less than 28 days prior to Order coming in to effect</p> <p>For repeat posting of weekly or monthly notices per event</p> <p>Charge for late permit</p>	<p>£825</p> <p>£1,150</p> <p>£1,625</p> <p>£1,925</p> <p>£165</p> <p>-</p>	<p>£825</p> <p>£1,150</p> <p>£1,625</p> <p>£1,925</p> <p>£165</p> <p>£3,000</p>	<p>28 days is the minimum normally required to process an application for a temporary traffic order.</p> <p>While an application can be processed in less time, more expensive media will be required for the advertising.</p> <p>This additional cost is reflected in the new charges made to applicants.</p> <p>Failure to obtain a TTRO has the potential to cause major disruption if roads are closed or restrictions put in place without prior approval.</p>
<p>Permanent Traffic Orders</p> <p>Charges for the promotion of permanent traffic orders</p>	<p>£2,000</p>	<p>£2,000</p>	
<p>Temporary/Permanent Industrial Access</p> <p>Charge for visiting site, processing application and granting permission</p> <p>Charge for a late permit</p>	<p>£450</p> <p>£1,045</p>	<p>£450</p> <p>£1,350</p>	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS			Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991
<p>Consent for Excavating in the Road under Section 56 or 61 of the Roads (Scotland) Act 1984</p> <p>Excavation not involving installation of private apparatus</p> <p>Charge for a late permit</p>	<p>£450</p> <p>£1,045</p>	<p>£450</p> <p>£1,350</p>	
<p>Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA)</p> <p>Charge for initial application and permission for works which are only one inspection unit</p> <p>Charge for a late permit</p> <p>Additional charge for works over one inspection unit</p> <p>Charge for recording plant information in VAULT overlays.</p> <p>For adopted plant further charges will be made over the maintenance period for year 2 and 3 where applicable at an appropriate rate</p>	<p>£450</p> <p>£1,045</p> <p>£108 per additional unit</p> <p>£160</p> <p>£50 per year.</p>	<p>£450</p> <p>£1,350</p> <p>£120 per additional unit *</p> <p>£160 per year **</p> <p>£50 per year.</p>	<p>These charges contribute towards the Council's expenditure on the Symology system, which is employed to notify Statutory Undertakers of work in accordance with NRSWA.</p> <p>Applicants will also be required to meet inspection charges in accordance with regulations issued under NRSWA.</p> <p>* Updated to come into line with the revised charges for works covered under the New Roads & Street works Act 1991 and Transport Scotland Act 2005.</p> <p>** Charge issued on an annual basis for the life of the use of the apparatus to the owner / user for un-adopted apparatus (wholly private).</p>

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS Scaffold / Hoarding permits (per street): For a continuous period of up to 1 month: Under 25 metres in length £110 25 metres or over £170 For each subsequent month of original application: Under 25 metres in length £75 25 metres or over £115 For subsequent extension for up to 1 month: Under 25 metres in length £100 25 metres or over £145 Charge for permit for a late permit : For a continuous period of up to 1 month: Under 25 metres in length £690 25 metres or over £780 For each subsequent month of original application: Under 25 metres in length £640 25 metres or over £700 For subsequent extension for up to 1 month: Under 25 metres in length £675 25 metres or over £740 Fixed penalty notice for non-compliance with the conditions of a permit issued by Aberdeen City Council. £120			Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS			Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991
<p>Mobile tower scaffolds (to be considered as a mobile scaffold it must be erected and dismantled daily otherwise see scaffold charges above)</p> <p>Charge per day per location Charge per week per location</p> <p>Charge for a late permit : Charge per day per location Charge per week per location</p> <p>Fixed penalty notice for non-compliance with the conditions of a permit issued by Aberdeen city Council.</p>	<p>£30 £60</p> <p>£230 £260</p> <p>£120</p>	<p>£30 £60</p> <p>£345 £390</p> <p>£120</p>	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS			Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991
Crane, Hydraulic Platform Permits Charge for granting permission (day permit, per site) Charge for granting permission (week permit, per site) Roaming permit (day permit up to 5 sites, max 90 minutes per site) Charge for a late permit Charge for granting permission (day permit, per site) Charge for granting permission (week permit, per site) Roaming permit (day permit up to 5 sites, max 90 minutes per site) Defect inspection of traffic management for above work	£75 £95 £110 £375 £395 £410 £35	£75 £95 £110 £560 £595 £615 £36	
Temporary Traffic Lights Permits For a continuous period of up to one week, charge for granting permission Charge for a late permit	£85 £585	£85 £875	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
<p>STREET OCCUPATIONS</p> <p>Skip Permits</p> <p>For continuous period of 7 days</p> <p>Fixed penalty notice for illegal occupation of the road. (This can also be issued for non-compliance with the conditions of a permit issued by Aberdeen City Council)</p> <p>Additional daily charge for a skip sited within a Pay and Display area</p>	<p>£35</p> <p>£120</p> <p>£30 for zones A, B, C, E, F & G; £15 for all other zones</p>	<p>£35</p> <p>£400</p> <p>£30 for zones A, B, C, E, F & G; £15 for all other zones</p>	<p>Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991</p> <p>The Fixed Penalty Notice is payable where a skip is placed without a permit first being obtained or is non-compliant with regards to permit conditions.</p> <p>On-going issues in relation to non-compliance and increased use of roll-on, roll-off skips, along with lack of adequate protection, is causing problems in terms of both traffic management and roads maintenance.</p> <p>The daily charge for Pay and Display contributes to the loss of revenue from parking charges and the amount equates to standard charges, for which there has been no increase, made by the Council for daily occupation of a Pay and Display space for the purposes of loading etc.</p>

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
<p>STREET OCCUPATIONS</p> <p>Development / Construction – Occupation of Road Space</p> <p>The area enclosed by the outer edges of the following roads;</p> <p>Holburn Street, Willowbank Road, Springbank Terrace, Wellington Place, South College Street, Guild Street, Regent Quay Virginia Street, Commerce Street, East North Street, West North Street, Mounthooley Roundabout, Gallowgate, Spring Garden, Maberly Street, Rosemount Place, Esslemont Avenue, Rose Street, Union Street and all traffic sensitive roads listed on the Scottish Street Works Register (data retained on the Street Works Gazetteer contact the Roadworks Co-ordination Unit for more information).</p> <p>Screened areas created for safe construction (work areas) purpose in above area listed:</p> <p>All other roads not included above area list:</p> <p>Screened areas created for safe construction (work area) purpose not included in above area listed:</p> <p>Fixed Penalty Notice for failure to comply with the permit conditions above.</p>	<p>Footprint area of occupation charged at £2 per square metre per day for storage of materials.</p> <p>Footprint area of occupation charged at £2 per square metre per day for storage of materials.</p> <p>Footprint area of occupation charged at £1 per square metre per day for storage of materials.</p> <p>Footprint area of occupation charged at £1 per square metre per day for storage of materials.</p> <p>-</p> <p>-</p>	<p>Footprint area of occupation charged at £2 per square metre per day for storage materials.</p> <p>As above £2 per square metre per week.</p> <p>Footprint area of occupation charged at £1 per square metre per day for storage of materials.</p> <p>As above £1 per square metre per week.</p> <p>£120</p>	<p>Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991</p> <p>This is based on the area of a parking bay of 15 square metres for parallel parking where an average charge would be £30 for all day parking.</p> <p>This is based on the area of a parking bay of 15 square metres for parallel parking where an average charge would be £15 for all day parking.</p>

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
STREET OCCUPATIONS	Charges for Street Occupations are covered by the Roads (Scotland) Act 1984 and the New Roads and Street Works Act 1991		
Promotional events for commercial purposes St. Nicholas Street, Castlegate, the Green, and other pedestrian priority areas:	Footprint area of occupation charged at £10 per square metre per day or part day Minimum invoice charge will be £50 per day to cover administration costs	Footprint area of occupation charged at £10 per square metre per day or part day Minimum invoice charge will be £50 per day to cover administration costs	
Pavement Café Licence Application for permission to site temporarily, tables & chairs on the footway. Validity period from 1 May – 30 April	£100 Per year or part	£100 Per year or part	
Licensed hot / cold food units Licensed hot / cold food unit across the City would be charged at a rate	£250 per annum for lease of the road space	£250 per annum for lease of the road space	This exceeds the fees for pavement cafes which are currently £100 per annum (see above)
Day rates for the use of the road space for commercial purposes, for profit. These charges apply to semi-permanent units within the city centre	Footprint area of occupation charged at £0.67 per square metre per day (Minimum charge of £10 per day)	Footprint area of occupation charged at £0.67 per square metre per day (Minimum charge of £10 per day)	

SERVICE	CURRENT CHARGES 2015/16	PROPOSED CHARGES 2016/17	COMMENTS
PARKING PERMITS			Excludes permits sold for Housing Revenue Account
Business Permits (12 months) Contractor Permits (12 months) Monthly Permits	£500 £550 £210	£550 £605 £230	To increase by £50pa each year until 2020/21 To increase by £55pa each year until 2020/21 To increase by £20pa each year until 2020/21
Residents Permits (First Permits) Residents Permits (Second Permits)	£60 £120	£50 £125	Per Council instruction on Budget Day 2014 To increase by £5pa each year until 2020/21
PAY & DISPLAY CHARGES			
City Centre Parking Zones A, B, C, E, F & G	Up to 20 minute stay - £1 Up to 40 minute stay - £2 Up to 1 hour stay - £3 Up to 2 hour stay - £4	Up to 30 minute stay - £2 Up to 1 hour stay - £4 Up to 2 hour stay (maximum) - £6 Up to 2 hour stay (maximum) - £5 (discounted for 6pm - 8pm, Monday - Saturday only)	
Chapel Street & Denburn Multi Story Car Parks	Up to 1 hour stay - £1 (Denburn Only) Up to 2 hour stay - £2 Up to 3 hour stay - £3 Up to 4 hour stay - £4 Up to 5 hour stay - £5 Up to 6 hour stay - £6 Up to 10 hour stay - £10 Up to 14 hour stay - £14	Up to 1 hour stay - £2 (Denburn Only) Up to 2 hour stay - £3 Up to 3 hour stay - £4 Up to 4 hour stay - £5 Up to 5 hour stay - £6 Up to 6 hour stay - £7 Up to 12 hour stay - £11 (maximum stay)	
West North Street Multi Story Car Park	Up to 2 hour stay - £2 Up to 3 hour stay - £3 Up to 4 hour stay - £4 Up to 5 hour stay - £5 Up to 6 hour stay - £6 Up to 10 hour stay - £10 Up to 14 hour stay - £14	Up to 2 hour stay - £1.50 Up to 3 hour stay - £2.50 Up to 4 hour stay - £3.50 Up to 5 hour stay - £4.50 Up to 6 hour stay - £5.50 Up to 12 hour stay - £9.50 (maximum stay)	
Summer Street and Greyfriars Surface Car Parks	Up to 2 hour stay - £2.20 Up to 3 hour stay - £3.30 Up to 4 hour stay - £4.40 (maximum stay)	Up to 2 hour stay - £2.50 Up to 3 hour stay - £3.50 Up to 4 hour stay - £4.50 (maximum stay)	
Crombie Road, Torry Dunmail Avenue, Cults & Station Road, Bucksburn Surface Car Parks	Free Car Parks	New charges £1 for 2 hours (maximum stay) No permits	

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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:	Date of Assessment:										
Commercialisation of ACC Duct Network	14/01/2016										
Service: IT & Transformation	Directorate: Corporate Governance										
Committee Name or delegated power reference (Where appropriate): Finance Policy and Resources	Date of Committee (Where appropriate): 25 February 2016										
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 checked="" 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 checked="" type="checkbox"/></td> </tr> <tr> <td>Other (List below) Businesses</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>	Employees	<input checked="" type="checkbox"/>	Job Applicants	<input type="checkbox"/>	Service Users	<input checked="" type="checkbox"/>	Members of the Public	<input checked="" type="checkbox"/>	Other (List below) Businesses	<input checked="" type="checkbox"/>
Employees	<input checked="" type="checkbox"/>										
Job Applicants	<input type="checkbox"/>										
Service Users	<input checked="" type="checkbox"/>										
Members of the Public	<input checked="" type="checkbox"/>										
Other (List below) Businesses	<input checked="" type="checkbox"/>										

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>The proposal seeks to allow commercial telecoms operators access to ACC ducts to accelerate deployment of fibre based connectivity across the city and introduce greater market competition.</p> <p>The infrastructure of itself is neutral in effect however it is designed to align with programmes engaging and supporting communities.</p> <p>Utilising existing ducting capacity may also reduce the requirement of telecomm service suppliers to cause disruption to roads and footpaths to lay new ducting to support their ambitions.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>Ofcom data on access to internet and speeds of connection.</p> <p>ACC Tenants Surveys</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>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <p>Implementation cost £ 10,000</p> <p>Projected Savings *income £ 82,000</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?

The provision of access to Aberdeen City Council duct access will open up the potential for faster deployment of new business models for digital connectivity for citizens and businesses. Such connectivity could provide the platform for reducing digital, economic and social inequality through providing means of engagement with public and private sector services, community building opportunities and supporting vulnerable individuals in independent living.

f- How does this proposal link to the Council's Equality Outcomes?

Of itself network access is neutral but delivery of cost effective, robust connectivity can support actions across the range of Equalities Outcomes. For example.

5. Effective customer service that is aware of the differences and requirements of different groups. The lead services will be Corporate Governance.

Increased community digital access may provide for better citizen directed engagement and encourage effective data sharing with citizens.

6. An increased proportion of council communication adheres to Accessible Information Guidelines. The lead service will be Corporate Governance and will apply to all services

Providing earlier and more robust digital connection will support ongoing community engagement programmes that will seek to develop best practice in communications with citizens.

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)				
Disability (Mental, Physical, Sensory and Carers of Disabled people)				
Gender Reassignment				
Marital Status (Marriage and Civil Partnerships)				
Pregnancy and Maternity				

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)
Race (All Racial Groups including Gypsy/Travellers)				
Religion or Belief or Non-belief				
Sex (Women and men)				
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)				
Other (e.g: Poverty)				

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Evidence:</p>

<p>Article 6: Right to a fair and public hearing</p>	<p>Yes <input type="checkbox"/></p> <p>No <input 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 type="checkbox"/></p> <p>Evidence:</p>
<p>Article 10: Freedom of expression</p>	<p>Yes <input type="checkbox"/></p> <p>No <input 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 type="checkbox"/></p> <p>Evidence:</p>

<p>Other article not listed above, please state:</p>	<p>Yes <input type="checkbox"/> No <input 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</p> <p><input type="checkbox"/> Red Amber</p> <p><input type="checkbox"/> Amber</p> <p><input type="checkbox"/> Green</p>
<p>Reason for that rating:</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) :	Sean Cremer
Signed off by (Head of Service) :	Simon Haston
<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. 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>

<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> <p>Certain discrimination may be capable of being justified on the grounds that:</p>
<p>Genuine Determining Reason</p>	<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>
<p>Human Rights</p>	<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>
<p>Legal Status:</p>	<p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</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>

Equality and Human Right Impact Assessment: The Form



EHRIA

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1: Equality and Human Rights Impact Assessment- Essential Information	
Name of Proposal: Extend Pilot Stay On Site Approach to S1 Lunches at two of the council's Academies and encourage healthy eating.	Date of Assessment: 2nd December 2015
Service: Land & Property Assests	Directorate: Communities, Housing & Infrastructure
Committee Name or delegated power reference (Where appropriate):	Date of Committee (Where appropriate): Council 25th February 2016
Who does this proposal affect? Please Tick ▼	<div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Employees <input checked="" type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Job Applicants <input type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Service Users <input checked="" type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Members of the Public <input type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Other (List below) <input type="checkbox"/> </div> </div>

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>The aims of the proposal are to increase school meal uptake at Bucksburn and Oldmachar Academies, by keeping S1 pupils in school over the lunch period, so having to take a school lunch.</p> <p>The intended effects of the proposal are to</p> <ol style="list-style-type: none"> 1. Increase school meal income 2. Further encourage children to make healthy meal choices 3. Increase educational attainment 4. Make a positive impact on child healthy weight and the ongoing challenges for health service partners in dealing with obesity related illnesses 5. See a decrease in behavioural issues from children being out of school over the lunch break
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>The pilot of this initiative has been running at Cults Academy for 3 years and has seen a significant increase in meal uptakes and the associated income this generates.</p> <p>The school had concerns over the safety of their youngest</p>

	<p>pupils, many of whom were choosing to cross the Deeside Road to purchase lunch from such as Kelly's of Cults. There were behavioural issues also arising from large groups of children congregating on pavements and associated litter from purchases being left behind.</p> <p>It is too early to evidence the impacts on educational attainment or child healthy weight.</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>The proposal to extend the pilot has been identified as part of the Procurement Achieving Commercial Excellence (PACE) programme. Colleagues in Education & Children's Services have been consulted on the proposal, but further consultation would be required before implementation.</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: There were no up front implementation costs at Cults Academy, however, as the service has continued to expand, there are implications for both Catering and Educational staff, so this would likely be the case for both Bucksburn and Oldmachar Academies.</p>

	<p>Projected Income: An combined increase of £50,000 can be reasonably expected.</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>Extending the pilot would further help to bury the stigma associated with being in receipt of free school meals. As all S1 pupils would be taking lunch in the school, all purchases would be made via the Accord Card, thus not identifying any pupil who is in receipt of free school meals. This would not be the case if S1 pupils were continued to be allowed to leave school, where those in receipt of free school meals may not have the money to make purchases from local food outlets, where those that weren't could have.</p>	
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	
<p>The proposal may link to Equality Outcome 18. b. Reduce the gap in educational attainment. By keeping all S1 pupils in and having access to the same healthy lunch options, may have a positive impact on attainment levels for the most needy, as indicated in 3 a) above.</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)	✓		✓	
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)	✓	✓	✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)		✓		Proposal would help to ensure that those in S1 who were entitled to a free meal would be taking one, easing the burden on parents/guardians

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Evidence:</p>

<p>Article 6: Right to a fair and public hearing</p>	<p>Yes <input type="checkbox"/></p> <p>No <input 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 type="checkbox"/></p> <p>Evidence:</p>
<p>Article 10: Freedom of expression</p>	<p>Yes <input type="checkbox"/></p> <p>No <input 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 type="checkbox"/></p> <p>Evidence:</p>

	<p style="text-align: center;"><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Evidence: It may be open to challenge that S1 pupils human rights are being infringed by forcing them to stay in school over the lunch period.</p>
6: Assessment Rating:	
<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>In terms of equality, the impacts on the nine protected characteristics are all felt to be neutral. The proposal may positively impact on low earning families and those in receipt of free school meal qualifying benefits.</p> <p>In terms of human rights, there has been no challenge from Cults</p>

	Academy parents in this regard, in fact the pilot scheme was encouraged by parents and subsequently well received. It could reasonably be expected then, that the same would go if the pilot was extended to Bucksburn and Oldmachar Academies.
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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 <i>The Equality Act 2010</i> ?				
Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
N/A				

8: Sign off									
Completed by (Names and Services) :	Andy Campbell, Facilities Manager, Land & Property Assets								
Signed off by (Head of Service) :	John Quinn								
<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. 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>

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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: Review of Funding to Sport Aberdeen	Date of Assessment: November 2015										
Service: Education	Directorate: Education & Children's Services										
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 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 checked="" type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input checked="" 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 checked="" 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 checked="" type="checkbox"/>										
Other (List below)	<input type="checkbox"/>										

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>This proposal is to reduce the annual payment to Sport Aberdeen by 2% per annum over the next 5 years. This option also includes a requirement to review the provision of swimming pools in Aberdeen. The Council would work with Sport Aberdeen to determine the proposals to manage this reduction.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>Sport Aberdeen are an independent organisation who maintain their own equalities data. As an external organisation, the Council has a governance function to oversee their performance and monitor their KPIs.</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>Not applicable. Discussions will take place with officers from Sport Aberdeen in relation to the budget funding which the Council determines.</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" value="£0"/></p> <p>Projected Savings <input type="text" value="£ 405k"/></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>to eliminate</p>
<p>Not applicable.</p>	

<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>Not applicable. Sport Aberdeen is an external organisation.</p>
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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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓		✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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 Victimisation</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>

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Equality and Human Right Impact Assessment: The Form



EHRIA

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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: Review of Funding to Aberdeen Sports Village	Date of Assessment: November 2015										
Service: Education	Directorate: Education & Children's Services										
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015										
Who does this proposal affect? Please Tick ▼	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Employees</td> <td style="text-align: center; width: 50px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Job Applicants</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Service Users</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Members of the Public</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">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 checked="" type="checkbox"/>	Other (List below)	<input type="checkbox"/>
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Service Users	<input checked="" type="checkbox"/>										
Members of the Public	<input checked="" type="checkbox"/>										
Other (List below)	<input type="checkbox"/>										

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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?	This proposal is to reduce the annual payment to Aberdeen Sports Village by 2% per annum over the next 5 years. The Council would work with ASV to determine the proposals to manage this reduction.
b- What equality data is available in relation to this proposal? (Please see guidance notes)	Aberdeen Sports Village is an independent organisation who maintains their own equalities data. As an external organisation, the Council has a governance function to oversee their performance and monitor their KPIs.

<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>Not applicable. Discussions will take place with officers from Aberdeen Sports Village in relation to the budget funding which the Council determines.</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" value="£ 0"/></p> <p>Projected Savings <input type="text" value="£ 20k"/></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>Not Applicable</p>	

<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>Not Applicable. Aberdeen Sports Village is an external organisation.</p>
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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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓		✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
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Other (e.g: Poverty)	✓			

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	
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Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite				
Signed off by (Head of Service) :	Euan Couperwhite				
<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. 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</p>

	<p>impacts on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</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> <p>Certain discrimination may be capable of being justified on the grounds that:</p> <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> <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> <p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</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>
Equality Data:	
Genuine Determining Reason	
Human Rights	
Legal Status:	

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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: Review of Cultural Programme Delivery and associated budgets.	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015
Who does this proposal affect? Please Tick ▼	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> Employees <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> Job Applicants <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> Service Users <input checked="" type="checkbox"/> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> Members of the Public <input checked="" type="checkbox"/> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> Other (List below) <input type="checkbox"/> </div> </div>

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	
a- What are the aims and intended effects of this proposal?	A review of the cultural programme is proposed in order to identify opportunities to reduce costs and/or bring about greater efficiencies in the services provided by third parties.
b- What equality data is available in relation to this proposal? (Please see guidance notes)	The programme involves the commissioning of services from independent organisations who maintain their own equalities data.

<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>Not applicable. Discussions will take place with relevant organisations in relation to the budget funding which the Council determines.</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 £ 0</p> <p>Projected Savings £ 640k</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>Not Applicable</p>
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>Not applicable, these would be external organisations.</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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓		✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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 Victimisation</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>

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Equality and Human Right Impact Assessment: The Form



EHRIA

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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: Review the Service Level Agreement with NHS Grampian regarding the provision of Speech & Language Therapy services.	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate):Council	Date of Committee (Where appropriate):4 th February 2015
Who does this proposal affect? Please Tick ▼	<div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Employees <input type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Job Applicants <input type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Service Users <input checked="" type="checkbox"/> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> Members of the Public <input checked="" type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Other (List below) <input type="checkbox"/> </div> </div>

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>A review of the Service Level Agreement with NHS Grampian regarding the provision of Speech & Language Therapy services would allow for a reduction in costs depending on the level of service being purchased. The review will not adversely affect any service delivery to young people who require this intervention and support.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>NHS Grampian is an independent organisation who maintains their own equalities data.</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>Not applicable. Discussions will take place with officers from NHS Grampian in relation to the budget funding which the Council determines.</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" value="£ 0"/></p> <p>Projected Savings <input type="text" value="£ 100k"/></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>Speech and Language therapy will continue to be provided to those young people who require support, which will be tailored to their individual needs.</p>	

<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>Not Applicable. NHS Grampian is an external organisation.</p>
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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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)		✓		The review will better target support to young people who require the services provided by the Speech and Language Therapy team.
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓		✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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<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 Victimisation</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>

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1: Equality and Human Rights Impact Assessment- Essential Information	
Name of Proposal: Review Admin and Supplies & Services Budgets for Schools	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015
Who does this proposal affect? Please Tick ▼	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;"> Employees <input type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Job Applicants <input type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Service Users (Pupils) <input checked="" type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Members of the Public <input type="checkbox"/> </div> <div style="display: flex; align-items: center;"> Other (List below) <input type="checkbox"/> </div> </div>

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>This option extends the review of admin and supplies budgets to schools, and would result in a small reduction in the level of DEM budget available for schools in 2016/17.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>Current Council policy provides additional resources to those schools in areas of deprivation.</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>Not applicable. Discussions will take place with officers in relation to the budget funding which the Council determines.</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" value="£0"/></p> <p>Projected Savings <input type="text" value="£ 280k"/></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>If implemented, this proposal would adversely affect the ability of the Council and Education Service to advance the equality of opportunity.</p>	

<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>There is no link to the Council's Equality Outcomes should this proposal be accepted.</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)			✓	Reduces school's ability to fully meet the needs of pupils who live in areas of deprivation.
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 checked="" type="checkbox"/> Amber <input type="checkbox"/> Green</p>
<p>Reason for that rating:</p>	<p>This proposal would remove some of the flexibility that schools in areas of regeneration have to provide additional support for their young people.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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 Victimisation</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>

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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: Introduce Parking Charges at Harlaw Academy (Evenings & Weekends)	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015
Who does this proposal affect? Please Tick ▼	<input type="checkbox"/> Employees <input type="checkbox"/> Job Applicants <input checked="" type="checkbox"/> Service Users <input checked="" type="checkbox"/> Members of the Public <input type="checkbox"/> Other (List below)

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>The council could introduce parking charges at Harlaw Academy (evenings & weekends) as the facilities are used by the general public at present. The proposal is to introduce charges in line with other city centre car parks. This would be cost neutral in year 1 because of the investment required but would then generate £25,000 per annum.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>No data exists of people who currently use this car parking facility.</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>Not applicable. Discussions will take place with officers in relation to the budget funding which the Council determines.</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 £ 25k</p> <p>Projected Savings £ 25k</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>This proposal would not undermine any of the above.</p>	

f- How does this proposal link to the Council's Equality Outcomes?
There is no link to the Council's Equality Outcomes

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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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<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 Victimisation</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>

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Equality and Human Right Impact Assessment: The Form



EHRIA

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1: Equality and Human Rights Impact Assessment- Essential Information	
Name of Proposal: Closure of 8 libraries	Date of Assessment: 6 January 2016
Service: Schools	Directorate: Education and Children's Services
Committee Name or delegated power reference (Where appropriate):	Date of Committee (Where appropriate):
Who does this proposal affect? Please Tick <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"/> Other (List below)

2: Equality and Human Rights Impact Assessment- Pre-screening	
Is an impact assessment required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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>The aims of this proposal are to reduce the number of public libraries in the city by 8. The closure would be mitigated by replacing these facilities within secondary schools where possible.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>None available.</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>None to date.</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" value="£"/></p> <p>Projected Savings <input type="text" value="£ 500,000"/></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>The proposal may reduce the public's opportunity to access public libraries in certain areas. It is likely that this would receive significant public opposition in the areas where library closures were proposed.</p>
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>This proposal may reduce the ability for members of the public to access public libraries which may be contrary to the Council's Equality Outcomes.</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)			✓	The proposal may reduce the ability for residents in areas of regeneration to access public libraries and impact on their formal and informal learning.
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)			✓	The proposal may reduce the ability for residents in areas of regeneration to access public libraries and impact on their formal and informal learning.

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	
Article 2 of protocol 1: Right to education	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> ✓ Evidence:
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> ✓ Evidence:

<p>Article 6: Right to a fair and public hearing</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox" value="v"/></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 type="checkbox" value="v"/></p> <p>Evidence:</p>
<p>Article 10: Freedom of expression</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox" value="v"/></p> <p>Evidence:</p>
<p>Article 14: Right not to be subject to discrimination</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox" value="v"/></p> <p>Evidence:</p>

	<p>Other article not listed above, please state:</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Evidence: <input type="checkbox"/></p>
6: Assessment Rating:	
<p>Please rate the overall equality and human right assessment (Please see Completion terminology)</p>	<p><input type="checkbox"/> Red</p> <p><input type="checkbox"/> Red Amber</p> <p><input type="checkbox"/> Amber</p> <p><input type="checkbox"/> Green</p>
<p>Reason for that rating:</p>	<p>The closure of 8 libraries will reduce the ability of the public to access reading materials in the city. The proposal may be partially offset by opening secondary school libraries up for public lending, although this would need to be risk assessed to ensure the safety of the pupils.</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:
<p>The loss of public libraries may impact upon literacy levels in areas of regeneration if members of the public are unable to gain access to reading materials.</p> <p>Head of Education Services</p>	<p>To review the ECS estate and determine whether suitable arrangements could be made to co-locate school and public libraries in secondary schools.</p>	<p>Head of Education Services</p>	<p>June 2016</p>	<p>December 2016</p>

8: Sign off			
Completed by (Names and Services) :	Euan Couperwhite, Education and Children's Services		
Signed off by (Head of Service) :	Euan Couperwhite		
<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. 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>

<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> <p>Certain discrimination may be capable of being justified on the grounds that:</p>
<p>Genuine Determining Reason</p>	<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>
<p>Human Rights</p>	<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>
<p>Legal Status:</p>	<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>

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1: Equality and Human Rights Impact Assessment- Essential Information	
Name of Proposal: Escorts - Review & Reduce Provision	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015
Who does this proposal affect? Please Tick ✓	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Job Applicants <input checked="" type="checkbox"/> Service Users <input checked="" type="checkbox"/> Members of the Public <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>Arising from the implementation of the inclusion review, pupils with Additional Support Needs will be educated at their local schools. This will reduce the number of children requiring transport and therefore the number of escorts required over a 5 year period.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>As services are currently delivered to a discrete group who are identified by the parent services as requiring supported transport services the current numbers and range of circumstances should be able to be defined and categorised.</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>Not applicable. Discussions will take place with officers in relation to the budget funding which the Council determines.</p>				
<p>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <table border="1" data-bbox="758 824 901 1048"> <tr> <td>Implementation cost</td> <td>£ 0</td> </tr> <tr> <td>Projected Savings</td> <td>£ 20k</td> </tr> </table>	Implementation cost	£ 0	Projected Savings	£ 20k
Implementation cost	£ 0				
Projected Savings	£ 20k				
<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>This proposal, if implemented, would be part of the Inclusion Strategy's implementation which has a positive effect for young people across the city. It promotes the statutory duty of presumption of mainstream education.</p>					

f- How does this proposal link to the Council's Equality Outcomes?

It promotes equality outcomes through the presumption of young people being educated in a mainstream setting at their local school.

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)		✓		The presumption of mainstream education is a key element of the inclusion review
Disability (Mental, Physical, Sensory and Carers of Disabled people)		✓		The presumption of mainstream education is a key element of the inclusion review
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 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 proposed saving does not target any particular group or religious belief group.</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) :	
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. 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>

<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> <p>Certain discrimination may be capable of being justified on the grounds that:</p>
<p>Genuine Determining Reason</p>	<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>
<p>Human Rights</p>	<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>
<p>Legal Status:</p>	<p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</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>

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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: Pay Parents Mileage to Deliver Children to ASN Schools	Date of Assessment: November 2015
Service: Education	Directorate: Education & Children's Services
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 th February 2015
Who does this proposal affect? Please Tick ▼	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; justify-content: space-between;">Employees<input checked="" type="checkbox"/></div> <div style="display: flex; justify-content: space-between;">Job Applicants<input type="checkbox"/></div> <div style="display: flex; justify-content: space-between;">Service Users<input checked="" type="checkbox"/></div> <div style="display: flex; justify-content: space-between;">Members of the Public<input checked="" type="checkbox"/></div> <div style="display: flex; justify-content: space-between;">Other (List below)<input type="checkbox"/></div> </div>

2: Equality and Human Rights Impact Assessment- Pre-screening

Is an impact assessment required?

Yes

No

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>At present, children with additional support needs are transported to and from school by taxi, with the transport costs met by the Service. The proposal would be to encourage parents to take their child to school, which provides the child with a familiar environment during the journey, and to pay parents a mileage allowance in line with the HMRC rates.</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>As services are currently delivered to a discrete group who are identified by the parent services as requiring supported transport services the current numbers and range of circumstances should be able to be defined and categorised.</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>Not applicable. Discussions will take place with officers in relation to the budget funding which the Council determines.</p>				
<p>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <table border="1" data-bbox="715 824 858 1048"> <tr> <td>Implementation cost</td> <td>£ 0</td> </tr> <tr> <td>Projected Savings</td> <td>£ 5k</td> </tr> </table>	Implementation cost	£ 0	Projected Savings	£ 5k
Implementation cost	£ 0				
Projected Savings	£ 5k				

<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>This proposal, if implemented, would be part of the Inclusion Strategy's implementation which has a positive effect for young people across the city. It promotes the statutory duty of presumption of mainstream education.</p>
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	<p>It promotes equality outcomes through the presumption of young people being educated in a mainstream setting at their local school.</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)	✓	✓	✓	This would allow young people with Additional Support Needs to be transported by their parents/carers in vehicles that meet their needs and with which they are familiar.
Disability (Mental, Physical, Sensory and Carers of Disabled people)		✓		This would allow young people with Additional Support Needs to be transported by their parents/carers in vehicles that meet their needs and with which they are familiar.
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 proposed saving does not target any particular group or religious belief group.</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) :	Euan Couperwhite
Signed off by (Head of Service) :	Euan Couperwhite

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 Victimisation</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>

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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: Saving on management and infrastructure costs of Bon Accord Care	Date of Assessment:
Service: Integrated Joint Board	Directorate: Integrated Joint Board
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate) 4 February 2016
Who does this proposal affect? Please Tick ▼	<input type="checkbox"/> Employees <input type="checkbox"/> Job Applicants <input type="checkbox"/> Service Users <input type="checkbox"/> Members of the Public <input type="checkbox"/> Other (List below)

2: Equality and Human Rights Impact Assessment- Pre-screening	
Is an impact assessment required?	Yes <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> No <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <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).	<p>This option relates to the management and infrastructure costs of Bon-Accord Care and should not affect services delivered to vulnerable citizens.</p>

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3: Equality and Human Rights Impact Assessment	
a- What are the aims and intended effects of this proposal?	<p>This option relates to the presumption that in common with the council services, some measure of management cost reduction can be achieved by BAC. Specifically, that we apply the corporately proposed increased vacancy factor (which should yield £77K+), the 10% energy savings (£24K) and the 10% staff travel reduction (£20K+), 4% reduction in supplies and services and admin budgets. Moreover, we should realistically target the wider management costs - including management tier expenditure and building costs. It is conceivable that they reconsider the exclusive use of their ASH Building.</p>
b- What equality data is available in relation to this proposal? (Please see guidance notes)	<p>Bon Accord Care maintains their own equalities data although the Council has a governance function to oversee their performance and monitor their KPIs</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>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" value="£"/></p> <p>Projected Savings <input type="text" value="£ 250,000"/></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></p>	
<p></p>	

f- How does this proposal link to the Council's Equality Outcomes?

--

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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓			
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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</p> <p><input type="checkbox"/> Red Amber</p> <p><input type="checkbox"/> Amber</p> <p><input type="checkbox"/> Green</p>
<p>Reason for that rating:</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) :	Martin Kasprowicz, Lead Service Manager
Signed off by (Head of Service) :	Tom Cowan

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:	
Assessment Pre-screening Rating:	<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>
Assessment Rating:	<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 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 Victimisation</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>

Equality and Human Right Impact Assessment: The Form



EHRIA

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1: Equality and Human Rights Impact Assessment- Essential Information	
Name of Proposal: Review of funding of Bon Accord Care – The council would work with BAC to determine the proposals to manage this reduction.	Date of Assessment:
Service: Integrated Joint Board	Directorate: Integrated Joint Board
Committee Name or delegated power reference (Where appropriate): Council	Date of Committee (Where appropriate): 4 February 2016
Who does this proposal affect? Please Tick ▼	<input type="checkbox"/> Employees <input type="checkbox"/> Job Applicants <input type="checkbox" value="checked"/> Service Users <input type="checkbox"/> Members of the Public <input type="checkbox"/> Other (List below)

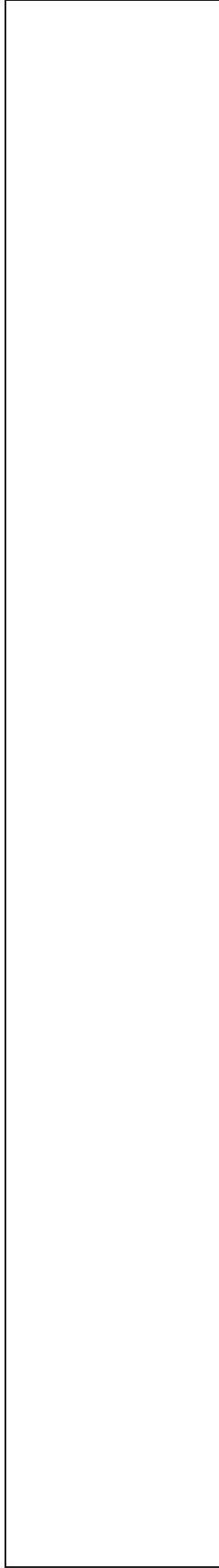
2: Equality and Human Rights Impact Assessment- Pre-screening	
Is an impact assessment required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, what is the evidence to support this decision? (Once this section is completed, please complete section 8 of the form).	

3: Equality and Human Rights Impact Assessment

<p>a- What are the aims and intended effects of this proposal?</p>	<p>Comprehensive review of the service delivery through the BAC ALEO. This would focus on the business effectiveness of the individual aspects of the delivery through BAC. This includes Learning & Development Services, Direct Delivery Services (Residential and Care at Home) and Rehabilitation services (OT, Horizons, Clashieknowe). This will require to be scoped out fully to identify the cost benefits</p>
<p>b- What equality data is available in relation to this proposal? (Please see guidance notes)</p>	<p>Bon Accord Care maintains their own equalities data although the Council has a governance function to oversee their performance and monitor their KPIs</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>A consultation will need to take place once we understand the effects of any detailed proposals that are agreed that might directly affect service users.</p>
<p>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£) Implementation cost <input data-bbox="1225 824 1295 1048" type="text"/> £ <input data-bbox="1343 824 1414 1048" type="text"/></p>

	Projected Savings £ 450,000
<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>	
N/A	
<p>f- How does this proposal link to the Council's Equality Outcomes?</p>	
N/A	



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)	✓			
Disability (Mental, Physical, Sensory and Carers of Disabled people)	✓			
Gender Reassignment	✓			
Marital Status (Marriage and Civil Partnerships)	✓			
Pregnancy and Maternity	✓			

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)
Race (All Racial Groups including Gypsy/Travellers)	✓		✓	
Religion or Belief or Non-belief	✓			
Sex (Women and men)	✓			
Sexual Orientation (Heterosexual, Lesbian, Gay And Bisexual)	✓			
Other (e.g: Poverty)	✓			

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

Article 2 of protocol 1: Right to education

Yes No

Evidence:

Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment

Yes No

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 checked="" type="checkbox"/> Amber <input type="checkbox"/> Green</p>
<p>Reason for that rating:</p>	<p>As there is no detailed proposal for achieving savings in the BAC budget at this stage it is difficult to quantify the effects of any changes on service users. Care will be taken to minimise any effects on services as a whole as we intend to ensure that services are delivered as efficiently and effectively as possible.</p>

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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 <i>The Equality Act 2010</i> ?				
Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

8: Sign off				
Completed by (Names and Services) :	Martin Kasprowicz – Lead Service Manager			
Signed off by (Head of Service) :	Tom Cowan			
<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>				

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.</p>

	<p>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> <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> <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> <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> <p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</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>
Equality Data:	
Genuine Determining Reason	
Human Rights	
Legal Status:	

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: To reduce the number of full-time Apprentice posts.	Date of Assessment: 03/12/15
Service: Land and Property Assets	Directorate: CH&I
Committee Name or delegated power reference (Where appropriate):	Date of Committee (Where appropriate):
Who does this proposal affect? Please Tick ▼	<input type="checkbox"/> Employees <input checked="" type="checkbox"/> Job Applicants <input type="checkbox"/> Service Users <input type="checkbox"/> Members of the Public <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	
a- What are the aims and intended effects of this proposal?	To reduce the number of full time apprentice posts to allow a more in depth and comprehensive training course.
b- What equality data is available in relation to this proposal? (Please see guidance notes)	The proposal should have no impact on the groups who share the nine Protected Characteristics

<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>d- Financial Assessment If applicable, state any relevant cost implications or savings expected from the proposal.</p>	<p>Costs (£)</p> <p>Implementation cost £ Nil</p> <p>Projected Savings £400,000</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>f- How does this proposal link to the Council's Equality Outcomes?</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)	X			
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 *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)
Race (All Racial Groups including Gypsy/Travellers)	X			
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	
Article 2 of protocol 1: Right to education	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>
Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Evidence:</p>

<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 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 proposal will have no adverse impact on people who share Protected Characteristics</p>

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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 <i>The Equality Act 2010</i> ?				
Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

8: Sign off				
Completed by (Names and Services) :	Graham Williamson Operations Manager			
Signed off by (Head of Service) :	John Quinn			
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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.</p>

	<p>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>
<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> <p>Certain discrimination may be capable of being justified on the grounds that:</p> <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>Genuine Determining Reason</p>	<p>Where this is identified, it is recommended that professional and legal advice is sought prior to completing an Equality Impact Assessment.</p>
<p>Human Rights</p>	<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>
<p>Legal Status:</p>	<p>This document is designed to assist us in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</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>

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ABERDEEN CITY COUNCIL

COMMITTEE	COUNCIL
DATE	25 February 2016
INTERIM DIRECTOR	Richard Ellis
TITLE OF REPORT	Common Good Budget 2016/17
REPORT NUMBER	CG/16/019
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

This report provides the draft Common Good budget for 2016/17, for consideration by elected members.

2. RECOMMENDATION(S)

It is recommended that the Council: -

- a) approves the Common Good budget for 2016/17 as detailed in Appendix 1 to this report;
- b) requests the Interim Director of Corporate Governance to undertake a review of the investment strategy for the Common Good Fund; and
- c) considers the new requests for funding which are attached at Appendix 4.

3. FINANCIAL IMPLICATIONS

- 3.1 The report outlines proposals for the Common Good budget for the financial year 2016/17.
- 3.2 It also contains details of the value of the Common Good's cash balances.
- 3.3 A full review of the Common Good budget has been undertaken in line with priority based budgeting principles.

4. OTHER IMPLICATIONS

- 4.1 Common Good funds provide support to a range of services and projects both internal and external to the Council. If funding was not provided there may be a risk that services and projects would no longer be delivered.

5. BACKGROUND/MAIN ISSUES

Introduction

- 5.1 In preparing a draft Common Good budget for 2016/17, the financial strategy approved by the Finance & Resources Committee of 6th December 2012 has been applied.
- 5.2 A report on the origin, history and purposes for which the Common Good may be used was prepared on 15th January 1976, by the then Town Clerk of the City of Aberdeen District Council. The report outlined the following purposes as meeting the required criteria for the use of Common Good monies: -
- upholding the dignity of the City
 - the prudent management, upkeep and improvement of Council property which forms part of the Common Good
 - safeguarding the corporate rights of the community and defending its interests
 - granting of donations to public institutions or charities, providing it is in the interests of the general public of the city.
 - any other purpose, which in the bona fide and reasonable judgment of the Council, is for the good of the community as a whole or which the inhabitants at large may share.
- 5.3 It was also outlined that the prime purpose of the Council is to ensure that the Common Good is prudently conserved.
- 5.4 In addition, recent practice has excluded any activity from receiving assistance from the Common Good which Aberdeen City Council or any other public body has a statutory duty to support.

Projected Out-turn 2015/16

- 5.5 The projected outturn for 2015/16 shows a deficit of £465,000 compared with a budgeted deficit of £534,000.
- 5.6 The favourable movement of £69,000 comparing budget to out-turn is primarily due to underspends in staffing within the Archivist Unit and Civic Support and underspends in Repairs & Maintenance.

Draft Budget 2016/17

- 5.7 In developing the draft Common Good budget for 2016/17, input has been sought from those external bodies currently supported by the Common Good and from various Council officers responsible for the different expenditure and income lines. The draft budget is shown in Appendix 1 below.

5.8 Rental income is based on projections provided by the Asset Management team within Communities, Housing & Infrastructure.

5.9 Appendix 4 outlines those items for which requests for funding have been received. These items are not currently included in the draft budget, and as such, if approved, will use Common Good Fund reserves.

5.10 **Investment Strategy & Cash Balances**

In December 2012 the Finance, Policy & Resources Committee agreed an investment strategy to ensure the long term financial viability of the Common Good. Given the continued economic conditions and also the increased level of cash reserves that the Common Good has through the sale of land it is important that this strategy is reviewed regularly.

Appendix 3 to this report details the assets held by the Common Good Fund and in line with the previously agreed strategy with regard to working balances, the following conclusions should be noted:

1. An upper limit of budget for 2016/17 be set at £3.1 million;
2. A review of Asset Class and Investment Portfolio be reported back to Committee in due course;
3. The principal of ensuring that cash balances be increased annually to take account of inflation should be adhered to;
4. The principal of adhering to maintaining the principal cash held (that is, cash balances should increase in value and should not be utilised) and that interest earned is the only cash made available as part of the budget process; and
5. Over the medium term (5 years) all spend, which does not relate to the running or maintenance of the Common Good Fund, should be non-recurring.

6. **IMPACT**

Improving Customer Experience –

Accurate budget setting and financial planning assists the Council in planning and designing our future service delivery.

Improving Staff Experience –

Good financial information improves good financial management and

helps to track how successful management initiatives, such as service redesign, have been.

Improving our use of Resources –

It is the duty of the Council as trustees of the Common Good to ensure that the cash balances are maintained, and that the Common Good is preserved for future generations.

7. MANAGEMENT OF RISK

- 7.1 Every organisation has to manage the risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by elected members. This report is part of that framework.

8. BACKGROUND PAPERS

Finance, Policy and Resources Committee 6th December 2012
(CG12/1024)

9. REPORT AUTHOR DETAILS

Helen Valentine
Finance Manager (Projects)
☎ (52)2098
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Ciaran Monaghan
Head of Service, Office of Chief Executive
☎ (52)2293
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Common Good Fund Budget				
Appendix 1		2015/16	2015/16	2016/17
Note		Budget	Outturn	Budget
		£000	£000	£000
	General Properties/Estates			
1	Insurance Costs	16	16	17
2	Repairs and Maintenance	85	50	85
		101	66	102
	Other Expenses			
3	St Nicholas Carillon	6	6	6
4	Printing and Other Sundries	3	3	3
5	Official Catering	17	17	17
		26	26	26
	Donations, Grants, Contributions			
6	Aberdeen Citizen's Advice Bureau	281	281	298
7	Twinning Activities	137	137	137
8	Contributions to Trusts & Festivals	325	325	325
9	Techfest	37	37	37
10	Satrosphere Rent	39	39	42
11	Bulawayo Trust	45	45	45
12	Gomel Trust	22	22	22
13	Mary Garden Prize	2	2	2
14	Quincentenary Prizes	3	3	3
15	Aberdeen Performing Arts Contribution - Stage 1 Agreement	75	75	75
16	Aberdeen Safer Community Trust (ABS SAFE)	58	58	68
17	Youth Activities Small Grant Funding	50	50	50
18	Castlegate Arts Rent	8	8	8
19	Events	71	71	71
20	Lemon Tree Rent	36	36	36
21	Lemon Tree Office Rental	10	10	10
22	Crematorium Bus	38	38	46
23	Hogmanay Celebrations	200	200	200
24	Hazlehead Park - Maintenance & Upgrade Works	30	30	30
25	Commonwealth Travel Bursary Scheme	15	15	20
		1,481	1,481	1,525
	Promoting Aberdeen			
26	Festive Community Grants	4	1	4
27	Civic Support	247	229	248
28	Christmas Illuminations and Festivals	164	164	173
29	Entertainment for Elderly/Disabled Citizens	215	215	215
30	Older Persons Development Officer	19	19	19
31	Civic Receptions	150	135	150
32	Civic Hospitality	20	17	20
		819	780	829
	Other Expenditure			
33	Archivist Unit	203	160	188
34	Central Support Services	120	120	120
		323	280	308
	Other Projects			
35	Home Safety Check Scheme	71	71	71
36	Charity Shop	16	16	16
37	Community Safety Initiatives (ABS SAFE)	2	2	2
		89	89	89

Common Good Fund Budget				
Appendix 1 (cont)		2015/16	2015/16	2016/17
Note		Budget	Outturn	Budget
		£000	£000	£000
	Other Recurring Expenditure			
38	Civic Gift Fund	18	18	18
39	Lord Lieutenancy and other duties	7	6	7
40	Armistice Day Expenses	6	7	6
41	Picture Loan Scheme	15	15	15
42	Business Investment Fund	25	25	25
43	Duthie Park Capital Charges	126	126	126
		196	197	196
	Recurring Expenditure	3,036	2,918	3,075
44	Non Recurring Expenditure Items			
	Lord Provost Portrait	0	0	5
	Energy City Challenge Cup	35	35	0
	Fishing Industry Memorial	50	50	0
	Aberdeen Street Pastors Safe Space Vehicle	20	20	0
	GHAT MRI Scanner Display	7	7	0
	Grove Nursery - Growing our Own Project	100	100	0
	AYF - Additional Support	20	20	0
	Culter Playing Field Refurbishment	8	8	0
	Satrosphere Refurbishment	20	20	0
	Transition Extreme Capital Improvements	100	100	0
	Denmore Park Play Park	30	30	0
	Culter Village Hall Upgrading Works	15	15	0
	Culter Heritage Hall Access Improvements	5	5	0
	Twinning Anniversaries - Regensburg/Gome/ Stavanger	10	10	0
	Allan Park Cults Cricket Pitches	2	2	0
	Feasibility Study - Arts Centre Redevelopment (FP&R Sept 2015)	30	30	0
	Holmhead Farm - Waygo (FP&R Sept 2015)	0	50	0
	Fernhill Farm - Shed (FP&R Sept 2015)	100	100	0
		552	602	5
	TOTAL ORDINARY EXPENDITURE	3,587	3,520	3,080
45	Income from Properties and Estates	(2,860)	(2,860)	(2,900)
46	Interest on Invested Funds	(123)	(123)	(130)
47	Lands of Skene/Torry (Share of Surplus)	(70)	(70)	(70)
48	Burgesses of Guild and Trade	(0)	(0)	(0)
	Other Income		(1)	
	TOTAL ORDINARY INCOME	(3,053)	(3,054)	(3,100)
	Net (Surplus)/Deficit	534	465	(20)

Appendix 2

Notes to accompany Common Good Budget

Note 1

This budget is used to insure properties owned by the Common Good.

Note 2

This is a budget for repairs and maintenance costs for properties owned by the Common Good.

Note 3

This represents a contribution towards the fees paid to the Carillonneur.

Note 4

This budget is for items including the printing of the Town House brochure and promoting the Office of the Lord Provost.

Note 5

This budget is to provide refreshments during official City Council business.

Note 6

This represents core funding for Aberdeen Citizen's Advice Bureau.

Note 7

This funding is for the provision of financial and organisational support to people, communities and organisations in the City wishing to become involved in twin city projects, and also contributes to the costs of a Twinning Officer.

Note 8

This is a contribution towards the costs of Aberdeen International Youth Festival, Aberdeen Performing Arts and Peacock Visual Arts.

Note 9

This represents a contribution towards the running costs of the City's annual Techfest festival, held in various venues throughout the City during September.

Note 10

This is a grant to cover the cost of Satrosphere's rental of premises from Aberdeen City Council.

Note 11

This is a contribution towards the Aberdeen Bulawayo Trust, which provides support to people in Bulawayo, primarily focusing on the development of self-sustaining market gardens and the repair and maintenance of homes and shelters.

Note 12

This is a contribution towards the Aberdeen Gomel Trust, which addresses and helps to resolve the medical, nutritional, social and spiritual problems experienced by the people of Gomel.

Note 13

This is funding for the Mary Garden Prize, currently presented as part of the Aberdeen International Youth Festival.

Note 14

This budget covers 3 annual £1,000 awards for the Quincentenary Prize, presented by the University of Aberdeen since 1995 to commemorate the 500th Anniversary of King's College.

Note 15

This provides match funding for Aberdeen Performing Arts in relation to a grant awarded by Creative Scotland towards the costs of programming at His Majesty's Theatre.

Note 16

This represents core funding for Aberdeen Safer Community Trust.

Note 17

This is funding for the City Council youth activity small grants scheme. This scheme offers young people opportunities to contribute to their own communities and to the life of the city.

Note 18

This is a grant to cover the cost of the rental of the Arts Centre.

Note 19

This is funding towards the costs of organising specific events as details in the events programme.

Note 20

This is a grant to cover the cost of the rental of the Lemon Tree.

Note 21

This is a grant to cover the cost of renting an office next to the Lemon Tree Theatre.

Note 22

This is a budget to provide for a bus service to the crematorium.

Note 23

This is to fund the City's Hogmanay celebrations.

Note 24

This is a budget towards the costs of maintenance and upgrade works at Hazlehead Park.

Note 25

This is to fund the Diamond Jubilee Commonwealth Travel Bursary for young people.

Note 26

This is a budget towards the costs of festive events held at the Council's leased community centres.

Note 27

This is a budget for the Civic Support team, incorporating the Lord Provost's secretariat, Town Sergeants and civic transportation.

Note 28

This is a budget for the cost of the Christmas illuminations.

Note 29

This is a budget to cover the costs of administering and delivering the 50+ development programme and entertainment for the elderly and disabled.

Note 30

This is a budget to cover the salary costs of a development officer to work with elderly citizens.

Note 31

This is a budget to cover the costs of hosting civic receptions.

Note 32

This is a budget for promotional civic hospitality.

Note 33

This is a contribution towards the costs of running the City Archive Unit.

Note 34

This is a budget to cover the allocation of central support costs such as Finance, HR and office accommodation.

Note 35

This is funding for the Home Safety Check Scheme run by Aberdeen City Council.

Note 36

This is a budget to cover the rental and running costs for a charity shop in George Street.

Note 37

This is funding for the Personal Alarms distributed on behalf of the City Council by Aberdeen Safer Community Trust.

Note 38

The Civic Gift Fund provides a budget for the purchase of gifts presented to guests and visitors by the Lord Provost on behalf of the City.

Note 39

This budget covers the costs incurred by the Lord Provost in discharging his duties as Lord Lieutenant.

Note 40

This budget covers the costs of the annual Armistice Day event.

Note 41

This is a budget to cover funding for pictures loaned from the Art Gallery for display in other Council buildings.

Note 42

This is a fund towards the costs of the Depute Provost's activities in building and enhancing business links for the benefit of the City of Aberdeen.

Note 43

This is a budget for the servicing of the capital debt for the upgrade to Duthie Park.

Note 44

These items are one-off items approved by Council for expenditure in 2015/16.

Note 45

Around 100 properties have registerable leases on land owned by the Common Good. In addition to this, the Common Good owns land at Brimmond Hill, Hazlehead, Hilton, Hillhead of Pitfodells, Kincorth, Kepplehills, Tullos and Mastrick, all of which generate income for the Common Good and which is reflected in this budget.

Note 46

This is a budget to cover interest received on invested funds.

Note 47

The Common Good owns 51% of the Lands of Torry Trust and 30% of the Lands of Skene Trust. These trusts earn income in rents and interest from investment.

Note 48

This is a budget to represent income from admission fees for Burgesses of Guild and Trade.

Appendix 3

Updated Investment Review

When looking at an investment strategy, there is no definitive model that allows a “yes or no” decision. Rather each element is interlinked and they all need to be considered together. More detail on this is covered below.

Common Good Assets

The Common Good currently holds two classes of asset. The main income stream is land and buildings which returns £2.9 million annually. The other primary return is achieved through the Council’s Loans Fund and relates to cash balances, which currently returns approximately £125,000 per annum. Total cash income for the current year is therefore expected to approximately £3.1 million.

These returns need to be considered in the context of the value of the assets held. Currently the value of land and buildings on the Balance Sheet at 31 March 2015 was £90 million. The value of cash holdings presently is £15 million.

Based on the value of the assets it is therefore possible to obtain the rate of return the Common Good realises annually. Land and Buildings returns around 3.4% while cash balances return 0.8%. Combined, this means that an average return of 2.1% is likely to be achieved during 2015/16.

This compares to the current Retail Price Index (RPI) which is currently 1.2%. The importance of the RPI indicator is that this demonstrates the level of income that needs to be grown to maintain the present value of the Common Good.

In simple terms, spend of £3 million today requires income of £3.030 million in 12 months’ time. Alternatively, to maintain the value of the Common Good would require spend of £2.97 million in 12 months’ time. While this may seem insignificant, projected over a 10 year period the income required in year 10 would be almost £3.4 million, assuming inflation of 1%. If this is calculated using the government target of around 2.5% this number increases to £3.8 million. These figures are for indicative purposes only but do show how the underlying principle of developing an investment strategy requires income growth.

The above demonstrates that land and buildings are returning more than the underlying inflation rate while cash is returning less. However, as the income from land and buildings are relatively fixed over the medium term (as they are only adjusted through rent reviews and the level of return is based on the underlying asset value) it is important to understand that with different economic conditions (a falling property market and high inflation) this position could be reversed.

In relation to cash investments, the current rate of return is below the current level of RP. As such, the return is some £50,000 lower than if it had to return an RPI benchmark.

In summary, the Common Good should be retaining asset growth of RPI annually. Only income above this figure should be utilised to fund projects. This approach is different to the approach previously deployed and a full review of the returns needs to be undertaken

Income growth can be achieved through 2 mechanisms (although other more complex riskier mechanisms could be deployed). The mechanisms are either increasing the asset returns or growing the underlying assets. The former requires, principally, dilution into other asset classes (such as equities or bonds), the latter requires reducing spend levels to compensate for the income streams being achieved.

Dilution into other asset classes requires a higher appetite for risk as trying to outperform the cash and building market. Given the Council is the custodian of the Common Good it would be appropriate for a more risk averse approach to investment in asset classes.

Assuming the asset class mix is felt to be the most appropriate blend of investments then this means it is possible to determine an estimate of the level of spend that can be sustained over the next 12 months. **Based on the above the total spend level for 2016/17 should be £3.1 million.**

Investment Strategy Principles

As with any strategic policy it is important to identify the principles which it should adhere or pay cognisance to. The current economic conditions have changed substantially in recent years in relation to money market funds and returns that can be expected in the short to medium term.

In recent times investment decisions for cash could be made with the assumption that any cash investment should outperform the underlying inflation within the economy. This has been increasingly difficult in recent years because of complex factors relating to the Bank of England base rate, inflation, government austerity measures and a host of other economic factors.

It is therefore important when looking at an investment strategy that the following factors be considered which in turn will help mitigate the real term value of the Common Good:

1. Liquidity;
2. Asset Class and Investment Portfolio;
3. Real Term returns;
4. Future financial commitments; and
5. Risk.

Taking each in turn will begin to shape elected members view on the investment strategy and annual budget that they may wish to see in place to secure the long term financial stability of the Common Good.

Liquidity

Liquidity is the measure of how quickly asset classes can be realised to meet any financial obligation (money) that the Common good may have. If the spend profile of the Common Good (that is, what the Common Good funds annually) is relatively illiquid, then more long term asset classes can be invested in. If there is a real chance that the Common Good will have to meet revenue obligations in a short time frame then the asset class should be more aligned to cash realising assets or indeed cash.

There is no definitive model that can calculate the level of liquidity that is required in asset class investment. Each “portfolio” needs to assess the likelihood of the risks and asset classes it may choose to invest in.

Asset Class and Investment Portfolio

In determining the type of asset class to invest in it is important to understand the risk associated with each class. This report will not examine in detail all the potential asset classes that could be invested in but rather it will look at the main types.

At present the two investment types that the Common Good invests in are land and buildings and cash. The main advantage of cash is that it provides high liquidity but also through investing within the Councils Loans Fund protects the principal (the actual cash base). Clearly land and buildings offer a market return and the value of such assets can vary depending on market condition.

The 2 other main classes of asset investment are equities (effectively shares) and Bonds. Given the present volatility within the equity market there is a real chance that the value of any share could reduce significantly. This indicates such a strategy would be high risk at the present time.

Within the Bond market there is substantially less risk but the current level of returns are quite poor. Such an investment also reduces the level of liquidity available to the Fund although a mix of cash and Bonds are a possible blend that could be utilised.

Given the complexity of asset investment it is recommended that a further specific report on investment be produced for Committee which examines the different investment strategies to allow a more informed decision to be made.

Real Term Returns

When talking about real term returns, it is important to understand the impact time has on the value (or purchasing power) of money. An easy analogy is to look at the price of a house. A house today may cost £250,000. The same house 20 years ago may have only cost £200,000. This means to afford the same house from 20 years ago income will have needed to increase to ensure that it has the same “buying power”.

This change in the value of money is commonly referred to as inflation. This is further complicated because there are various measures of what inflation is. Elected members will be well versed on the Retail Price Index (RPI), Consumer Price Index (CPI) and Building Inflation etc. Given the diverse asset holdings of the Common Good and the non-correlation of spend in relation to assets (that is the Common Good provides grants mainly while investing in land and buildings) it is difficult to determine specific indices that should be applied. In such instances reliance could be sought from utilising RPI.

It is therefore important that future “buying power” for the Common Good meets the diminishing value of money. This is a complex area because there is no definitive measure of inflation impacts on the current spend the Common Good is committed to. Hence, reliance is being placed on RPI.

Future Financial Commitments

Given the overall uncertainty around the future and trying to predict the future, one methodology of determining the long term spend of the Common Good is to move to a policy of providing grants for specific projects that are classed as “one off” payments.

Clearly, trying to do this immediately would place a number of organisations under financial pressure. Therefore such a strategy should be done over the medium term, say 5 years. This strategy should focus on a review to ensure that within a 5 year period, all spend through the Common Good would be for specific non-recurring purposes and in line with the criteria for the use of Common Good monies.

Risk

Risk can be defined on the expectation of future returns against the conditions of the market over which the Common Good can have no influence. Clearly, any risk strategy would have to be looked at in the context of the asset class and investment portfolio that the Common Good may choose to diversify into.

Therefore risk will be examined further should the Council wish to explore the investment strategy the Common Good may choose to pursue as part of a wider investment review.

Conclusion

In conclusion the following points should be considered in relation to determining the 2016/17 budget:

1. An upper limit of budget could be set at £3.1 million;
2. A review of Asset Class and Investment Portfolio be reported back to Committee in due course;
3. The principal of ensuring that cash balances be increased annually to take account of inflation should be adhered to;
4. The principal of adhering to maintaining the principal cash held (that is cash balances should increase in value and should not be utilised) and that interest earned is the only cash made available as part of the budget process; and
5. Over the medium term (5 years) all spend, which does not relate to the running or maintenance of the Common Good Fund, should be non-recurring.

Appendix 4	2016/17
Requests from Common Good Fund 2016/17	Budget £000
Archie Foundation - contribution towards the £45,000 sum remaining on a £100,000 play area project at Royal Aberdeen Children's Hospital	45
Kirk of St Nicholas - contribution of £5,000 or £10,000 towards the cost of a £125,000 project relating to an external ramp and the opening of the Kirk's North door.	10
Aberdeen Dickens Fellowship - contribution of £5,000 towards the cost of the 2016 International Dickens Fellowship Conference being held in Aberdeen	5
ACVO - £33, 572/£34,243/£34,928 being the annual cost of a three year post of Volunteer Co-ordinator	34
Kingswells Public Hall - contribution of £20,000 to underwrite legal costs relating to a land ownership dispute	20
Ferryhill Railway Heritage - contribution towards the £423,000 sum remaining on a £685,190 project at Ferryhill engine shed. Legal has come back and advised that the refurbishment of this shed does appear to benefit all the people of Aberdeen.	423
Aberdeen Cyrenians – contribution towards the £100,337 annual cost of running the service.	100
Disabled Persons Housing Service – contribution of £32,616, over 2 years towards the salary and associated costs of a Housing Adviser who is required as a result of increased demand.	16
TCL – funding for 3 years totalling £92,766 towards increased salary and associated costs due to increase in demands of food-banks. Funding from end of September 2016 - only part year for 16/17	15
Aberdeen Street Pastors – contribution of £24,500 towards the operating costs of the Safe Space vehicle (£18,000) and the training of volunteers (£6,500).	25
	693
Common Good Property Requirements:-	
ACC Asset Management - £10,000 for Common Good property repairs - Brimmond Hill - cattle grids/fencing	10
ACC Asset Management - £2,000 for Common Good property repairs - Bucksburn Farm - bollards	2
ACC Asset Management - £10,000 for Common Good property repairs - Smithfield Farm - roof repairs	10
ACC Asset Management - £3,000 for Common Good property repairs - Jessefield Farm - house doors	3
ACC Asset Management - £25,000 for Common Good property repairs - Overhills Farm - re-roof sick building	25
ACC Asset Management - £75,000 for an inventory of Common Good assets for Community Empowerment Act 2015. Legal advises that this is an appropriate use of funds.	75
ACC Asset Management - £25,000 for a Common Good rental portfolio business plan. Legal advises that this is an appropriate use of funds.	25
ACC Asset Management - £30,000 for repair of the stone bridge at Greenfern Farm.	30
	180
Total Requests for 2016/17 Funding	873

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	25 February, 2016
INTERIM DIRECTOR	Richard Ellis
TITLE OF REPORT	North East Scotland Pension Fund Budget 2016/17 and indicative 2017/18 - 2020/21 Budget
REPORT NUMBER:	CG/16/012

1. **PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide Council with details of the budget included in the 2016/17 General Fund budget that relates to the North East Scotland Pension Fund (NESPF) and an indicative 2017/18 – 2020/21 Budget.
- 1.2 This cost is based on Aberdeen City Council's statutory obligation to administer the scheme, the costs of which are fully met by the NESPF.

2. **RECOMMENDATIONS**

- 2.1 It is recommended that Council:
 - a) Notes the provision contained within the Council's General Fund budget for 2016/17;
 - b) Notes the 2017/18 to 2020/21 indicative budget;
 - c) Instructs the Head of Finance to recover the actual costs from the NESPF; and
 - d) Notes progress on the introduction of a Service Level Agreement (SLA).

3. **FINANCIAL IMPLICATIONS**

- 3.1 This report outlines the costs that the City Council incurs in acting as the administering authority for the Fund. These costs are recovered from the NESPF.
- 3.2 In recovering these costs staff time is required both during the year and at the year end to calculate and evidence the level of actual costs incurred both from the Council and the NESPF.

- 3.3 This is an inefficient use of staff time and could lead to cost variances during the year and increases the level of uncertainty of financial reporting during the year.
- 3.4 The Pension Fund Manager has drafted a Service Level Agreement which is a substantial document and is currently out for consultation across the Council's services. This document will -
- detail the level of service to be provided by the Council;
 - provide details of the standard of work the NESPF can expect;
 - clearly articulate the cost to the NESPF for these services; and
 - demonstrate greater accountability and Best Value.
- 3.5 The completed document will be presented to the Pensions committee at the March 2016 meeting.

4. OTHER IMPLICATIONS

- 4.1 Following the implementation of auto-enrolment in April 2013 Aberdeen City Council will be carrying out the re-enrolment process as of June/July 2016. This is in line with the government requirement to automatically opt employees into a contributory pension scheme every three years.
- 4.2 In 2013 Aberdeen City Council put 762 employees into the scheme as part of auto enrolment. Of those employees 59% have opted to remain in the scheme. Re-enrolment will be carried out for around 460 members of staff who have chosen to opt out of the scheme or join the 50/50 scheme over the last 3 years. These figures do not include those employees that have been contractually enrolled into the scheme as a result of starting a new job within Aberdeen City Council.

5. REPORT

5.1 FUND STRUCTURE

- 5.1.1 Aberdeen City Council, as the administering authority, is responsible for the administration of the Local Government Pension Scheme (LGPS), and does this through both the North East Scotland Pension Fund (NESPF) and the Aberdeen City Council Transport Fund.
- 5.1.2 The LGPS was established under the Superannuation Fund Act 1972 and is a statutory scheme contracted out of the Second State Pension. Within the main Fund, the scheme is open to all employees of the 11 scheduled bodies, except for those whose employment entitles them to belong to another statutory pension scheme e.g. Teachers.
- 5.1.3 Employees of admitted bodies can join the scheme subject to their individual admission criteria which are out with the control of Aberdeen City Council and administered by the NESPF.

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

5.1.5 Due to the maturity of the Aberdeen City Council Transport Fund and taking into account that the Fund is closed the Administering Authority has implemented a De-Risking Strategy in consultation with the employer and the Schemes Actuary.

5.2 SCHEME GOVERNANCE

5.2.1 Aberdeen City Council as the administering authority for the Pension Fund delegates all pension scheme matters to the Pensions Committee who have delegated powers. Support to the Pensions Committee is provided by the Head of Finance and the Head of Legal & Democratic Services of Aberdeen City Council.

5.3 KEY FACTS FOR THE MAIN FUND – as at 31 March 2015

5.3.1 The main Fund has 59,574 members and 54 employers.

5.3.2 There are three main categories of membership, comprising of actively contributing members (24,089), members who have left employment but who have a deferred entitlement (17,759) and members in receipt of pensions (17,726).

5.3.3 A diversified portfolio of assets amounting to £3.2 billion is managed externally by a number of appointed fund managers.

5.3.4 Total pension contributions in 2014/15 were £113.3 million comprising employer contributions of £86.6 million and employee contributions of £26.7 million.

5.3.5 The Fund made payments to retired members during 2014/15 amounting to £88 million. During the same period a total of £20 million of lump sum payments were also made.

5.3.6 In operating the Fund, the appointed actuary will examine the level of future commitments against the value (and future value) of the Fund. This calculation is known as the “funding position”.

5.3.7 The funding position shows the Funds ability to meet its future liabilities such that a 100% funded scheme has the financial resources to meet its future commitments.

5.3.8 This is based on a number of assumptions that takes into account a range of factors including age profile, mortality rates etc. As such the level the scheme is funded to will by its nature, vary. The actuary will therefore set the employer contribution rate based around this.

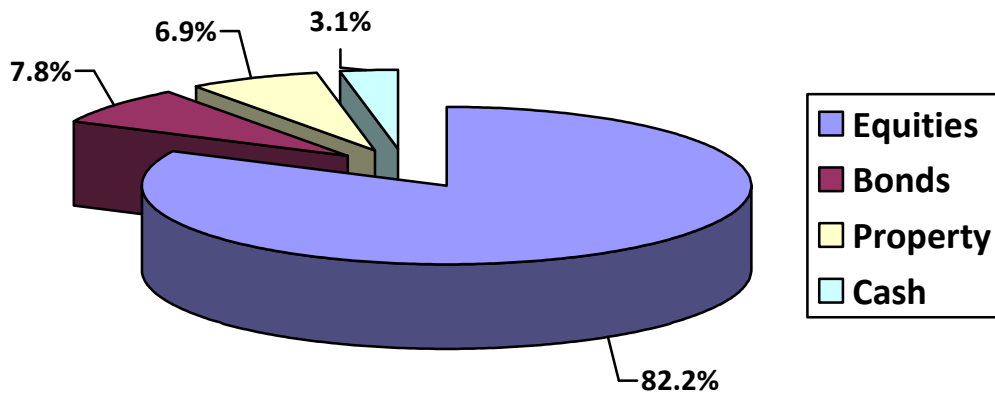
Following the 31 March 2014 valuation the NESPF had a funding position of 94%.

5.4 KEY ACHIEVEMENTS – 2014/15

- 5.4.1 The Fund's outstanding achievement during 2014/15 was the introduction of the new CARE scheme. Within the Fund a project team was established to oversee the implementation of the new scheme, with roles and responsibilities outlined from the beginning.
- 5.4.2 The Fund as part of the CLASS user group, extensively tested the pension software to ensure it was capable of both administering pension benefits in the new scheme and old scheme. As part of the implementation plan, staff participated in a comprehensive training programme which included 2 external training workshops as well as a series of internal training sessions delivered by the Fund's Training and Development Officer.
- 5.4.3 In addition to developing staff knowledge, Pension Officers delivered over 50 LGPS 2015 presentations, helping to inform approximately 1,500 members about the new scheme.
- 5.4.4 The Fund continued to evaluate administration performance as part of its Pension Administration Strategy (PAS). NESPF's overall performance for 2014/15 was consistent and remains above 90% for KPIs. Employer performance rose significantly by 16% to 86%. This was a result of the continued implementation of online solutions which enabled employers to provide data electronically and thus more quickly, allowing them to meet deadline targets outlined in the PAS.
- 5.4.5 With increasing membership levels the Benefits Team have dealt exceptionally well with the rising number of queries and administrative tasks; the team answered nearly 16,000 calls, responded to over 4,200 emails and delivered 10 member courses and pension surgeries. Year-end data checks were conducted by the team on approximately 22,000 member records, with benefit statements issued to over 36,000 active and deferred members.
- 5.4.6 The Fund continued to implement two online solutions, I-Connect and Employer Services, which allow employers to provide electronic data for automated processing on the pensions administration system. Through I-Connect 266,850 events have been automatically processed on our pension administration system with a further 899 interface files received from Employer Services.
- 5.4.7 NESPF monitor the quality as well as the quantity of electronic data received throughout the year from employers. During 2014/15 92% of data received contained high quality data, 8% contained medium quality and no low quality data was received.

- 5.4.8 The Fund successfully transferred the administration of over 2,000 Police and Fire member records to the Scottish Public Pensions Agency (SPPA) and did so in line with the agreed timescales. Members were notified via their annual benefit statement in November 2014 with the transfer completed in December 2014.
- 5.4.9 The Fund continues to recognise its role as a shareholder in terms of Corporate Governance and Responsible Investment as a signatory to the United Nations Principles for Responsible Investment and membership of the Local Authority Pension Fund Forum.
- 5.4.10 Officers continued to work with the Fund's global custodian over the year to enhance the quality of information provided to Elected Members, via the Pensions Committee, in terms of investment performance measurement and governance by the custodian.
- 5.4.11 The asset allocation of NESPF continues the Fund's commitment to invest in longer term performing assets such as UK & Overseas equities. The following diagram shows the allocation of assets as at 31 March 2015, as per the NESPF Annual Report 2015.

Asset allocation - Main Fund as at 31 March 2015



5.5 2016/17 BUDGET

5.5.1 The budget for Aberdeen City Council (ACC) for 2016/17 is estimated at £1.4 million and primarily relates to direct staff costs. Indicative budgets for the next 5 years are shown below.

Budget - cost areas	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Salary costs Direct salaries and costs for the management of the Fund	1,186	1,201	1,216	1,231	1,246
Support Costs <i>Property, ICT, Payroll, Legal, Human Resources, Accounting Services</i>	250	254	258	262	266
Total estimate recharge	1,436	1,455	1,474	1,493	1,512

5.6 GOVERNANCE

- 5.6.1 The Pension Fund budgeted costs for salaries and direct costs are included in monthly monitoring reports to the Service and Corporate Management Teams. The Head of Finance reports to the Pensions Committee on a quarterly basis.

6. IMPACT

- 6.1 The Pension Fund budget promotes accountability and gives reassurance to the stakeholders in the Pension Fund. This report ensures transparency in costs from the administrator of the fund.

7. BACKGROUND PAPERS

North East Scotland Pension Fund Annual Report & Accounts (2014/15) and Fund Governance Policy Statement.

8. REPORT AUTHOR DETAILS

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