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To: Councillor Taylor, Convener; Councillor Donnelly, Vice Convener; Councillors Boulton, Carle, Cooney, Copland, Jackie Dunbar, Lesley Dunbar, Greig, Hutchison, Len Ironside CBE, Laing, Malik, Nicoll, Noble, Samarai, Jennifer Stewart, Townson and Young; and Mrs A Bowyer (Parent Representative (Primary Schools and ASN)), Mr S Duncan (Teacher Representative - Primary Schools), Reverend E McKenna (Church of Scotland Religious Representative), Mr M Paul (Teacher Representative (Secondary Schools)), Mr A Rafferty (Parent Representative (Secondary Schools)), Mrs A Tree (Third Religious Representative) and Mrs I Wischik (Roman Catholic Religious Representative)

Town House,
ABERDEEN 16 March 2016

EDUCATION AND CHILDREN'S SERVICES COMMITTEE

The Members of the **EDUCATION AND CHILDREN'S SERVICES COMMITTEE** are requested to meet in Council Chamber - Town House on **THURSDAY, 24 MARCH 2016 at 2.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

1 REQUESTS FOR DEPUTATION

1.1 None received at this stage

2 DETERMINATION OF EXEMPT BUSINESS

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

3 MINUTES

3.1 Minute of Meeting of 28 January 2016 - for approval (Pages 5 - 14)

4 COMMITTEE BUSINESS STATEMENT AND MOTIONS LIST

4.1 Committee Business Statement (Pages 15 - 20)

4.2 Motions List (Pages 21 - 22)

5 REFERRALS

5.1 None received at this stage

6 EDUCATION AND CHILDREN'S SERVICE FINANCE, PERFORMANCE AND SERVICE WIDE ISSUES

6.1 2015/16 Revenue Budget Monitoring (Pages 23 - 36)

6.2 Education and Children's Services Directorate Performance Report / Children and Young People (Scotland) 2014 Act Update (Pages 37 - 56)

6.3 Risk Management - Review of Business Continuity Arrangements (Pages 57 - 62)

7 EDUCATION

7.1 ALEO Governance (Sport Aberdeen) (Pages 63 - 92)

7.2 ALEO Governance (Aberdeen Sports Village) (Pages 93 - 118)

7.3 Evaluation of Knowledge Transfer Partnership (KTP) between University of Aberdeen and Aberdeen City Council.(Data Observatory Project) (Pages 119 - 130)

7.4 Statutory Consultation - Consultation Reports on the proposals to create new primary and secondary school zones in the area of the planned new housing development at Countesswells, and to create a new primary school zone in the area of the planned new housing development in Loirston and Cove (Pages 131 - 166)

AT THIS JUNCTURE, EXTERNAL MEMBERS OF THE COMMITTEE WILL DEPART

8 CHILDREN

8.1 Joint Inspection of Children's Services Update (Pages 167 - 172)

8.2 Reclaiming Social Work Update (Pages 173 - 178)

8.3 Payment Controls in Children's Social Work - Report by the Internal Auditor - referred from the Audit, Risk and Scrutiny Committee of 9 March 2016 (Pages 179 - 196)

9 ADULTS

9.1 Adult Services Performance Report (Pages 197 - 218)

9.2 2015/16 Revenue Budget Monitoring (Adult Social Care) (Pages 219 - 242)

9.3 Removal of Torry Youth Café, 258 North Balnagask Road Aberdeen from Adult Social Work Services Portfolio (Pages 243 - 246)

9.4 ALEO Governance (Bon Accord Care) (Pages 247 - 264)

ITEMS THE COMMITTEE MAY WISH TO CONSIDER IN PRIVATE

10 CHILDREN

10.1 Procurement of Furniture for the Extension of Greenbrae Primary School (Pages 265 - 268)

To access the Information Bulletins for this Committee please use the following link:

[**Education & Children's Services Committee Information Bulletin**](#)

Should you require any further information about this agenda, please contact Allison Swanson, tel 01224 522822 or email aswanson@aberdeencity.gov.uk

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EDUCATION AND CHILDREN'S SERVICES COMMITTEE

ABERDEEN, 28 January 2016. Minute of Meeting of the EDUCATION AND CHILDREN'S SERVICES COMMITTEE. Present:- Councillor Taylor, Convener; Councillor Donnelly, Vice-Convener; and Councillors Allan (as a substitute Councillor Young for articles 1 to 10), Boulton, Carle, Cooney, Copland, Jackie Dunbar, Lesley Dunbar, Finlayson (as a substitute for Councillor Young for articles 12 onwards), Hutchison, Lawrence (as a substitute for Councillor Ironside CBE), Malik, Milne (as a substitute for Councillor Laing), Nicoll, Noble, Samarai, Jennifer Stewart (for articles 9 onwards), Townson, Young (for article 11 only) and Yuill (as a substitute for Councillor Jennifer Stewart for articles 1 to 8 and as a substitute for Councillor Greig for articles 9 onwards). External Members (to article 10 only):- Ms Angela Bowyer (Parent Representative (Primary Schools and ASN)), Mr Stewart Duncan (Teacher Representative - Primary Schools), Mr Mike Paul (Teacher Representative - Secondary Schools), Mr Anthony Rafferty (Parent Representative (Secondary Schools)) and Mrs Anne Tree (Third Religious representative).

The agenda and reports associated with this minute can be found at:-

<http://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=504&MId=3797&Ver=4>

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

ANNOUNCEMENT

1. The Convener explained that the previous meeting of the Committee had been cancelled due to the tragic event at Cults Academy.

She expressed, on behalf of the Committee, her sincere condolences to the family and friends of Bailey Gwynne. She also payed tribute to the pupils, families and staff at Cults Academy for pulling together at such a difficult time.

VALEDICTORY AND WELCOME

2. The Convener advised that Mr Charlie Penman, Head of Children's Services, had now left this position and thanked him for his excellent service to the Council. She also welcomed Mr Andrew Griffiths who was acting as Joint Head of Education for Aberdeen and Aberdeenshire Councils on a six-month interim basis from December 1, 2015.

The Committee resolved:

to echo the comments of the Convener.

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DETERMINATION OF EXEMPT ITEMS OF BUSINESS

3. The Convener proposed that item 10.1 (Contracting Arrangements for Care Home and Supported Accommodation Services for People with Mental Illness) of today's agenda (article 15 of this minute) be considered with the press and public excluded.

The Committee resolved:

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of the aforementioned item of business (article 15 of this minute refers) so as to avoid disclosure of exempt information of the classes described in paragraph 10 of Schedule 7(A) of the Act.

At this juncture, Councillor Townson moved as a procedural motion, seconded by Councillor Nicoll:-

that items 1 (Directorate Performance Reporting Frameworks), (Implementation of Revised Opening Hours at Community Libraries) and 3 (Music Hall Redevelopment) of the information bulletin be included on today's agenda for full consideration.

On a division, there voted:- for the procedural motion (8) - Councillors Copland, Jackie Dunbar, Hutchison, Nicoll, Noble, Samarai, Townson and Yuill; against the procedural motion (10) - Convener; the Vice Convener; and Councillors Allan, Boulton, Carle, Cooney, Lesley Dunbar, Lawrence, Malik; and Milne; declined to vote (5) - Angela Bowyer, Stewart Duncan, Mike Paul, Anthony Rafferty and Anne Tree.

The Committee resolved:

to reject the procedural motion.

MINUTE OF PREVIOUS MEETING OF 3 SEPTEMBER 2015

4. The Committee had before it the minute of its meeting of 3 September 2015.

The Committee resolved:

to approve the minute as a correct record.

COMMITTEE BUSINESS STATEMENT

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

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The Committee resolved:

- (i) to remove items 4 (Organisational Review – Phase 3 (Sport Aberdeen), 7 (SQA Briefing) and 9 (Adult Services – Sickness Absence); and
- (ii) to otherwise note the updates contained therein.

2014/15 ANNUAL PERFORMANCE REPORT - ECS/15/053

6. The Committee had before it a report by the Director of Education and Children's Services which provided a summary of the 2014/2015 statutory performance indicator outcomes covering the work of the Education and Children's Services Directorate.

The report recommended –

that the Committee –

- (a) note the content of the report;
- (b) note Education and Children's Services, 2014-15 annual performance (Statutory Performance Indicator) outcomes contained within Appendix A; and
- (c) acknowledge the improved educational outcomes for children and young people in Aberdeen.

The Committee resolved:

- (i) to approve the recommendations;
- (ii) to request officers to email trend analysis on library visits to Councillor Hutchison; and
- (iii) to note that officers would sync the content of the main report with the layout of the performance measures contained in the appendix for future reports.

2015/16 REVENUE BUDGET MONITORING - ECS/16/002

7. With reference to article 8 of the minute of the meeting of the Education and Children's Services Committee of 3 September 2015, the Committee had before it a report by the Director of Education and Children's Services and the Head of Finance which advised members of the current year revenue budget to date for the Education and Children's Service, and outlined any areas of risk, and management action being taken in this regard.

The report recommended –

that the Committee -

- (a) note the projected variance of £510,000 greater than under budget; and
- (b) instruct officers to continue to review budget performance and report on service strategies.

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The Committee resolved:

- (i) to approve the recommendations; and
- (ii) in relation to the additional PVG costs of £50,000 to request officers to clarify to all Members, by way of email, whether (1) the additional costs had also been offset by the change in the PVG system; and (2) Councillors were required to undertake a further PVG check when, within their role as a Councillor, they were appointed to a new position, such as membership of this Committee.

INSIGHT BRIEFING ABERDEEN CITY 2015 - ECS/15/054

8. With reference to article 12 of the minute of the meeting of the Education and Children's Services Committee of 3 September 2015, the Committee had before it a report by the Director of Education and Children's Services which advised (a) of the new Scottish Government senior phase (S4 to S6) national benchmarking tool, "Insight" across Scotland; and (b) of the changes to reporting of the trends in attainment in the senior phase, including Scottish Qualification Authority (SQA) performance, in Aberdeen City for academic session 2014/15, using the "National Benchmarking Measures" from Insight.

The report recommended –

that the Committee -

- (i) note the information provided in the report;
- (ii) note the change in the way the Service analysed and evaluated levels of attainment and achievement in the senior phase in our secondary schools using Insight and the new Local and National Benchmarking Measures; and
- (iii) note the progress made in relation to the four national benchmark measures.

The Committee resolved:

to approve the recommendations.

DECLARATIONS OF INTEREST

Councillors Boulton and Lawrence declared interests during the course of considering the following item of business by virtue of their position as Council appointed Directors to the Board of Sport Aberdeen but chose to remain in the meeting as Sport Aberdeen was a body being a company established wholly or mainly for the purpose of providing services to the local authority, and which had entered into a contractual arrangement with the local authority for the supply of goods and/or services to the local authority, as set out in paragraph 5.18(2)(d)(i) and (ii) of the Councillors'

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Code of Conduct.

REVIEW OF LET CHARGES FOR LANGUAGE SCHOOLS - ECS/16/001

9. With reference to article 21 of the minute of the meeting of the former Education, Culture and Sport Committee of 18 February 2010, the Committee had before it a report by the Director of Education and Children's Services which recommended a way forward for the charging of voluntary language schools for their use of Aberdeen City educational establishments at weekends, in order to ensure a consistency of approach for all language schools in the city.

The report recommended:-

that the Committee -

- (a) approve the proposed Option 4, to remove all charges for lets for all voluntary language schools operating in Aberdeen City educational establishments, and
- (b) approve the proposal that free lets would apply only to language schools which can demonstrate the following characteristics:

A not for profit organisation which provides extra-curricular, education based activities for children living in Aberdeen City, and where those activities focus primarily on learning about and through a specific foreign language and culture.

The Convener, seconded by Councillor the Vice Convener moved:-
that the Committee approve the recommendations in the report.

Councillor Nicoll, seconded by Councillor Townson moved as an amendment:-
that the Committee –

- (1) instruct officers to conduct a full review of the Bookings and Letting Policy and Procedures detailing proposals for a standardised charging system based on the type or category of facility, that defined user groups and priorities and ensured that appropriate quality assurance requirements were in place to justify any discounted rates that officers proposed be applied;
- (2) instruct officers to bring back details of the review, together with proposed charging bands that might be applied in early course to this Committee; and
- (3) agree with immediate effect to suspend all payments currently being made by voluntary language schools operating in Aberdeen City educational establishments until such times as the Booking and Letting Policy was reviewed by this Committee and any changes were instructed.

On a division, there voted:- for the motion (13) – the Convener; the Vice Convener and Councillors Allan, Boulton, Carle, Cooney, Lesley Dunbar, Lawrence, Malik, Milne, Jennifer Stewart and Stewart Duncan and Mike Paul; for the amendment (7) – Councillors Copland, Jackie Dunbar, Hutchison, Nicoll, Noble, Samarai and Townson;

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declined to vote (4) – Councillor Yuill and Angela Bower, Anthony Rafferty and Anne Tree.

The Committee resolved:

to adopt the motion.

EARLY LEARNING AND NURSERY ADMISSIONS POLICY - ECS/16/004

10. The Committee had before it a report by the Director of Education and Children's Services which presented information about administrative improvements to the nursery admissions process and sought approval to update and amend the nursery admissions criteria to bring it in line with the primary school admissions criteria.

The report recommended –

that the Committee note the administrative changes agreed to improve the customer experience and approve the proposed changes to the Local Authority nursery admissions criteria.

The Committee resolved:

- (i) to approve the recommendation; and
- (ii) to request officers to investigate potential procedures for a right of appeal for nursery requests and that this be reported back to a future meeting of the Committee for consideration.

At this juncture the external members of the Committee departed.

REVIEW OF RESIDENTIAL CHILD CARE - ECS/15/052

11. With reference to article 7 of the minute of the meeting of the former Social Care, Wellbeing and Safety Committee of 16 May 2013, the Committee had before it a report by the Director of Education and Children's Services which informed of the outcome of the review and redesign of the Residential Child Care Service that has been informed by the Residential Child Care Review of 2012 and the Reclaiming Social Work model.

The report recommended –

that the Committee –

- (a) note the approaches to improve the care experiences of children and young people who are being cared for in the city's children's homes by developing attachment led practice and embedding systemic approaches in the service in line with the Reclaiming Social Work Model; and

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- (b) remit the required changes in the staffing structure for the residential childcare service to implement the redesign to the next Finance Policy and Resources Committee for approval.

The Committee resolved:

to defer consideration of the report to its next meeting on 24 March 2016.

JOINT INSPECTION OF CHILDREN'S SERVICES - UPDATE - ECS/16/003

12. With reference to article 17 of the minute of the meeting of the Education and Children's Services Committee of 3 September 2015, the Committee had before it a report by the Director of Education and Children's Services which provided an update on the progress made on implementing the Action Plan resulting from the joint inspection of services for children and young people in the Aberdeen City Community Planning Partnership area.

The report recommended –

that the Committee –

- (a) note the update on the multi-agency Action Plan (appendix 1) in response to the areas of improvement identified within the inspection report; and
- (b) request a report back on progress against actions in the Action Plan as appropriate.

The Committee resolved:

- (i) to approve recommendation (a); and
- (ii) request a report back on progress against actions in the Action Plan as appropriate, noting that a report would be submitted to the Committee at its meeting on 24 March 2016 and that officers would endeavour to present the Action Plan in a more simplified manner.

2015/16 REVENUE BUDGET MONITORING - ADULT SOCIAL CARE - ECS/SCW/020

13. With reference to article 18 of the minute of the meeting of the Education and Children's Services Committee of 3 September 2015, the Committee had before it a report by the Chief Officer – Adult Health and Social Care and the Head of Finance which advised members of the current year revenue budget to date for Adult Services, and outlined any areas of risk, and management action being taken in this regard.

The report recommended –

that the Committee –

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- (a) note the report on the forecast outturn on the revenue budget and the information on areas of risk and management action that was contained herein;
- (b) instruct officers to continue to review budget performance and report on service strategies; and
- (c) approve the virements outlined in section 5.3.1 of the report.

The Committee resolved:

to approve the recommendations.

ADULT SERVICES PERFORMANCE REPORT - ECS/SCW/021

14. With reference to article 19 of the minute of the meeting of the Education and Children's Services Committee of 3 September 2015, the Committee had before it a report by the Chief Officer – Adult Health and Social Care which provided information relating to the performance of the Adult Social Work Service against its agreed indicators. Appended to the report was an update on associated performance measures.

The report recommended –

that the Committee –

- (a) approve the Adult Social Work performance report; and
- (b) note that work was ongoing to develop a suite of performance indicators, aligned to the national outcomes for integration which would be overseen by the Integrated Joint Board following its establishment in April 2016.

The Committee resolved:

to approve the recommendations.

EXEMPT INFORMATION

In accordance with the decision taken at article 3 of this minute, the following item of business was considered with the press and public excluded.

DECLARATION OF INTEREST

The Vice Convener declared an interest in relation to the following item of business by virtue of being a Director of one of the organisations referred to in the report, and considered that the nature of his interest required him to leave the meeting and take no part in the deliberations thereon.

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CONTRACTING ARRANGEMENTS FOR CARE HOME AND SUPPORTED ACCOMMODATION SERVICES FOR PEOPLE WITH MENTAL ILLNESS - ECS/SCW/022

15. The Committee had before it a report by it a report by the Chief Officer – Adult Health and Social Care which sought approval for extensions to existing contracts for accommodation based, Care Home, Care at Home (CAH) and Housing Support (HS) services for people with mental illness that were presently provided by five voluntary sector providers.

The report recommended –
that the Committee –

- (a) approve the expenditure proposed by Health and Social Care Partnership as detailed in Appendix 1;
- (b) approve the invoking of Standing Order 1(6)(a) and thereby waiving the need for a competitive procurement for all contracts specified in Appendix 1 on the grounds that the exemption was justified by special circumstances detailed in the report;
- (c) approve the contract extensions for two years for all the services listed in Appendix 1; and
- (d) agree that a report and commissioning plan for these services would be submitted to the Integrated Joint Board in line with the Health and Social Care Partnership's Strategic Plan and Joint Commissioning Plan during the two year extension time period.

The Committee resolved:

- (i) to approve the recommendations; and
- (ii) to agree that all extended contracts could be considered in the future by the Integrated Joint Board for determination of the appropriate tendering process.

- COUNCILLOR ANGELA TAYLOR, CONVENER

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EDUCATION AND CHILDREN'S SERVICES

COMMITTEE BUSINESS

24 MARCH 2016

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

Reports which are overdue are shaded.

<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
1. Education, Culture and Sport Committee 27/03/14 article 10	<u>Knowledge Transfer Partnership</u> The Committee resolved to instruct officers to review the Knowledge Transfer Partnership Agreement in twelve months and report back to the Committee in this regard.	At its meeting on 2 June 2015, the Committee noted the progress of the project and that an evaluation of the project and options for future developments would be reported to Committee by March 2016. A report is on the agenda.	Head of Policy, Performance and Resources	24/03/16

2.	Social Care and Wellbeing 16 May 2013 (Article 7)	<p><u>Residential Children's Services Review And Redesign Programme</u></p> <p>The Committee resolved, amongst other things, request a final report of recommendations be presented to Committee in September 2013.</p>	<p>A report was deferred at the Committee's meeting on 28 January 2016.</p> <p>An announcement was made by the Scottish Government on the 25th February 2016, followed by a letter in March 2016, requiring all residential child care workers in Scotland to be qualified to SCQF level 9 (degree level). The letter provides clear timescales with training programmes commencing in October 2017 with all staff working towards a qualification by October 2019. In the light of Scottish Government requirements we will now need to reconsider the proposed staffing structure for residential care. We will therefore undertake urgent work to assess the financial implications of the requirements including the cost of training both financial and in relation to time away from work, and the associated impact on grades and salaries and report back to committee in November. A update is contained at item 8.2 on the agenda.</p>	Head of Children's Services	10/09/13
3.	Audit and Risk Committee 26 June 2014 (Article 10)	<p><u>System of Risk Management</u></p> <p>The Committee resolved, amongst other things, to instruct all Services to review their business continuity arrangements and to report back to their Service Committee.</p>	<p>An information bulletin report was available at the Committee's meeting on 2 June 2015.</p> <p>There is an on-going review of the Council's Business Continuity arrangements which is being led by Police Scotland. Once this review is complete a report on the implications for Education and Children's Services will be presented to Committee.</p> <p>A report will be submitted to the meeting on 24 March 2016.</p> <p>A report is on the agenda.</p>	Directorate Support Managers for Education, Culture and Sport and Social Care and Wellbeing	11/3/15

4.	Education and Children's Services Committee 2 June 2015 article 11	<p><u>Aberdeen International Youth Festival – Business Plan</u></p> <p>The Committee resolved, amongst other things, to:</p> <p>(i) request that officers provide regular updates in the Committee's information bulletin on the progress of the governance review which was within the business plan; and</p> <p>(ii) receive a report from officers on the outcome of the governance review following the decision of the Board of Aberdeen International Youth Festival.</p>	<p>Following the information bulletin report which was submitted to the meeting of the Education and Children's Services Committee on 28 January 2016, matters continue to be progressed and a full report is expected to be presented at the Committee meeting on 8 September 2016.</p>	Head of Education Services	28/01/16
5.	Education and Children's Services Committee 3 September 2015 article 14	<p><u>GIRFEC/Children And Young People Act – Update</u></p> <p>The Committee resolved, amongst other things, to instruct officers to report back to Committee on progress against actions, as appropriate by means of the service performance report, along with the detailed costs associated with the implementation of the Action Plan.</p>	<p>This matter is reported within the Service performance report and will continue to be reported in this manner as appropriate. Recommended for removal.</p>	Head of Inclusion	24/03/16
6.	Education and Children's Services Committee 3 September 2015 article 17	<p><u>Joint Inspection of Children's Services Action Plan</u></p> <p>The Committee resolved, amongst other things, to request a report back on progress against actions in the Action Plan as appropriate, with the actions to be completed by December 2015 being reported to the Committee at its meeting on 28 January 2016 and the remainder of the actions being reported to its meeting on 24 March 2016.</p>	<p>At its meeting on 28 January 2016, the Committee resolved:</p> <p>(i) to note the update on the multi-agency Action Plan (appendix 1) in response to the areas of improvement identified within the inspection report; and</p> <p>(ii) to request a report back on progress against actions in the Action Plan as appropriate, noting that a report would be submitted to the Committee at its meeting on 24 March 2016 and that officers would endeavour to present the Action Plan in a more simplified manner.</p> <p>A report is on the agenda.</p>	Head of Children's Services	24/03/16

7.	Education and Children's Services Committee 28 January 2016 article 10	<p><u>Early Learning and Nursery Admissions Policy</u></p> <p>The Committee resolved, amongst other things, to request officers to investigate potential procedures for a right of appeal for nursery requests and that this be reported back to a future meeting of the Committee for consideration.</p>	<p>Legal Services reviewed the legislation and have advised that in relation to mainstream nursery provision Section 28A of the Education (Scotland) Act 1980 sets out the LA duty to comply with placing requests to schools but specifically states 'not nursery schools or nursery classes in a primary school'. As parents cannot make a placing request for a mainstream nursery place they have no right of appeal. The Appeals Committee therefore has no power to hear any appeals for mainstream nursery provision.</p> <p>The Education (Additional Support for Learning (Scotland) Act 2004 as amended does allow the parents of children with additional support needs to make placing requests for nursery education/early learning and childcare. Where that nursery provision falls within the definition of a special school, any appeal against the refusal of a placing request is to the Additional Support Needs Tribunal for Scotland. Where the nursery provision sought does not fall within the definition of a special school, the appeal is to the Appeals Committee and this is managed in the usual way.</p> <p>Officers will make this clear in the Nursery Admissions Policy and processes. Recommended for removal.</p>	Head of Education	of N/A
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8. Council Budget Meeting 25 February 2016	<p><u>Non-Housing Capital Programme – Education Provision</u></p> <p>The Council resolved to approve the Non-Housing Capital Programme as attached and instruct officers to review the education provision in the Tillydrone and Torry communities, recognising the rising school aged population resulting from new housing developments and increased birth rates in these areas, reporting back to committee in the September 2016 cycle of meetings with detailed options appraisals, including details on suitable sites, project timelines and including full cost of delivery such as land acquisition, building demolition, ground surveys and construction costs;</p>	Head of Education	08/09/16
9. Audit, Risk and Scrutiny Committee 9 March 2016	<p><u>Cross Service - Recruitment Procedures - Report by the Internal Auditor</u></p> <p>The Committee resolved to instruct the Interim Director of Corporate Governance and the Director of Education and Children's Services to submit a report to the Education and Children's Services Committee on 2 June 2016 and the Finance, Policy and Resources Committee on 7 June 2016 in respect of the observations and recommendations made by Internal Audit on PVG checks in their internal audit report Recruitment and Selection.</p>	Head of Policy, Performance and Resources	02/06/16
Annual Reports			

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**EDUCATION AND CHILDREN'S SERVICES
MOTIONS LIST – FOR 24 MARCH 2016 MEETING**

<u>No.</u>	<u>Motion</u>	<u>Date of Council/ Committee Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
1.	<u>Motion by Councillor Yuill</u> "That this Council instructs officers to report on the feasibility of locating a major item of public art at an appropriate point alongside the route of the Aberdeen Western Peripheral Route and what the potential sources of funding for such a project might be"	08.10.15 (Council)	Communities, Housing and Infrastructure Committee 27.10.15 to instruct officers to bring forward a report to a future meeting.		Education and Children's Services	8/9/16	No

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ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	24 March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	2015/16 Revenue Budget Monitoring
REPORT NUMBER:	ECS/16/014

1. PURPOSE OF REPORT

1.1 The purpose of this report is to

- i) bring to Committee members attention the current year revenue budget performance for the services which relate to this Committee; and
- ii) advise on any areas of risk and management action.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee:

- i) Note the projected variance of £349K less than budget; and Instruct that officers continue to review budget performance and report on service strategies;
- (ii) Instruct that officers continue to review budget performance and report on service strategies.
- (iii) Approve the virements outlined in 5.3.1.
- (iv) Approve the ring fencing of the Developing Young Workforce monies from Council underspends

3. FINANCIAL IMPLICATIONS

3.1 The revised total Education & Children's Services revenue budget amounts to around £213.3M net expenditure.

3.2 Based upon present forecasts it is anticipated that the financial performance of the service for 2015/16 will result in an underspend of £349K. The forecast

position incorporates the pay award of 1.5%. This position will be reflected in the overall financial monitoring for the Council when it is reported to Finance and Resources Committee at the end of this Committee cycle.

- 3.3. Further details of the financial implications are set out in section 4 and the appendix attached to this report.

4. OTHER IMPLICATIONS

- 4.1 Every organisation has to manage the risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by Members. This report is part of that framework and has been produced to provide an overview of the current operating position.

5. BACKGROUND/MAIN ISSUES

- 5.1 This report informs Members of the current year E&CS revenue budget performance to date, and provides a high level summary for the consideration of Members.
- 5.2 The Directorate's revenue budget report and associated notes are attached as an appendice

Financial Position

- 5.3 The current forecast revenue out-turn is an underspend of £349K. The following areas of operation are highlighted together with any management action being taken where appropriate.
- 5.3.1 Virements have been incorporated into the figures to more correctly align budgets with actual expenditure and income, and Committee are asked to approve these in accordance with the scheme of virements in the financial regulations.
- 5.3.2 The Scottish Government has given the council a grant of £300K in respect of the Developing Young Workforce initiative. The timing of the grant and the lead in time to develop an appropriate, planned approach to this important initiative means that it would not be possible to use the funds in an efficient manner during 2015-16.

Discussion with officials indicate that there are no objections from Scottish Government officials to utilizing these monies in 2016-17, but as this grant was allocated to the city as part of the grant settlement, committee approval is required before this can take place.

- 5.3.3 The following variations from budget are brought to committees attention as they provide fuller details than the is possible to include within the appendices

(a) Centrally Held Teaching Staffing Salaries

Continuing efficiencies - It is predicted that probationers budget will be £170K underspent at academic year end, in line with on-going efficiencies in the allocation of probationers to schools in such a way that the additional costs to the council are minimised when matching probationers into vacant posts.

(b) Unitary Charge Payments

The Unitary Charge Budget is estimated to be £280K under budget as a result of contract compliance reductions, and savings arising from reduced vandalism costs.

(c) Energy Budgets

Energy budgets are expected to be £450K underspent across the service. This is based upon previous years charges adjusted for contractual changes.

(d) Out of Authority Placements

Officers from across the directorate are undertaking a rigorous review of case files, systems and processes. In addition, the review of our children's homes, combined with a foster care recruitment drive will ensure we are better able to meet the needs of some of our most vulnerable young people within Aberdeen City.

The financial position at 31 January 2016 is that this budget is projecting an overspend of £2.2M, of which £1.0M is committed to Secure Accommodation.

It should be noted that this budget is subject to external factors outwith our direct control. This includes decisions made by Children's Hearing Panel and the need to respond to children and young people who require specialist care.

(e) Escorts Costs

The escort budget is expected to be £170K greater than budget, in line with previous year's outturn figures and current year expenditure levels. This budget area is included within the ASN Inclusion review.

6. IMPACT

Improving Customer Experience –

Accurate budget monitoring and forecasting assists the Council to plan and design our services around current and future customer needs as much as possible.

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 –

As a public sector organisation, the Council has a legal duty to be open, transparent and accountable for spending public funds.

Corporate -

Aberdeen the Smarter City:

Smarter Governance (Participation)

Accurate budget monitoring and forecasting contributes to the process of Smarter Governance.

Smarter Living (Quality of Life)

To Be completed.

Public –

The Council has a duty to ensure that best value is considered in all of its operations and this report helps to inform that process.

7. BACKGROUND PAPERS

Financial ledger data extracted for the period.

8. REPORT AUTHOR DETAILS

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01224 346352

Additional contributions to analysis of risks and management action by Director & Heads of Service – Education & Children's Services.

**ABERDEEN CITY COUNCIL
REVENUE MONITORING 2015/2016**

DIRECTORATE : Education & Childrens Services

As At 31 January 2016		Year to Date			Forecast to Year End			Change from Previous Forecast
ACCOUNTING PERIOD 10	Full Year Revised Budget £'000	Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Forecast Actual £'000	Variance Amount £'000	Variance Percent %	£'000
Head of Service - Inclusion	15,804	13,384	12,846	(538)	16,427	623	3.9	(102)
Head of Service - Education Services	154,579	132,375	124,915	(7,460)	153,413	(1,166)	(0.8)	(425)
Head of Service - Resources	5,401	4,541	3,967	(574)	4,977	(424)	(7.9)	(60)
Head Of Service- Childrens Social Work	37,516	31,385	32,071	686	38,134	618	0.0	(280)
TOTAL	213,300	181,685	173,799	(7,886)	212,951	(349)	(0.2)	(867)

DIRECTORATE :Education & Children's Services
HEAD OF SERVICE : H Shanks

As At 31 January 2016	Full Year revised Budget	BUDGET TO DATE			PROJECTION TO YEAR END			CHANGE FROM LAST REPORT
		Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
ACCOUNTING PERIOD 10								
STAFF COSTS	12,352	10,334	9,151	(1,183)	12,206	(146)	-1.2%	36
PROPERTY COSTS	296	248	251	3	287	(9)	-3.0%	0
ADMINISTRATION COSTS	43	36	23	(13)	60	17	39.5%	1
TRANSPORT COSTS	88	73	69	(4)	91	3	3.4%	(3)
SUPPLIES & SERVICES	658	662	421	(241)	485	(173)	-26.3%	(152)
COMMISSIONING SERVICES	3,282	2,489	3,414	925	4,228	946	28.8%	16
GROSS EXPENDITURE	16,718	13,842	13,329	(513)	17,357	638	3.8%	(102)
LESS: INCOME								
OTHER GRANTS	(460)	(436)	(452)	(16)	(477)	(17)	3.7%	0
FEES & CHARGES	(8)	(6)	(5)	1	(8)	0	0.0%	0
OTHER INCOME	(446)	(16)	(26)	(10)	(445)	1	-0.2%	0
TOTAL INCOME	(914)	(458)	(483)	(25)	(930)	(16)	1.8%	0
NET EXPENDITURE	15,804	13,384	12,846	(538)	16,427	622	3.9%	(102)

BUDGET TO DATE MONITORING VARIANCE NOTES

PROJECTED VARIANCE £'000	CHANGE £'000
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Staff Costs

The estimated underspend reflects vacancy levels within this part of the service. This has been offset by Escort costs which are expected to be £170K greater than budget.

(146)	36
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Property Costs

No significant variances from budget are forecast for this item.

(9)	0
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Administration costs

No significant variances from budget are forecast for this item.

17	1
----	---

Transport costs

No significant variances from budget are forecast for this item.

3	(3)
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Supplies & Services

The main element of change is in relation to implementation of the Inclusion Review which is forecast to be £200K underspent largely as a result of timing differences.

(173)	(152)
-------	-------

Commissioning Services

The forecast variance reflects the high level of commitments in respect of Out Of Authority Placements, as detailed in the main body of the report.

946	16
-----	----

Income - Government Grants

No significant variances from budget are forecast for this item.

0	0
---	---

Income - Other Grants

No significant variances from budget are forecast for this item.

(17)	0
------	---

Income - Fees & Charges

No significant variances from budget are forecast for this item.

0	0
---	---

Income - Recharges

No significant variances from budget are forecast for this item.

0	0
---	---

Income - Other Income

No significant variances from budget are forecast for this item.

1	0
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622	(102)
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ABERDEEN CITY COUNCIL
REVENUE MONITORING 2015/ 2016

DIRECTORATE :Education & Children's Services
HEAD OF SERVICE : A Griffiths

As At 31 January 2016	BUDGET TO DATE				PROJECTION TO YEAR END			CHANGE FROM LAST REPORT
	Full Year revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
ACCOUNTING PERIOD 10								
STAFF COSTS	110,105	91,515	86,873	(4,642)	109,529	(576)	-0.5%	(86)
PROPERTY COSTS	27,115	22,442	22,531	89	26,570	(545)	-2.0%	(57)
ADMINISTRATION COSTS	876	709	620	(89)	833	(43)	-4.9%	(48)
TRANSPORT COSTS	314	261	295	34	337	23	7.3%	12
SUPPLIES & SERVICES	12,339	10,098	9,540	(558)	12,277	(62)	-0.5%	(78)
COMMISSIONING SERVICES	3,489	4,094	2,509	(1,585)	3,026	(463)	-13.3%	(165)
TRANSFER PAYMENTS TOTAL	10,816	9,059	9,371	312	10,799	(17)	-0.2%	(8)
GROSS EXPENDITURE	165,054	138,178	131,739	(6,439)	163,371	(1,683)	-1.0%	(430)
LESS: INCOME								
GOVERNMENT GRANTS	(1,489)	(825)	(1,578)	(753)	(1,481)	8	-0.5%	8
OTHER GRANTS	(1,347)	(1,025)	(1,137)	(112)	(1,350)	(3)	0.2%	(7)
FEES & CHARGES	(3,836)	(3,275)	(2,840)	435	(3,362)	474	-12.4%	(17)
RECHARGES	(405)	0	0	0	(405)	0	0.0%	0
OTHER INCOME	(3,398)	(678)	(1,269)	(591)	(3,360)	38	-1.1%	21
TOTAL INCOME	(10,475)	(5,803)	(6,824)	(1,021)	(9,958)	517	-4.9%	5
NET EXPENDITURE	154,579	132,375	124,915	(7,460)	153,413	(1,166)	-0.8%	(425)

Virement proposals

£300K underspend in commissioning for Early Years provision has been transferred to the Transfer payments budget to fund the councils contribution to the Dyce 3G All weather pitch.

<u>BUDGET TO DATE MONITORING VARIANCE NOTES</u>	<u>PROJECTED VARIANCE £'000</u>	<u>CHANGE £'000</u>
<u>Staff Costs</u> The year to date position reflects a cumulative staffing underspend in respect of the schools DEM budgets. These sums are available to schools to spend on staffing or other resources as the year continues in line with the Devolved School Management Scheme. Within the overall staffing budget, the main underspend areas are as follows. The probationers budget is expected to be £170K underspent Central Staffing is expected to be £340K underspent. The library service is expected to be £270K less than budget following staff restructuring. Both the Music Service and Childcare Services are forecast to have staffing underspends of £100K each, although this will be required to offset reduced income levels associated with these units. Staff Advertising costs are expected to be £110K greater than budget as the service continues to explore all avenues in order to fill vacant Teaching posts. The Teachers Long Term Absence budget is predicted to be £208K greater than budget, taking into account year to date and historical expenditure patterns.	(576)	(86)
<u>Property Costs</u> The Unitary Charge budget is expected to be underspent by £280K as a result of contract monitoring efficiencies plus savings as a result of minimal vandalism costs and contractual letting income sharing arrangements. Energy budgets are expected to be £320K less than budgeted in line with previous years expenditure levels after taking account of contractual changes.	(545)	(57)
<u>Administration costs</u> No significant variances from budget are forecast for this item.	(43)	(48)
<u>Transport costs</u> No significant variances from budget are forecast for this item.	23	12
<u>Supplies & Services</u> No significant variance from budget are forecast for this item.	(62)	(78)
<u>Commissioning Services</u> Some one off savings are expected in relation to Pre School providers. This is largely due to timing issues.	(463)	(165)
<u>Transfer payments</u> No significant variances from budget are forecast for this item.	(17)	(8)
<u>Income - Government Grants</u> No significant variances from budget are forecast for this item.	8	8
<u>Other Grants</u> No significant variances from budget are forecast for this item.	(3)	(7)
<u>Income - Fees & Charges</u> Creche income is expected to be £220K under budget, in line with previous years income levels. Music tuition Fees are expected to be £80K less than budget. In both of these cases these adverse variances, staffing vacancies are offsetting this. Art gallery sales will be £110K less than budget following the closure of the Art gallery. This is largely offset by savings in Art Gallery staffing and premises related costs.	474	(17)
<u>Income - Other Income</u> No significant variances from budget are forecast for this item.	38	21
	(1,166)	(425)

ABERDEEN CITY COUNCIL
REVENUE MONITORING 2015/ 2016

DIRECTORATE :Education & Children's Services
HEAD OF SERVICE : E Couperwhite

As At 31 January 2016	Full Year revised Budget	BUDGET TO DATE			PROJECTION TO YEAR END			CHANGE FROM LAST REPORT
		Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance	Variance Percent	
ACCOUNTING PERIOD 10	£'000	£'000	£'000	£'000	£'000	£'000	%	
STAFF COSTS	3,591	2,993	2,679	(314)	3,249	(342)	-9.5%	(48)
PROPERTY COSTS	431	365	77	(288)	324	(107)	-24.8%	(9)
ADMINISTRATION COSTS	207	263	186	(77)	245	38	18.4%	(3)
TRANSPORT COSTS	30	25	28	3	35	5	16.7%	(9)
SUPPLIES & SERVICES	1,137	891	952	61	1,109	(28)	-2.5%	5
COMMISSIONING SERVICES	82	68	71	3	88	6	7.3%	12
TRANSFER PAYMENTS	245	237	184	(53)	245	0	0.0%	0
GROSS EXPENDITURE	5,723	4,842	4,177	(665)	5,295	(428)	-7.5%	(52)
LESS: INCOME								
GOVERNMENT GRANTS	(286)	(271)	(197)	74	(286)	0	0.0%	0
FEES & CHARGES	(36)	(30)	(13)	17	(32)	4	-11.1%	(8)
OTHER INCOME	0	0	0	0	0	0	0.0%	0
TOTAL INCOME	(322)	(301)	(210)	91	(318)	4	-1.2%	(8)
NET EXPENDITURE	5,401	4,541	3,967	(574)	4,977	(424)	-7.9%	(60)

<u>BUDGET TO DATE MONITORING VARIANCE NOTES</u>	PROJECTED VARIANCE £'000	CHANGE £'000
<u>Staff Costs</u> The year to date underspend reflects the management of vacancies to contribute towards service wide annual vacancy factor savings. Staff Advertising costs are expected to be £40k less than previously forecast.	(342)	(48)
<u>Property Costs</u> The underspend relates to vacant property budgets which are held by the service.	(107)	(9)
<u>Administration costs</u> Additional PVG check costs of £50K are expected which represents the completion of the councils two year programme to ensure all PVG checks are updated. This has been offset by savings in telephone and postage costs.	38	(3)
<u>Transport costs</u> No significant variances from budget are forecast for this item.	5	(9)
<u>Supplies & Services</u> No significant variances from budget are forecast for this item.	(28)	5
<u>Commissioning</u> No significant variances from budget are forecast for this item.	6	12
<u>Transfer Payments</u> Final Education Maintenance Payments are expected to be £40K less than budget.	0	0
<u>Government Grants</u> This variance is in line with the level of Education Maintenance Allowance payments forecast. These	0	0
<u>Income - Fees & Charges</u> The forecast reflects a reduction in rental income associated with the disposal of the Victoria Road Primary School.	4	(8)
<u>Other Income</u> No significant variances from budget are forecast for this item.	0	0
	(424)	(60)

ABERDEEN CITY COUNCIL
REVENUE MONITORING 2015/ 2016

DIRECTORATE :Education & Children's Services
HEAD OF SERVICE : B Oxley

As At 31 January 2016	BUDGET TO DATE				PROJECTION TO YEAR END			CHANGE FROM LAST REPORT
	Full Year revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance	Variance Percent	
ACCOUNTING PERIOD 10	£'000	£'000	£'000	£'000	£'000	£'000	%	
STAFF COSTS	16,212	13,802	12,784	(1,018)	15,216	(996)	-6.1%	(158)
PROPERTY COSTS	523	472	417	(55)	510	(13)	-2.5%	(31)
ADMINISTRATION COSTS	239	200	208	8	199	(40)	-16.7%	(15)
TRANSPORT COSTS	408	340	525	185	586	178	43.6%	4
SUPPLIES & SERVICES	957	881	415	(466)	593	(364)	-38.0%	(75)
COMMISSIONING SERVICES	18,391	15,134	16,806	1,672	19,851	1,460	7.9%	63
TRANSFER PAYMENTS	1,121	835	1,026	191	1,530	409	36.5%	121
GROSS EXPENDITURE	37,851	31,664	32,181	517	38,485	634	1.7%	(91)
LESS: INCOME								
GOVERNMENT GRANTS	(293)	(244)	(104)	140	(301)	(8)	2.7%	(153)
FEES & CHARGES	(42)	(35)	(6)	29	(50)	(8)	19.0%	(36)
TOTAL INCOME	(335)	(279)	(110)	169	(351)	(16)	4.8%	(189)
NET EXPENDITURE	37,516	31,385	32,071	686	38,134	618	1.6%	(280)

BUDGET TO DATE MONITORING VARIANCE NOTES

	PROJECTED VARIANCE £'000	CHANGE £'000
<u>Staff Costs</u>		
The main areas of forecast underspend are in Young peoples Care & Protection of £520K and Family And Community Support of £420K. This has been offset by some one-off restructuring costs and the high cost of Agency staff which is reviewed by the Head Of Service on a quarterly basis.	(996)	(158)
<u>Property Costs</u>		
The annual forecast reflects expected savings on energy budgets.	(13)	(31)
<u>Administration costs</u>		
No significant variances from budget are forecast for this item.	(40)	(15)
<u>Transport costs</u>		
This is mainly Staff Travel and related costs which are expected to be £180K greater than budget. This is in line with previous years expenditure levels.	178	4
<u>Supplies & Services</u>		
This saving is in relation to equipment, furniture, catering and other expenditure for the Early Years Change Fund and Intensive Support & Learning.	(364)	(75)
<u>Commissioning</u>		
The main variance is in relation to Out Of Authority Placements linked to this Head Of Service. This is expected to be £1.2M in excess of budget.	1,460	63
<u>Transfer Payments</u>		
Forecast is based upon the level of Direct Payments to current clients. This budget is subject to regular review by the Children with Disabilities Working Group.	409	121
<u>Government Grants</u>		
No significant variances from budget are forecast for this item. The month on month change reflects staff secondments which had not previously been budgeted.	(8)	(153)
<u>Other Grants</u>		
No significant variances from budget are forecast for this item.	0	0
<u>Income - Fees & Charges</u>		
No significant variances from budget are forecast for this item.	(8)	(36)
<u>Other Income</u>		
No significant variances from budget are forecast for this item.	0	0
	618	(280)

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	24th March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Education and Children's Services Directorate Performance Report / Children and Young People (Scotland) 2014 Act Update
REPORT NUMBER	ECS/16/007
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

The purpose of this report is to:

- Provide Elected Members with a summary of quarterly Education and Children's Services (E&CS) Directorate performance outcome data up to and including 31st December 2015 and other most recent performance measures information.

2. RECOMMENDATION(S)

The Committee is asked to:

- Note the E&CS Directorate Performance Report for the quarterly period to 31st December 2015.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from the report.

4. OTHER IMPLICATIONS

4.1 Legal

4.1.1. Local Authorities are required to act as set out in the Local Government Act 1992, and as defined within the Direction provided by the Accounts Commission, in respect of their Public Reporting obligations and;

4.1.2 As an Authority we have a duty to fully implement Parts 4, 5 and 18 of Children and Young People (Scotland) Act 2014 from August

2016.

Failure to complete the action plan could lead to our not complying with legislation and being open to legal challenge.

4.2 Property, Equipment, Employee and Health and Safety Implications

There may be other property, equipment, employee or health and safety implications linked to the Directorate-wide health and safety performance measures.

These, where applicable to the Children and Young People's Act update, were outlined in the report considered at the meeting on the 3rd September 2015.

Otherwise, any related implications under this heading are managed by the Directorate as a matter of course in accordance with best practice.

4.3 The report is designed for information purposes only and no Equalities and Human Rights implications are involved either in its preparation or the recommendations contained within the body of the Report.

5. BACKGROUND/MAIN ISSUES

5.1 The attached charts, following on from the report to Committee of 2nd June 2015, offer a revised performance reporting template for the Directorate to robustly capture the outcomes from the completion of data integration, particularly in regards to service delivery aspects such as human resources and enquiries/complaints.

The detail contained within this report relates to a core selection of Key Service Performance Indicators, reflecting outcomes against both the Education and Children's Social Work Services, alongside Directorate wide performance measures which encompass all four Services.

5.2 Members attention is brought, in particular, to Tables 2-4 relating to child placements that show that there is positive and sustained movement in the type of placement in which looked after children and young people are accommodated over the three quarters of this year.

Longer term, in comparison with previous years, the proportion of children and young people accommodated in community based placements is rising and those placed in residential care shows a decreasing trend in line with the strategic aim of shifting the balance of care.

5.3 At the meeting of Committee on 3rd September 2015, Members considered a report outlining the background to implementation of Parts 4, 5 and 18 of the Children and Young People (Scotland) 2014 Act that come into force in August 2016.

The Committee instructed officers to implement the Action Plan contained within the recommendations and report back to Committee on progress against actions, as appropriate, by means of the Service Performance Report.

6. IMPACT

Improving Customer Experience

Analysis and publication of Performance data offers the Directorate the opportunity to critically evaluate the extent to which it is currently meeting customer needs and ensure that the customer experience is continuously improving.

Improving Staff Experience

Transparency of performance reporting, in terms of outputs and outcomes, offers staff with the opportunity to gain insight into areas of good practice within the Directorate and recognise where their contributions are materially influencing and driving the work of their Service.

Improving our use of Resources

This report aligns with the principles of Best Value whereby local authorities are required to evidence and evaluate the extent to which resource is used effectively and efficiently in the delivery of services to stakeholders.

Corporate

Reporting to Committee is an essential governance requirement of the Directorate and Council's performance management arrangements through which Elected Members may seek assurance that performance improvement activity is evidenced and robust.

The measures reported against provides linkage to the Single Outcome Agreement and the themes contained in "Improving Scottish Education.", together with the Administration's Policy Statement 'Smarter Aberdeen', covering:

Smarter Living Priorities;

"We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem"

"We will 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."

Smarter People Priorities;

“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,”

Inclusion Service Improvement Plan

Key objectives within the Inclusion Service Improvement Plan include:

- Ensure partnership approaches and GIRFEC arrangements are supporting children and young people
- Decisions on resources are designed around the needs of children and young people
- Improve our use of data in helping identify priorities for improvement and in monitoring improvement, of outcomes for children and young people.

These key objectives evidence how the Inclusion agenda is closely aligned with GIRFEC and the Children and Young People (Scotland) Act 2014

Public

The report is designed for information purposes only and no Equalities and Human Rights implications are involved either in its preparation or the recommendations contained within the body of the Report.

Transparency in performance reporting is a key component of our Public Performance Reporting requirement, which is subject to annual audit by Audit Scotland.

This report may be of interest to the public given some general anxiety, nationally, around the functions and introduction of the Named Person Service as prescribed within the Children and Young People (Scotland) 2014 Act.

7. MANAGEMENT OF RISK

The nature of this report is not such that a risk assessment of options is required for consideration by the Committee as the content is for information only.

However, the regular reporting of performance is itself mitigation against the risk that the Council’s Public Performance Reporting might be regarded as insufficient for the purposes of meeting the obligations placed upon it.

8. BACKGROUND PAPERS

- Education and Children’s Services Committee, 2nd June 2015, Service Performance Report

- Education and Children's Services Committee, 3rd September 2015, GIRFEC/Children and Young People (Scotland) Act Update.
- Appendix A: Children and Young People (Scotland) Act 2014 – Implementation Action Plan Update

9. REPORT AUTHOR DETAILS

Co-ordinated/Co- Authored by:

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**Education and Children's Services Directorate Performance Trend Charts
October to December 2015**

Shaping Aberdeen – Delivering Outcomes

Table 1 - % of Looked After Children at home																																					
<p align="center">SCW37aii % of Looked After Children at home</p> <table border="1"> <caption>Approximate data for Table 1</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>26%</td> <td>27%</td> <td>27%</td> <td>24%</td> </tr> <tr> <td>2014/15</td> <td>24%</td> <td>24%</td> <td>24%</td> <td>23%</td> </tr> <tr> <td>2015/16</td> <td>21%</td> <td>21%</td> <td>20%</td> <td>23%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2013/14	26%	27%	27%	24%	2014/15	24%	24%	24%	23%	2015/16	21%	21%	20%	23%	<table border="1"> <tr> <td>Status</td> <td></td> </tr> <tr> <td>Data Period</td> <td>Q3 2015/16</td> </tr> <tr> <td>Value</td> <td>20%</td> </tr> <tr> <td>Long Trend</td> <td></td> </tr> <tr> <td>Short Trend</td> <td></td> </tr> <tr> <td>Data Source</td> <td>CareFirst</td> </tr> <tr> <td>Service Manager</td> <td>Graeme Simpson</td> </tr> <tr> <td>Head of Service</td> <td>Bernadette Oxley</td> </tr> </table>	Status		Data Period	Q3 2015/16	Value	20%	Long Trend		Short Trend		Data Source	CareFirst	Service Manager	Graeme Simpson	Head of Service	Bernadette Oxley
	Year	Q1	Q2	Q3	Q4																																
	2013/14	26%	27%	27%	24%																																
	2014/15	24%	24%	24%	23%																																
	2015/16	21%	21%	20%	23%																																
	Status																																				
	Data Period	Q3 2015/16																																			
	Value	20%																																			
	Long Trend																																				
	Short Trend																																				
Data Source	CareFirst																																				
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Head of Service	Bernadette Oxley																																				

Narrative and Analysis

Tables 2 to 4 relating to child placements, show that a pattern of positive trend changes in the type of placement in which looked after children and young people are accommodated over the three quarters, which maintains a continuing pattern recorded against this year.

In comparison with previous years, the proportion of children and young people accommodated in community based placements is rising slightly and those placed in residential care shows a decreasing trend in line with the strategic aim of shifting the balance of care

Table 2 - % of Looked After Children in a Kinship Care Arrangement																																					
<p align="center">SCW37gii % of Looked After Children in a Kinship Care Arrangement</p> <table border="1"> <caption>Approximate data for Table 2</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>23%</td> <td>21%</td> <td>21%</td> <td>21%</td> </tr> <tr> <td>2014/15</td> <td>21%</td> <td>21%</td> <td>21%</td> <td>19%</td> </tr> <tr> <td>2015/16</td> <td>18%</td> <td>18%</td> <td>21%</td> <td>19%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2013/14	23%	21%	21%	21%	2014/15	21%	21%	21%	19%	2015/16	18%	18%	21%	19%	<table border="1"> <tr> <td>Status</td> <td></td> </tr> <tr> <td>Data Period</td> <td>Q3 2015/16</td> </tr> <tr> <td>Value</td> <td>21%</td> </tr> <tr> <td>Long Trend</td> <td></td> </tr> <tr> <td>Short Trend</td> <td></td> </tr> <tr> <td>Data Source</td> <td>CareFirst - Monthly data - Formula Used</td> </tr> <tr> <td>Service Manager</td> <td>Graeme Simpson</td> </tr> <tr> <td>Head of Service</td> <td>Bernadette Oxley</td> </tr> </table>	Status		Data Period	Q3 2015/16	Value	21%	Long Trend		Short Trend		Data Source	CareFirst - Monthly data - Formula Used	Service Manager	Graeme Simpson	Head of Service	Bernadette Oxley
	Year	Q1	Q2	Q3	Q4																																
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Table 3 - Percentage of Looked After Children in community based care

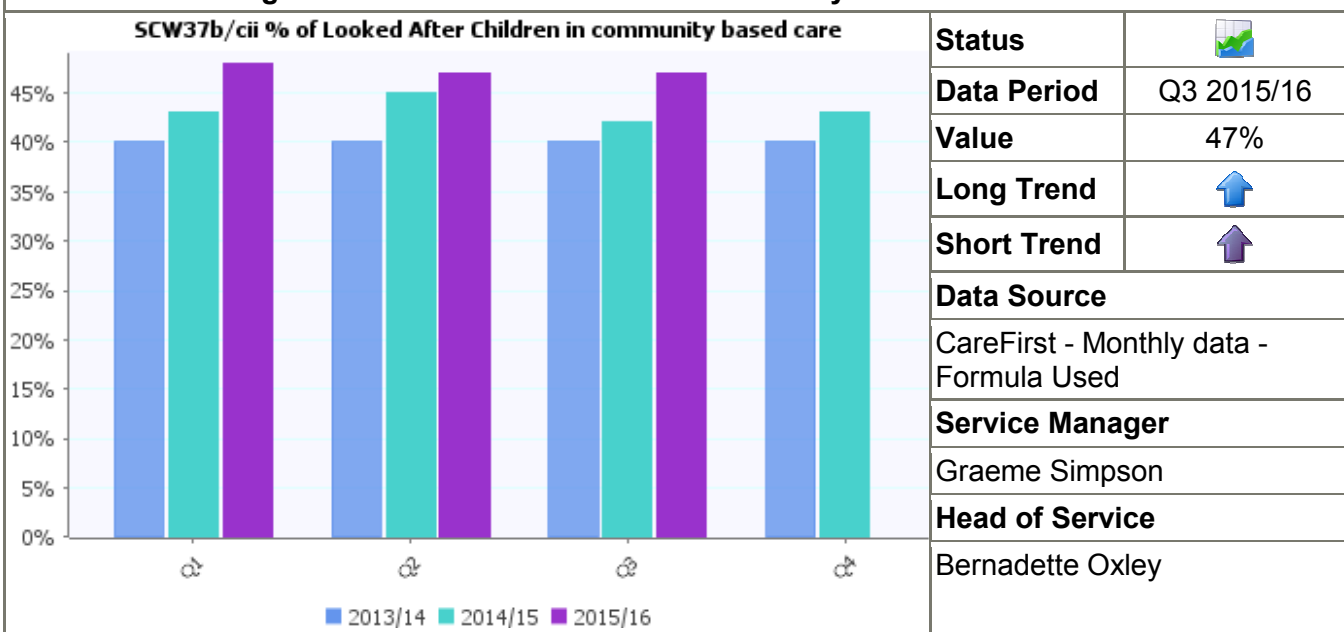


Table 4 - Percentage of Looked After Children in residential care

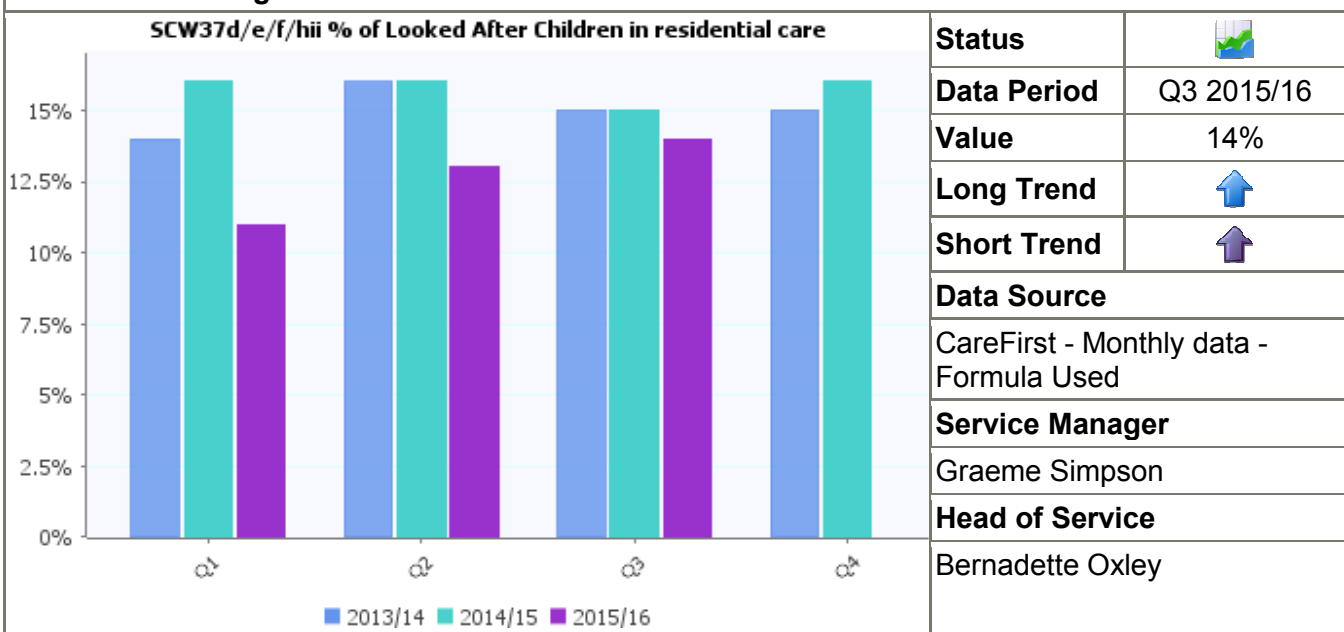
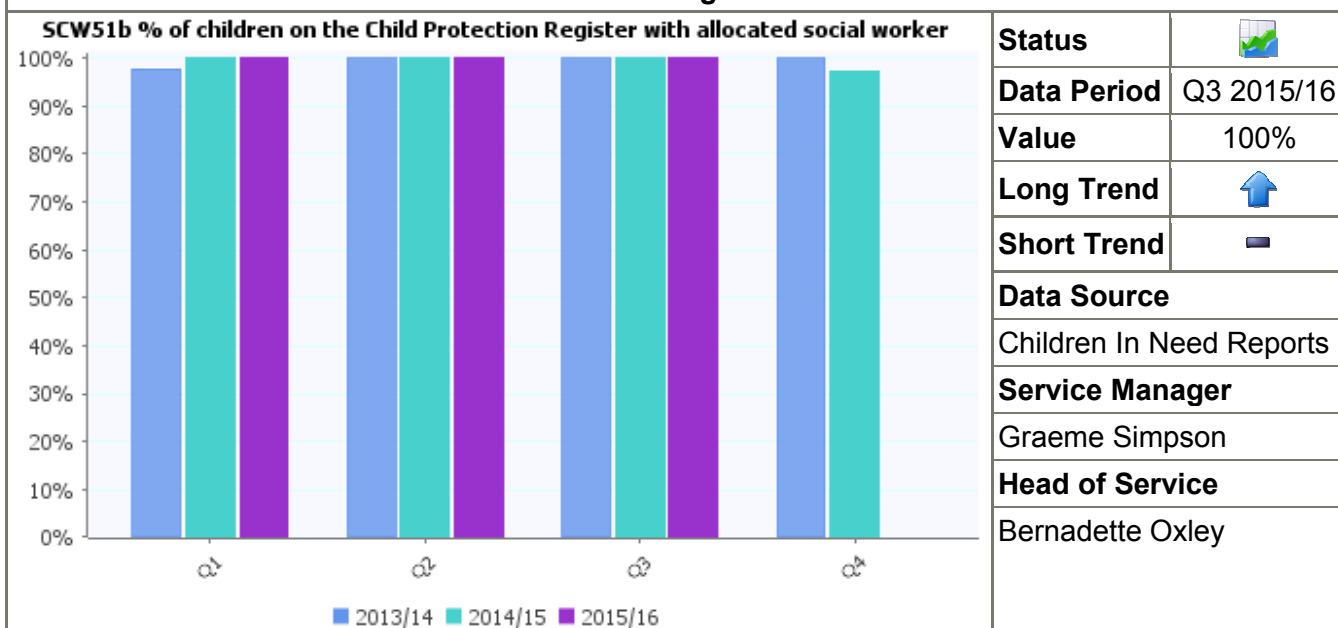


Table 5 - % of children on the Child Protection Register with allocated social worker

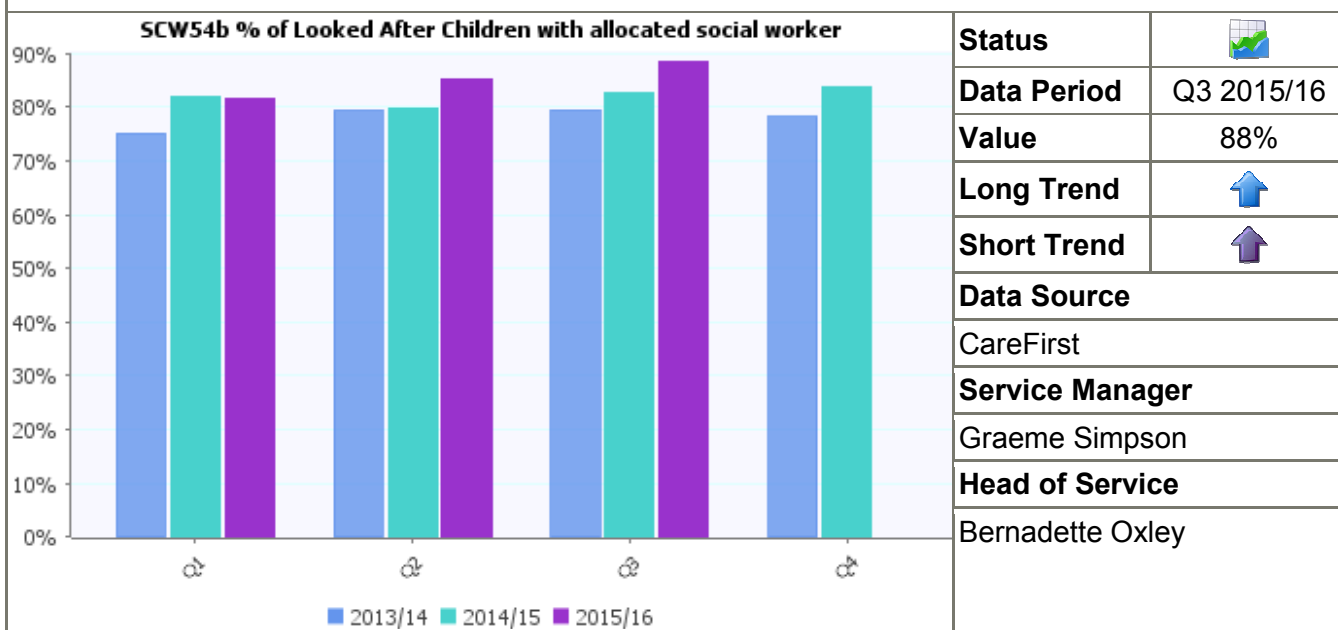


Status	
Data Period	Q3 2015/16
Value	100%
Long Trend	
Short Trend	
Data Source	
Children In Need Reports	
Service Manager	
Graeme Simpson	
Head of Service	
Bernadette Oxley	

Narrative and Analysis

The outcomes against each of the three core areas relating to Social Worker allocation, (Tables 5-7) have generally shown improved trends, both long and short term.

Table 6 - % of Looked After Children with an allocated social worker



Status	
Data Period	Q3 2015/16
Value	88%
Long Trend	
Short Trend	
Data Source	
CareFirst	
Service Manager	
Graeme Simpson	
Head of Service	
Bernadette Oxley	

Table 7- % of children who are Looked After & Accommodated Children (LAAC) with an allocated social worker

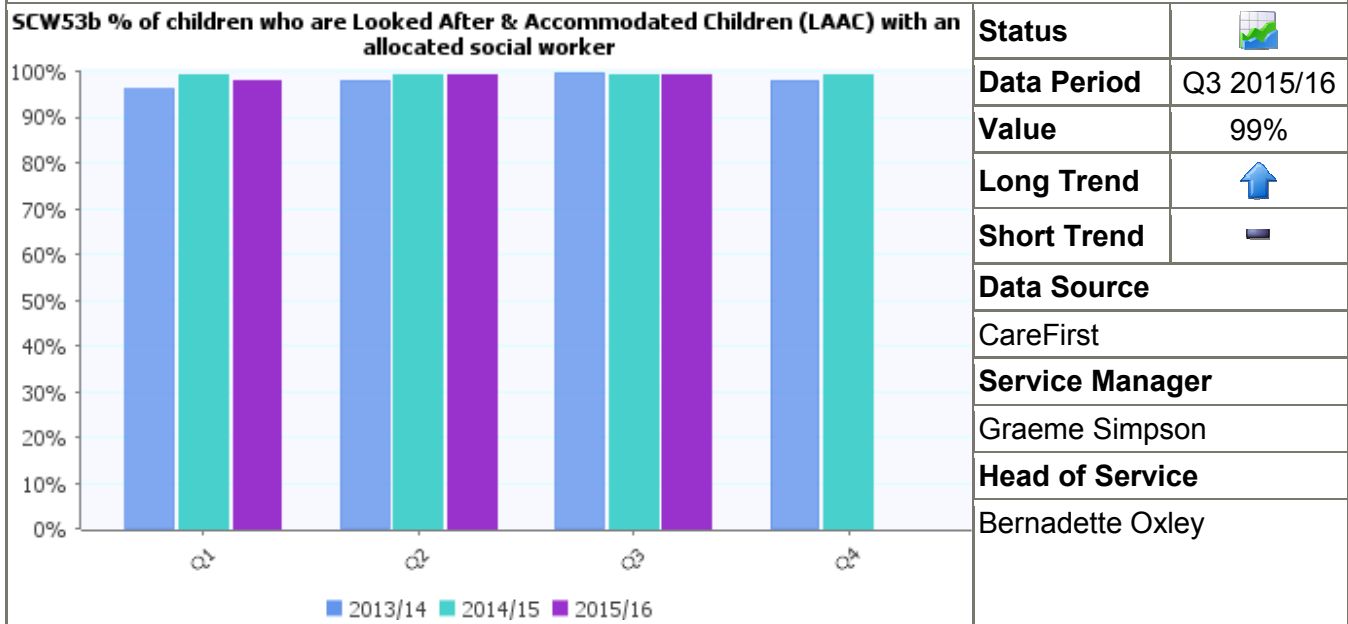
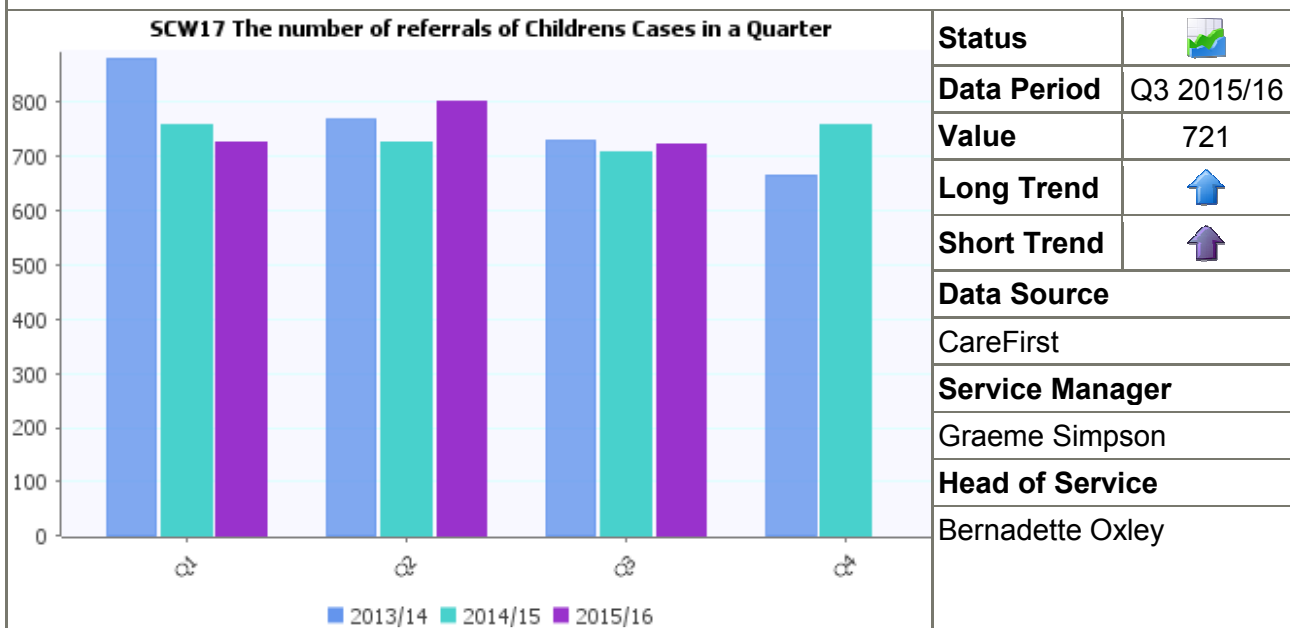


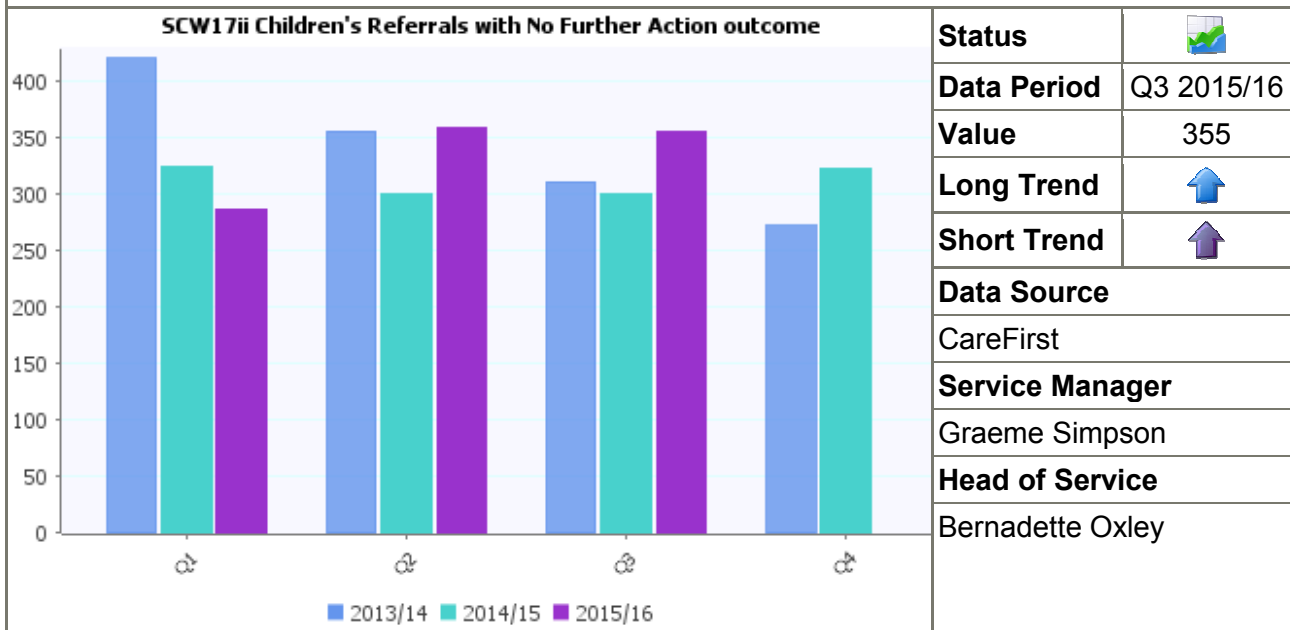
Table 8 - The number of referrals of Children’s Cases in a Quarter



Narrative and Analysis

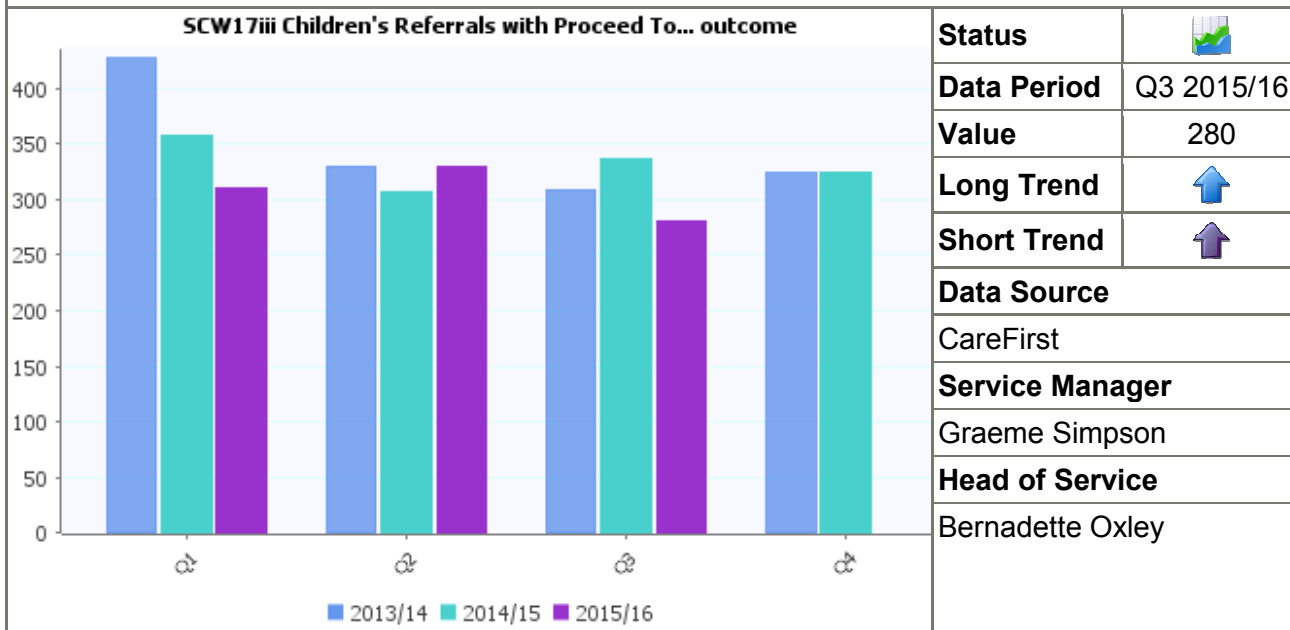
In turn, each of the three impact measures captured against Children’s Referrals (Tables 9-11) could be judged to be recording positive trend movement since either the number and/or proportion of ‘constructive’ outcomes are improving as a result of Service intervention and support measures.

Table 9 - Children's Referrals with No Further Action outcome



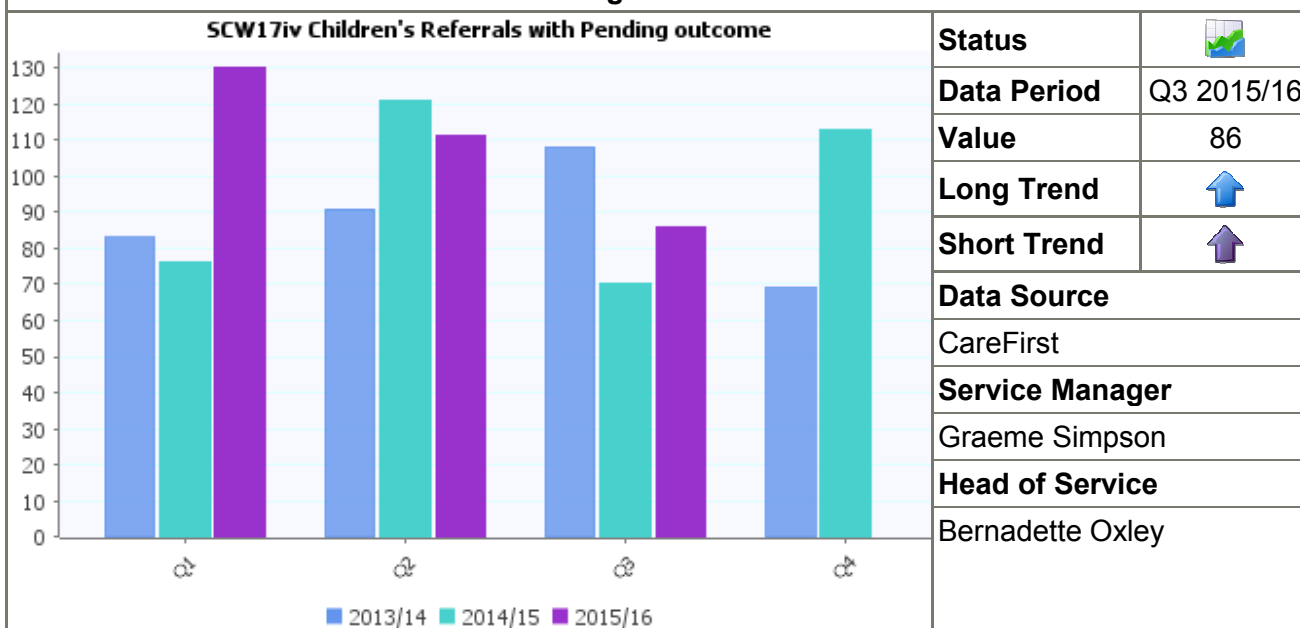
Status	
Data Period	Q3 2015/16
Value	355
Long Trend	
Short Trend	
Data Source	CareFirst
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley

Table 10 - Children's Referrals with Proceed To... outcome



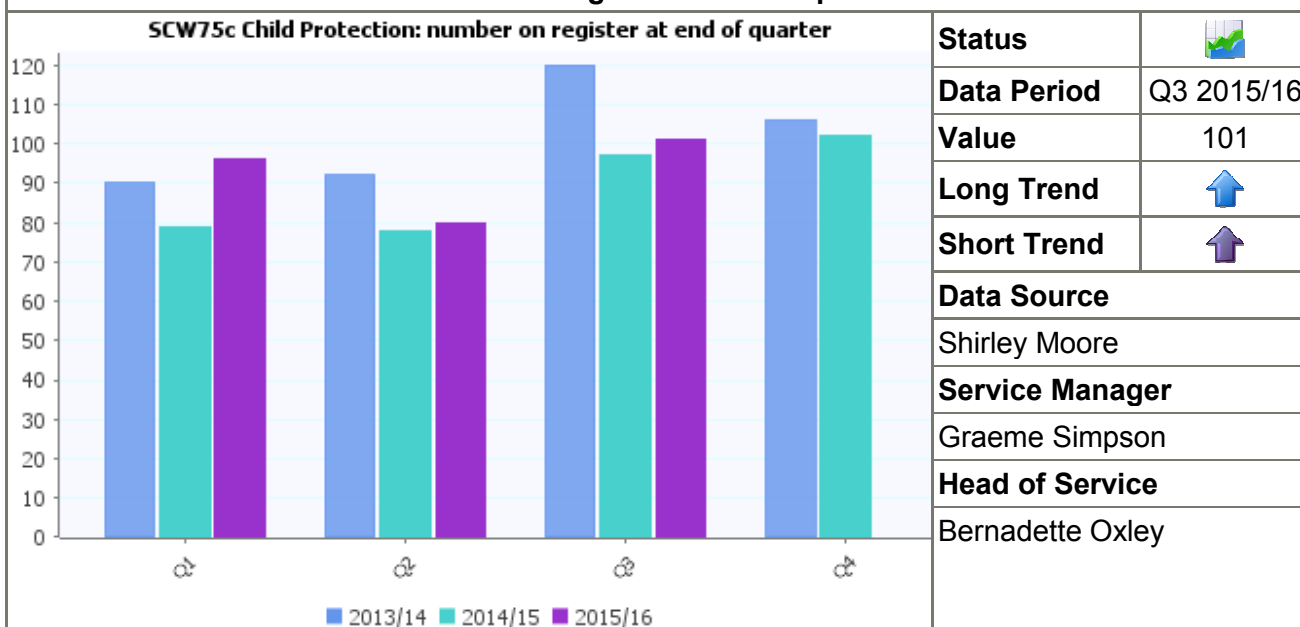
Status	
Data Period	Q3 2015/16
Value	280
Long Trend	
Short Trend	
Data Source	CareFirst
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley

Table 11 - Children's Referrals with Pending outcome



Status	
Data Period	Q3 2015/16
Value	86
Long Trend	
Short Trend	
Data Source	CareFirst
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley

Table 12 - Child Protection: number on register at end of quarter



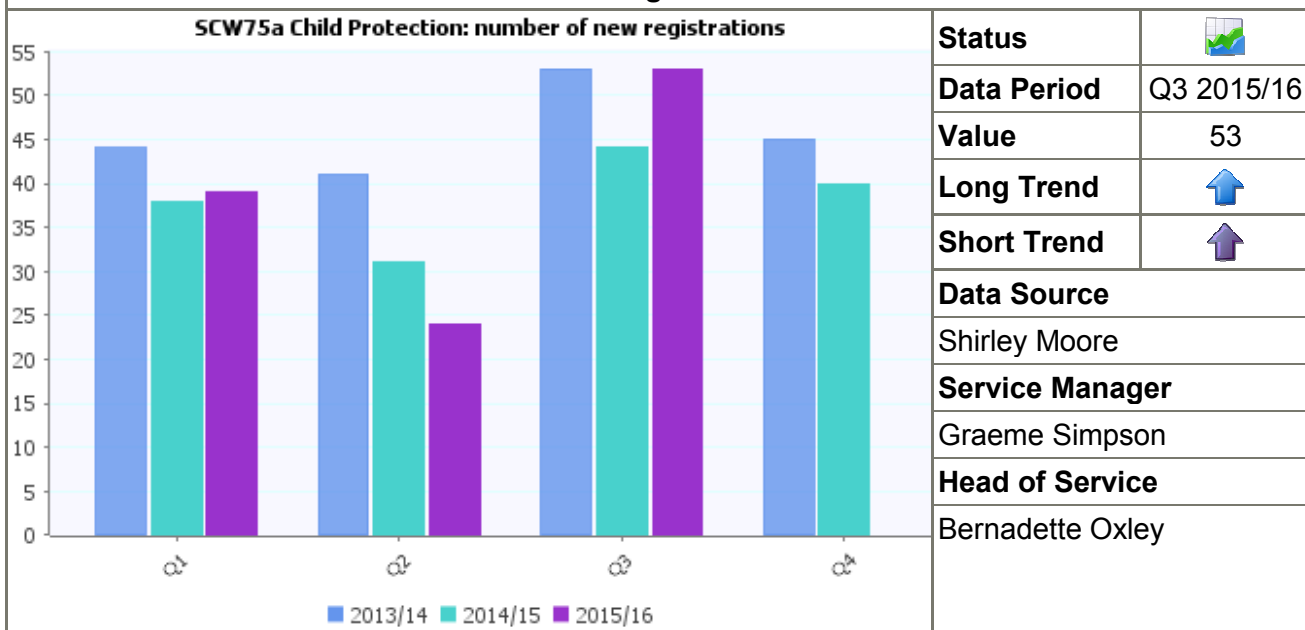
Status	
Data Period	Q3 2015/16
Value	101
Long Trend	
Short Trend	
Data Source	Shirley Moore
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley

Narrative and Analysis

At the end of Q3, the number of children on the protection register had risen from 80 in Quarter 2 to 101 despite a rise in the numbers of de-registrations. This is reflective an historical local and national quarterly pattern and is linked to a 'seasonal effect' that saw the numbers of new registrations increase.

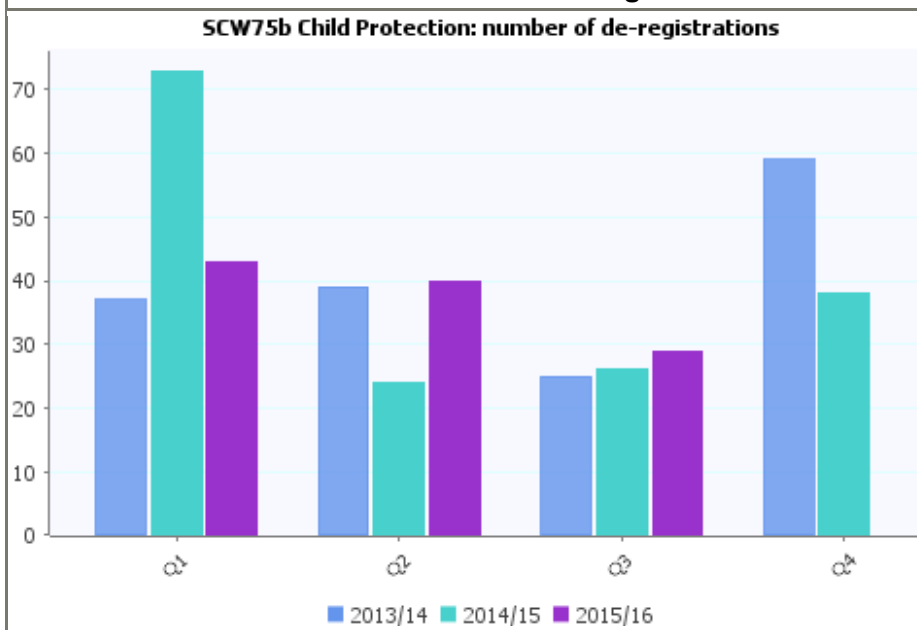
Aberdeen City's registration numbers at the end of Q3 equated to approximately 2.6 children per 1,000 population aged 1-16yrs which sits higher than our neighbouring authorities (Aberdeenshire 1.5 and Moray 2.4 registrations per 1000 population) but below national figure (2.8 per 1,000).

Table 13 - Child Protection: number of new registrations







Status	
Data Period	Q3 2015/16
Value	53
Long Trend	
Short Trend	
Data Source	Shirley Moore
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley

Table 14 - Child Protection: number of de-registrations



Status	
Data Period	Q3 2015/16
Value	29
Long Trend	
Short Trend	
Data Source	Shirley Moore
Service Manager	Graeme Simpson
Head of Service	Bernadette Oxley


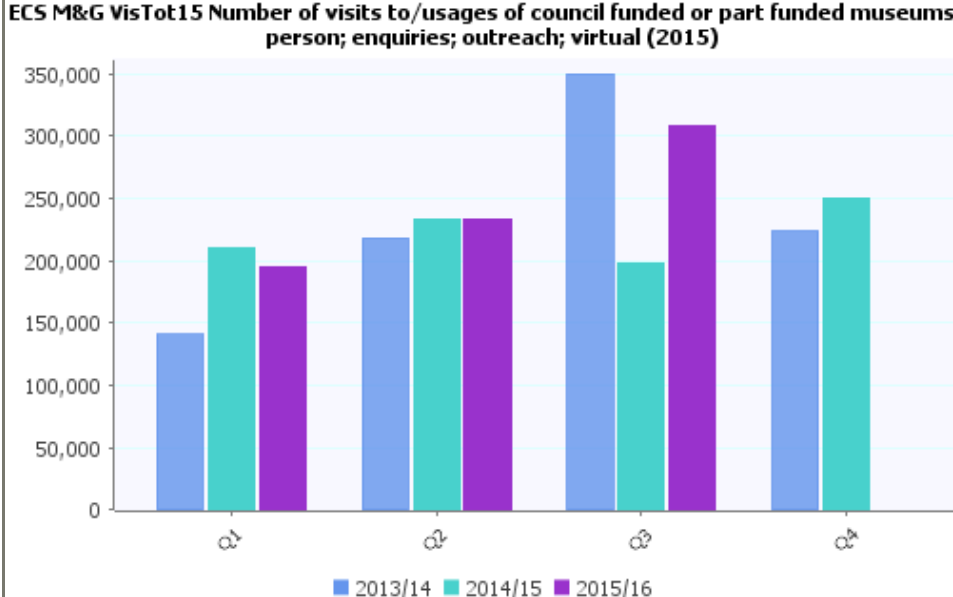


Table 15 - Total number of library visits - person; virtual

ECS LIB VisTot Total number of library visits - person; virtual		Status	
		Data Period	Q3 2015/16
		Value	354,491
		Long Trend	
		Short Trend	
Data Source		Library and Information Services	
Service Manager		Neil Bruce	
Head of Service		Andrew Griffiths	

Narrative and Analysis

The combined official measure of quarterly visitors to libraries which incorporates both in person and virtual visitors has increased by a year-on-year figure of 12,800 (+ 3.7%) although the cumulative total for this year is below that recorded at the same point in 2014-15.

Table 16 - Total number of visits to/uses of council funded or part funded museums - person; enquiries; outreach; virtual

ECS M&G VisTot15 Number of visits to/uses of council funded or part funded museums - person; enquiries; outreach; virtual (2015)		Status	
		Data Period	Q3 2015/16
		Value	308,017
		Long Trend	
		Short Trend	
Data Source		Museums and Galleries	
Service Manager		Neil Bruce	
Head of Service		Andrew Griffiths	

Narrative and Analysis

The combined number of visits to the Museums and Galleries service in Quarter 3 was substantially above that in the previous year, and earlier quarters, with an increase of 74,215 (+31.7%) on 2014-15. The majority of this relates to virtual visits which rose to over 288,000 in comparison with 204,000 in the prior year although visits in person also showed an improvement of 6.3% on the same quarter

Shaping Aberdeen – Improving our Use of Resources

Table 17 - Establishment Control: FTE - Education and Children's Services*

CG0086 E&CS Establishment Control: FTE - Education and Children's Services		Status	
		Data Period	January 2016
		Value	3,255.61
		Long Trend	
		Short Trend	
		Data Source	HR&OD/PSE
		Service Manager	Lesley Kirk/Kate MacKay
		Head of Service	Euan Couperwhite

Narrative and Analysis

The level of FTE positions within the Directorate has been consistent throughout the course of the fiscal year with minor monthly variations of +/- 1.5% around a mean figure of 3,207 posts.

Shaping Aberdeen – Improving Customer Experience

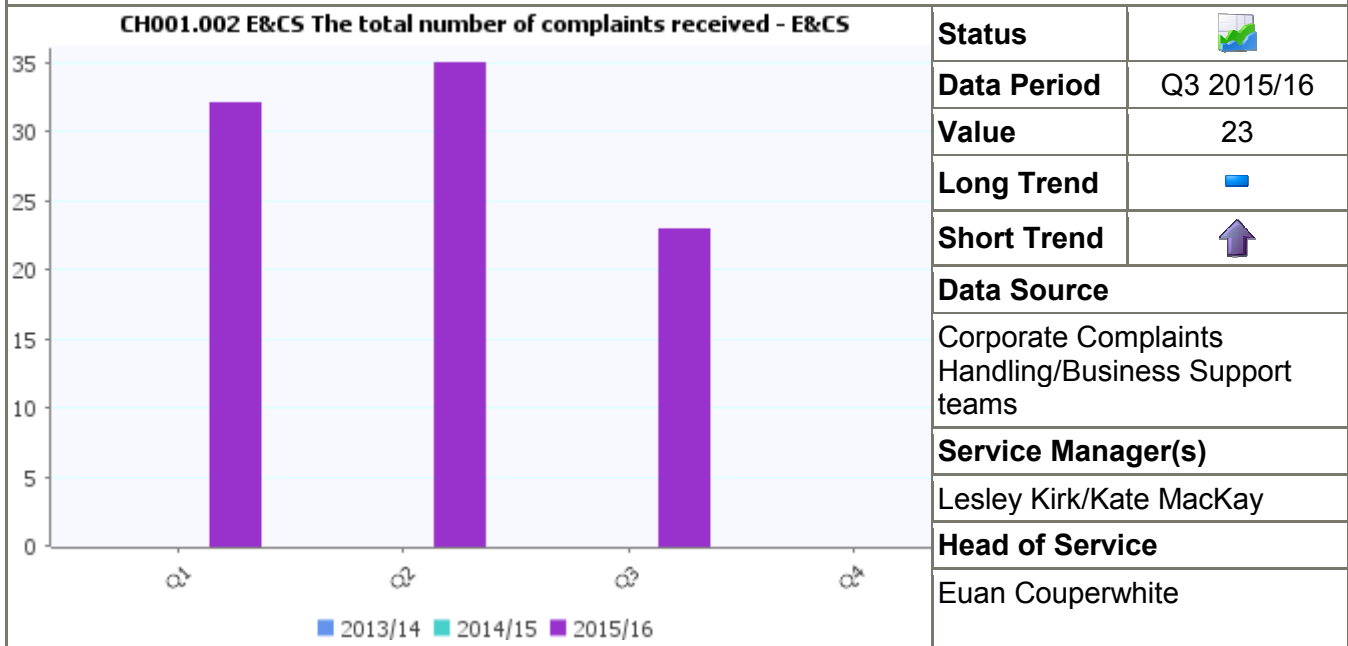
Table 18 - Percentage of FOISA requests replied to within required timescale*

CG0158 E&CS % of FOI requests replied to within timescale (E&CS)		Status	
		Data Period	December 2015
		Value	100%
		Long Trend	
		Short Trend	
		Data Source	Corporate FOISA/Business Support teams
		Service Manager(s)	Lesley Kirk/Kate MacKay
		Head of Service	Euan Couperwhite

Narrative and Analysis

The % of FOISA requests addressed within the required timescale, at the most recent snapshot in December, indicated that a continued long term improvement trend is being recorded against this measure

Table 19 - The total number of complaints received*



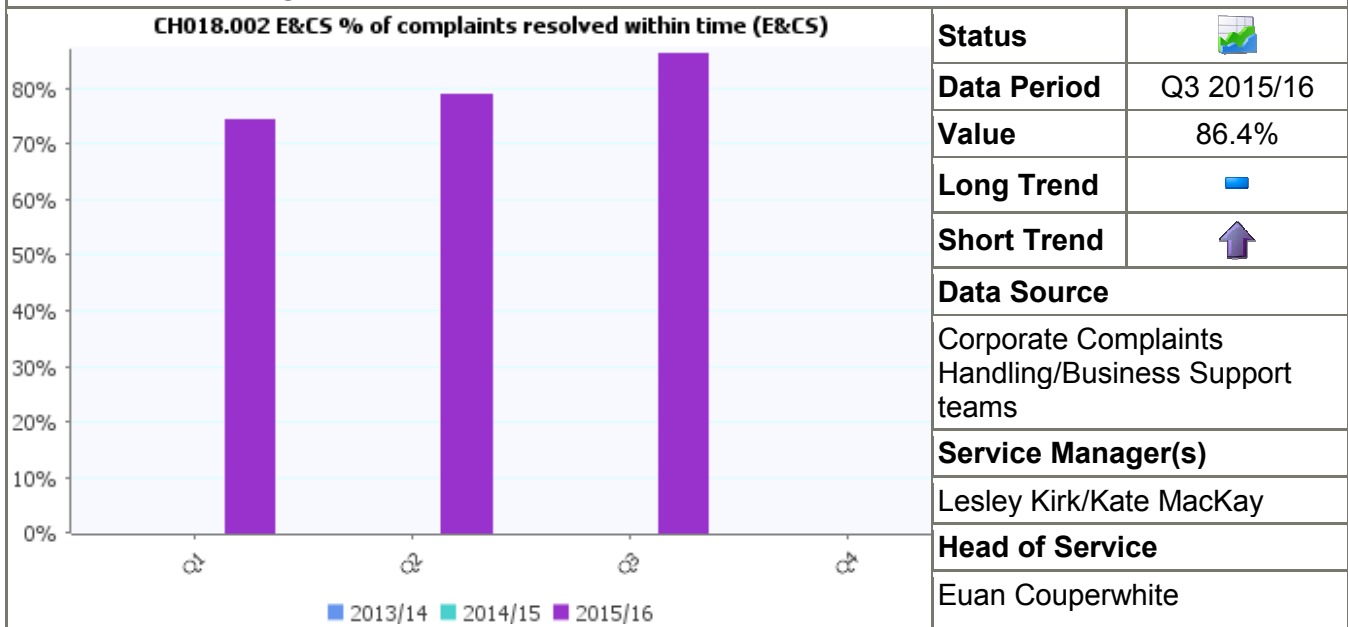
Status	
Data Period	Q3 2015/16
Value	23
Long Trend	
Short Trend	
Data Source	Corporate Complaints Handling/Business Support teams
Service Manager(s)	Lesley Kirk/Kate MacKay
Head of Service	Euan Couperwhite

Narrative and Analysis

During Quarter 3, a total of 23 complaints were received by the Directorate, a reduction of 12 complaints (- 35%) against the previous three month recording period.

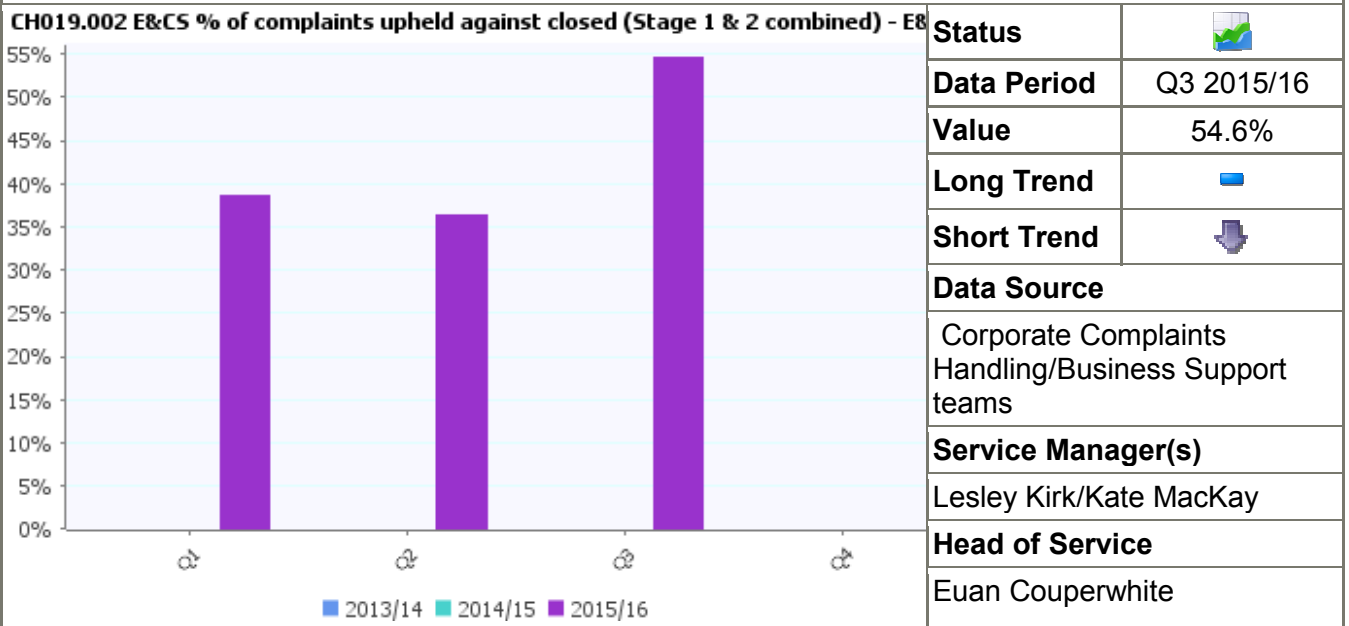
The % of complaints resolved within the required timescales improved by 7.5 percentage points on the previous quarter although the proportion that were upheld at close of stages 1 and 2 combined increased to 54.6%

Table 20 - Percentage of complaints resolved within required timescales*



Status	
Data Period	Q3 2015/16
Value	86.4%
Long Trend	
Short Trend	
Data Source	Corporate Complaints Handling/Business Support teams
Service Manager(s)	Lesley Kirk/Kate MacKay
Head of Service	Euan Couperwhite

**Table 21 - Percentage of complaints upheld against complaint closure (Stage 1 & 2 combined) *
+**



Shaping Aberdeen – Improving Staff Experience

Table 22 - H&S Employee Reportable Accidents/Incidents*

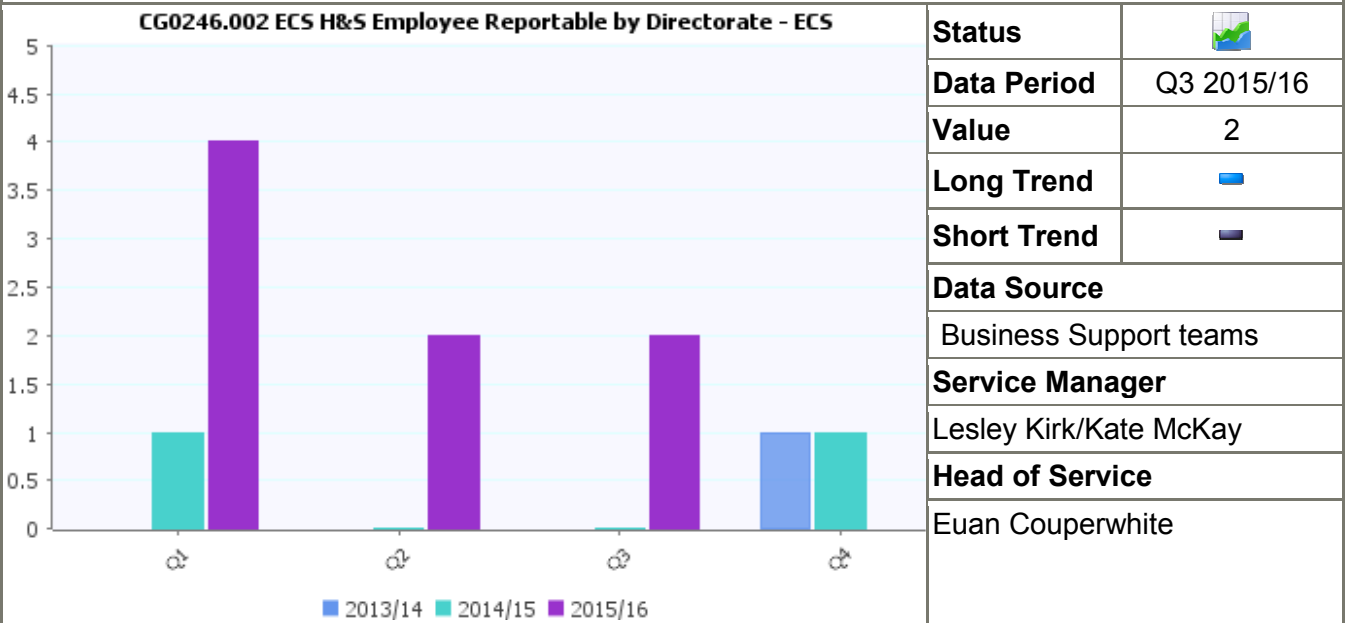
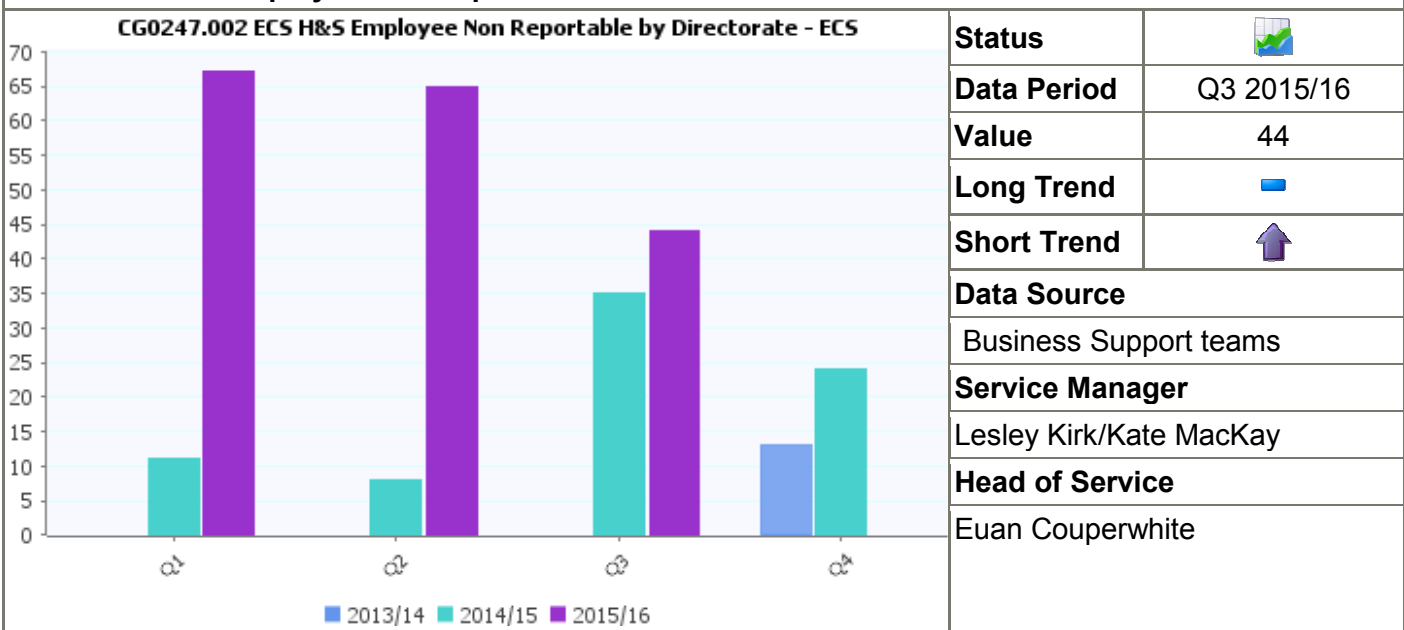
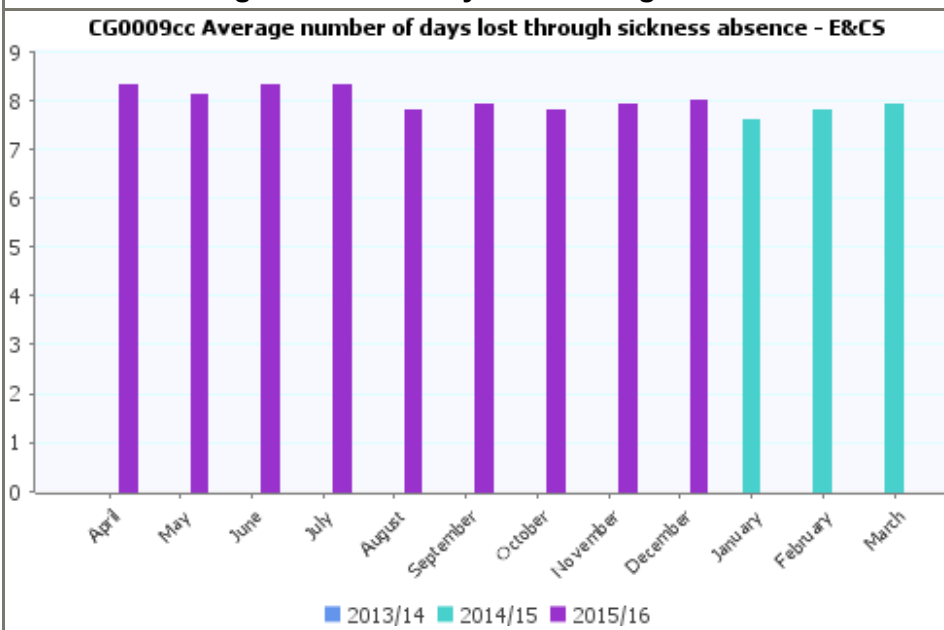


Table 23 - H&S Employee Non Reportable Accidents/Incidents*



Status	
Data Period	Q3 2015/16
Value	44
Long Trend	
Short Trend	
Data Source	Business Support teams
Service Manager	Lesley Kirk/Kate MacKay
Head of Service	Euan Couperwhite

Table 24 - Average number of days lost through sickness absence*



Status	
Data Period	December 2015
Value	8.0
Long Trend	
Short Trend	
Data Source	HR&OD/PSE
Service Manager(s)	Lesley Kirk/Kate MacKay
Head of Service	Euan Couperwhite

Narrative and Analysis

The rolling year outcome of 8.0 days is higher than in the previous month (7.8) but both below that of the Council average figure for the same period (10.4 days) and the corporate target of 10 days.

*The data contained in these tables reflect a new suite of metrics aligned with the revised Directorate structure which prevents prior year data reporting or long term trend analysis. + excludes submissions against formal Social Care Complaint processes

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving/Increasing		Improving/Increasing
	Warning		No Change		No Change
	OK		Getting Worse/Decreasing		Getting Worse/Decreasing

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Appendix A

Considerable progress has been made in preparation of full implementation of the Children and Young People (Scotland) Act 2014. The Scottish Government plan to release further Practice Guidance over the coming weeks and our plans are being aligned with this documentation.

Successes to date include:

- a refined partnership Child's Plan format and associated multi-agency guidance leading to reduced bureaucracy
- updated Operational Guidance
- a suite of leaflets to share GIRFEC processes with children, young people and families
- a refreshed Girfec website to support families and practitioners
- an established Named Person Network and range of training tools to support colleagues fulfil their statutory duties across
- mandatory training planned for those undertaking the role of Named Person in June
- SEEMiS training to support effective use of the wellbeing module due for release in August
- review of our Multi-agency training to support improved practice

The Scottish Government plan to publish further guidance on specific areas such as the provision of the Named Person Service for vulnerable groups by the end of this month, with finalised Statutory Guidance planned for April. Further advice to Local Authorities is also being provided through provision of two Masterclass sessions in Edinburgh in March.

The SEEMiS Module will be shared with Local Authorities in April/May with training sessions scheduled to be completed by the end of session to ensure that schools are able to make full use of the module from August.

A further update will be brought to Committee in June 2016.

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	24 March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Risk Management – Review of Business Continuity Arrangements
REPORT NUMBER	ECS/16/020
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

The purpose of the report is to inform Members on the review of Education and Children's Services business continuity arrangements.

2. RECOMMENDATION(S)

The Committee are asked to note the information provided in the report.

3. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from the report. However, a robust system of risk management itself mitigates potential negative influences on management of the Council's finances.

4. OTHER IMPLICATIONS

4.1 Legal

The Council is bound by legislation and, in its role as a corporate body, as a public service provider. The Civil Contingencies Act and Aberdeen City Council's Corporate Plan require all parts of the Council to develop Business Continuity Plans (BCPs) to enable them to respond to sudden or unexpected interruptions to normal activities. Such plans will be constructed to prioritise recovery in relation to the potential impact on the business.

4.2 Resource, Personnel, Property, Equipment and Health and Safety Implications

Business Continuity Plans (BCPs) are required to ensure that normal business arrangements can be maintained within the minimum period of time should an unanticipated emergency arise. BCPs address the resource, personnel, property implications in the event of loss of business continuity.

5. BACKGROUND/MAIN ISSUES

- 5.1 Audit and Risk Committee on 26 June 2014 considered a report by the Director of Corporate Governance which provided an update on progress with the continuing development of the Council's system of Risk Management.

The Committee resolved to instruct all Services to review their business continuity arrangements and to report back to their Service Committee.

The use of a Business Continuity Plan Review and Testing Schedule for Services was agreed by CMT to give assurance that business continuity planning is being actively managed and that effective business continuity and disaster recovery arrangements are in place.

- 5.2 Officers in Education and Children's Services annually review the Business Continuity Plans for the Directorates "critical" functions. In addition to the annual review, Officers will update plans as and when required to reflect changes in establishment personnel or circumstances as appropriate.

Critical functions, agreed by CMT, are based on one or more of the following criteria being met:

- human welfare or the environment
- the finances of the Council
- the Council's statutory obligations
- the Council's reputation
- the Council's ability to respond to emergencies

Within Education and Children's Services the functions deemed critical based on these criteria are:

- Schools
- All Children's Social Work functions
- Child Protection Services
- Educational Psychology Service
- Frederick Street based group of Services
- Business Support Services

- 5.3 Each establishment has its own BCP which is reviewed annually and submitted to Service Managers and the Emergency Planning Unit.

A review of all school BCPs has just been undertaken. At the date of writing, of 63 plans requested, 2 have still to be received. These plans are being quality checked before being sent to the Emergency Planning Unit. Plans are in place for Child Protection Services, Educational Psychology Service, Frederick Street Services and Business Support Services though these are due for review.

BCPs under review for Children's Social Work have been sent out to 25 teams/establishments. A guidance note was issued to assist managers complete the form and highlight areas they needed to consider in their plans. At the date of writing, 15 have been fully completed, 8 have been partly completed and 2 are still to be submitted to Business Management. Of the 15 that have been completed, 6 are now actively testing their plan.

The Emergency Planning Manager is updated on progress and has copies of all plans. He will also contact individual managers where there are issues.

- 5.4 In reviewing business continuity arrangements, testing has been, and continues to be done to ensure ongoing business performance following an emergency. This involves desk top exercises assessing the preparedness of BCPs in service specific areas. A series of planned scenarios is anticipated in the coming year which will create a simulated, real life experience to test the responsiveness and effectiveness of Service BCPs to react. This will include collaboration with the Emergency Planning Manager and colleagues in Police Scotland.

Effective disaster recovery and business continuity arrangements are an essential feature of the Education and Children's Services Risk Register.

6. **IMPACT**

Improving Customer and Staff Experience –

Business Continuity Planning will identify all the requirements which are essential to keeping Services running and will include processes to keep disruption to customers and staff to a minimum and should address the continuance and resumption to normality of critical functions.

Well developed and tested business continuity plans build employee confidence and provide reassurance that we are taking steps to protect their health and safety and place of work. Business continuity planning maintains customer confidence and the reputation of the Council.

Improving our use of Resources –

Business Continuity Planning will consider the efficient and effective deployment of required Council resources in the event of an incident to ensure the continuance and resumption to normality of critical functions.

Corporate -

The review of the Services' Business Continuity Plans and the wider management of risks is linked to the Shaping Aberdeen ethos as robust Business Continuity Plans will ensure that the Services' resources are used correctly, whilst ensuring that our customers' experience is not adversely affected. The staff experience in such scenarios will not be adversely affected if the Plans are managed and maintained properly.

The system of risk management impacts on all aspects of decision making across the Council. The Local Code of Corporate Governance tasks councils with six principles. Principle 4 requires that councils maintain transparent, informed decision-making which is subject to effective scrutiny and the management of risk.

Public –

The report is designed for information purposes only and no Equalities and Human Rights implications are involved either in its preparation or the recommendations contained within the body of the report.

7. MANAGEMENT OF RISK

This report details information on an element of the Council's system of risk management

8. BACKGROUND PAPERS

"System of Risk Management" report submitted by Director of Corporate Governance to Audit and Risk Committee on 26 June, 2014 and subsequent Minute of Meeting.

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE: **Education and Children's Services**

DATE: **24 March 2016**

DIRECTOR: **Gayle Gorman**

TITLE OF REPORT: **ALEO Governance Update: Sport Aberdeen**

REPORT NUMBER: **ECS016019**

CHECKLIST COMPLETED: **Yes**

1. PURPOSE OF REPORT

To report to Committee the outcome of the most recent ALEO Governance Hub Committee meeting in relation to Sport Aberdeen.

2. RECOMMENDATION(S)

That Committee agree to note:

the contents of the minute of the ALEO Governance Hub committee meeting of 14 December 2015 in relation to Sport Aberdeen.

3. FINANCIAL IMPLICATIONS

There are no financial implications related to this report.

4. OTHER IMPLICATIONS

There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

5.1 Sport Aberdeen is one of the Tier 1 ALEOs that are reviewed by the ALEO Governance Hub. It was agreed that the minute of the meeting be submitted to the Education and Children's Service Committee on the 24 March 2016.

5.2 The minute of the ALEO Governance Hub meeting of 14 December is attached as Appendix 1 of this report.

6. IMPACT

Improving Customer Experience

The intention of any changes arising from reviewing Sport Aberdeen is to improve the experience of those who rely on these services.

Improving Staff Experience

No Impact.

Improving our use of Resources

The ongoing programme of Partnership meetings maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

The Council has a responsibility to ensure effective oversight of ALEO organisations and deliver best value against resource use.

Public

There may be limited public interest in the content of this report as it reflects on the delivery of local services.

7. MANAGEMENT OF RISK

Sport Aberdeen submitted their risk register in June 2015.

8. BACKGROUND PAPERS

Minute of the ALEO Governance Hub 14 December 2015 – attached as Appendix 1

9. REPORT AUTHOR DETAILS

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ecouperwhite@aberdeencity.gov.uk
01224 522073

**ALEO GOVERNANCE HUB
SPORT ABERDEEN**

ABERDEEN, 14 December 2015. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Mary Agnew (Human Resources and Customer Service) , Neil Buck (IT and Transformation), Jeff Capstick (Human Resources and Customer Service), Euan Couperwhite (Policy, Performance and Resources) and Paul Dixon (Finance); and Jill Franks (Business Development Director), Donald Mackie (Finance and Resources Manager) and Alistair Robertson (Managing Director) (Sport Aberdeen(SA)).

Also in attendance: Iain Robertson (Democratic Services) and Mark Johnstone (Audit Scotland).

Apologies: Joan McCluskey (Commercial and Procurement Services).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	<p>The Chair opened the meeting and advised that the Scottish Parliament's Local Government and Regeneration Committee had taken evidence from a cross section of ALEOs and their parent Local Authorities on 18 November 2015 and 2 December 2015. He explained that the Committee would publish a report with possible guidance on governance arrangements between Local Authorities and their ALEOs.</p> <p>The Chair further advised that the Council was considering holding quarterly Hub meetings based on an Audit Scotland recommendation and that the next cycle of meetings had been scheduled for the</p>	to note the information provided.	N/A

**ALEO GOVERNANCE HUB
SPORT ABERDEEN**

			week beginning 9 May 2016. The Chair also commended SA for the quantity and quality of the information they had provided and noted that this would set a benchmark for future Governance Hub submissions for all of the city's ALEOs.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Minute of previous meeting – 15 June 2015	ALEO Governance Hub minute – 17 June 2015.	NA	To approve the minute as a correct record.	I Robertson
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
3.	Improvement Plan (Business Continuity Plan)	<ul style="list-style-type: none"> a) Leisure Management and Information System (LMIS) Failure Report; b) Planned Network Down Time Procedure; c) Emergency Action Plan – Fire and Evacuation (Beach Leisure Centre); and d) Emergency Action Plan – Various. 	<p>Neil Buck (IT and Transformation) noted that the draft Business Continuity Plan was due to be considered by SA's Corporate Governance Committee on 15 January 2016 and advised that it would be very helpful if Hub members could be provided with the plan after it had been approved by the Committee in January 2016; Jill Franks (Business Development Director, SA) confirmed that she would liaise with the Clerk in order to provide the plan to Hub members.</p> <p>The Chair advised that the Scottish Parliament's Local Government and Regeneration Committee had scrutinised the composition of ALEO Boards at its meeting on 18 November 2015 and he asked what benefits Councillors had provided as SA Board members. Alistair</p>	<p><u>The Hub resolved:-</u></p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to request that SA's Business Continuity Plan be provided to Hub members after its approval by SA's Corporate Governance Committee on 15 January 2016; and (iii) to note the information provided. 	N Buck

**ALEO GOVERNANCE HUB
SPORT ABERDEEN**

			Robertson explained that Councillors were useful for opening doors and expanding SA's contact base. They had also offered insight on the needs of their constituents and had provided advice on the strategic environment; particularly in relation to legislative and regulatory change.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Improvement Plan (Risk Register)	<ul style="list-style-type: none"> a) Strategic Risk Register as at 22 October 2015; b) Chiene and Tait (Internal Audit) Report – 11 November 2015; and c) Risk Management Strategy as at 7 September 2015. 	<p>Neil Buck referred to the attached Risk Management Strategy and noted that its formatting was familiar which demonstrated best practice. He also referred to the attached Strategic Risk Register and noted that it had been updated to reflect the recommendations made by SA's internal auditors and by the Governance Hub in June 2015.</p> <p>Thereafter Jill Franks advised that strategic risks were reviewed by the Corporate Governance Committee on a six monthly basis; whereas operational risks were assessed on an ongoing basis by senior managers and risk management was a standing item on the SMT agenda.</p> <p>The Chair highlighted that SA's internal auditors had identified two Priority 2 recommendations on business planning and risk management and asked if these had been addressed. Jill Franks confirmed that the recommendations had been actioned and she referred to the</p>	<p><u>The Hub resolved:-</u></p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to note that the Strategic Risk Register had been updated as recommended by the Governance Hub in June 2015; and (iii) to note the information provided. 	N Buck

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			<p>management's responses in the agenda pack which had been subsequently approved by the Corporate Governance Committee.</p> <p>The Chair explained that the Scottish Parliament's Local Government and Regeneration Committee had scrutinised the capacity of ALEOs to operate with a reduction in core funding and with this in mind he welcomed the inclusion of this as a risk on the Strategic Risk Register.</p> <p>The Chair also asked if SA's Business Plan (2016-17- 2018-19) had been approved by the Board; Alistair Robertson (Managing Director, SA) advised that it was due to be presented to the Board on 15 December 2015 but its finalisation would be dependent on the allocation of core funding from ACC which would not be confirmed until the Council outlined its budget on 4 February 2016. Mr Robertson added that he met with the Council's Head of Finance recently to discuss the funding position for 2016-17.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Improvement Plan (Health and Safety Objectives)	Draft Health and Safety Objectives.	Mary Agnew (Human Resources and Customer Service) noted the attached draft Health and Safety Objectives and asked the SA representatives to summarise their strategic approach towards health and safety. Jill Franks	<p>The Hub resolved:-</p> <p>(i) to note the report;</p> <p>(ii) to request that the Hub be provided with SA's annual health and safety report,</p>	M Agnew

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			advised that health and safety was considered at Board level and members had received training in this area. She also highlighted that SA had established a Health and Safety Committee which was chaired by a Board member with health and safety expertise. Alistair Robertson added that health and safety was a standing item on the SMT agenda but advised that SA had instilled a corporate culture which designated health and safety as a business priority for all staff.	(iii) improvement plan and minutes from the most recent meeting of the Health and Safety Committee ahead of its next meeting; and to note the information provided.	
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Improvement Plan (Procurement Arrangements)	N/A	The Chair explained that Joan McCluskey (Commercial and Procurement Services) had sent her apologies for today's meeting but had prepared a note on SA's procurement arrangements which he summarised for the Hub. The Chair informed the Hub that statutory guidance had come into effect on 1 November 2015 for fair working practices and award criteria for procurements with a value over £50,000. He added that the overall approach of a bidder to fair work practices must be considered, and must include all relevant evidence on recruitment, remuneration, terms of engagement, skills utilisation, job support and worker representation. The Chair noted that Ms McCluskey intended to organise a meeting with SA in the New Year to discuss statutory compliance before the Act came	The Hub resolved:- (i) to request that a meeting be scheduled in the New Year between SA and ACC's Commercial and Procurement Services team to provide assurance that SA would be compliant with the statutory requirements of the Procurement Reform (Scotland) Act 2014 ahead of the Act's effective date in April 2016; and (ii) to note the information provided.	J McCluskey

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
			into effect in April 2016.		
7.	Improvement Plan (Community Planning Framework)	Community Planning Involvement: Health and Wellbeing Thematic Group Action Plan.	The Chair advised that this item was on the agenda under item 3.	To note the Action Plan.	E Couperwhite
8.	Community Planning	Community Planning Involvement: Health and Wellbeing Thematic Group Action Plan.	Euan Couperwhite (Policy, Performance and Resources) asked the SA representatives about the poor condition of their swimming pools across the city. Jill Franks advised that a number of pools were not fit for purpose with outdated facilities and amenities that required constant maintenance which had a detrimental impact on service delivery. Alistair Robertson explained that from time to time they had to close pools due to infrastructure failure of ageing assets and added that SA had kept records of pool income lost during these closures. Ms Franks added that it was evident that SA had struggled to compete with Robert Gordon University (RGU) and the Aberdeen Sports Village (ASV) in an overprovisioned swimming market for public swimming. She also highlighted concerns regarding the Learn to Swim Programme should pools close, in terms of reputational damage to SA. Mr Couperwhite asked the SA	The Hub resolved:- (i) to note the action plan; (ii) to request an update on the joint strategy between SA and ACC to improve health and wellbeing outcomes in Aberdeen City; (iii) to request an update on the AAP at the next Hub meeting; and (iv) to note the information provided.	E Couperwhite

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			<p>representatives to provide the Hub with an indication of their place within the Community Planning Partnership framework and how they had aligned with the Single Outcome Agreement. Alistair Robertson advised that SA had taken the lead within the Active Aberdeen Partnership (AAP) which was a multi partner group that included the universities, ASV, AFC Community Trust, sportscotland and Transition Extreme with a remit to help set the strategic direction for sport and physical activity across the City. This included updating both the 'Participation' and 'Facilities strategies'. He explained that the AAP aimed to co-ordinate and capitalise on the leisure expertise which existed out with the Council in order to transform Aberdeen into a more active city and to secure the North East as a regional centre of excellence.</p> <p>Mr Robertson added that the AAP would align with the Scottish Government's Active Nation framework and the national governing bodies for sport with the objective of co-ordinating high performance and grassroots activities in order to increase participation and provide greater opportunities for service users across the demographic spectrum. He also highlighted that the AAP would align with the objectives of the Community</p>		
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		<p>Planning Partnership, and the Council would be consulted through the Education and Children’s Services Committee.</p> <p>Mary Agnew (Human Resources and Customer Service) enquired about SA’s priorities and specifically how they balanced high performance and grassroots swimming provision. Jill Franks advised that SA had a social responsibility in this regard and explained that they had secured sponsorship funding and provided free swimming lessons for service users from multiple deprivation areas. Ms Franks reiterated that there was an overprovision of swimming pools in Aberdeen that were expensive to operate and maintain, and that swimming participation levels were in decline across Scotland.</p> <p>Alistair Robertson added that ACC had conducted an Aquatics review and produced a strategy. During its development it confirmed the overprovision of water space in the city but SA were wary of closing pools as this would have an impact on local communities, particularly swimming clubs. He advised that SA were currently in discussions with ACC on a 25 year service provision agreement that would allow for longer term planning and enhance the alignment of assets and service delivery with the SOA and promote greater</p>		
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			integration within the CPP framework. Mr Robertson added that the new 25 year agreement would also provide greater scope for exploring more commercial and investment opportunities which would support the generation of additional income streams. He further advised that SA and colleagues from Education and Children's Services were in the process of creating a £5million strategy to improve fitness facilities in Sport Aberdeen leased centres.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Performance Management	<ul style="list-style-type: none"> a) Business Plan 2015-16 – 2017-18; b) Business Plan Q1 Report to Corporate Governance Committee – 4 September 2015; c) Business Plan Q1 Performance Report 2015-16; d) Business Plan Q2 Report to Corporate Governance Committee -6 November 2015; e) Business Plan Q2 Performance Report 2015-16; f) Sport Scotland Term Three Report – Academic Year 2014-15; g) Health and Safety Q1 Report 	<p>Neil Buck referred to the attached quarterly performance reports and noted that performance had been determined using the standard traffic lighting system and asked if performance had been determined in relation to set targets. Jill Franks advised that this depended on the performance indicator as the indicator could be recurring or set annually and she explained the objectives in the performance management framework were based on areas covered by core funding.</p> <p>Mr Buck also noted that SA were members of a number of benchmarking organisations and asked if targets had been set relative to peer performance or national performance standards. Ms Franks informed the Hub that targets were</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to request an update on SA's budgetary position at Year End; and (iii) to note the information provided. 	N Buck

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		<p>2015-16 to Corporate Governance Committee – 4 September 2015;</p> <p>h) Health and Safety Report Q2 Report 2015-16 to Health and Safety Committee;</p> <p>i) Operational KPI Report Q1 2015-16; and</p> <p>j) Operational KPI Report Q2 2015-16.</p>	<p>set after internal discussion and analysis and that the purpose of benchmarking was to incorporate best practice into their performance framework.</p> <p>Paul Dixon asked the SA representatives to summarise the main assumptions they had made in their Business Plan for 2016-17. SA assumed that:</p> <ul style="list-style-type: none"> (i) there would be no reduction in core funding during the 2016-17 financial year; (ii) prices would increase for popular activities based on a sensitivity analysis; (iii) additional income would be generated and sponsorship would increase as a result of the creation of a new post of Commercial and Development Manager; (iv) marketing costs would increase in line with business performance; (v) payroll costs would increase by 8% due to the creation of new posts in golf, health and wellbeing and commercial development; and (vi) changes to national insurance contributions, pension auto enrolment and cost of living increases had been factored into the business plan. <p>Mr Dixon also asked how SA had performed against their budget and if</p>		
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			<p>income generation was constant throughout the year. Donald Mackie (Finance and Resources Manager, SA) advised that as at October 2015 SA were £192,000 ahead of budget and they had forecast a surplus between £30,000 - £50,000 at Year End. He added that SA had secured a surplus every year since inception and had developed a level of self-sufficiency. With regards to income generation, Mr Mackie advised that the majority of activities generated income on an ongoing basis throughout the year with notable exceptions being seasonal sports such as golf.</p> <p>Alistair Robertson explained that performance was stable due to the existing senior management team being largely in place for the past two years and in that time they had developed an in-depth knowledge of the business' income sources, expenditure levels and operational costs and they have been proactive in cascading this information to operational managers. Mr Robertson highlighted that they remained vigilant about short term financial shocks such as emergency repairs and maintenance for an ageing portfolio of assets but added that SA had sufficient financial reserves to mitigate an annual deficit.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)

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<p>10.</p>	<p>Business Contingency Planning</p>	<p>a) Leisure Management and Information System (LMIS) Failure Report; b) Planned Network Down Time Procedure; c) Emergency Action Plan – Fire and Evacuation (Beach Leisure Centre); and d) Emergency Action Plan – Various.</p>	<p>Neil Buck asked the SA representatives to identify the biggest threats to business continuity: Alistair Robertson advised that he was most concerned about funding reductions; adverse weather; the condition of assets which were beyond their economic viability; and an IT system malfunction. He added that one or a combination of these issues could result in considerable reputational damage to SA.</p> <p>Mr Buck also enquired if SA’s facilities were used in emergency planning operations: Mr Robertson highlighted that this service had not be written into their SLA but had been previously provided to the Council and he added that initial discussions with ACC colleagues on increasing SA’s involvement in civil contingency planning were being planned.</p> <p>The Chair noted that a number of SA’s property assets were beyond their economic life and he asked which body was responsible for structural maintenance. Mr Robertson advised that SA had a general repair and maintenance responsibility and were primarily responsible for ensuring that the buildings were wind and watertight. He explained a mechanism for transferring ownership of these assets could be inserted into the 25 year service agreement with ACC.</p>	<p>The Hub resolved:- (i) to note the reports; (ii) to request an update on SA’s proposed integration within civil contingency planning; and (iii) to note the information provided.</p>	<p>P Dixon/M Agnew</p>
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
			Mary Agnew asked if SA had worked with Police Scotland on addressing radicalisation: Mr Robertson explained that ACC were primarily responsible for this issue but highlighted that SA would welcome greater involvement in the Prevent Strategy if invited to do so.		
11.	The Chair's Closing Remarks	N/A	The Chair thanked the representatives from Sport Aberdeen for their attendance and contributions and the Clerk advised that the minutes from today's meeting would be submitted to the Council's Audit, Risk and Scrutiny Committee on 25 February 2016 and thereafter to the Education and Children's Services Committee on 24 March 2016. The Chair then brought the meeting to a close.	to note the information provided.	N/A

If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk

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ABERDEEN, 14 December 2015. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Mary Agnew (Human Resources and Customer Service) , Neil Buck (IT and Transformation), Jeff Capstick (Human Resources and Customer Service), Euan Couperwhite (Policy, Performance and Resources) and Paul Dixon (Finance); and Jill Franks (Business Development Director), Donald Mackie (Finance and Resources Manager) and Alistair Robertson (Managing Director) (Sport Aberdeen(SA)).

Also in attendance: Iain Robertson (Democratic Services) and Mark Johnstone (Audit Scotland).

Apologies: Joan McCluskey (Commercial and Procurement Services).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	<p>The Chair opened the meeting and advised that the Scottish Parliament's Local Government and Regeneration Committee had taken evidence from a cross section of ALEOs and their parent Local Authorities on 18 November 2015 and 2 December 2015. He explained that the Committee would publish a report with possible guidance on governance arrangements between Local Authorities and their ALEOs.</p> <p>The Chair further advised that the Council was considering holding quarterly Hub meetings based on an Audit Scotland recommendation and that the next cycle of meetings had been scheduled for the week beginning 9 May 2016.</p>	to note the information provided.	N/A

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No	Item	Documents Submitted	Assurance Provided	The Chair also commended SA for the quantity and quality of the information they had provided and noted that this would set a benchmark for future Governance Hub submissions for all of the city's ALEOs.	Actions/Decisions	Lead Officer(s)
2.	Minute of previous meeting – 15 June 2015	ALEO Governance Hub minute – 17 June 2015.	NA		To approve the minute as a correct record.	I Robertson
No	Item	Documents Submitted	Assurance Provided		Actions/Decisions	Lead Officer(s)
3.	Improvement Plan (Business Continuity Plan)	<ul style="list-style-type: none"> a) Leisure Management and Information System (LMIS) Failure Report; b) Planned Network Down Time Procedure; c) Emergency Action Plan – Fire and Evacuation (Beach Leisure Centre); and d) Emergency Action Plan – Various. 	Neil Buck (IT and Transformation) noted that the draft Business Continuity Plan was due to be considered by SA's Corporate Governance Committee on 15 January 2016 and advised that it would be very helpful if Hub members could be provided with the plan after it had been approved by the Committee in January 2016; Jill Franks (Business Development Director, SA) confirmed that she would liaise with the Clerk in order to provide the plan to Hub members.	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to request that SA's Business Continuity Plan be provided to Hub members after its approval by SA's Corporate Governance Committee on 15 January 2016; and (iii) to note the information provided. 	N Buck	
			The Chair advised that the Scottish Parliament's Local Government and Regeneration Committee had scrutinised the composition of ALEO Boards at its meeting on 18 November 2015 and he asked what benefits Councillors had provided as SA Board members. Alistair Robertson explained that Councillors were useful for opening doors and expanding			

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Improvement Plan (Risk Register)	<ul style="list-style-type: none"> a) Strategic Risk Register as at 22 October 2015; b) Chiene and Tait (Internal Audit) Report – 11 November 2015; and c) Risk Management Strategy as at 7 September 2015. 	<p>SA's contact base. They had also offered insight on the needs of their constituents and had provided advice on the strategic environment; particularly in relation to legislative and regulatory change.</p> <p>Neil Buck referred to the attached Risk Management Strategy and noted that its formatting was familiar which demonstrated best practice. He also referred to the attached Strategic Risk Register and noted that it had been updated to reflect the recommendations made by SA's internal auditors and by the Governance Hub in June 2015.</p> <p>Thereafter Jill Franks advised that strategic risks were reviewed by the Corporate Governance Committee on a six monthly basis; whereas operational risks were assessed on an ongoing basis by senior managers and risk management was a standing item on the SMT agenda.</p> <p>The Chair highlighted that SA's internal auditors had identified two Priority 2 recommendations on business planning and risk management and asked if these had been addressed. Jill Franks confirmed that the recommendations had been actioned and she referred to the management's responses in the agenda pack which had been subsequently</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to note that the Strategic Risk Register had been updated as recommended by the Governance Hub in June 2015; and (iii) to note the information provided. 	N Buck

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Improvement Plan (Health and Safety Objectives)	Draft Health and Safety Objectives.	<p>Mary Agnew (Human Resources and Customer Service) noted the attached draft Health and Safety Objectives and asked the SA representatives to summarise their strategic approach towards health and safety. Jill Franks advised that health and safety was considered at Board level and members</p>	<p>The Hub resolved:- (i) to note the report; (ii) to request that the Hub be provided with SA's annual health and safety report, improvement plan and minutes from the</p>	M Agnew

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			<p>had received training in this area. She also highlighted that SA had established a Health and Safety Committee which was chaired by a Board member with health and safety expertise. Alistair Robertson added that health and safety was a standing item on the SMT agenda but advised that SA had instilled a corporate culture which designated health and safety as a business priority for all staff.</p>	<p>most recent meeting of the Health and Safety Committee ahead of its next meeting; and to note the information provided.</p> <p>(iii)</p>	
<p>No 6.</p>	<p>Item Improvement Plan (Procurement Arrangements)</p>	<p>Documents Submitted N/A</p>	<p>Assurance Provided The Chair explained that Joan McCluskey (Commercial and Procurement Services) had sent her apologies for today's meeting but had prepared a note on SA's procurement arrangements which he summarised for the Hub. The Chair informed the Hub that statutory guidance had come into effect on 1 November 2015 for fair working practices and award criteria for procurements with a value over £50,000. He added that the overall approach of a bidder to fair work practices must be considered, and must include all relevant evidence on recruitment, remuneration, terms of engagement, skills utilisation, job support and worker representation. The Chair noted that Ms McCluskey intended to organise a meeting with SA in the New Year to discuss statutory compliance before the Act came into effect in April 2016.</p>	<p>Actions/Decisions The Hub resolved:- (i) to request that a meeting be scheduled in the New Year between SA and ACC's Commercial and Procurement Services team to provide assurance that SA would be compliant with the statutory requirements of the Procurement Reform (Scotland) Act 2014 ahead of the Act's effective date in April 2016; and (ii) to note the information provided.</p>	<p>Lead Officer(s) J McCluskey</p>

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	Improvement Plan (Community Planning Framework)	Community Planning Involvement: Health and Wellbeing Thematic Group Action Plan.	The Chair advised that this item was on the agenda under item 3.	To note the Action Plan.	E Couperwhite
8.	Community Planning	Documents Submitted Community Planning Involvement: Health and Wellbeing Thematic Group Action Plan.	Assurance Provided Euan Couperwhite (Policy, Performance and Resources) asked the SA representatives about the poor condition of their swimming pools across the city. Jill Franks advised that a number of pools were not fit for purpose with outdated facilities and amenities that required constant maintenance which had a detrimental impact on service delivery. Alistair Robertson explained that from time to time they had to close pools due to infrastructure failure of ageing assets and added that SA had kept records of pool income lost during these closures. Ms Franks added that it was evident that SA had struggled to compete with Robert Gordon University (RGU) and the Aberdeen Sports Village (ASV) in an overprovisioned swimming market for public swimming. She also highlighted concerns regarding the Learn to Swim Programme should pools close, in terms of reputational damage to SA. Mr Couperwhite asked the SA representatives to provide the Hub with an indication of their place within the	Actions/Decisions The Hub resolved:- (i) to note the action plan; (ii) to request an update on the joint strategy between SA and ACC to improve health and wellbeing outcomes in Aberdeen City; (iii) to request an update on the AAP at the next Hub meeting; and (iv) to note the information provided.	Lead Officer(s) E Couperwhite

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			<p>Community Planning Partnership framework and how they had aligned with the Single Outcome Agreement. Alistair Robertson advised that SA had taken the lead within the Active Aberdeen Partnership (AAP) which was a multi partner group that included the universities, ASV, AFC Community Trust, sportsScotland and Transition Extreme with a remit to help set the strategic direction for sport and physical activity across the City. This included updating both the 'Participation' and 'Facilities strategies'. He explained that the AAP aimed to coordinate and capitalise on the leisure expertise which existed out with the Council in order to transform Aberdeen into a more active city and to secure the North East as a regional centre of excellence.</p> <p>Mr Robertson added that the AAP would align with the Scottish Government's Active Nation framework and the national governing bodies for sport with the objective of co-ordinating high performance and grassroots activities in order to increase participation and provide greater opportunities for service users across the demographic spectrum. He also highlighted that the AAP would align with the objectives of the Community Planning Partnership, and the Council would be consulted through the Education</p>		
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		<p>and Children's Services Committee.</p> <p>Mary Agnew (Human Resources and Customer Service) enquired about SA's priorities and specifically how they balanced high performance and grassroots swimming provision. Jill Franks advised that SA had a social responsibility in this regard and explained that they had secured sponsorship funding and provided free swimming lessons for service users from multiple deprivation areas. Ms Franks reiterated that there was an overprovision of swimming pools in Aberdeen that were expensive to operate and maintain, and that swimming participation levels were in decline across Scotland.</p> <p>Alistair Robertson added that ACC had conducted an Aquatics review and produced a strategy. During its development it confirmed the overprovision of water space in the city but SA were wary of closing pools as this would have an impact on local communities, particularly swimming clubs. He advised that SA were currently in discussions with ACC on a 25 year service provision agreement that would allow for longer term planning and enhance the alignment of assets and service delivery with the SOA and promote greater integration within the CPP framework. Mr Robertson added that the new 25 year</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Performance Management	<ul style="list-style-type: none"> a) Business Plan 2015-16 – 2017-18; b) Business Plan Q1 Report to Corporate Governance Committee – 4 September 2015; c) Business Plan Q1 Performance Report 2015-16; d) Business Plan Q2 Report to Corporate Governance Committee -6 November 2015; e) Business Plan Q2 Performance Report 2015-16; f) Sport Scotland Term Three Report – Academic Year 2014-15; g) Health and Safety Q1 Report 2015-16 to Corporate Governance Committee – 4 	<p>agreement would also provide greater scope for exploring more commercial and investment opportunities which would support the generation of additional income streams. He further advised that SA and colleagues from Education and Children's Services were in the process of creating a £5million strategy to improve fitness facilities in Sport Aberdeen leased centres.</p> <p>Neil Buck referred to the attached quarterly performance reports and noted that performance had been determined using the standard traffic lighting system and asked if performance had been determined in relation to set targets. Jill Franks advised that this depended on the performance indicator as the indicator could be recurring or set annually and she explained the objectives in the performance management framework were based on areas covered by core funding.</p> <p>Mr Buck also noted that SA were members of a number of benchmarking organisations and asked if targets had been set relative to peer performance or national performance standards. Ms Franks informed the Hub that targets were set after internal discussion and analysis and that the purpose of benchmarking was</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to request an update on SA's budgetary position at Year End; and (iii) to note the information provided. 	N Buck

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		<p>September 2015; Health and Safety Report Q2 Report 2015-16 to Health and Safety Committee; Operational KPI Report Q1 2015-16; and Operational KPI Report Q2 2015-16.</p> <p>h) i) j)</p>	<p>to incorporate best practice into their performance framework.</p> <p>Paul Dixon asked the SA representatives to summarise the main assumptions they had made in their Business Plan for 2016-17. SA assumed that:</p> <ul style="list-style-type: none"> (i) there would be no reduction in core funding during the 2016-17 financial year; (ii) prices would increase for popular activities based on a sensitivity analysis; (iii) additional income would be generated and sponsorship would increase as a result of the creation of a new post of Commercial and Development Manager; (iv) marketing costs would increase in line with business performance; (v) payroll costs would increase by 8% due to the creation of new posts in golf, health and wellbeing and commercial development; and (vi) changes to national insurance contributions, pension auto enrolment and cost of living increases had been factored into the business plan. <p>Mr Dixon also asked how SA had performed against their budget and if income generation was constant throughout the year. Donald Mackie</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	Business Contingency	a) Leisure Management and Information System (LMIS)	Neil Buck asked the SA representatives to identify the biggest threats to business	The Hub resolved:- (i) to note the reports;	P Dixon/M Agnew
			<p>(Finance and Resources Manager, SA) advised that as at October 2015 SA were £192,000 ahead of budget and they had forecast a surplus between £30,000 - £50,000 at Year End. He added that SA had secured a surplus every year since inception and had developed a level of self-sufficiency. With regards to income generation, Mr Mackie advised that the majority of activities generated income on an ongoing basis throughout the year with notable exceptions being seasonal sports such as golf.</p> <p>Alistair Robertson explained that performance was stable due to the existing senior management team being largely in place for the past two years and in that time they had developed an in-depth knowledge of the business' income sources, expenditure levels and operational costs and they have been proactive in cascading this information to operational managers. Mr Robertson highlighted that they remained vigilant about short term financial shocks such as emergency repairs and maintenance for an ageing portfolio of assets but added that SA had sufficient financial reserves to mitigate an annual deficit.</p>		

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	<p>Planning</p>	<p>b) Failure Report; Planned Network Down Time Procedure; c) Emergency Action Plan – Fire and Evacuation (Beach Leisure Centre); and d) Emergency Action Plan – Various.</p>	<p>continuity: Alistair Robertson advised that he was most concerned about funding reductions; adverse weather; the condition of assets which were beyond their economic viability; and an IT system malfunction. He added that one or a combination of these issues could result in considerable reputational damage to SA.</p> <p>Mr Buck also enquired if SA's facilities were used in emergency planning operations: Mr Robertson highlighted that this service had not be written into their SLA but had been previously provided to the Council and he added that initial discussions with ACC colleagues on increasing SA's involvement in civil contingency planning were being planned.</p> <p>The Chair noted that a number of SA's property assets were beyond their economic life and he asked which body was responsible for structural maintenance. Mr Robertson advised that SA had a general repair and maintenance responsibility and were primarily responsible for ensuring that the buildings were wind and watertight. He explained a mechanism for transferring ownership of these assets could be inserted into the 25 year service agreement with ACC.</p> <p>Mary Agnew asked if SA had worked with Police Scotland on addressing</p>	<p>(ii) to request an update on SA's proposed integration within civil contingency planning; and (iii) to note the information provided.</p>	
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No	Item	Documents Submitted	radicalisation: Mr Robertson explained that ACC were primarily responsible for this issue but highlighted that SA would welcome greater involvement in the Prevent Strategy if invited to do so.	Actions/Decisions	Lead Officer(s)
11.	The Chair's Closing Remarks	N/A	Assurance Provided The Chair thanked the representatives from Sport Aberdeen for their attendance and contributions and the Clerk advised that the minutes from today's meeting would be submitted to the Council's Audit, Risk and Scrutiny Committee on 25 February 2016 and thereafter to the Education and Children's Services Committee on 24 March 2016. The Chair then brought the meeting to a close.	to note the information provided.	N/A

If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk

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ABERDEEN CITY COUNCIL

COMMITTEE: **Education and Children's Services**

DATE: **24 March 2016**

DIRECTOR: **Gayle Gorman**

TITLE OF REPORT: **ALEO Governance Update: Aberdeen Sports Village**

REPORT NUMBER: **ECS\016\018**

CHECKLIST COMPLETED: **Yes**

1. PURPOSE OF REPORT

To report to Committee the outcome of the most recent ALEO Governance Hub Committee meeting in relation to Aberdeen Sports Village (ASV).

2. RECOMMENDATION(S)

That Committee agree to note:

the contents of the minute of the ALEO Governance Hub committee meeting of 7 December 2015 in relation to Aberdeen Sports Village.

3. FINANCIAL IMPLICATIONS

There are no financial implications related to this report.

4. OTHER IMPLICATIONS

There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

- 5.1 Aberdeen Sports Village is one of the Tier 1 ALEOs that are reviewed by the ALEO Governance Hub. It was agreed that the minute of the ALEO Governance Hub meeting be submitted to the Education and Children's Service Committee on the 24 March 2016 for consideration of Members.

- 5.2 The minute of the ALEO Governance Hub meeting of 14 December 2015 is attached as Appendix 1 of this report.

6. IMPACT

Improving Customer Experience

The intention of any changes arising from reviewing Aberdeen Sports Village is to improve the experience of those who rely on these services.

Improving Staff Experience

No Impact.

Improving our use of Resources

The ongoing programme of Partnership meetings maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

The Council has a responsibility to ensure effective oversight of ALEO organisations and deliver best value against resource use.

Public

There may be limited public interest in the content of this report as it reflects on the delivery of local services.

7. MANAGEMENT OF RISK

Aberdeen Sports Village submitted their risk register in June 2015.

8. BACKGROUND PAPERS

Minute of the ALEO Governance Hub 7 December 2015 – attached as Appendix 1

9. REPORT AUTHOR DETAILS

Euan Couperwhite, Head of Policy, Performance and Resources
ecouperwhite@aberdeencity.gov.uk
01224 522073

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

ABERDEEN, 7 December 2015. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Neil Buck (IT and Transformation), Euan Couperwhite (Policy, Performance and Resources) and Paul Dixon (Finance) and Jan Griffiths (Sports Development Manager), Kenny Gunnyeon (Business Development Manager) Duncan Sinclair (Chief Executive), Sue Stephenson (Finance Manager) and Jane Thomson (Health and Safety Development Manager) (Aberdeen Sports Village Ventures Ltd (ASV)).

Also in attendance: Iain Robertson (Democratic Services) and Mark Johnstone (Audit Scotland).

Apologies: Mary Agnew (Human Resources and Customer Service), Jeff Capstick (Human Resources and Customer Service) and Joan McCluskey (Commercial and Procurement Services).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	<p>The Chair opened the meeting and advised that the Scottish Parliament's Local Government and Regeneration Committee had taken evidence from a cross section of ALEOs and their parent Local Authorities on 18 November 2015 and 2 December 2015. He explained that the Committee would publish a report with possible guidance on governance arrangements between Local Authorities and their ALEOs.</p> <p>The Chair further advised that the Council was considering holding quarterly Hub meetings based on an Audit Scotland recommendation and that the next cycle of</p>	to note the information provided.	N/A

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
			meetings had been scheduled for the week beginning 9 May 2016.		
2.	Minute of previous meeting – 15 June 2015	ALEO Governance Hub minute – 15 June 2015	With reference to item 5 of the previous minute, Paul Dixon (Finance) asked if any progress had been made with regards to addressing ASV's outstanding audit recommendations. Sue Stephenson (Finance Manager, ASV) advised that ASV had recently undergone their year-end audit and the outstanding recommendations were currently being reviewed by the Senior Management Team (SMT).	<p><u>The Hub resolved:-</u></p> <p>(i) to approve the minute as a correct record; and</p> <p>(ii) to note the information provided.</p>	I Robertson
3.	Improvement Plan (Business Continuity Planning)	N/A	Neil Buck (IT and Transformation) asked how ASV's business continuity plans were tested. Sue Stephenson explained that this was usually done through a desktop exercise. Kenny Gunnyeon (Business Development Manager, ASV) highlighted that ASV's IT systems were hosted by the University of Aberdeen and that they had recently undergone a real time incident when the Aquatic Centre's fibre link with the University had been cut which resulted in the centre's IT software being offline for eight days. He advised that following this incident, business continuity procedures were being revised and would need to be retested.	<p><u>The Hub resolved:-</u></p> <p>to note the information provided.</p>	N Buck

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Improvement Plan (Business Plan Performance Indicators)	N/A	The Chair advised that this item was on today's agenda under item 3.	The Hub resolved:- to note the information provided.	N Buck
5.	Improvement Plan (ACC officer attendance at ASV Board meetings)	N/A	<p>The Chair noted that ASV's Chair had announced his intention to step down from the role and that the Board meeting on 11 December 2015 would be his last. The Chair asked about ASV's recruitment plans to replace the outgoing Chair: Duncan Sinclair (Chief Executive, ASV) advised that Professor Mike Greaves would Chair Board meetings in the interim period and thereafter look to appoint a more permanent Chair.</p> <p>Thereafter the Chair asked how ASV monitored the skills and capacity of Board members to ensure they could continue to make informed decisions. Duncan Sinclair advised that the Joint Venture Agreement had mandated that there be four ACC and four Aberdeen University Board members and within this prism they had looked to develop members' skills and knowledge base whilst also being mindful of including members from different socio-economic backgrounds and working towards achieving gender balance. Sue Stephenson added that they had looked at increasing the number of Board members but initial proposals had been resisted by</p>	<p>The Hub resolved:-</p> <p>(i) to request an update on discussions at the next ASV Partnership meeting with regards to the composition of the ASV Board at the Hub meeting in May 2016; and</p> <p>(ii) to note the information provided.</p>	R MacBeath

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			the Council. To this point Euan Couperwhite (Policy, Performance and Resources) suggested that this issue could be raised at the next ASV Partnership meeting in January 2016.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Improvement Plan (Procurement Arrangements)	N/A	The Chair explained that Joan McCluskey (Commercial and Procurement Services) had sent her apologies for today's meeting but had prepared a note on ASV's procurement arrangements which he summarised for the Hub. The Chair informed the Hub that statutory guidance had come into effect on 1 November 2015 for fair working practices and award criteria for procurements with a value over £50,000. He added that the overall approach of a bidder to fair work practices must be considered, and must include all relevant evidence on recruitment, remuneration, terms of engagement, skills utilisation, job support and worker representation. The Chair noted that Ms McCluskey intended to organise a meeting with ASV in the New Year to discuss statutory compliance before the Act came into effect in April 2016.	<p>The Hub resolved:-</p> <p>(i) to request that a meeting be scheduled in the New Year between ASV and ACC's Commercial and Procurement Services team to provide assurance that ASV would be compliant with the statutory requirements of the Procurement Reform (Scotland) Act 2014 ahead of the Act's effective date in April 2016; and</p> <p>(ii) to note the information provided.</p>	J McCluskey
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	Business Planning	Business Plan 2015-18	Paul Dixon asked the ASV representatives to provide the Hub with their financial assumptions for 2016-17. Sue Stephenson advised that she expected there to be reductions in core funding from both partners and that they had forecast the	<p>The Hub resolved:-</p> <p>(i) to note the report;</p> <p>(ii) to request an update on the progress of the Phase Three Development at the</p>	P Dixon

**ALEO GOVERNANCE HUB
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			<p>current surplus to revert to a deficit by 2017-18. She added that they were developing plans to mitigate against this deficit position and bridge future funding gaps. Duncan Sinclair highlighted that they were investigating whether efficiencies could be found in the discount schemes that ASV offered to students and ACC staff, in addition to scaling back desirable services that were not an integral part of the business. To this point, Neil Buck suggested that this risk should be captured in both their risk register and risk management strategy.</p> <p>Paul Dixon asked the ASV representatives to provide the Hub with an update on their incremental drift position. Kenny Gunnyeon advised that they expected this position to even out and that performance was linked to the opening of the Aquatics Centre and the increased headcount of staff. Mr Gunnyeon highlighted that the business had relatively low turnover and a significant number of staff were at the top of their salary grades. He also confirmed that ASV employed staff under zero hour contracts, although this was largely confined to sports coaches who were employed for two hours a week; and that they paid the Living Wage to all staff.</p> <p>Thereafter Paul Dixon enquired if the oil downturn had had an impact on revenues.</p>	<p>(iii) next Hub meeting in May 2016; to request that the ASV Board consider the scaling back or termination of services currently delivered as a risk to be inserted into their risk register and risk management strategy; and</p> <p>(iv) to note the information provided.</p>	
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			<p>Sue Stephenson advised that they had noticed an impact on the level of investments across the city and that they had responded by commissioning an internal report which focussed on commercial development and investment opportunities in the city. Duncan Sinclair added that he was optimistic that there was a sufficient customer base in the area to sustain the business and confirmed that from his perspective ASV and Sport Aberdeen to an extent were competitors in the sport and activity market but that they worked together through the Active Aberdeen Partnership.</p> <p>Euan Couperwhite enquired about the closure during November 2015 of ASV's 25 metre swimming pool. Duncan Sinclair explained that a leak had been detected and that the pool had been closed to the public for eight days whilst interim repairs had taken place. He added that the repair costs would be met by Graham Construction, the main contractor of the Aquatics Centre.</p> <p>Mr Couperwhite also asked the ASV representatives to provide the Hub with an update on the progress of the Phase Three Development. Duncan Sinclair advised that they were currently reviewing their business case and could be in a position to tender in late January/February</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			but that no work would progress until funding had been secured and confirmed by partners. He added that he recognised the support from ACC and that the business case would evidence the benefits of this development from both an economic and health and wellbeing perspective.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Performance Management Framework	Self Evaluation Process for Improvement – A Performance Management Framework	<p>Neil Buck asked the ASV representatives to provide an update on their performance management framework. Sue Stephenson advised that the measurement of their KPIs through their framework had supported the delivery of their strategic priorities and she highlighted that additional KPIs would be added to the framework to account for new priorities which would focus on improving the health and wellbeing of residents. She added that SMT received a monthly performance report and the Board received a quarterly performance report.</p> <p>Neil Buck referred to the draft Performance Report as at July 2015 and noted that the number of complaints and staff absences had increased and asked if there were any plans in place to address these issues. Jan Griffiths explained that performance had to viewed in context as the number of complaints were comparatively few in number, with 483 complaints recorded in comparison to</p>	<p><u>The Hub resolved:-</u></p> <p>(i) to note the report; and</p> <p>(ii) note the information provided.</p>	N Buck

**ALEO GOVERNANCE HUB
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			<p>usage figures of over one million customers; a number which had increased by over 300,000 customers since the previous financial year. She highlighted that every complaint submitted had been responded to within five working days. Kenny Gunnyeon advised that staff absence had increased in the fourth quarter as a number of casual staff had returned to further or higher education.</p> <p>Euan Couperwhite enquired about the correlation between the performance management framework and governance arrangements and asked how managers used the monthly performance data. Duncan Sinclair advised that the framework and governance arrangements were linked through business planning and they were in the process of revising the <i>How good is our</i> framework to include three new KPIs ahead of their next business plan. Sue Stephenson advised that performance data had proven to be particularly useful in determining trends in customer usage and occupancy levels of activity areas.</p> <p>Mr Couperwhite referred to the draft Performance Report as at July 2015 and noted that the number of swimming pool users had fallen in comparison to the previous financial year. Kenny Gunnyeon explained that he was relatively satisfied</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

with footfall but there was always room for improvement and he highlighted that the pools had been used more often by members than *pay as you play* users which had not aligned with the assumption they had forecast. Jan Griffiths added that the Aquatics Programme had proven to be very successful as they had estimated a take up of 600 children per week but the current figure stood at over 1300.

Mr Couperwhite enquired if the 2014 Commonwealth Games had had an impact on sport participation numbers. Sue Stephenson advised that it was difficult to determine a direct correlation but explained that it was a mixed picture, with a recorded increase in para sports being offset by a reduction in child participation in sports since 2014.

Mr Couperwhite referred to the draft Performance Report as at July 2015 and noted that ASV's energy usage had fallen in comparison to the previous financial year and asked how this had been achieved. Sue Stephenson advised that their staff engagement strategy had focussed on raising employee awareness of energy efficiency and she judged that this bottom-up approach had proven to be effective. She also highlighted that the winter of 2014-15 had been comparatively mild but internal measures such as

**ALEO GOVERNANCE HUB
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Service Performance	Draft Performance Report for the year ended 31 July 2015	<p>dimming the swimming pool lights and the formation of an Energy Sub Group which reported energy usage to SMT on a monthly basis had also helped improve performance.</p> <p>The Chair asked the ASV representatives to provide an update on staff turnover and if they had any plans in place to manage the health and safety impact of highly trained casual workers such as lifeguards ending their employment with ASV at short notice. Kenny Gunnyeon advised that all casual staff were required to provide one month's notice and ASV could advertise and recruit during this notice period. Jane Thomson (Health and Safety Development Manager, ASV) added that all staff had to complete a minimum number of hours of training before they would be compliant and able to undertake their roles; and these regulations were particularly stringent for lifeguards.</p> <p>Euan Couperwhite enquired how ASV had balanced the booking of facilities between clubs and service users and he made particular reference to the use of swimming pools. Kenny Gunnyeon explained that ASV had struck a positive balance between these needs and highlighted that there was a degree of public swimming available at all times which was in contrast to the arrangements</p>	<p>The Hub resolved:-</p> <p>(i) to note the report; and</p> <p>(ii) to note the information provided.</p>	E Couperwhite

**ALEO GOVERNANCE HUB
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			<p>of most community pools. Jane Thomson added that disability and other equalities groups were also facilitated, and she provided an example of the pool temperature being increased to cater for the Learn to Swim programme.</p> <p>Thereafter Mr Couperwhite enquired if ASV were associated with the Access to Leisure Scheme. Duncan Sinclair confirmed that ASV operated the scheme as it was part of the operating agreement with ACC.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	The Chair's Closing Remarks	N/A	The Chair thanked the representatives from Aberdeen Sports Village for their attendance and contributions and the Clerk advised that the minutes from today's meeting would be submitted to the Council's Audit, Risk and Scrutiny Committee on 25 February 2016 and thereafter to the Education and Children's Services Committee on 24 March 2016. The Chair then brought the meeting to a close.	to note the information provided.	N/A

If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk

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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

ABERDEEN, 7 December 2015. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Neil Buck (IT and Transformation), Euan Couperwhite (Policy, Performance and Resources) and Paul Dixon (Finance) and Jan Griffiths (Sports Development Manager), Kenny Gunnyeon (Business Development Manager) Duncan Sinclair (Chief Executive), Sue Stephenson (Finance Manager) and Jane Thomson (Health and Safety Development Manager) (Aberdeen Sports Village Ventures Ltd (ASV)).

Also in attendance: Iain Robertson (Democratic Services) and Mark Johnstone (Audit Scotland).

Apologies: Mary Agnew (Human Resources and Customer Service), Jeff Capstick (Human Resources and Customer Service) and Joan McCluskey (Commercial and Procurement Services).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	<p>The Chair opened the meeting and advised that the Scottish Parliament's Local Government and Regeneration Committee had taken evidence from a cross section of ALEOs and their parent Local Authorities on 18 November 2015 and 2 December 2015. He explained that the Committee would publish a report with possible guidance on governance arrangements between Local Authorities and their ALEOs.</p> <p>The Chair further advised that the Council was considering holding quarterly Hub meetings based on an Audit Scotland recommendation and that the next cycle of meetings had been scheduled for the week beginning 9 May 2016.</p>	to note the information provided.	N/A

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Minute of previous meeting – 15 June 2015	ALEO Governance Hub minute – 15 June 2015	With reference to item 5 of the previous minute, Paul Dixon (Finance) asked if any progress had been made with regards to addressing ASV's outstanding audit recommendations. Sue Stephenson (Finance Manager, ASV) advised that ASV had recently undergone their year-end audit and the outstanding recommendations were currently being reviewed by the Senior Management Team (SMT).	The Hub resolved:- (i) to approve the minute as a correct record; and (ii) to note the information provided.	I Robertson
3.	Improvement Plan (Business Continuity Planning)	Documents Submitted N/A	Assurance Provided Neil Buck (IT and Transformation) asked how ASV's business continuity plans were tested. Sue Stephenson explained that this was usually done through a desktop exercise. Kenny Gunnyeon (Business Development Manager, ASV) highlighted that ASV's IT systems were hosted by the University of Aberdeen and that they had recently undergone a real time incident when the Aquatic Centre's fibre link with the University had been cut which resulted in the centre's IT software being offline for eight days. He advised that following this incident, business continuity procedures were being revised and would need to be retested.	The Hub resolved:- to note the information provided.	Lead Officer(s) N Buck
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

4.	Improvement Plan (Business Plan Performance Indicators)	N/A	The Chair advised that this item was on today's agenda under item 3.	The Hub resolved:- to note the information provided.	N Buck
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Improvement Plan (ACC officer attendance at ASV Board meetings)	N/A	<p>The Chair noted that ASV's Chair had announced his intention to step down from the role and that the Board meeting on 11 December 2015 would be his last. The Chair asked about ASV's recruitment plans to replace the outgoing Chair: Duncan Sinclair (Chief Executive, ASV) advised that Professor Mike Greaves would Chair Board meetings in the interim period and thereafter look to appoint a more permanent Chair.</p> <p>Thereafter the Chair asked how ASV monitored the skills and capacity of Board members to ensure they could continue to make informed decisions. Duncan Sinclair advised that the Joint Venture Agreement had mandated that there be four ACC and four Aberdeen University Board members and within this prism they had looked to develop members' skills and knowledge base whilst also being mindful of including members from different socio-economic backgrounds and working towards achieving gender balance. Sue Stephenson added that they had looked at increasing the number of Board members but initial proposals had been resisted by</p>	<p>The Hub resolved:-</p> <p>(i) to request an update on discussions at the next ASV Partnership meeting with regards to the composition of the ASV Board at the Hub meeting in May 2016; and</p> <p>(ii) to note the information provided.</p>	R MacBeath

**ALEO GOVERNANCE HUB
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No	Item		<p>the Council. To this point Euan Couperwhite (Policy, Performance and Resources) suggested that this issue could be raised at the next ASV Partnership meeting in January 2016.</p>		Lead Officer(s) J McCluskey	
6.	Improvement Plan (Procurement Arrangements)	Documents Submitted N/A	<p>Assurance Provided The Chair explained that Joan McCluskey (Commercial and Procurement Services) had sent her apologies for today's meeting but had prepared a note on ASV's procurement arrangements which he summarised for the Hub. The Chair informed the Hub that statutory guidance had come into effect on 1 November 2015 for fair working practices and award criteria for procurements with a value over £50,000. He added that the overall approach of a bidder to fair work practices must be considered, and must include all relevant evidence on recruitment, remuneration, terms of engagement, skills utilisation, job support and worker representation. The Chair noted that Ms McCluskey intended to organise a meeting with ASV in the New Year to discuss statutory compliance before the Act came into effect in April 2016.</p>	<p>Assurance Provided The Chair explained that Joan McCluskey (Commercial and Procurement Services) had sent her apologies for today's meeting but had prepared a note on ASV's procurement arrangements which he summarised for the Hub. The Chair informed the Hub that statutory guidance had come into effect on 1 November 2015 for fair working practices and award criteria for procurements with a value over £50,000. He added that the overall approach of a bidder to fair work practices must be considered, and must include all relevant evidence on recruitment, remuneration, terms of engagement, skills utilisation, job support and worker representation. The Chair noted that Ms McCluskey intended to organise a meeting with ASV in the New Year to discuss statutory compliance before the Act came into effect in April 2016.</p>	<p>Actions/Decisions The Hub resolved:- (i) to request that a meeting be scheduled in the New Year between ASV and ACC's Commercial and Procurement Services team to provide assurance that ASV would be compliant with the statutory requirements of the Procurement Reform (Scotland) Act 2014 ahead of the Act's effective date in April 2016; and (ii) to note the information provided.</p>	Lead Officer(s) P Dixon
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)	
7.	Business Planning	Business Plan 2015-18	Paul Dixon asked the ASV representatives to provide the Hub with their financial assumptions for 2016-17. Sue Stephenson advised that she expected there to be	<p>The Hub resolved:- (i) to note the report; (ii) to request an update on the progress of the</p>	P Dixon	

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

		<p>reductions in core funding from both partners and that they had forecast the current surplus to revert to a deficit by 2017-18. She added that they were developing plans to mitigate against this deficit position and bridge future funding gaps. Duncan Sinclair highlighted that they were investigating whether efficiencies could be found in the discount schemes that ASV offered to students and ACC staff, in addition to scaling back desirable services that were not an integral part of the business. To this point, Neil Buck suggested that this risk should be captured in both their risk register and risk management strategy.</p> <p>Paul Dixon asked the ASV representatives to provide the Hub with an update on their incremental drift position. Kenny Gunnyeon advised that they expected this position to even out and that performance was linked to the opening of the Aquatics Centre and the increased headcount of staff. Mr Gunnyeon highlighted that the business had relatively low turnover and a significant number of staff were at the top of their salary grades. He also confirmed that ASV employed staff under zero hour contracts, although this was largely confined to sports coaches who were employed for two hours a week; and that they paid the Living Wage to all staff.</p>	<p>Phase Three Development at the next Hub meeting in May 2016;</p> <p>(iii) to request that the ASV Board consider the scaling back or termination of services currently delivered as a risk to be inserted into their risk register and risk management strategy; and</p> <p>(iv) to note the information provided.</p>	
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			<p>Thereafter Paul Dixon enquired if the oil downturn had had an impact on revenues. Sue Stephenson advised that they had noticed an impact on the level of investments across the city and that they had responded by commissioning an internal report which focussed on commercial development and investment opportunities in the city. Duncan Sinclair added that he was optimistic that there was a sufficient customer base in the area to sustain the business and confirmed that from his perspective ASV and Sport Aberdeen to an extent were competitors in the sport and activity market but that they worked together through the Active Aberdeen Partnership.</p> <p>Euan Couperwhite enquired about the closure during November 2015 of ASV's 25 metre swimming pool. Duncan Sinclair explained that a leak had been detected and that the pool had been closed to the public for eight days whilst interim repairs had taken place. He added that the repair costs would be met by Graham Construction, the main contractor of the Aquatics Centre.</p> <p>Mr Couperwhite also asked the ASV representatives to provide the Hub with an update on the progress of the Phase Three Development. Duncan Sinclair advised that they were currently reviewing</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Performance Management Framework	Self Evaluation Process for Improvement – A Performance Management Framework	<p>Neil Buck asked the ASV representatives to provide an update on their performance management framework. Sue Stephenson advised that the measurement of their KPIs through their framework had supported the delivery of their strategic priorities and she highlighted that additional KPIs would be added to the framework to account for new priorities which would focus on improving the health and wellbeing of residents. She added that SMT received a monthly performance report and the Board received a quarterly performance report.</p> <p>Neil Buck referred to the draft Performance Report as at July 2015 and noted that the number of complaints and staff absences had increased and asked if there were any plans in place to address these issues. Jan Griffiths explained that performance had to viewed in context as</p>	<p>The Hub resolved:-</p> <p>(i) to note the report; and</p> <p>(ii) note the information provided.</p>	N Buck

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

		<p>the number of complaints were comparatively few in number, with 483 complaints recorded in comparison to usage figures of over one million customers; a number which had increased by over 300,000 customers since the previous financial year. She highlighted that every complaint submitted had been responded to within five working days. Kenny Gunnyeon advised that staff absence had increased in the fourth quarter as a number of casual staff had returned to further or higher education.</p> <p>Euan Couperwhite enquired about the correlation between the performance management framework and governance arrangements and asked how managers used the monthly performance data. Duncan Sinclair advised that the framework and governance arrangements were linked through business planning and they were in the process of revising the <i>How good is our</i> framework to include three new KPIs ahead of their next business plan. Sue Stephenson advised that performance data had proven to be particularly useful in determining trends in customer usage and occupancy levels of activity areas.</p> <p>Mr Couperwhite referred to the draft Performance Report as at July 2015 and noted that the number of swimming pool</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

		<p>users had fallen in comparison to the previous financial year. Kenny Gunnyeon explained that he was relatively satisfied with football but there was always room for improvement and he highlighted that the pools had been used more often by members than <i>pay as you play</i> users which had not aligned with the assumption they had forecast. Jan Griffiths added that the Aquatics Programme had proven to be very successful as they had estimated a take up of 600 children per week but the current figure stood at over 1300.</p> <p>Mr Couperwhite enquired if the 2014 Commonwealth Games had had an impact on sport participation numbers. Sue Stephenson advised that it was difficult to determine a direct correlation but explained that it was a mixed picture, with a recorded increase in para sports being offset by a reduction in child participation in sports since 2014.</p> <p>Mr Couperwhite referred to the draft Performance Report as at July 2015 and noted that ASV's energy usage had fallen in comparison to the previous financial year and asked how this had been achieved. Sue Stephenson advised that their staff engagement strategy had focussed on raising employee awareness of energy efficiency and she judged that this bottom-up approach had proven to be</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Service Performance	Draft Performance Report for the year ended 31 July 2015	<p>effective. She also highlighted that the winter of 2014-15 had been comparatively mild but internal measures such as dimming the swimming pool lights and the formation of an Energy Sub Group which reported energy usage to SMT on a monthly basis had also helped improve performance.</p> <p>The Chair asked the ASV representatives to provide an update on staff turnover and if they had any plans in place to manage the health and safety impact of highly trained casual workers such as lifeguards ending their employment with ASV at short notice. Kenny Gunnyeon advised that all casual staff were required to provide one month's notice and ASV could advertise and recruit during this notice period. Jane Thomson (Health and Safety Development Manager, ASV) added that all staff had to complete a minimum number of hours of training before they would be compliant and able to undertake their roles; and these regulations were particularly stringent for lifeguards.</p> <p>Euan Couperwhite enquired how ASV had balanced the booking of facilities between clubs and service users and he made particular reference to the use of swimming pools. Kenny Gunnyeon explained that ASV had struck a positive</p>	<p>The Hub resolved:-</p> <p>(i) to note the report; and (ii) to note the information provided.</p>	E Couperwhite

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	The Chair's Closing Remarks	N/A	<p>Assurance Provided</p> <p>The Chair thanked the representatives from Aberdeen Sports Village for their attendance and contributions and the Clerk advised that the minutes from today's meeting would be submitted to the Council's Audit, Risk and Scrutiny Committee on 25 February 2016 and thereafter to the Education and Children's Services Committee on 24 March 2016. The Chair then brought the meeting to a close.</p>	to note the information provided.	N/A

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk

ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	24th March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Evaluation of Knowledge Transfer Partnership (KTP) between University of Aberdeen and Aberdeen City Council.(Data Observatory Project)
REPORT NUMBER:	ECS/16/012
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

The purpose of this report is to inform Committee of progress to date of the Knowledge Transfer Partnership (KTP) between the University of Aberdeen and Aberdeen City Council; (Data Observatory Project).

2. RECOMMENDATION(S)

2.1 Committee are asked to:

- I. Note progress and evaluation of the KTP project to date.
- II. Approve the continued partnership arrangements with the University of Aberdeen to develop the Aberdeen City Council Data Observatory and continuing the employment of the KTP Research Associate post, graded at G13.

3. FINANCIAL IMPLICATIONS

- 3.1 Continued funding of the Research Associate post will be met from existing service budgets.
- 3.2 The University is responsible for employment functions and provides academic support to the Associate. It will also supply academic and technological solutions in order to develop the project, specifically across three distinct areas of applied research in business, computer science and education.

4. OTHER IMPLICATIONS

4.1 Legal

It is proposed that the existing agreement between Aberdeen City Council and the University of Aberdeen be extended for the duration of the five year project.

4.2 Resource

The employment of the Research Associate is undertaken by the University of Aberdeen as the Associate is an employee of the University. The Associate is based within Council premises and complies with all Council policies and the Council, along with the University supervisors, provide support and guide the Associate in the practical aspects of the project. Council terms and conditions of employment have been appended to the Associate's University contract of employment. The Associate has been Disclosure checked as they require access to data held by the Council as part of the research project. Access to data will be monitored to ensure that compliance with the Data Protection Act and with the Council's ICT Access and Security Policy

4.3 Equipment, sustainability and policy implications are key components of this project and have been already been addressed within the KTP project.

5. BACKGROUND/MAIN ISSUES

5.1 Aberdeen City Council, in partnership with the University of Aberdeen, the Scottish Government and the UK Technology Strategy Board recognised that effective performance monitoring, planning and policy decisions require a robust evidence base on which to make decisions for monitoring existing services and future service developments. The Council and its partners recognised that they have all the necessary information; however this is not always readily accessible.

5.2 The Knowledge Transfer Partnership (KTP) enabled the Council and its partners to establish a capability where each and all might have ease of access to specific data currently stored in multiple data banks. This capability was developed through the development of a digital data observatory and contributed to improved collection and use of routine data, and provided information for assessing further needs.

- 5.3 The data observatory facilitated and helped those involved in service delivery and service users' to access and use the information they need. This approach can now be rolled out to other areas of Aberdeen City Council's operations. The observatory enabled access to a comprehensive set of data that provided the basis for an evidence based research approach to inform policy and planning decisions, as illustrated in the case study below:

Case Study DataHub Data

Data from Skills Development Scotland (DataHub data) is incorporated into the Aberdeen City Council data observatory to support young people into positive destinations in Aberdeen City.

- A select group of individuals have full access rights to the DataHub dataset.
 - All lead partners have access to the summary data that does not contain individual's information subject to relevant permissions and data sharing protocols.
 - The data is updated on the first of every month via the Data Observatory and produces a snapshot of the available data on that day, further snapshots may be provided on request and subject to agreement from other partners.
 - At a strategic planning level the information is intended to assist lead partners to plan and assess service provision and need in key geographical and themed areas, using the interactive tools provided on the Data Observatory.
 - At an operational level data can be used to provide staff with additional details about the individuals they are (or are going to be) working with.
 - The DataHub data on the Data Observatory supports research and data teams across the partnership to create much more detailed and frequent analysis. This include for instance: Seasonal trend tracking, or looking at the impact of changes to the local economy on the availability and choice of post school destinations among school leavers.
 - Efficiency saving, (saving time), have been achieved in creating and reports that can be accessed by appropriate staff. With planners and policy makers able to access all this information with ease, a considerable amount of time and money can be saved during the consultancy phase.
- 5.4 At present the Data Observatory delivers the functionality to load, store, analyse and present statistical data. It also provides the ability to

present this data using data visualization tools like charts and maps, which can also be exported for use in reports.

5.5 An associate was recruited and took up post in June 2014 and the project is closely monitored by a local management committee which meet on a regular basis.

5.6 The project has met all the milestones within the project plan:

- Established 'proof of concept'
- Developed a viable beta data observatory
- Delivered a live working observatory
- Produced school profiles
- Supported the collection and reporting of pupils wider achievements
- Analysed (0-5 year old) population data (Community health index (chi), in partnership with NHS Grampian)
- Incorporated Insight pupil attainment data (Insight)
- Supported the analysis and operational use of DataHub Data (Skill Development Scotland) – To be used for a national case study

5.7 This initial working observatory will form the basis of further developments and enable the project to be developed and across other services.

5.8 Proposed developments plan

The future development of the project offers the possibility of transforming the way the Council processes and uses data and contributes efficiencies in the process.

5.9 It will make a significant contribution to issues identified in the Education and Children's Services business plan 2016/17. The Data Observatory will:

- Provide a platform for the efficient and effective use of performance data to drive improvement and improve outcomes
- Provide access and analysis to shared systems across the services to enhance and support multi-agency working, and provide robust data.
- Linking to the Integrated Children's Service thematic group to incorporate data into data observatory
- Develop school roll forecasts scenario planning tools
- Provide pupils 0-5 and school pupils population projection analysis

- Linking with social work to provide LAC tracking
- Adult learning provision analysis tools
- Development a performance dash boards with a specific focus on:
 - Raising attainment/closing the gap
 - The Integrated children’s services agenda.
- Partnership working with Skills Development Scotland

5.10 Long term development

5.10.1 Contribution to the development of the Regional Data Observatory outlined in the Regional Economic Strategy ‘Aberdeen City Council will accommodate a ‘regional observatory’ that will act as a resource for the North East of Scotland to provide up-to-date evidence to inform both delivery and decision making.’

<http://councilcommittees/documents/s52770/Regional%20Economic%20Strategy.pdf>

5.10.2 A detailed progress report against the project plan is attached along with proposed developments of the Aberdeen City Council Data Observatory (Appendix 1).

6. IMPACT

6.1 Corporate

The purpose of the data observatory is to:

- support improvements to the use and effectiveness of our data and management of information;
- maintain compliance with legislative frameworks;
- publication of research papers and the unique development of teaching materials on data mining across three University departments

The Partnership will ensure linkages to performance monitoring as part of the Council’s Single Outcome Agreement, the Administration’s Policy Statement – Smarter Aberdeen and the Council’s Business Plan, together with the Education and Children’s Service Standards and Quality Improvement Planning process and Integrated Children’s Services planning process.

6.2 Public

The purpose of the Aberdeen City Council Data Observatory is ultimately to secure improvements to services and impact positively on all communities across the whole of the City.

6.3 Improved Staff Experience

Staff will, with the appropriate permissions, be able to access data and reports when required reducing the routine data processing time.

6.4 Improved Customer Experience

The planned development of a public facing website will allow the public to access data that is in the public domain via the observatory.

6.5 Improved use of Resources

Savings in relation to standardisation of data collection and analysis avoiding duplication. The data observatory provides a robust evidence base on which to take future policy decisions about service and service delivery.

7. Management of Risk

- 7.1 Risk assessment and project management are key components of this project and have been identified as early stages in the work plan of Research Associate. The management of risks will be managed by the Education and Children's Service in collaboration with the University of Aberdeen.

8. Background Papers

9. REPORT AUTHOR DETAILS

Kevin Stelfox, Acting Service Manager, Planning, Policy and Research
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Background

Aberdeen City Council, in partnership with the University of Aberdeen was successful in a bid to the UK Technology Strategy Board to develop a data observatory. The data observatory aims to incorporate a range of data from across the council services and other partners such as health and the voluntary sector at a later stage. The project stems from the understanding of the need to provide easy access to a wide range of information collected from local and national data sources which can assist with the analysis for enhanced evidence based decision-making. The project is due to end at the end of May 2016. The project work to date includes:

Progress to date

Datasets:

- School Profile (School census)
 - Ethnic Background
 - Nationality
 - SIMD
 - Student Stage
 - Level of English
 - Curriculum for Excellence
- Wider Achievement datasets by school
 - DofE
 - Youth Achievement Awards
 - ASDAN etc
- DataHub Data (Skill Development Scotland) – To be used for a national case study
 - Opportunities for All Clients
 - Current Positive Destination
 - Non Positive Destination
- Insight Profile (Insight)
 - Leaver Initial Destination
 - Leaver Initial Destination breakdown by Destination
- Pupils (0-5) Population (Community health index (chi), NHS)

Features:

- Query data based on request to provide more comprehensive and more responsive requests for data
- Represent immediate statistic data on Table and Charts to enable team/individual quickly format data
- Export data into Excel spreadsheet to provide easy and robust transfer dataset
- Data visualisation and interactive map based on location, datazone and neighbourhood areas which provide visual data presentation tools

enabling immediate and detailed discussion and analysis of data such as in a presentation or in strategic discussions

- For DataHub Data, individual data level can be accessed by restricted users. This tool enables both management and operational service teams to plan at a strategic development, or on an individual case by case basis. The concept developed for this tool could be further utilised for other groups/services such as looked after children.

At present the Data Observatory delivers the functionality to load, store, analyse and present statistical data. It also provides the ability to present this data using data visualization tools like charts and maps, which can also be exported for use in reports.

DataHub Data Case Study

The potential use of DataHub data available on data observatory

- A select group of individuals, to be determined in late January, will have full access rights to the DataHub dataset.
- All lead partners will have access to the summary data that does not contain individual's information, but may be granted this information on request subject to relevant permissions and data sharing protocols.
- The data will be updated on the first of every month via the Data Observatory and will be a snapshot of the available data on that day, further snapshots may be provided on request and subject to agreement from other partners.
- At a strategic planning level the information is intended to assist lead partners to plan and assess service provision and need in key geographical and themed areas, using the interactive tools provided on the Data Observatory.
- At an operational level data can be used to provide staff with additional details about the individuals they are (or are going to be) working with.
- The DataHub data on the Data Observatory will allow research and data teams across the partnership a resource to create much more detailed and frequent analysis. This might include for instance: Seasonal trend tracking, or looking at the impact of changes to the local economy on the availability and choice of post school destinations among school leavers.
- Efficiency saving in saving time creating and analysing spreadsheets etc, which can then be used for other tasks.

Proposed developments

The future development of the project offers the possibility of transforming the way the Council processes and uses data and contributes efficiencies in the process. It will make a significant contribution to issues identified in the Education and Children's Services business plan 2016/17.

The Data Observatory will

- provide a platform for the efficient and effective use of performance data to drive improvement and improve outcomes
- provide access to shared systems across the services to enhance and support multi-agency working, and provide robust data.

Short term development

The potential of the project to provide access and analysis of data for the Integrated Children's Services Performance group includes:

- School roll forecasts scenario planning tools
- Pupils 0-5 and school pupils population projection analysis
- Adult learning provision analysis tools
- Linking with social work team to provide LAC tracking
- Linking ICS thematic group to incorporate data into data observatory

Partnership working with Skills Development Scotland

Development of business case with SEEMis and the development performance dash boards with a specific focus on 1) raising attainment/closing the gap, 2) the Integrated children's services agenda.

Long term development

Contribution to the development of the Regional Data Observatory outlined in the Regional Economic Strategy 'Aberdeen City Council will accommodate a 'regional observatory' that will act as a resource for the North East of Scotland to provide up-to-date evidence to inform both delivery and decision making.'

<http://councilcommittees/documents/s52770/Regional%20Economic%20Strategy.pdf>

In conclusion

The data observatory and in particular the case study demonstrates that the data observatory impact in the following areas:

- In the capacity for the data observatory to provide robust evidence based policy and service decisions that contribute to improved services to its citizens.
- Contributes to joined up services.
- Forms the basis for developing existing and new partnerships across internal ACC departments, with other Las, Skills Development Scotland, NHS Grampian, Police Scotland and with the voluntary sector.
- Savings in relation to standardisation of data collection and analysis avoiding duplication. The data observatory provides a robust evidence base on which to take future policy decisions about service and service delivery.
- The partnership allows the council to draw on academic and technological solutions in order to development and apply tools to extract data and appropriate user-interface.
- The project to date has provided saving to the service by reducing reporting time and maximise analyst's time.
- Reduced the need to engage external consults to collect, collate analyse and report data from a range of sources.
- There are potentially significant savings with the roll out to other Aberdeen City Council Departments and other councils across the north east region These savings would be reflected by more effective use of staff time and the avoidance of duplication within Departments; and across the Council and between Councils.

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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 *The Equality Act 2010* ?

Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
Accessibility to website	Development of data on website to comply with existing standards	Service Manager P and P Education and Children's services	On going	

8: Sign off					
Completed by (Names and Services) :		Kevin Stelfox			
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>					

ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	24th March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Statutory Consultation – Consultation Reports on the proposals to create new primary and secondary school zones in the area of the planned new housing development at Countesswells, and to create a new primary school zone in the area of the planned new housing development in Loirston and Cove.
REPORT NUMBER:	ECS/16/006
CHECKLIST:	Yes

1. PURPOSE OF REPORT

To report to Committee on the outcome of recent statutory consultations on the proposals to create new school zones at Countesswells and at Loirston / Cove, in preparation for the creation of new schools which are planned as part of forthcoming housing developments in these areas of the city.

2. RECOMMENDATION

- (i) It is recommended that the Committee agrees to implement the following proposals:

1. For the Countesswells rezoning proposal:

(a) Create a new primary school zone to serve primary education provision in the Countesswells development, with effect from August 2016; and

(b) Create a new secondary school zone to serve secondary education provision in the Countesswells development, with effect from August 2016, and to include the zone of Kingswells School within the zone of the new secondary school, with effect from the time of opening of the new school; and

(c) Put in place arrangements for interim education provision until a primary school and a secondary school are constructed within the Countesswells development. For secondary pupils from Countesswells

this would involve the use of Hazlehead Academy until a new secondary school has been constructed. For primary school pupils from Countesswells the arrangements would be as follows:

- Pupils living in the new Countesswells primary school zone would be registered at a new school from the outset.
- Whilst the number of pupils registered to the new school remains at 25 or below, the new school would operate from a separate classroom within the Airyhall School building.
- When the number of pupils registered to the new school exceeds 25, all of these pupils and any new pupils subsequently moving into the new Countesswells primary school zone would be educated from the Braeside School building, until a new school building at Countesswells has opened.
- Whilst the new school is operating from the Airyhall building and subsequently from the Braeside building, places at the new school would be reserved entirely for children living within the new Countesswells school zone.

(d) In the unlikely event that the Countesswells housing development does not go ahead, then the existing school zone arrangements would prevail.

2. For the Loirston / Cove rezoning proposal:

(a) Create a new primary school zone to serve primary education provision in the South-East of the City, including the new housing development in the Loirston / Cove area, with effect from August 2016; and

(b) Amend the existing Charleston School, Kirkhill School, and Abbotswell School zones to contribute to the proposed new school zone; and

(c) Rezone an area of the existing Kirkhill School zone, east of the A956 trunk road, to the Loirston School zone

(d) In the unlikely event that the Loirston / Cove housing development does not go ahead, then the existing school zone arrangements would prevail.

- (ii) To instruct officers to make the necessary arrangements to ensure successful implementation of the above recommendations by the indicated times.

3. FINANCIAL IMPLICATIONS

Funding for the proposed new schools has been agreed with the housing developers, as part of the developer contributions process. There are no cost implications for the changes to existing school zones. Costs associated with the proposal to use Braeside School in the interim for the education of children from Countesswells, will be met through existing ECS revenue budgets.

4. OTHER IMPLICATIONS

Legal – The public consultations have complied with the requirements of the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014. As these proposals do not refer to the proposed closure of any school in either consultation exercise, any decision to implement them by this Committee cannot be called in by Scottish Ministers.

Resources – Officer time and expenditure associated with these consultation exercises has been met from existing service budgets.

Personnel – Implementation of the recommendations will not result in any significant personnel implications.

Health and safety – There are no implications or risks related to this report.

Policy – there are no policy implications or risks related to this report.

5. BACKGROUND/MAIN ISSUES

5.1 School Reorganisation Proposals

These proposals contribute to a widespread programme to manage the school estate across the city arising from both the review of secondary schools and primary schools which were previously reported to Committee on 28 October 2010 and 7 February 2013.

The statutory consultations were carried out as result of an instruction from Education, Culture and Sport on 7 February, 2013.

5.2 Educational Implications

The Education Authority has a programme to ensure the provision of an affordable and suitable education service for all its pupils. Implementation of these proposals will assist in the delivery of these objectives, thereby meeting the Council's statutory obligations as set out in the Education (Scotland) Act 1980 (as amended).

5.3 Statutory Consultation Feedback

The Consultation Report for the proposed rezoning of schools in the vicinity of Countesswells can be found at Appendix 1 of this report, and Appendix 2 contains the Consultation Report for the creation of new school zones in Loirston / Cove.

The following sections provide a synopsis of the written submissions, comment from the public consultation meetings and the service's response to these submissions and the reports from Education Scotland.

5.3.1 Countesswells Rezoning Proposals

(a) Methodology

All requirements of the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014 were met in full.

(b) Feedback from Stakeholders and Education Scotland

There was a significant response to the proposals relating to the new Countesswells school zones. In total, there were 73 written responses to the consultation, and at the public meetings approximately 56 stakeholders were present in total. In general the respondents were broadly supportive of the proposals to create new school zones for the Countesswells area.

However, the majority of the responses also expressed opposition to the proposals for interim education provision for children who will be living in the new Countesswells development, prior to the new schools at Countesswells being built.

Concerns centred mainly on the proposal to use Airyhall School initially, to educate children living at Countesswells, and to use Braeside School to provide the additional space which would be required as the numbers of children from Countesswells increased. The majority of stakeholders opposed to this were parents from Airyhall school, who were concerned about the available space at Airyhall School to accommodate these additional pupils, and the belief that parents of children from Countesswells would be reluctant for their children to move from Airyhall School to Braeside School, once the classrooms at Braeside were opened.

There was also a feeling amongst the respondents that the proposals document did not clearly explain the way in which the classrooms at Braeside School would be used, and there was initially concern amongst some Airyhall School parents that existing pupils at Airyhall might be expected to move to Braeside School, along with the pupils from Countesswells. In order to address these concerns, a letter was issued to parents at Airyhall School, during the public consultation process, explaining that there was no proposal to move existing Airyhall pupils to Braeside School.

Other points raised during the consultation included those from members of the Hazlehead Academy community, who were concerned that building a new secondary school at Countesswells might affect the future pupil rolls at Hazlehead Academy.

Education Scotland confirmed in their report that the proposals offer educational benefits to children and young people living in western areas of Aberdeen. The Education Scotland report also highlighted the need for the Council to clarify its plans for the use of Braeside School as part of the interim education proposal, and to share these plans with the parents at Airyhall School.

Officers have met with members of the Airyhall School parent council on a number of occasions following the close of the consultation period, in order to provide further detail on the plans for the interim period, and if the amended proposals presented below are accepted by elected members, officers will continue to liaise with the staff and parents of the school over the arrangements for accommodating pupils from Countesswells, prior to the opening of the new school at Countesswells.

The Council's responses to the issues raised by respondents to the consultation are included in the Consultation Report at Appendix 1.

(c) Overall View of the Proposal

The volume of responses to this consultation proposal were significant and the strength of opposition to the proposals for interim education arrangements for children due to be living in Countesswells has been made clear.

Having considered the matter at Directorate level, it was agreed that a revised proposal for the interim education provision for Countesswells pupils should be implemented, which would involve having pupils living in the new Countesswells primary school zone registered at a new school, which will operate initially from the Braeside School building, from the outset.

As the initial numbers of pupils from Countesswells are likely to be very small to begin with, these pupils would be educated within a separate area of the Airyhall School building initially, until there are sufficient numbers (likely to be 25) to warrant opening classrooms at Braeside School. These children would then move from the Airyhall building to the Braeside building, and any subsequent pupils moving into Countesswells would join them at Braeside. When the new school at Countesswells is complete, all of these pupils would then move from the Braeside building to their new school at Countesswells.

At all stages of the process the transition arrangements for children moving from one building to another would be planned and carried out in full consultation with staff, parents, pupils.

5.3.2 Loirston / Cove Rezoning Proposals

(a) Methodology

The consultation met of all the requirements of the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014.

(b) Feedback from Stakeholders and Education Scotland

There was a relatively low response to this consultation, with a total of six written submissions having been received during the consultation period. Five people attended the public consultation meeting.

The majority of those who responded to the consultation welcomed the fact that the Council was planning ahead for the anticipated increase in pupil numbers in the Loirston / Cove area as a result of the new housing development. Any concerns raised by these stakeholders tended to focus on the need for a new school to serve the new housing development, and the condition and suitability of the existing schools in the area, rather than on the proposals to make changes to the school zones to account for the planned new school.

The report from Education Scotland noted that the proposals offer potential educational benefits to children living in this part of the city. The report also highlighted concerns from some parents regarding the condition of the existing schools in the area, and noted that some parents had suggested extending one or more of the existing schools to accommodate the additional pupils from the new housing development, rather than building a new school.

The Council's responses to the issues raised by respondents to the consultation are included in the Consultation Report at Appendix 2.

(c) Overall View of the Proposal

Having considered the responses received during the consultation period, officers are satisfied that the original proposals put forwards in respect of the changes to school zones in the Loirston / Cove area do not require to be reviewed, and consequently it is recommended that Councillors approve the original proposals, which are set out in the consultation document.

6. IMPACT

6.1 Corporate

Aberdeen the Smarter City

- (i) We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.
- (ii) Working with our third, public and private sector partners, we will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st Century.
- (iii) Again, working with partners, 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.
- (iv) We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city economy.

6.2 Equality and Human Rights implications

A full Equality and Human Rights Impact Assessment has been submitted for this report.

6.3 Management of the School Estate

The implementation of the rezoning proposals for schools in the vicinity of Countesswells and at Loirston / Cove will help to ensure sustainable and manageable pupil rolls in these areas of the city.

7. MANAGEMENT OF RISK

There is not expected to be significant operational risk arising from the implementation of the proposals. Having followed all applicable legislation, the Council will be perceived as having taken account of the result of the consultation process.

8. BACKGROUND PAPERS

Appendix 1 Consultation Report on the proposals to create new primary and secondary school zones in the area of the planned new housing development at Countesswells

Appendix 2 Consultation Report on the Proposal to create a new primary school zone in the area of the planned new housing development in Loirston and Cove

9. REPORT AUTHOR DETAILS

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Consultation Report – Countesswells Rezoning Proposals



CONSULTATION REPORT

This Consultation Report has been compiled in response to the recent public consultation on the proposal to create new primary and secondary school zones in the area of the planned new housing development at Countesswells in Aberdeen. The document summarises the responses received on the proposals set out below and Aberdeen City Council's response to the verbal and written comments submitted by interested parties, in compliance with the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014.

Proposals:

1. To create a new primary school zone to serve primary education provision in the Countesswells development, with effect from August 2016; and
2. To create a new secondary school zone to serve secondary education provision in the Countesswells development, with effect from August 2016, and to include the zone of Kingswells School within the zone of the new secondary school, with effect from the time of opening of the new school; and
3. To put in place arrangements for interim education provision until a primary school and a secondary school are constructed within the Countesswells development.

1. METHODOLOGY

This consultation was conducted in accordance with the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014. All requirements of the legislation have been met.

2. INVOLVEMENT OF STAKEHOLDERS

2.1 Public Events

A number of public consultation events were held during the consultation period to discuss the proposals. The table below details the number of attendees at each public meeting:

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Recorded Attendees</i>
24 th November 2015	7- 8 pm	Bucksburn Academy	<ul style="list-style-type: none">• 3 parents• 4 Aberdeen City Council officers
26 th November 2015	7- 8 pm	Kingswells School	<ul style="list-style-type: none">• 14 parents• 3 local residents• 4 Aberdeen City Council officers
1 st December 2015	7- 8 pm	Hazlehead Academy	<ul style="list-style-type: none">• 10 parents• 2 members of school staff• 3 Aberdeen City Councillors• 1 member of Aberdeen Parent Council Forum• 2 Aberdeen City Council officers
2 nd December 2015	7- 8 pm	Cults Academy	<ul style="list-style-type: none">• 14 parents• 2 Aberdeen City Councillors• 1 member of Aberdeen Parent Council Forum• 3 'others'• 4 Aberdeen City Council officers

2.2 Comments Received

The following written submissions were received:

<i>Format</i>	<i>Number of submissions</i>
E-mail	16
Letters	4
Comment Forms	53

The submissions, anonymised as necessary, are available on the Council's website: <http://www.aberdeencity.gov.uk/countesswells-rezoning/>

2.3 Issues Raised

2.3.1 Comments on Proposals 1 and 2 (creation of new school zones)

With regards to the first two proposals, to make changes to school zones to accommodate the new schools to be built within the Countesswells housing development, respondents to the consultation were generally supportive of these plans. Comments received on these proposals at the public meetings and through written submissions are summarised as follows:

- Several respondents commented that they welcomed the plans to build new schools at Countesswells, and that the proposals for new school zones would help alleviate long term pressures on the capacity of some of the existing schools in the area.
- Some respondents however questioned whether the Countesswells development would proceed as planned, due to the downturn in the oil industry, and whether this would result in the planned new schools not being built. There was concern that this may lead to existing schools in the area being expected to accommodate children at Countesswells permanently, which could create additional pressure on the capacity of those schools.
- One submission focused on the roads infrastructure around the Countesswells development, and the feeling that this is inadequate for the scale of the planned development.
- There were several comments made regarding the difficulties in recruiting teachers in the north east of Scotland, and respondents were concerned that this may make it difficult to recruit staff for the proposed new schools.
- In responding to the proposal to rezone Kingswells School to the new secondary school at Countesswells, some respondents were keen to highlight the current capacity pressures at Kingswells School.
- One resident who lives in an area that is proposed to be rezoned from Cults School and Cults Academy to the new schools in Countesswells, expressed concern that the school zone changes may result in the disconnection of some other local services in Cults which they currently benefit from.
- One respondent expressed concern that families moving into Countesswells may make placing requests for places at Cults School, which could ultimately result in Cults School going over capacity. They suggested that a cap should be introduced for placing requests for Cults School.

- Concerns were expressed about the long term future of Hazlehead Academy following the opening of a new secondary school at Countesswells. It was felt by some respondents that the age and condition of the building at Hazlehead Academy would make it less popular amongst local families, who may choose to request places for their children at the new secondary school at Countesswells instead. This could in time, it was felt, result in a fall in the school roll at Hazlehead, which could adversely affect its long term viability.

2.3.2 Comments on Proposal 3 (interim arrangements)

There was significant opposition within the consultation responses to the proposed interim arrangements for educating children from Countesswells at Airyhall School and Braeside School, prior to the new school at Countesswells being built. Comments raised on this proposal in the submissions received and at the public meetings are summarised below:

- Many of the respondents raised significant concerns about the proposed use of Braeside School, to provide additional capacity for children from Countesswells. There was a feeling that the information provided in the proposals document about how this would work in practice was not made clear, and many of the responses included requests for further detail on this point.
- Several respondents had heard that some children already attending Airyhall School would be educated at Braeside School, and they were very concerned about this. They highlighted the difficulties this would create for parents potentially being required to drop off and pick up their children from two different buildings. There was also concern about the detrimental impact this would have on the children themselves, if they were to be separated from their friends and familiar surroundings at Airyhall School.
- After receiving confirmation from the Council during the consultation period that children currently attending Airyhall School would not be expected to move to Braeside School, respondents indicated that there was a need for further clarity and confirmation of this point. They also raised questions about how many children from Countesswells would be required in order to begin using the classrooms at Braeside.
- Respondents suggested that Braeside School is inadequate for pupils to be educated there, as it does not, they felt, have the necessary equipment, security arrangements, or hot meal facilities.
- Many of the submissions included suggestions that it would be difficult to move Countesswells pupils to Braeside School if they had started initially at Airyhall School, as their parents would be reluctant for them to move, and respondents questioned the legal and practical implications of doing this. They also were keen to know when the

Council would inform parents moving to Countesswells of the plans to initially use the Braeside building to educate their children.

- Several respondents felt that having the management team at Airyhall School take on responsibility for the classrooms at Braeside would be detrimental to Airyhall pupils, as this would place greater demands on their time.
- There was also a feeling that due to a lack of teaching staff, senior management time might be taken up with them teaching, as a result of the increase in pupil numbers.
- There were concerns that the proposal to create new classrooms at Airyhall School, to accommodate the initial increase in pupil numbers, would result in the school losing its existing general purpose facilities for music and art activities.
- Respondents had concerns about general health and safety if the numbers of pupils at Airyhall School were to increase, and asked whether there was sufficient space at the school to accommodate the additional pupils.
- Road safety concerns were also raised as it was felt that additional traffic would be generated in the area of both Airyhall School and Braeside School, as a result of the additional pupils attending from Countesswells. It was highlighted that there are already pressures on car park spaces at Airyhall School and bringing more pupils to the school would only add to these pressures.
- Finally in considering the effect of the proposed interim arrangements on Hazlehead Academy, one respondent felt that there is insufficient capacity at this school to accommodate the additional pupils from Countesswells, prior to a new secondary school at Countesswells being built.

2.3.3 Comments from Airyhall School Parent Council

The response to the consultation from Airyhall School Parent Council was broadly in line with the individual comments summarised above. The Parent Council confirmed that it was in agreement with proposals 1 and 2, to create the new school zones for the planned schools at Countesswells, but stated that it had significant concerns with proposal 3 (the interim arrangements).

The response from the Parent Council made reference to conflicting information provided at one of the public meetings about the plans to move Countesswells children to Braeside School, and when this would happen. It also highlighted the Parent Council's serious concerns about the plans to split Airyhall School between two buildings, and the negative impact this would have on the school and its pupils.

2.3.4 Comments from Cults School Parent Council

The Parent Council from Cults School also submitted a response to the consultation. In its response the Parent Council noted that the proposals would address and simplify anomalies with existing school zones, and that the new schools would accommodate children from Countesswells and Kingswells in the future. It was stated that the Parent Council is largely supportive of the proposals.

However the Parent Council suggested that the plans for the new houses at Countesswells may be affected by the recent economic downturn, and questioned whether this could result in the proposed interim measures becoming more permanent. It also asked how the interim proposals would affect Airyhall School, its teaching staff and community.

The response also included questions on how placing requests made by families moving in to Countesswells would be addressed, and how these parents would be made aware of the arrangements for educating their children. There was also some concern expressed about the ability to recruit teachers and support staff, both for the additional pupils during the interim arrangements, and longer term to staff the new schools.

2.3.5 Alternative Proposals

Within the responses received during the consultation period, a number of alternative proposals were put forwards, and these are summarised below:

- Some respondents suggested that the new schools at Countesswells should be built first, or in parallel to the new housing, prior to any changes being made to school zones, so that children moving into the new houses can attend the new schools from the outset. This would remove the need to use other schools initially for Countesswells children whilst the new schools are being built.
- As an alternative to educating all Countesswells children at Airyhall School and Braeside School, prior to the new school at Countesswells being built, several consultees suggested that the children should instead be split between Airyhall School, Hazlehead School, Cults School and Kingswells School. This it was felt would avoid any one school becoming overcrowded and would remove the need to use Braeside School.
- Some respondents suggested that Braeside School should be opened as a school in its own right for Countesswells pupils, with its own head teacher and management team, rather than being managed by Airyhall School.

- It was also suggested that a replacement building for Hazlehead Academy should be built, which could also accommodate all children from Countesswells, as an alternative to building a new secondary school at Countesswells.
- One respondent suggested that the catchment area for Airyhall School should be reviewed, to help avoid overcrowding at the school, prior to any decision being made on educating Countesswells pupils there.

Education Scotland Report

An essential element of the statutory consultation process is the involvement of Education Scotland, whose report is provided as Annex A of this Consultation Report.

In its report, Education Scotland noted that the proposal offers educational benefits to children and young people living in western areas of Aberdeen, and that it helps to address significant increases in actual and projected school rolls in the area. It also notes that the planned new schools will help to ensure that the children attending them can learn in modern, purpose-built environments designed to deliver the key entitlements of Curriculum for Excellence.

The report also notes the concerns raised by some school communities over the proposed interim arrangements prior to the opening of the new schools at Countesswells. It highlights the need for the Council to clarify and share its plans for initially accommodating children from Countesswells at Airyhall School and Braeside School, and to reassure parents and children about the quality of resources and educational accommodation at Braeside School.

The report comments on the need for the Council to clarify whether it has considered the alternative proposals put forward by stakeholders, and to explain how the final proposals were decided upon. Finally, the report highlights the need for the Council to demonstrate how the proposals will maximise the educational benefits for pupils attending Hazlehead Academy.

The Council's response to points raised by Education Scotland is set out in Section 3 of this document, below.

3. THE COUNCIL'S RESPONSE TO ISSUES RAISED DURING THE CONSULTATION PERIOD AND CONTAINED WITHIN THE EDUCATION SCOTLAND REPORT

The following paragraphs provide responses to the significant points raised at consultation meetings and in written submissions received during the consultation period:

3.1 Comments regarding the planned housing development at Countesswells

- Officers meet regularly with representatives from the main developer for the Countesswells development, and whilst work has not yet started on site, the plans for the development and for the new schools are still in place. Officers are therefore obliged to put proposals and procedures in place to ensure there is adequate education provision for the children likely to be living within the new development. The proposals put forward for consultation can only address the current plans for the housing development, and it would not be appropriate for the consultation to include speculation on changes which may or may not occur in the future.
- It would not be appropriate to comment in this document on the nature of the roads infrastructure serving the new development, as this is outwith the scope of this consultation. The concerns raised by consultees on this aspect of the housing development have been passed to the relevant Council services.

3.2 Difficulties in recruiting teachers in Aberdeen

- It is accepted that there are currently some significant challenges regarding teacher recruitment in Aberdeen. Other local authorities in the north east of Scotland are experiencing similar difficulties. The Council is working hard to recruit teachers to work in our schools, and a number of initiatives have recently been introduced to help increase the numbers of teachers applying for jobs within the city. This work will continue as the new schools are planned and built, to ensure that they will be sufficiently staffed at the time of opening.

3.3 Capacity pressures at Kingswells School

- It is accepted that there are concerns about the available capacity at Kingswells School. This is an issue which is outwith the scope of this consultation, which focuses on proposals for the secondary school zone only for Kingswells pupils. Officers are working separately to identify solutions for the increasing pupil roll at Kingswells School.

3.4 The impact on Hazlehead Academy

- Officers recognise the concerns raised by members of the Hazlehead Academy community, about the age and condition of the school building, and how the new school at Countesswells may appear to be a more popular choice amongst families in the area when it first opens. Officers will continue to work with the head teacher and staff at the school to identify opportunities for making improvements to the school building, in order to ensure that it can continue to provide a fit for purpose learning environment for all Hazlehead pupils.

- With regards to the comment by one respondent that Hazlehead Academy does not have sufficient capacity to accommodate children from Countesswells prior to the new secondary school opening, the Council's school roll forecasts indicate that there is sufficient capacity at the school to accommodate the expected numbers of pupils from Countesswells until 2021. From August 2021 the school roll forecasts suggest that the school will be over capacity by 7 pupils. These numbers will be monitored closely by officers and the necessary arrangements will be put in place to increase the capacity of the school as appropriate, to accommodate this small number of additional pupils. The new secondary school at Countesswells is expected to open in 2022, so from this point onwards new pupils from Countesswells would attend their new school and not Hazlehead Academy, and consequently from 2022 the pupil roll at Hazlehead is expected to fall back within the school's current capacity.

3.5 Concerns about the proposed use of Braeside School

- It is accepted that the information provided in the proposal document, concerning the use of Braeside School to provide additional capacity to accommodate pupils from Countesswells, was not made clear enough, and that this has caused some concern, particularly amongst members of the Airyhall School community.
- Following the end of the public consultation period, further detailed planning has taken place on how Braeside School will be used to accommodate children from Countesswells, and the comments received during the consultation have been considered carefully as part of this work. As a result the proposals for the use of Braeside School have been amended, and details of this are provided in Paragraph 3.9 below.
- With regards to the suitability of Braeside School to accommodate pupils from Countesswells, the suggestion by some respondents that the school is inadequate for this purpose is not accepted. The building includes a relatively recent modular extension comprising modern classrooms, general purpose space, toilet and cloakroom facilities. The building would be fully reviewed however, prior to it being put back into use as a school, to ensure it meets the necessary security and health and safety standards.

3.6 Classroom Capacity and General Purpose facilities at Airyhall School

- The need to create additional classroom space at Airyhall School over the next one to two years is a result of the general increase in pupil numbers at this school, and is not directly related to the proposals set out within this consultation. Officers have made a commitment that general purpose space at Airyhall School will not be lost, as a result of the planned changes to the use of some rooms in the building, which are necessary to accommodate the increasing pupil roll.

- In response to the health and safety concerns regarding the increase in numbers at Airyhall School, the use of space within school buildings for classrooms is governed by legislation on maximum class sizes. There are also specific requirements to provide adequate emergency exits and appropriate evacuation procedures according to the overall numbers of adults and children within a school building, and regular fire safety assessments are carried out in all buildings to ensure that the arrangements and procedures are adequate for the number of building users.

3.7 Road safety at Airyhall School and Braeside School

- Concerns raised by respondents regarding road safety at Airyhall School and Braeside School are acknowledged. Given that under the proposals children from Countesswells would attend Braeside School, it is not anticipated that there will be an increase in traffic within the Airyhall School car park, as a result of these proposals.
- It is accepted that as a result of the proposals there would likely be an increase in traffic in the vicinity of Braeside School. Officers would work with parents and with the local community to find ways to minimise the impact on roads in the area of the school.

3.8 Alternative Proposals

- With regards to the timing for building the new schools at Countesswells, the Council is bound by a legal agreement with the developers, which means that funding for the new schools will not be released until a specific number of houses have been built. In addition, building a new school before a viable number of pupils are living in the area to attend the new school would not represent best value. For these reasons, it was not possible for officers to consider building the new schools prior to the building of the new houses.
- Officers considered whether to distribute the children expected to be living in Countesswells across all of the primary schools in the area, as an alternative to educating them all at Braeside School. Unfortunately, most of the primary schools in this area of the city are very close to capacity, and it would not have been possible to accommodate the expected numbers of pupils from Countesswells in these schools. This option was therefore rejected.
- The proposal to review the school zone for Airyhall School, which was put forward by one respondent, was also considered by officers, and further proposals to make changes to the school zone are currently out to public consultation. Whilst these proposals if accepted will help to alleviate some of the pressure on the school roll at Airyhall School, they would not provide an adequate solution for accommodating all of the children expected to be living in Countesswells. Officers therefore felt it was more appropriate to separate the two sets of proposals and consult on them separately.

- The proposal to build a replacement school for Hazlehead Academy to serve both the Hazlehead and Countesswells communities, as an alternative to building a new school at Countesswells, was not considered in detail, as the numbers of pupils expected to attend the secondary school at Countesswells and Hazlehead Academy combined would be considered too high to be accommodated in one school. The creation of a new secondary school at Countesswells, and the proposal to rezone Kingswells School to this new secondary school, also helps to alleviate forecast pressures on space at Bucksburn Academy. If a school at Countesswells was not built, then alternative proposals would need to be made to create capacity within the Bucksburn and Newhills area of the city. This option was therefore rejected.
- Several respondents put forward the proposal to open Braeside School for Countesswells pupils as a school in its own right, as an alternative to opening it as an annex to Airyhall School. As a result of this, and having carefully considered the comments received during the consultation, officers feel that it would be appropriate to implement a revision to the proposals on the interim arrangements for educating children from Countesswells. This is set out in the paragraph below.

3.9 Revised Proposal

Having considered the comments received during the consultation process, officers have concluded that the following revisions to the original proposals are appropriate:

- (i) Prior to the opening of the new school at Countesswells, all children living within the newly created Countesswells school zone would be offered a place at a new school to be operated from within the Braeside School building. This would be known as “Countesswells at Braeside School” and would be run as a standalone school, separate from Airyhall School. Places at the new school would be reserved entirely for children living within the new Countesswells school zone.
- (ii) Officers would implement an appropriate management structure for the new school operating from within the Braeside building.
- (iii) Whilst the initial number of children who take up places at the new school remains below 25, these children would be accommodated in a separate classroom within the Airyhall School building. They would however continue to be registered to “Countesswells at Braeside School”, and not to Airyhall School.
- (iv) When the number of children registered to the new school reaches 25 or more, all of these children would move to the Braeside School building. From this point forward, any new children arriving in the Countesswells school zone who take up a place at the new school

would be accommodated within the Braeside School building, and not at Airyhall School.

- (v) When the new primary school building at Countesswells has opened, all of the pupils attending “Countesswells at Braeside School” would move to the new Countesswells school building, and from this point forwards all children arriving in the Countesswells school zone would be offered a place at the new Countesswells school.

4. COMPLIANCE WITH SECTION 9(1) OF THE SCHOOLS (CONSULTATION) (SCOTLAND) ACT 2010 AND CONSIDERATION OF THE PROPOSALS

Following the conclusion of the consultation period, Section 9(1) of the Schools (Consultation) (Scotland) Act 2010, requires the Council to review the relevant proposal, having had regard to: the written representations that have been received by it during the consultation period; oral representations made to it at the public meetings held on 24th and 26th November and 1st and 2nd December 2015; and Education Scotland’s report.

In terms of Section 10(2) (e) of the said Schools (Consultation) (Scotland) Act 2010, the Consultation Report requires to contain a statement explaining how the Council complied with its duty under the above Section 9(1) of the Act.

With relation to Section 9(1) of the 2010 Act and having considered all of the information received during the consultation process, officers have revised the original proposal which was issued for public consultation and recommend that Braeside School is used for all Countesswells pupils and is operated as a new, standalone school, entirely separate from Airyhall School.

5. RECOMMENDATION

It is recommended that the Education and Children’s Services Committee agree to implement the proposals to:

1. Create a new primary school zone to serve primary education provision in the Countesswells development, with effect from August 2016; and
2. Create a new secondary school zone to serve secondary education provision in the Countesswells development, with effect from August 2016, and to include the zone of Kingswells School within the zone of the new secondary school, with effect from the time of opening of the new school; and
3. Put in place arrangements for interim education provision until a primary school and a secondary school are constructed within the Countesswells development, which will include the use of Hazlehead Academy for secondary pupils from Countesswells and the use of Braeside School

(operating as a separate standalone school) for primary pupils from Countesswells.

4. In the unlikely event that the Countesswells housing development does not go ahead, then the existing school zone arrangements would prevail.

Gayle Gorman
Director of Education and Children's Services
March 2016

REPORT FROM EDUCATION SCOTLAND

Report by Education Scotland addressing educational aspects of the proposal by Aberdeen City Council to create new primary and secondary school zones in the Countesswells area and to include the zone of Kingswells School within the zone of the new secondary school from the time of opening of the secondary school. The proposal also includes interim arrangements for educational provision in the area until the new primary and secondary schools are operational.

1. Introduction

1.1 This report from Education Scotland has been prepared by HM Inspectors in accordance with the terms of the *Schools (Consultation) (Scotland) Act 2010* and the amendments contained in the *Children and Young People (Scotland) Act 2014*. The purpose of the report is to provide an independent and impartial consideration of Aberdeen City Council's proposal to create new primary and secondary school zones in the Countesswells area with effect from August 2016, and to include the zone of Kingswells School within the zone of the new secondary school from the time of opening of the secondary school. The proposal also includes interim arrangements for educational provision in the area until the new primary and secondary schools are operational. Section 2 of the report sets out brief details of the consultation process. Section 3 of the report sets out HM Inspectors' consideration of the educational aspects of the proposal, including significant views expressed by consultees. Section 4 summarises HM Inspectors' overall view of the proposal. Upon receipt of this report, the Act requires the council to consider it and then prepare its final consultation report. The council's final consultation report should include a copy of this report and must contain an explanation of how, in finalising the proposal, it has reviewed the initial proposal, including a summary of points raised during the consultation process and the council's response to them. The council has to publish its final consultation report three weeks before it takes its final decision. Where a council is proposing to close a school, it needs to follow all legislative obligations set out in the 2010 Act, including notifying Ministers within six working days of making its final decision and explaining to consultees the opportunity they have to make representations to Ministers.

1.2 HM Inspectors considered:

- the likely effects of the proposal for children and young people of the schools affected by the proposal; any other users; children likely to become pupils within two years of the date of publication of the proposal paper; and other children and young people in the council area;
- any other likely effects of the proposal;
- how the council intends to minimise or avoid any adverse effects that may arise from the proposal; and
- the educational benefits the council believes will result from implementation of the proposal, and the council's reasons for coming to these beliefs.

1.3 In preparing this report, HM Inspectors undertook the following activities:

- attendance at the public meeting held on 24 November 2015 in connection with the council's proposals;
- consideration of all relevant documentation provided by the council in relation to the proposal, specifically the educational benefits statement and related consultation documents, written and oral submissions from parents and others;
- consideration of further information on schools affected; and
- visits to the sites of, Airyhall School, Cults School, Hazlehead School, Kingswells School, Bucksburn Academy, Cults Academy and Hazlehead Academy, including discussion with relevant consultees.

2. Consultation Process

2.1 Aberdeen City Council undertook the consultation on its proposal with reference to the *Schools (Consultation) (Scotland) Act 2010* and the amendments in the *Children and Young People (Scotland) Act 2014*.

2.2 The formal consultation on the council's proposal ran from 30 October 2015 to 18 December 2015. Notices about the proposal were issued to a wide range of stakeholders and were also placed in local libraries and other council buildings and on the council's website. Public meetings were held on 24 and 26 November and 1 and 2 December 2015. The council received over 70 completed comment forms, emails and written responses to its proposal. Most of these responses expressed concerns related to Airyhall School and how it may be affected by the proposal.

3. Educational Aspects of Proposal

3.1 This proposal offers educational benefits to the children and young people living in the western areas of Aberdeen affected by the proposal. Significant increases in the actual and projected school rolls in the area will result in the primary and secondary school capacity becoming insufficient to meet likely demands. The establishment of a new primary school and secondary school has the potential to provide flexible and sufficient capacity to meet these demands. The proposal also has the potential to ensure that children and young people who will attend the new schools will be able to learn in modern, purpose-built environments which are designed to deliver the key entitlements of Curriculum for Excellence. By reducing the numbers of children and young people who would otherwise attend the existing schools in the area, the proposal should reduce overcrowding and resulting loss of space for learning and social activities.

3.2 Parents, children, young people and staff who met with HM Inspectors are supportive of the proposed building of new schools to meet increasing demand for places. However, in some school communities, there are considerable and reasonable concerns over the proposed interim arrangements prior to the opening of the new primary school (2019) and new secondary school (2022).

3.3 Parents and staff at Airyhall School are not clear whether children from the new development will be accommodated initially in the Airyhall building or in Braeside School as an annex. As a matter of urgency, the council needs to clarify and share its plans. In doing so, it needs to provide greater detail about how it will ensure that all children on the Airyhall roll will have their learning needs met effectively and equitably. The council should also seek to reassure parents and children about the quality of resources and educational accommodation which would be available to any users of Braeside School.

3.4 Several parents, young people and members of staff, from a number of schools, who met with HM Inspectors feel that the consultation process did not provide them with sufficient opportunities to discuss any concerns they may have or to make suggestions for alternative proposals. These proposals include: developing Hazlehead Academy as a possible alternative to a new, separate secondary school; consideration of using other primary schools for the interim accommodation of children from the Countesswells development; considering other models of accommodating children from the Countesswells development at Airyhall School. In taking forward this proposal, the council should clarify whether it has considered these, and other alternative, relevant suggestions from stakeholders and on what grounds it pursued, instead, the proposals in the proposal document.

3.5 Parents and young people at Hazlehead Academy, and parents at Hazlehead School, who met with HM Inspectors did not feel that the proposal offered significant educational benefits for young people at Hazlehead Academy. It is their view that any increases to the school roll would add further pressure to the school's existing accommodation and condition and leave them no better off once the new school is operational in 2022. Parents' and young people's views about the quality of their existing learning environment are reasonable. The proposal does make provision, in 2022, for a reduction in roll and over-capacity and this will be educationally beneficial. The council now needs to clarify how its proposal will maximise the educational benefits for pupils attending Hazlehead Academy as stated in the proposal document.

4. Summary

Aberdeen City Council's proposal to create new primary and secondary school zones in the Countesswells area prior to opening new schools in 2019 and 2022, respectively, offers important benefits to children and young people in the western area of Aberdeen. The proposal will reduce issues of overcrowding in existing schools in the area and provide two new, purpose-built schools, designed to support Curriculum for Excellence and meet the needs of learners. The proposal to create the new schools is popular with most stakeholders who met with HM Inspectors. However, views on the proposed arrangements for the interim period before the new schools are operational are more mixed. The council needs to provide clarity for the parents and children at Airyhall School regarding how it intends to accommodate children from the new housing development. Once this is clearer, the council should provide more detailed arrangements for how it will ensure that all children's learning needs are met effectively and fairly, especially during any transitions. The council needs to provide reassurance to all stakeholders that their views and alternative suggestions have been, or will be, considered carefully. Finally, in taking forward this proposal, the council should provide further detail about how the proposal will maximise the educational benefits for pupils attending the existing schools in this area, including Hazlehead Academy.

**HM Inspectors
Education Scotland
January 2016**

Consultation Report – Loirston / Cove Rezoning Proposals



CONSULTATION REPORT

This Consultation Report has been compiled in response to the recent public consultation on the proposal to create a new primary school zone in the area of the planned new housing development in Loirston and Cove, Aberdeen. The document summarises the responses received on the proposals set out below and Aberdeen City Council's response to the verbal and written comments submitted by interested parties, in compliance with the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014.

Proposals:

1. To create a new primary school zone to serve primary education provision in the South-East of the City, including the new housing development in the Loirston / Cove area, with effect from August 2016; and
2. To amend the existing Charleston School, Kirkhill School, and Abbotswell School zones to contribute to the proposed new school zone; and
3. To rezone an area of the existing Kirkhill School zone, east of the A956 trunk road, to the Loirston School zone.

3. METHODOLOGY

This consultation was conducted in accordance with the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014. All requirements of the legislation have been met.

4. INVOLVEMENT OF STAKEHOLDERS

2.1 Public Event

A public consultation event was held on 25th November 2015 to discuss the proposals:

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Recorded Attendees</i>
25 th November 2015	7- 8 pm	Charleston School	<ul style="list-style-type: none">• 3 parents• 2 members of Kincorth & Leggart Community Council• 3 Aberdeen City Council officers

2.2 Comments Received

The following written submissions were received:

<i>Format</i>	<i>Number of submissions</i>
E-mail	2
Comment Forms	4

The submissions, anonymised as necessary, are also available on the Council website: <http://www.aberdeencity.gov.uk/loirstoncove-rezoning>

2.3 Issues Raised

2.3.1 General Comments

The majority of respondents to the consultation recognised that there was a need to plan ahead for the forecast increase in pupils numbers resulting from the new housing development at Loirston and Cove. Some general concerns were raised about the proposals, and these are summarised below:

- One respondent was concerned about potential future increases to the pupil roll at Loirston School, resulting from the proposals to rezone the area of land east of the A956 trunk road from Kirkhill School to Loirston School.

- Another respondent raised a concern about the cost of building a new school in the area, as well as the costs related to establishing a senior management team for the new school, and questioned whether this was necessary.
- At the public consultation meeting, a question was raised regarding the Council's ability to recruit sufficient numbers of teachers to staff the new school.
- One further respondent pointed out that establishing a new school would increase traffic congestion in the area. This issue was also raised during the public consultation meeting, where concerns about children needing to cross several busy roads to travel to and from the school were highlighted.
- A response to the consultation received by Kincorth and Leggart Community Council highlighted concerns about the safety of children who would be attending the new school, given its proximity to the nearby industrial estate and several ongoing building projects in the area.

2.3.2 Alternative Proposals

Within the responses received during the consultation period, an alternative proposal was put forward by one respondent. It was proposed that Charleston School could be extended, to accommodate the increase in pupil numbers resulting from the new housing development, as an alternative to building a new school. It was suggested that this would help to save costs, particularly given that it would remove the need to create a new school senior management team.

Education Scotland Report

An essential element of the statutory consultation process is involvement of Education Scotland whose report is provided as Annex A of this Consultation Report.

In its report, Education Scotland noted that the proposals put forward offer potential educational benefits to children and young people living in the south-east area of Aberdeen, and that the respondents to the public consultation were broadly in favour of the proposals.

The report also highlights some concerns raised by respondents about the condition of existing schools in the area, and notes that some parents had questioned whether upgrading or expanding the existing schools might have been a viable alternative to building a new school.

The report also makes reference to some parents' concerns about the Council's ability to staff the new school, and whether Charleston School has sufficient capacity to accommodate children living in the new housing development prior to the new school being built.

3. THE COUNCIL'S RESPONSE TO ISSUES RAISED DURING THE CONSULTATION PERIOD AND CONTAINED WITHIN THE EDUCATION SCOTLAND REPORT

The following paragraphs provide responses to the significant points raised at consultation meetings and in written submissions received during the consultation period:

3.1 The impact on Loirston School's pupil roll

- The Loirston School building is currently operating at approximately 70% of its capacity, and this is forecast to peak at no higher than 78% in the next seven years. Whilst it is acknowledged that the proposals put forwards with regards to the rezoning of the area of land east of the A956 trunk road, from Kirkhill School to Loirston School, would result in a significant increase to the school zone area for Loirston School, it is not anticipated that this would have any material impact on the pupil roll at Loirston School. This is because the area of land in question is currently used mainly for commercial and industrial purposes, rather than residential properties.
- Should there be any plans for a significant change of use of this land in the future, then the available capacity of the school that the area of land is zoned to would need to be considered, prior to any planning consent being granted. It is therefore unlikely that the proposed change to the school zone would result in the pupil roll exceeding the capacity of the school.

3.2 The costs associated with establishing a new school

- The cost of building the new school at Loirston / Cove will be met through contributions received from the developer of the new housing in the area. It is recognised that the establishment of a new school will result in increased staffing costs for the Council. However, the increase in pupils numbers would in any case require additional teachers to be employed, so there would be an increase in staffing costs regardless of whether a new school was to be built.

3.3 Difficulties in recruiting teachers in Aberdeen

- It is accepted that there are currently some significant challenges regarding teacher recruitment in Aberdeen. Other local authorities in the north east of Scotland are experiencing similar difficulties. The Council is working hard to recruit teachers to work in our schools, and a number of initiatives have recently been introduced to help increase the numbers of teachers applying for jobs within the city. This work will continue as the new school is planned and built, to ensure that it will be sufficiently staffed at the time of opening.

3.4 Concerns about traffic congestion and general safety of pupils

- The safety of our pupils is always a priority for the Council, and officers have noted the concerns raised by parents and members of the Community Council during this consultation. The new school would be designed with the safety of all building users in mind, and as part of the planning application process for the new school, any conditions laid down by the planning authority with regards to improving road safety in the area, would be required to be implemented prior to the new school opening.
- As part of the planning process for the new school, a school travel plan would be developed. This would help to identify safe and sustainable methods of travel for all pupils attending the school.

3.5 Alternative Proposal

- The proposal to extend Charleston School, as an alternative to building a new school within the new housing development, was considered by officers. The anticipated numbers of pupils likely to be generated by the new housing development at Loirston and Cove are significant; if the area was to remain zoned to Loirston School, 250 additional pupil places would be required at the school by 2022. This would take the pupil roll at Charleston School to 552, and the current capacity of the building is only 300. There is not sufficient space within the school site boundaries to create the additional accommodation which would be required for this number of pupils. As the building was not designed with the intention of adding a subsequent second storey to it, the costs of doing this would be prohibitive. For these reasons, it was not possible to take forward this proposal as a viable alternative to those detailed in the proposal document.

4. COMPLIANCE WITH SECTION 9(1) OF THE SCHOOLS (CONSULTATION) (SCOTLAND) ACT 2010 AND CONSIDERATION OF THE PROPOSALS

Following the conclusion of the consultation period, Section 9(1) of the Schools (Consultation) (Scotland) Act 2010, requires the Council to review the relevant proposal, having had regard to the written representations that have been received by it during the consultation period, oral representations made to it at the public meeting held on 25th November, and Education Scotland's report.

In terms of Section 10(2) (e) of the said Schools (Consultation) (Scotland) Act 2010, the Consultation Report requires to contain a statement explaining how the Council complied with its duty under the above Section 9(1) of the Act.

With relation to Section 9(1) of the 2010 Act and having considered all of the information received during the consultation process, officers are satisfied that no comments have been received which would have caused them to review the merits of the proposals to: create a new primary school zone to serve primary

education provision in the South-East of the City; amend the existing Charleston School, Kirkhill School, and Abbotswell School zones; and rezone an area of the existing Kirkhill School zone, east of the A956 trunk road, to the Loirston School zone.

5. RECOMMENDATION

It is recommended that the Education and Children's Services Committee agree to implement the proposals to:

1. create a new primary school zone to serve primary education provision in the South-East of the City, including the new housing development in the Loirston / Cove area, with effect from August 2016; and
2. amend the existing Charleston School, Kirkhill School, and Abbotswell School zones to contribute to the proposed new school zone; and
3. rezone an area of the existing Kirkhill School zone, east of the A956 trunk road, to the Loirston School zone.
4. In the unlikely event that the Loirston / Cove housing development does not go ahead, then the existing school zone arrangements would prevail.

Gayle Gorman
Director of Education and Children's Services
February 2016

REPORT FROM EDUCATION SCOTLAND

Report by Education Scotland addressing educational aspects of the proposal by Aberdeen City Council to address primary school capacity and accommodation issues in the South-East area of Aberdeen.

1. Introduction

1.1 This report from Education Scotland has been prepared by HM Inspectors in accordance with the terms of the *Schools (Consultation) (Scotland) Act 2010* and the amendments contained in the *Children and Young People (Scotland) Act 2014*. The purpose of the report is to provide an independent and impartial consideration of Aberdeen City Council's proposal to address primary school capacity and accommodation issues in the South-East area of Aberdeen. The council consulted on two options:

- To retain the status quo and maintain the existing school zones in the area of the new development at Loirston and Cove; or
- With effect from August 2016, to create a new primary school zone to serve primary education provision in the south-east of the city, including the new housing development in the Loirston / Cove area; to amend the existing Charleston School, Kirkhill School and Abbotswell School zones to contribute to the proposed new school zone; and to rezone an area of the existing Kirkhill School zone, east of the A956 trunk road, to the Loirston School zone.

Section 2 of the report sets out brief details of the consultation process. Section 3 of the report sets out HM Inspectors' consideration of the educational aspects of the proposal, including significant views expressed by consultees. Section 4 summarises HM Inspectors' overall view of the proposal. Upon receipt of this report, the Act requires the council to consider it and then prepare its final consultation report. The council's final consultation report should include a copy of this report and must contain an explanation of how, in finalising the proposal, it has reviewed the initial proposal, including a summary of points raised during the consultation process and the council's response to them. The council has to publish its final consultation report three weeks before it takes its final decision.

1.2 HM Inspectors considered:

- The likely effects of the proposal for children of the schools; any other users; children likely to become pupils within two years of the date of publication of the proposal paper; and other children and young people in the council area;
- Any other likely effects of the proposal;
- How the council intends to minimise or avoid any adverse effects that may arise from the proposal; and
- The educational benefits the council believes will result from the implementation of the proposal, and the council's reasons for coming to these beliefs.

1.3 In preparing this report, HM Inspectors undertook the following activities:

- Attendance at the public meeting held on Wednesday 25 November 2015 in Charleston School in connection with the council's proposal;
- Consideration of all relevant documentation provided by the council in relation to the proposal; specifically the educational benefits statement and related consultation documents, written and oral submissions from parents and others; and
- Visits to the sites of Abbotswell, Kirkhill, Charleston and Loirston Schools including discussion with relevant consultees.

2. Consultation Process

2.1 Aberdeen City Council undertook the consultation on its proposal with reference to the *Schools (Consultation) (Scotland) Act 2010* and the amendments contained in the *Children and Young People (Scotland) Act 2014*.

2.2 The formal consultation on the council's proposal ran from 30 October 2015 to 18 December 2015. Notices about the proposal were issued to a wide range of stakeholders and were also placed in local libraries and other council buildings and on the council's website. A public meeting held on Wednesday 25 November 2015 in Charleston School was attended by five members of the public. The council received six responses to its proposal which were broadly in favour.

3. Educational Aspects of the Proposal

3.1 The council's proposal offers potential educational benefits to children and young people living in the south-east area of Aberdeen affected by the proposal. The main benefits expected are that all primary schools in the area will have sustainable and viable school rolls allowing for continuing delivery of the full breadth of curriculum, effective teacher-pupil relationships, and a clear and distinct community association to help develop strong links for supporting learning. It is reasonable to expect that these benefits would be realised, should the proposal go ahead.

3.2 Almost all of those who spoke with HM Inspectors were in agreement with the aspects of the proposal which relate to the creation of a new zone for the new school and the rezoning of an area of the existing Kirkhill School zone, east of the A956 trunk road, to Loirston School.

3.3 Stakeholders who spoke to HM Inspectors had a number of reasonable concerns. Almost all would like to have been consulted more on possible alternative options to the current proposal, specifically, those relating to the upgrading or expanding of the existing primary school estate in the area. They were not clear why the council believes that this is the most reasonable and viable option open to it. The majority of parents who spoke with HM Inspectors were concerned about the material condition of some of those schools and were uncertain about their long-term sustainability. Parents were also keen to know whether the council had considered upgrading or expansion of existing schools.

3.4 Almost all parents who spoke to HM Inspectors had reasonable concerns about staffing a new school. They rightly reported that there were already significant issues in recruiting and retaining teachers in the area and were concerned that the addition of a new school would add to existing challenges. They would welcome further information from the council on plans to secure staff for a new school.

3.5 Parents from Charleston School who met with HM Inspectors raised concerns about its capacity to accommodate the projected increase in roll until the opening of the new school. They would welcome clarification about how the council will ensure that all children attending Charleston School will have their learning needs met effectively and equitably during the interim period while a new school is built.

4. Summary

The council's proposal has a number of potential educational benefits. If a housing development is built, a new school will assist in managing long-term capacity pressures within Charleston School in the coming years. The proposal has the potential to ensure that children who will attend the new school will be able to learn in a modern, purpose-built environment which is designed to deliver the key entitlements of Curriculum for Excellence. It is likely to result in viable school rolls which will allow for the continuing delivery of the full breadth of curriculum. The rezoning of an area of the existing Kirkhill School zone will also enhance safety for children who will no longer require to cross the A956 trunk road when traveling to and from school. Stakeholders have a number of reasonable concerns about the proposal. These relate mainly to the material condition of some of the current school buildings, the staffing of the proposed new school and proposed interim arrangements, including how all children affected will have their learning needs met effectively and equitably whilst the new school is being built. In taking forward its proposal the council will need to engage with stakeholders and address these concerns.

**HM Inspectors
Education Scotland
January 2016**

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7- EHRIA Summary and Action Planning			
Report Title	Statutory Consultation – Consultation Reports on the proposals to create new primary and secondary school zones in the area of the planned new housing development at Countesswells, and to create a new primary school zone in the area of the planned new housing development in Loirston and Cove.		
Assessment not required	Evidence		
Assessment completed	As a result of completing this assessment, what actions are proposed to remove or reduce any risks of adverse outcomes which were identified.		
Identified Risk and to whom:	Recommended Actions:	Responsible Lead:	Completion Date:
None			Review Date:

8: Sign off

Completed by (Names and Services) :

Andrew Jones

Signed off by (Head of Service) :

Only sections 7 and 8 will be attached to the committee report

The full EHRIA will be published on Aberdeen City Council's website under http://www.aberdeencity.gov.uk/xeg_EHRIA_Search.asp

Please send an electronic format of the full EHRIA without signature to sandrab@aberdeencity.gov.uk

ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children Services
DATE	24 March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Joint Inspection of Children's Services - Update
REPORT NUMBER	ECS/16/011
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

A report on the Joint Inspection of Services for children and young people in the Aberdeen City Community Planning Partnership area was presented to Committee in September 2015. Committee members asked for update on the progress of implementing the Action Plan to future Committees.

2. RECOMMENDATION(S)

It is recommended that:

- (i) Committee notes the update on the multi-agency Action Plan
- (ii) Committee requests a final report back on progress against actions in the Action Plan in June 2016.

3. FINANCIAL IMPLICATIONS

There are no financial implications.

4. OTHER IMPLICATIONS

There are no other implications.

5. BACKGROUND/MAIN ISSUES

- 5.1 The Care Inspectorate's report on the Joint Inspection of Services for children and young people in the Aberdeen City Community Planning Partnership area was published on 6 March 2015.

- 5.2 The Inspection evaluated services positively and identified that the partnership had a positive platform to build on. It also recognised the need to improve our performance in respect of all Quality Indicators. An Action Plan was submitted to the Care Inspectorate in June 2015 outlining how the partnership planned to address the inspections findings.
- 5.3 Responsibility for delivering on the Action Plan is the responsibility of all agencies. The majority of actions require agencies to work in partnership to achieve successful outcomes. While ultimately focussed on outcomes for children and young people the Action Plan has to address issues such as leadership, governance, performance management, education (staff training) and the quality assurance of practice across all agencies.
- 5.4 A key challenge identified by the Inspection was the need for agencies across Aberdeen City to improve how individually and collectively analyse and utilise data to evidence improved outcomes (i.e. how we know we are making a positive difference?). Consequently a major element of the Improvement Action Plan has been to develop a robust quality assurance framework which draws upon best practice and delivers:
- Clarity of roles and responsibilities.
 - Accurate management information.
 - Regular performance reporting and analysis.
 - Embedded audit and improvement cycles.
 - Engagement and feedback from children and families.
 - A positive and energised workforce.
- 5.5 Using the Councils Covalent system an evidenced gathering data framework has been developed across the Partnership. This will also allow for more effective comparisons to be made with our comparative authorities in addition to being the principle reporting mechanism to the Integrated Children's Services Board (ICSB), Council and future inspections.
- 5.6 Each Outcome Group (Safe; Healthy & Active; Nurtured; Achieving; Responsible; and Respected & Included), has developed specific Action Plans particular to their thematic responsibility. These form part of their wider improvement planning. Additionally, the Inspection Report identified areas of improvement which cut across the work of the Outcome Groups and/or are the responsibility of specific services. Accordingly the GIRFEC Group, Children's Social Work, and Education Services have their own plans which feed into the over-arching Action Plan.
- 5.7 The Improvement and Performance Group (IPG), under the chair of the Chief Social Work Officer, monitors the progress of delivering the Action Plan. In turn the IPG is responsible for reporting progress to the (ICSB) ensuring that relevant data is available to inform future self-evaluation to

evidence ***How well are the lives of children and young people (in Aberdeen) improving?***

- 5.8 The progress on delivering the Action Plan is ultimately reported to the Integrated Children's Services Chief Officers Group (COG) on a regular basis.

Progress and Next Steps

- 5.9 Appendix 1 is an updated high level summary of the Action Plan as of 15 February 2016.

The full Action Plan contains 64 individual actions. These focus on the three inspection themes of:

1. How well are the lives of children and young people improving?
2. How well are partners working together to improve the lives of children, young people and families?
3. How good is the leadership and direction of services for children and young people?

These actions are being taken forward by the appropriate Outcome Group or Services. Some of the actions are the responsibility of more than one Group or Service; consequently there are a number of sub actions. Progress on delivering the Action Plan is reported to the Improvement and Performance Group. In the six months since agreeing the Action Plan progress records:

- 14% are completed
- 47% are noted as "Green" - on track to deliver within the agreed timescale
- 39% are noted as "Amber" – mostly on track to deliver within timescale; ongoing monitoring will ensure no slippage.
- 0% graded as "Red".

- 5.10 Since the inspection there have been new legislative and policy developments which have a bearing on some of the agreed Actions within the plan. i.e. the significant additional duties of the Children's & Young People (Scotland) Act 2014. Consequently some of the identified actions have been consumed by other work streams to take forward these new developments.

- 5.11 In part as a response to the inspection, the ICSB has agreed to focus on the outcomes for Looked After Children. Actions, across the partnership to progress this, will build on the related work detailed within the Joint Inspection Action Plan. As a consequence some of the agreed actions will be consumed in longer term pieces of work such as delivering on our new duties to deliver "Continuing Care".

5.12 Updates on delivery of the Action Plan will continue to be shared with our Link Inspector. A quarterly reporting programme has been agreed. This also allows us to draw upon best practice from other areas of Scotland, contributing to our continuous improvement journey.

6. IMPACT

The Joint Inspection report reinforces the Council's duty (in partnership with other agencies) to provide effective services to children and young people that safeguard and protect their safety and wellbeing as well as ensuring services are targeted towards reducing inequalities and improving outcomes. These expectations are consistent and fully aligned to the Council's Single Outcome Agreement.

7. MANAGEMENT OF RISK

The Inspection Report is a public document. The report was essentially positive in terms of how the Council and other agencies deliver services to children and young people. However the report also identifies areas for improvement. It will therefore be important for the Partnership to effectively evidence progress in improving outcomes for children and young people. A failure to do so could adversely impact on the reputation of the Council and other services.

The use of Covalent as a coherent management system will support an effective management oversight of the Action Plan.

8. BACKGROUND PAPERS

- Appendix 1 - The Joint Action Plan updated as of 19 February 2016
- Education & Children's Services Committee Report March 2015
- Joint Inspection Report on Children's Services in Aberdeen City – March 2015

9. REPORT AUTHOR DETAILS

Graeme Simpson
Lead Service Manager
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	Total high level actions	Completed		On Track (Green)		Mostly on track (Amber)		Not on track (Red)	
		No	%	No	%	No	%	No	%
Theme: How well are the lives of children and young people improving?									
QI 1.1 Improving the wellbeing of children and young people	4			2	50.00	2	50.00		
QI 2.1 Impact on children and young people	20	6	30.00	8	40.00	6	30.00		
QI 2.2 Impact on families	4	1	25.00	2	50.00	1	25.00		
Theme: How well are partners working together to improve the lives of children, young people and families?									
QI 5.1 Providing help and support at an early stage	7	1	14.29	2	28.57	4	57.14		
QI 5.2 Assessing & responding to risks and needs	7	1	14.29	5	71.43				
QI 5.3 Planning for individual children & young people	12			4	33.33	8	66.67		
QI 6.2 Planning & improving services	2			1	50.00	1	50.00		
QI 6.3 Participation of children, young people, families and other stakeholders	5			3	60.00	2	40.00		
Theme: How good is the leadership and direction of services for children and young people?									
QI 9.4 Leadership of improvement and change	3			3	100.00				
TOTALS	64	9	14.06	30	46.88	25	39.06	0	0

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ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	24 March 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Reclaiming Social Work: Update
REPORT NUMBER:	ECS/16/008
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

- 1.1 The report is an update on progress made on implementation of the Reclaiming Social Work programme.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee continues to support the implementation of Reclaiming Social Work with no substantive changes to the plans originally submitted. It is recommended that Committee be updated by bulletin reports on a regular basis on the implementation of Reclaiming Social work
- 2.2 It is recommended that Committee agree to extend the review of Residential Children's Services until the November Committee. This will allow full consideration of the Scottish Government's announcement in March 2016 on the SCQF Level 9 qualification for the residential child care sector as this will impact upon the proposed structure and grading of posts

3. FINANCIAL IMPLICATIONS

- 3.1 Earmarked reserves of £2.93 million were approved in February 2015 at full Council. The reserve is to be drawn upon over the next four years.
- 3.2 The Reclaiming Social Work model is intended to deliver improved outcomes for children and their families. This includes a reduction in the number of children placed in high cost out of authority residential placements; increased staff retention and a reduction in staff absences.
- 3.3 The reduction of residential places along with the development of a Public Social Partnership will deliver savings to enable the Reclaiming Social Work model to be delivered from within the budget at the end of the five year implementation programme.
- 3.4 Costs of changes to buildings and other related costs such as training and

workforce development are being considered in collaboration with the relevant Council services.

4. OTHER IMPLICATIONS

None

5. BACKGROUND/MAIN ISSUES

5.1 In January 2013 Aberdeen City Council Social Care and Wellbeing Committee gave agreement for scoping work on the Reclaiming Social Work model. The model proposed was a whole system redesign that required significant investment throughout the development and implementation. It was anticipated that the process would take approximately 3 years from start to finish. Subsequently, committee agreed to:

- Aberdeen City Council's, Children's Social Work Services, implementation of the Reclaiming Social Work model
- Establishing a Programme Board as the operational governance forum to manage the redesign of the service
- Establishing an operational reference group
- Presentation of a detailed implementation plan and progress report to a future committee meeting

5.2 A proposed structure was approved by the Education and Children's Service Committee in January 2015. The proposed use of £2.93 million earmarked reserves to support the implementation of Reclaiming Social Work was subsequently approved at full Council in February 2015.

5.3 Implementation of the programme commenced on 1 June 2015. Governance is provided by the Programme Board chaired by the Director of Education and Children's Services. This Board meets on a six weekly basis and comprises of representatives from the Children's Social Work Management Team, Human Resources and Finance as well as appropriate partners/stakeholders such as Third Sector, Academic institutions (RGU), Education, SCRA, NHS and the Trade Unions. The Children's Social Work Services Management Team acts as the Project Team.

Update on Implementation

5.4 Over the course of 2015 Service Managers have continued to liaise with authorities who have already implemented the Reclaiming Social Work model. These discussions have assisted our planning and resulted in some minor refinement of the proposed structure. This will ensure our structure is fully convergent with the legislative and policy context in which social work operates in Aberdeen.

5.5 The changes to the structure will ensure clear and coherent lines of management accountability which are critical to safeguard the decision making in relation to the protection of children. It will also allow the Service to

- More effectively deliver on the new and additional duties imposed by the Children & Young People (Scotland) Act 2014.

- Manage the anticipated growth in demand for Children's Social Work services as Aberdeen City's 0-18 years old population grows over the coming years.
- Retain a service specific focus for Children with Disabilities
- Ensure a focus on children who are permanently in Local Authority Care to deliver improved outcomes for them
- Ensure a focus on the planning and support for care leavers.

The decision to retain this element of specialism reflected learning from other authorities as well as the growing and additional legislative responsibilities. It also identified the need to retain an increased qualified social worker profile within some units reflecting the added statutory and report writing demands of some units.

- 5.6 To ensure we had staff with the right skills mix in the right settings, all staff have gone through a job matching process. This process is now complete. It generated an understandable level of anxiousness which required active and sensitive management. During the matching process the recruitment of new permanent staff was not possible to ensure existing staff were not displaced. This placed an added pressure on teams/services which has been managed through the recruitment of temporary staff and the use of occasional agency staff. These measures have ensured the safety of the service has not been compromised.
- 5.7 With the matching process complete we are now embarking on targeted recruitment for vacant posts. In particular we have a need to recruit Consultant Social Workers to head up each Unit. These are experienced social workers with a proven ability to assess and manage risk. This is a challenging and demanding role but one which offers much job satisfaction. Our ability to recruit to these posts will determine the pace at which we roll out the new service model. It will also be important that we actively support existing staff, not quite at this level to grow into these posts.
- 5.8 An analysis of a series of caseload audits undertaken by Service Managers continues to evidence the proposed structure has the capacity to manage existing work demands. A detailed appreciation of current work demands has been identified as critical by other authorities during implementation. These audits provide a rich vein of information to enable the identification of and planning for emerging casework pressures.
- 5.9 The Systems work stream has reviewed all children's social work processes and our client data base system, Carefirst, is being adapted to improve efficiency and reduce the reliance on paper. A comprehensive reference tool has also been developed to provide staff with accessible guidance on policy's and processes in the new structure. This has been tested by staff and feedback has been extremely positive in terms of ease of use and relevancy.
- 5.10 The HR and finance work stream has now split into two separate work streams. The criticality of ensuring budgets are accurately built from the bottom up will allow managers to actively manage costs and more accurately plan for and appreciate budgetary pressures as they emerge.

- 5.11 Regular engagement sessions continue to be held with staff to update them on implementation plans. Responses to questions from staff, in conjunction with HR colleagues have been incorporated into the FAQ documentation on the Zone for all staff to access.
- 5.12 Colleagues in the Councils Communications Team are now actively supporting the Service to explore how we can raise the profile of Children's Social Work both locally and further afield. This allows us to share information with partners and stakeholders as well as strategically thinking about how we attract high calibre of staff to Aberdeen to deliver the Reclaiming Social Work model. Separately we have held further stakeholder briefings to share with them the model and implementation plans. Further events are planned for 2016.
- 5.13 The Operational Reference Group continues to meet on a regular basis ensuring engagement with staff at all levels. This forum provides an opportunity to take account of how staff are feeling and listen to suggestions/feedback they have. It meets monthly and any issues that arise are taken to the Project Team meeting for consideration and response.
- 5.14 In preparation for moving to the new structure, a further 50 staff completed an accredited 18 day practitioners' systemic practice course during 2015 this includes workers from the children's homes. A tender for the third year of this training is now complete and an award letter has been issued. During our third year we will provide staff, including some residential staff who don't need the in-depth systemic training that Unit social workers require an opportunity to develop an appreciation of the fundamentals of systemic practice.
- 5.15 An announcement was made by Scottish Government on the 25th February 2016 followed by a letter in March 2016 requiring all residential child care workers in Scotland to be qualified to SCQF level 9 (degree level). The letter provides clear timescales with training programmes commencing in October 2017 with all staff working towards a qualification by October 2019. In the light of Scottish Government requirements we will now need to reconsider the proposed staffing structure for residential care. We will therefore undertake urgent work to assess the financial implications of the requirements including the cost of training both financial and in relation to time away from work, and the associated impact on grades and salaries.
- 5.16 An evaluation of how the Reclaiming Social Work model is being implemented by Aberdeen City Council is being undertaken by Blake Stevenson. Their report reflecting on Year 2 of the implementation programme is due to be produced in March 2016. This will be drawn on questionnaires of staff at all levels as well as some service users. As with the first years report recommendations will be taken to the Programme Board for discussion and any learning incorporated into the planning for Year 3.

5.17 **Next Steps**

The first two Units will go live at the end of February 2016. A further six Units will be rolled out between March and May. Having completed this we will reflect on the impact of these Units and learning from their implementation before looking to roll out further Units after the summer. The speed of implementation will depend on our ability to appoint new staff to posts but at the same time ensuring that the safety of the service is not compromised.

5.18

Staff appointed to these Units are excited about this opportunity and are confident this model will contribute to improving outcomes for children, young people and their families. The development of a revised quality assurance framework will support Service Managers to evidence improved outcomes but also identify where practice needs to develop to better support children and young people.

5.19

As noted in Section 3 the development of a Public Social Partnership along with a managed reduction in the numbers of children placed in out of authority placements will allow for the Reclaiming Social Work Model, at the end of the five year implementation programme, to be delivered from within budget. A separate report on the development of the Public Social Partnership is before Committee today.

5.20

An audit of all children placed in high cost out of authority residential placements was carried out at the end of 2015 by Service Managers in both Social Work and Education. The learning from these will allow us to consider how to support some of these young people return to Aberdeen on a planned basis but also consider how existing services need to develop to better support young people with similar needs remain within our own resources.

5.21

The changes to practice and service delivery impacts on the residential child care service with the review having a focus on

- Improving children and young people's experiences of being looked after in the children's homes and ensuring congruence within the continuum of care. This is of particular relevance given the additional corporate parenting responsibilities to care experienced young people who request an assessment of their continuing care needs
- To review the current staffing structure and support continued professional development taking account 'Higher Aspirations, Brighter Futures', the overview report of the National Residential Child Care Initiative (NRCCI) that recommends all residential child care staff gain a degree level qualification starting in 2017 to be fully implemented by 2026
- To review the use of resources to consider the capacity of the residential estate and ensure they are fit for purpose

5.22

Working to retain children and young people in the city, connected to their family and community avoiding being placed out of authority is a priority in developing the residential service

6. IMPACT

- 6.1 Children's social work services work with those families who are among the most vulnerable and disadvantaged in the city. The vast majority of these children and families are required to work with us on a compulsory basis. Relevant parts of the SOA that the reclaiming Social Work programme impact on are:
- Reduced inequalities in healthy life expectancy and improved physical and mental health through increased physical activity
 - Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible
 - People feel safe throughout Aberdeen's communities
 - Effective lifelong learning through vocational and academic training from secondary school
 - Priority families
- 6.2 Implementation of the Reclaiming Social Work model will significantly contribute to Children's Social Works continuing efforts to improve the services delivered to and the outcomes of the most vulnerable children and young people in Aberdeen.

7. MANAGEMENT OF RISK

- 7.1 A risk register has been maintained by the programme board and is monitored 6 weekly. The risks have changed over time and now that the programme has been implemented, one of the two major risks of staff motivation has reduced. The other risks such as not being able to recruit enough staff for new posts is being managed by scoping training for internal staff to be able to access new opportunities and planning external events that will share information on opportunities within the council externally.

8. BACKGROUND PAPERS

Social Care and Wellbeing Committee Report September 2013.
Education & Children's Services Committee Report January 2015.
Council Report February 2015.

9. REPORT AUTHOR DETAILS

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Lead Service Manager
Education & Children's Services
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Audit, Risk and Scrutiny Committee

9 March 2016

Referral to Education and Children's Services Committee

Payment Controls in Children's Social Work

14. The Committee had before it a report by Internal Auditor, which presented an audit, as requested by the Service, into the effectiveness of contracting and payment controls within Children's Social Work.

Councillor Yuill sought clarification over when the original urgent notice had been issued to budget holders and how long before the further notice was issued to the outstanding returns from the budget holders, wherein the Performance and Delivery Manager advised that she would source the information and provide it directly to Councillor Yuill and the Committee.

The Convener welcomed the report and the action plan in place to deal with the issues highlighted in the audit. She requested that the report be submitted to the next meeting of the Education and Children's Services Committee for them to consider the content of the audit report and the action plans in place.

The Committee resolved:-

- (i) in relation to a question from Councillor Yuill regarding when the urgent notice was issued to budget holders and the time that had passed before a further notice was issued, to note that the Performance and Delivery Manager from Education and Children's Services would provide details to Councillor Yuill and the Committee;
- (ii) to refer the audit report to the next meeting of the Education and Children's Services Committee for their consideration; and
- (iii) to otherwise note the content of the report and endorse the recommendations for improvement.

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Internal Audit Report

Education and Children's Services

Payment Controls in Children's Social Work

Issued to:

Angela Scott, Chief Executive
Gayle Gorman, Director of Education and Children's Services
Richard Ellis, Director of Corporate Governance
Bernadette Oxley, Head of Children's Social Work
Craig Innes, Head of Procurement
Steven Whyte, Head of Finance
Graeme Simpson, Children's Services Manager
Anne Donaldson, Service Manager
Kay Dunn, Performance and Delivery Manager
Anne MacDonald, Audit Scotland

EXECUTIVE SUMMARY

Children's Social Work provides statutory services to children, families and young people in need of care and protection. This includes, child protection, family supports, respite services, residential care, fostering, adoption and kinship care. Some of these are delivered by the Service while others are purchased from external providers.

To complement diagnostic work being taken forward by the Service, Internal Audit was asked to review the effectiveness of contracting and payment controls within Children's Social Work. The Service has developed an action plan and has mapped out existing processes. A future business model will incorporate improvements identified by the Service and Internal Audit, to be taken forward via a programme managed approach.

The historic absence of formal contractual arrangements, combined with the lack of a commissioning strategy and procurement plan for child care services has impacted on the Service's ability to demonstrate best value and its control over the quality and cost of care provision by external organisations. This has been recognised by the Service which is developing a strategy and intends to employ additional resources to put contractual agreements in place and have them recorded appropriately so that compliance can be monitored in the course of their term and new arrangements can be put in place when the contract term ends.

The CareFirst system is key to managing records of service users' needs and the care provided in order to meet them. Although assistance and summaries of data held within the system were provided on request, Internal Audit testing has been restricted to a degree as a result of concerns raised by the CareFirst system owner in relation to data protection, resulting in restricted access to CareFirst data. This matter has been discussed with Service Management and Legal staff in a bid to ensure Internal Audit has access in future to all information in accordance with Standing Orders.

Improvement is required in the way staff collaborate in terms of procurement and in respect of the input to CareFirst of service user care packages and provider costs. When up to date and accurate, CareFirst can provide effective control over invoice payments, however for various reasons not all invoices can be processed via CareFirst. The Service has agreed that the number of care invoices which bypass the system, and over which authorisation checks and controls provide less assurance, could be reduced.

Although CareFirst can provide adequate payment control, the ability to vary monthly package cost in order to accommodate invoice differences increases the risk of incorrect payments being processed. The procedures and authorisation measures which govern these are not always complied with, and variances require ongoing monitoring. The Service has agreed to incorporate a review of these areas into its action plan.

1. INTRODUCTION

- 1.1 Children's Social Work provides statutory services to children, families and young people in need of care and protection. This includes child protection investigation and assessment, disability services, family support, respite care, residential care, fostering, adoption and kinship care. Some of these are delivered by the Service while others are purchased from external providers.
- 1.2 In response to concerns raised by the Service in respect of contracts in place and payment controls within Children's Social Work, Internal Audit has been asked to review the effectiveness of controls in this area. In this report, the term 'contracts' may include arrangements where there is no actual contract document, but where ongoing receipt of services implies a contractual arrangement with the care provider.
- 1.3 Previous audits of Social Care Contract Arrangements (November 2011) and the Care First System (February 2015) have already highlighted some of the issues discussed in this report. The Service has commenced a Care Management Transformation Project which it intends to complete by 31 March 2016, which will address these issues.
- 1.4 Although assistance and summaries of data held within the system were provided on request, Internal Audit testing has been restricted to a degree as a result of concerns raised by the CareFirst Team in respect of potential data protection issues regarding access to data held on the CareFirst system. This matter has been discussed with Service Management and Legal staff in a bid to ensure Internal Audit has access in future to all information in accordance with Standing Orders.
- 1.5 In the course of the review, the Service has developed an action plan and has suggested that the area be audited again in both 2016 and 2017. It has mapped out existing processes and a future business model is to incorporate improvements identified by both Internal Audit and the Service itself. Further detail of this action plan is given throughout this report and in the Service's responses.
- 1.6 The factual accuracy of this report and action to be taken with regard to the recommendations made have been agreed with Bernadette Oxley, Head of Children's Social Work; Craig Innes, Head of Procurement; and Steve Whyte, Head of Finance.

2. FINDINGS AND RECOMMENDATIONS

2.1 Contracts and Procurement

- 2.1.1 In October 2014 Social Work officers responsible for commissioning and contracts were transferred from the Service into Commercial and Procurement Services (C&PS), in order to ensure consistent management of procurement related activities across the Council.
- 2.1.2 The Service has not tendered contracts or frameworks for Children's Services for some time. Since 1 April 2014 only one tender exercise has been completed, and no others have been commenced. Although Contracts and Procurement Standing Orders allow for the Director of Social Care and Wellbeing, subject to the agreement of the Head of Legal and Democratic Services, to certify a purchase as being unsuitable for tendering, due either to the nature of the services required or the timescales involved, there is no formal record which shows where this option has been applied. There is therefore a significant risk that Best Value is not being demonstrated through existing arrangements.
- 2.1.3 Scottish Government guidance on the procurement of care and support services published in 2010 states that Services should have long term commissioning strategies, accompanied by more detailed tendering plans which cover a 3-5 year period. There is currently no commissioning strategy in place for Children's Social Work, and no record of existing services and contracts from which to draft a 3-5 year procurement plan which could begin to support such a strategy. The Service has noted that it has begun to develop a strategy through Public Services Partnership work being undertaken with the third sector.
- 2.1.4 The Service has started work with C&PS to risk assess and prioritise contracts with high operational risks. This includes identifying contracts which require an urgent review and those which can be decommissioned at relatively short notice. Work has also commenced to review areas of expenditure in which savings might be made. However, without longer term strategic plans, it will be difficult to prioritise, schedule, and allocate responsibility for procurement between and within the Service and C&PS, in order to meet the Council's and national procurement regulations. Plans need to be developed by the Service in response to its identified needs, in support of its wider strategic intentions, and cannot be developed by C&PS in isolation.

Recommendation

The Service, in conjunction with C&PS, should ensure commissioning strategies are developed for Children's Social Work.

The Service, in conjunction with C&PS, should ensure procurement plans are developed for Children's Social Work.

Service Response / Action

Agreed. In line with the Service action plan the service will perform a needs assessment and develop a commissioning strategy and procurement plan for the period August 2016 to March 2019 in conjunction with C&PS.

Implementation Date

August 2016

Responsible Officer

Performance and Delivery
Manager (Kay Dunn);
Social Care Procurement
Manager (Alison Macleod)

Grading

Major at a Service level

- 2.1.5 The Service does not currently know if contracts are in place for all areas of recurring expenditure. Review of a sample of 43 payments identified that there were only contracts or national framework agreements in place for 7 of these. C&PS was aware of and progressing arrangements in respect of 19, but was unaware of a further 17.
- 2.1.6 In accordance with section 35 of the Procurement Reform (Scotland) Act 2014 all contracting authorities must keep and maintain a register of any contracts entered into as a result of a regulated procurement. The Council's contracts register should include all Social Care contracts, however the corporate register is still being developed by C&PS.
- 2.1.7 Spend data has been issued to Budget Holders with the request that they advise C&PS whether spend is on or off contract and provide a copy of the contract where one exists. The Service has stated that although work had been done on this by the Service, resources initially anticipated from C&PS by the Service were not available. As a result due to the demands of the task fewer than half of Social Work Budget Holders had been able to respond with the required detail. Without complete information, C&PS cannot demonstrate that it has a clear understanding of contract coverage. It will also be unable to demonstrate compliance with legislation which requires a register to be in place by April 2016.

Recommendation

The Service should ensure Budget Holders provide C&PS with sufficient and timely detail to complete the contracts register.

Service Response / Action

Agreed. An urgent notice was issued to 33 budget holders. A further notice was issued in respect of 15 returns still outstanding. The Service is waiting for a further update from C&PS.

Implementation Date

September 2016

Responsible Officers

Performance and Delivery
Manager (Kay Dunn);
Social Care Procurement
Manager (Alison Macleod)

Grading

Major at a Service level

- 2.1.8 Once a contracts register is in place, and strategies identified, the Service can begin to work towards planning tendering activity in order to ensure all contracts remain up to date or are re-let at appropriate intervals. It will need to ensure that appropriate supporting arrangements are in place to do so, including timely access to financial, legal and procurement related data and advice. Historically this has not always been planned sufficiently in advance to ensure resources are available at the point they are required.

Recommendation

The Service, C&PS, Legal and Finance Services should work together to support the Service's procurement plans.

Service Response / Action

Agreed. Project teams will be established for each procurement exercise with clear allocation of responsibilities and requirements and a timetable showing where input is required to ensure efficient delivery of the procurement plan.

Implementation Date

September 2016.
The procurement plan is
contingent on the

Responsible Officer

Social Care Procurement
Manager (Alison Macleod);

Grading

Important within audited
area

commissioning strategy being in place.	Performance and Delivery Manager (Kay Dunn)
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- 2.1.9 Although providers of social care and support are required to be registered, and are reviewed by the Care Inspectorate on a regular basis, this only gives assurance over the quality of care: not contract compliance. Social Workers will also routinely carry out reviews to ensure that individual clients' needs are being met in accordance with their GIRFEC Child Plan, though again this will not provide assurance over contracts and agreed costs.
- 2.1.10 There is currently limited contract monitoring in place, and the responsibilities between Social Workers, lead budget holders in Children's Services and C&PS are not clearly delineated. Without clear contracts in place, contract management will be limited in its effectiveness.
- 2.1.11 The number of service providers is significant, and although each will need to be reviewed over the course of contracts put in place, it will be necessary to prioritise these reviews. A risk based system, as used for other areas by C&PS could be put in place to determine the required frequency of monitoring exercises for each provider. This could be weighted to include factors such as cost, volume and Care Inspectorate ratings.

Recommendation

The Service, in conjunction with C&PS, should determine their respective roles and responsibilities for care contract management and monitoring, and ensure rolling risk based plans are in place for monitoring all providers.

Service Response / Action

Agreed. A specific action will be added to the Service Action Plan to ensure that contract management and monitoring roles are clarified. Going forward these duties will be fulfilled in accordance with a risk based monitoring programme.

Implementation Date

December 2016.
This is contingent on the completion of the Future State Model.

Responsible Officer

Performance and Delivery Manager (Kay Dunn);
Social Care Procurement Manager (Alison Macleod)

Grading

Significant within audited area

- 2.1.12 The Service utilises the CareFirst system for case management, and to provide controls over care and support packages' authorisation and payments. The Service has noted that a Contracts module for the CareFirst system was purchased, but was not taken forward following the transfer of contracts staff and responsibilities to C&PS. C&PS has subsequently identified and procured alternative options for contract management.

2.2 Payment Controls

- 2.2.1 Contracts and Procurement Standing Orders require that a contract is in place for all supplies and services. Under no circumstances may any officer of the Council accept that supplier's or contractor's own Terms & Conditions of Contract without first having referred those Terms & Conditions of Contract to the Head of Legal and Democratic Services for review and approval. Without appropriate, tendered, agreed contracts in place the Service effectively has no control over the services delivered and the level of payments made, and a significant level of trust is placed on the supplier to provide services and charge appropriately.

- 2.2.2 The absence of contracts also limits the ability of the service to obtain clear schedules of rates, restrict the ability of providers to vary charges, and set invoicing methods, frequency, descriptions, and periods. This impacts on the level of assurance management can have over the accuracy and consistency of the payment process, and increases the number of variations required in invoice processing. Recommendations have been made in section 2.1 above in respect of developing and implementing contracts.
- 2.2.3 Financial Regulations state that Orders must be issued for all work, goods or services, or such other expenditure as the Head of Finance may approve. For care services, following a needs assessment and production of a Child Plan by the Social Worker a service agreement will be set up on CareFirst, and authorised by a Team Manager. A form of the agreement is sent to the care provider to identify the needs which should be met, and in effect this is the Order.
- 2.2.4 In some cases there will be an agreed rate derived from e.g. national procurement framework agreements, however this is not always the case, or there may be components of the service package which are not covered by the relevant pricing structure. In the absence of overarching contracts or framework agreements with the providers which specify the rates for each type or part of the services provided, it is important that costs are agreed in advance of service delivery. Without such agreement, the Service may be obliged to pay more than necessary for the services delivered.

Recommendation

The Service should ensure that in the absence of overarching contracts service agreements with providers clearly specify the agreed costs of the service.

Service Response / Action

Agreed. In accordance with the Service Action Plan, a provider briefing will be prepared in respect of the requirement to establish interim contracts where there is no overarching contract. Interim agreements will detail agreed costs for the service provided and conditions on which these may vary within limits. C&PS are already working towards implementing a recovery plan, including discussion with providers and updating agreements. New agreements will include relevant criteria.

Implementation Date

April 2017

Responsible Officer

Social Care Procurement Manager (Alison Macleod); Performance and Delivery Manager (Kay Dunn); Lead Budget Holders

Grading

Significant within audited area

- 2.2.5 When services have been delivered, suppliers will provide an invoice. Prior to making payment, the Service must ensure these match the agreed services for the client held on CareFirst. Only once this has been recorded can invoices be processed via CareFirst to the financial system for payment. Payments for care are processed by the Social Work finance team in Corporate Governance.
- 2.2.6 However, not all payments made by the Service are matched to specific service agreements on CareFirst. Financial ledger data was downloaded from eFinancials, which showed that of £14.6 million payments processed during 2015/16 to 29 October 2015, only £4.7 million had been processed through CareFirst. The remaining £9.9 million of payments had been processed through either Infosmart – the corporate invoice processing system for non-care invoices, or the foster payments database.

- 2.2.7 Payments via Infosmart are processed by the payments team within C&PS. Review of these payments highlighted that of the total processed via Infosmart, an estimated £6.5 million was paid to suppliers which provide care services, and is therefore likely to relate to care provision.
- 2.2.8 Whilst invoices which are not for the care provision of a specific client cannot be matched in CareFirst and should be processed through Infosmart, there is a risk that some which can may bypass CareFirst and be paid via Infosmart. In such cases if the care is not matched off as paid, it could be paid again if invoices are subsequently submitted for processing via CareFirst. There is also a risk that, if it is identified by Social Workers or the CareFirst Team that payments have not been matched, the Service might believe that care provision received has not been paid for, and therefore request a further invoice.
- 2.2.9 Further review of a sample of 22 invoices from care providers which were processed via Infosmart showed that 4 were for fostering agencies, 4 were block funding arrangements for specified services, and 8 were funding non-specific service provision. 6 were for client specific care provision, and should therefore have been matched against care packages in CareFirst, if they had been available. Of these, 3 were processed through Infosmart due to service agreements not being up to date on CareFirst. The remaining 3 had appropriate packages set up on CareFirst, and therefore Infosmart should not have been used.
- 2.2.10 There are no controls to prevent care invoices being paid by the payments team within C&PS through Infosmart. How invoices are processed is largely determined by to whom / to which office they are sent by the supplier. In the absence of contracts which specify where invoices should be sent, the Service and C&PS will need to implement administrative controls to ensure care payments are only made via CareFirst.

Recommendation

The Service, in conjunction with C&PS should implement controls to ensure all care payments are processed via CareFirst.

Service Response / Action

Agreed. A development workshop took place in November 2015 and the 'future state' model should be established by February 2016. This will determine the action and timescales for implementation. Payment types are varied and complex, but the Service aims to process as many payments as possible through Care First in future. The Financial Services payments team will continue to pass payments without a purchase order back to requisitioners to process via CareFirst where appropriate, and is supporting services to ensure the invoice process is understood and adequate processes are in place.

Implementation Date

September 2016.

Responsible Officer

Performance and Delivery
Manager (Kay Dunn);
Financial Services
Manager (Garry Stevens)

Grading

Major at a Service Level

- 2.2.11 If there is an authorised purchase order, invoices are automatically matched and paid via Infosmart, otherwise they are sent to a manager within the relevant Service for approval. Variations were evident between post and authorisation levels. For example, staff who had formerly been in an 'acting up' role to cover the Head of Service have continued to hold an unlimited approval level. Authorisation levels have not been set in CareFirst, although approval of care packages is restricted to Senior Social Workers and above. The

Service does not have a list of delegated approval levels which staff and managers can consult in order to ensure authorisations are applied consistently.

Recommendation

The Service should ensure that appropriate, consistent authorisation levels are established for approval of care packages and invoices, that officers are aware of them and that they are imposed by relevant systems.

Service Response / Action

Agreed. A report detailing a number of interim actions will be presented to the Process Workstream on 1 February 2016. If these actions are agreed the service will review the current authorisation controls, including a list of lead managers and authorisation levels.

A call has been raised with OLM to determine whether they can adapt the CareFirst system to allow multiple authorisation levels, as the system will currently only allow one level of authorisation. OLM are developing their next platform, which may take account of this request, although this is not yet available.

<u>Implementation Date</u>	<u>Responsible Officer</u>	<u>Grading</u>
September 2016: Contingent on Future State Model work.	Business Manager – Children’s Services (Kate Mackay) Performance and Delivery Manager (Kay Dunn).	Important within audited area
July 2017 (Dependent on OLM)	Business Manager – Children’s Services (Kate Mackay).	

- 2.2.12 The financial system has controls built in to prevent duplicate payments – the same invoice number cannot be used twice for the same supplier. Whilst there is still a risk that processing staff may erroneously change the invoice number to allow the invoice to be processed, the chances of duplicate payments are reduced. The payments team within C&PS also run AP Forensics software reports and investigate entries which look to be possible duplicate invoice payments. This is done before the BACS run takes place and covers all transactions including those interfaced to e-financials.
- 2.2.13 In February 2015, the Care First Audit report highlighted a duplicate payment of £140,000 which was paid in error and had to be recovered. Out of the sample of 43 payments reviewed as part of the current audit, two potential duplicate payments were identified for a value of almost £190,000. These had been processed via Infosmart, and authorised, but were corrected prior to payment being made.
- 2.2.14 However, due to limitations in the interface from CareFirst, invoice numbers are not transferred in full: only the last 12 digits are interfaced. As a result, e-Financials would not automatically highlight and prevent duplicate invoices where there are more than 12 characters. There is also an increased risk that payments team checks would not highlight such errors, particularly given care invoices are filed separately and narrative and other data transferred is mixed in terms of content and quality. For example, not all care invoices processed through Infosmart will include a client reference and period.

Recommendation

The Service, in conjunction with Finance, should review the interface from CareFirst to ensure full invoice numbers are transferred to the financial system.

The Service, in conjunction with Finance and C&PS, should review how invoice data input to the financial system, including narrative descriptions, can be standardised.

Service Response / Action

Agreed. A call has been logged with OLM to increase the invoice length size within CareFirst.

Agreed. The Service will discuss with finance colleagues, as part of the Process Workstream, how they ensure a greater standardisation of invoice data.

Implementation Date

September 2016:
contingent on Future State
Model work

Responsible Officer

Business Manager –
Children’s Services (Kate
Mackay

Grading

Significant within audited
area

- 2.2.15 Two duplicate suppliers were identified within the random sample of 43 payments. There is an increased risk in these cases, particularly where there are separate feeder systems and interfaces, of duplicate payments. One of the potential duplicate payments noted above at 2.2.13 was against a duplicate supplier.

Recommendation

Financial services should review and rationalise supplier numbers to ensure there are no duplicates.

Service Response / Action

Agreed. AP Forensics can report on Master Supplier Data and potential duplicates within eFinancials. A planned new upgrade of software early in the next financial year is anticipated to provide more reporting tools to look at this area.

Implementation Date

June 2016

Responsible Officer

Financial Services
Manager (Garry Stevens)

Grading

Important within audited
area

- 2.2.16 The Social Work finance team are authorised to process invoices which exceed the authorised agreement on CareFirst by up to 10%, without further approval. This enables staff to accommodate variances resulting from minor changes within a particular week for example, or due to differences in standard invoice periods. Where care provision invoiced for a period is less than that agreed, invoices can be processed regardless of the degree of variance. Where there are continual variances however, between agreed and actual care provision, care packages should be reviewed in order to ensure that commitment reports from the system provide data which enables expenditure to be forecast accurately.

- 2.2.17 The systems and controls in place for invoice variations, and variations relating to 11 Clients’ packages were reviewed and the following matters were identified:

- There are no CareFirst system controls which enforce the need for a higher authority to approve payment of invoices where the variance exceeds 10%.
- Invoices which exceed 110% of the agreed cost are frequently processed without further approval being sought.

- There is a lack of guidance regarding what constitutes an appropriate variance, adequate verification and suitable higher approval and when this is necessary.
- The narrative input to explain the cause and therefore validate the variance has no consistency and is frequently recorded in different fields.
- Reports which show this narrative may not therefore provide for proper monitoring and control of variations.
- There is a lack of evidence to demonstrate that variance monitoring reports are regularly reviewed and appropriate action is taken to justify and demonstrate approval of all variances processed on a consistent and timely basis.

Recommendation

The Service should discuss the potential for invoice variation controls in the Care First System with software providers OLM.

The Service should review existing policy, practice and monitoring for invoice variations processed in CareFirst to ensure that management has adequate assurance over CareFirst data and invoice payments.

Service Response / Action

Agreed. A call has been logged with OLM to request greater control over authorisation and variation limits as above. In the meantime Business Objects reports will be used to monitor variation activity.

Agreed. A review of the procedure and practice relating to CareFirst invoice payment variations will be undertaken as part of a larger piece of work remodeling the way in which care packages are recorded, monitored and paid for.

Implementation Date

April 2016

Responsible Officer

Business Manager –
Children’s Services (Kate
Mackay)

Grading

Significant within audited
area

- 2.2.18 CareFirst is not always being kept up to date, meaning that payment of invoices may be delayed. The CareFirst team identified that where new packages or changes have not been set up and authorised, or rate adjustments not notified, there will be delays pending the changes being applied on the system – as payments cannot be matched and processed until this happens. Data accuracy was also highlighted in the previous Care First internal audit report in February 2015. Children’s Services has commenced the implementation of Reclaiming Social Work (RSW) which aims to resolve the issue by clarifying the role of Social Work and the Unit Coordinator to input packages and the Children’s Services Manager to authorise payment.
- 2.2.19 In a sample of 14 CareFirst payments reviewed, 13 had an up to date, authorised service agreement recorded on CareFirst. In one case however the agreement was not up to date. This means there is a lack of evidence to support the payments made, and to demonstrate that clients’ needs are being appropriately met.
- 2.2.20 It was noted that Social Workers often add to or append new agreements rather than replace existing service agreements on the system, which complicates the audit trail and increases the risk of CareFirst data being out of date and renders commitment reports inaccurate. In two cases there was an overlap between care package start and finish dates.

- 2.2.21 In the event of a new provider being used, there can be additional delays whilst the supplier is reviewed by C&PS, then set up on the payments system by Finance, before it can be set up on CareFirst. Whilst there are important controls applied in this process, there is an increased risk of the payment and matching controls not being applied in the meantime.
- 2.2.22 Failure to make a payment within 30 days of receipt of the invoice can result in the Council having to pay late payment interest and potentially having to reimburse the recovery costs of the creditor in accordance with the Late Payments of Commercial Debts (Interest) Act 1988 as amended. Moreover, regular late payment can have a negative impact not only on the Council's Performance Indicators but also on the Council's business relationships with the suppliers.
- 2.2.23 This could lead to pressure being placed on the payments teams to process care invoices through Infosmart, or to apply variations to CareFirst agreements, without waiting for approval from Social Workers. Inappropriate payments may result.

Recommendation

The Service should establish a process which ensures provider details, care details, and care costs are passed to the CareFirst Team by Social Workers in advance of or within a set period following a child's placement.

The Service, in conjunction with Finance and C&PS should explore options for rationalising the process for setting up new suppliers in CareFirst.

Service Response / Action

Agreed. The Service in implementing RSW will ensure additional training and guidance is available for Unit's to reinforce the criticality of Carefirst being kept up to date and for the Carefirst team to be notified within 2 workings if a new supplier is being used.

Agreed. A review of this process will be included in the development work currently ongoing to review financial systems and processes in children's social work.

Implementation Date

March 2017, following implementation of RSW

Responsible Officer

Lead Service Manager
Graeme Simpson;
Business Manager –
Children's Services (Kate
Mackay)

Grading

Significant within audited area

- 2.2.24 There are a number of block-funded agreements, where the Service pays for a specified level of capacity rather than actual care provided to specific clients. For example the supplier may offer a number of rooms or beds, and keep these open for the Service to use at short notice, rather than charging per room or bed actually occupied. In the absence of known contracts for this funding, it is difficult to demonstrate that value is being received under these agreements, or whether the Service might be able to request a refund for services paid for and not utilised.
- 2.2.25 The CareFirst Team noted that where agreements can be recorded on CareFirst there is some variation in how this is done. In some cases the cost of block-funded care provision will be divided between the current number of clients in receipt of the service – which may vary between periods; in other cases 'dummy clients' may be set up and costs allocated between these and real clients recorded in the system – which ensures the same cost is recorded against each client every period. The Team noted that there can be difficulties applying a consistent method due to the way payments are structured – e.g. a per-room

charge may be split if there is multiple occupancy, therefore there may not be a standard per-client charge.

2.2.26 The variable cost per client method can cause difficulties as it requires regular variations to be processed on CareFirst in order to allow care packages to be matched and invoices paid. There is a risk that such routine variations might mask problems with the level and cost of care provided under these agreements.

2.2.27 Although the ‘dummy client’ option is administratively convenient, it means that there are fictitious records on the system. There is a risk that this could result in overpayments in the event that the supplier incorrectly charges for both capacity and specific clients.

Recommendation

The Service should review whether block-funded arrangements are necessary and appropriate. Where there are alternative spot purchase arrangements, these should be explored.

The Service should review controls over payments for block-funded care.

Service Response / Action

Agreed. The Service in conjunction with CareFirst will utilise the contracts provision of CareFirst and review the appropriateness of “block funded contracts” via the review of all contracts.

Implementation Date

August 2016

Responsible Officer

Lead Service Managers
(Graeme Simpson and
Anne Donaldson)

Grading

Significant within audited
area

2.2.28 Not all Children’s care costs are administered and paid through CareFirst. Fostering and some Children’s residential services are managed outwith the system. Fostering and Adoption payments to individual carers are controlled using an Access database. Invoice payments are made by the Social Work finance team from this database via an interface to the eFinancials system.

2.2.29 Payments for foster care being provided by external foster agencies are not administered through CareFirst, nor the Access database. The Service stated that agencies apply a cost and volume discount to the number of children placed with them. This adds complication to payments and the ability to process them through CareFirst. Payments for these and other child services are verified by the service manager to the Weekly Resource Bulletin and / or monitored by Finance against anticipated spend commitments. This is an administrative resource intensive exercise due to variations in invoice narrative processed via Infosmart – the Assistant Accountant has to manually check a significant proportion of invoices every month to ensure all payments have been made appropriately. Data quality has been discussed at 2.2.14 above.

2.2.30 In terms of cost, checks are retrospective – i.e. the payments have already been made by the point Finance checks them. If these payments were recorded on and paid through CareFirst, subject to the implementation of recommendations discussed in the rest of this Internal Audit report, it would provide better and more consistent control over them.

Recommendation

The Service should set up service agreements and pay invoices for all Fostering and Residential Care through CareFirst.

The Service should review options for improving control and assurance over payments to fostering agencies.

Service Response / Action

Agreed. The Service intends to implement the Care Pay module of the CareFirst system during 2016 and intends that all fostering, adoption and kinship payments are made through this system by April 2017, except those relating to independent fostering agencies.

Agreed. The Service in conjunction with CareFirst will further review the processing of payments to independent fostering agencies via Carefirst.

Implementation Date

April 2017

Responsible Officer

Lead Service Manager
(Graeme Simpson);
Business Manager –
Children’s Services (Kate
Mackay)

Grading

Significant within audited
area

AUDITORS: D Hughes
C Harvey
P Smith

Appendix 1 – Grading of Recommendations

GRADE	DEFINITION
Major at a Corporate Level	The absence of, or failure to comply with, an appropriate internal control which could result in, for example, a material financial loss, or loss of reputation, to the Council.
Major at a Service Level	<p>The absence of, or failure to comply with, an appropriate internal control which could result in, for example, a material financial loss to the Service/area audited.</p> <p>Financial Regulations have been consistently breached</p>
Significant within audited area	<p>Addressing this issue will enhance internal controls.</p> <p>An element of control is missing or only partial in nature.</p> <p>The existence of the weakness identified has an impact on a system’s adequacy and effectiveness.</p> <p>Financial Regulations have been breached.</p>
Important within audited area	Although the element of internal control is satisfactory, a control weakness was identified, the existence of the weakness, taken independently or with other findings does not impair the overall system of internal control.

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children Service Committee
DATE	24 March 2016
DIRECTOR	Judith Proctor
TITLE OF REPORT	Adult Services Performance Report
REPORT NUMBER	ECS/SCW/026
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

The purpose of the report is to provide the Committee with information on the performance of Adult Social Work against the Key Performance Indicators, as defined by the service. The timeframe for the report will be determined by the individual indicator and will be indicated in the analysis, as contained in Appendix A.

2. RECOMMENDATION(S)

Members of the Committee are asked to:

- i Approve the Adult Social Work performance report; and
- ii Note that a Health and Social Care Partnership Integration Performance workstream is in place developing a suite of indicators (including social work performance indicators) which will be reported through Audit and Systems Performance Committee from 1 May 2016.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4. OTHER IMPLICATIONS

There are no direct implications arising from this report, however, the purpose of performance management and reporting is to manage improvement to the services provided to the citizens of Aberdeen. Improvement in the services provided by the Adult Social Work Services impacts positively on communities across the City.

5. BACKGROUND/MAIN ISSUES

The performance report attached at Appendix A has been created in Covalent and is structured according to the priority themes contained within the Service Business Plan, namely:

Appendix B: Performance Report Links to Strategy Map 2015

- People at risk are protected
- People are effectively supported within their families and communities
- People fully participate in individual and service planning, review and delivery
- Wellbeing is promoted in all care groups
- Our resources are managed effectively
- Our organisation is effective.

5.3 Performance Information relating to Adult Social Work Services is reported to a number of different forums. Web links to each of these reports are included on the final page of appendix A.

5.4 Indicators pages 14 – 18 covering Sickness Absence, Agency Staff, Complaints, Enquiries and FOIs contain information on Adults Social Work only. The figures reported for Q2 2015/16 onwards relate to Adult Social work only, previously reported figures were combined with children's social work services, for all staff in the former Social Care and Wellbeing Directorate.

6. IMPACT

Improving Customer Experience –

Accurate performance information assists in the planning and design of services around both current and future needs. It informs of both the volume and diversity of the services being provided.

Improving Staff Experience –

Performance Information helps to inform the management of services, including tracking of both Statutory and local initiatives and the impact of these on staff and our service users.

Improving our use of Resources –

The Council has a legal duty to be open and accountable; performance information enables the monitoring of service delivery across a varied range of provided by and commissioned services.

Corporate -

Aberdeen the Smarter City:
Smarter Governance (Participation)

We will encourage and support citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience.

Smarter Living (Quality of Life)

We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.

Public –

The Council has a duty to ensure that best value is considered in all of its operations and this report helps to inform that process.

7. MANAGEMENT OF RISK

The Council has a duty to manage the risks inherent in the operation of diverse and complex services. These risks are minimised by the regular reporting of performance information to services and corporately by Elected Members. This report has been produced to provide an overview of the current operating position.

8. BACKGROUND PAPERS

Performance Information was extracted from management and client information systems to populate this report.

9. REPORT AUTHOR DETAILS

Co-ordinated by Trevor Gillespie,
Team Manager (Performance Management)

☎ 01224 523387

✉ tgillespie@aberdeencity.gov.uk

APPENDIX A

Health and Social Care Adult Services Performance Report

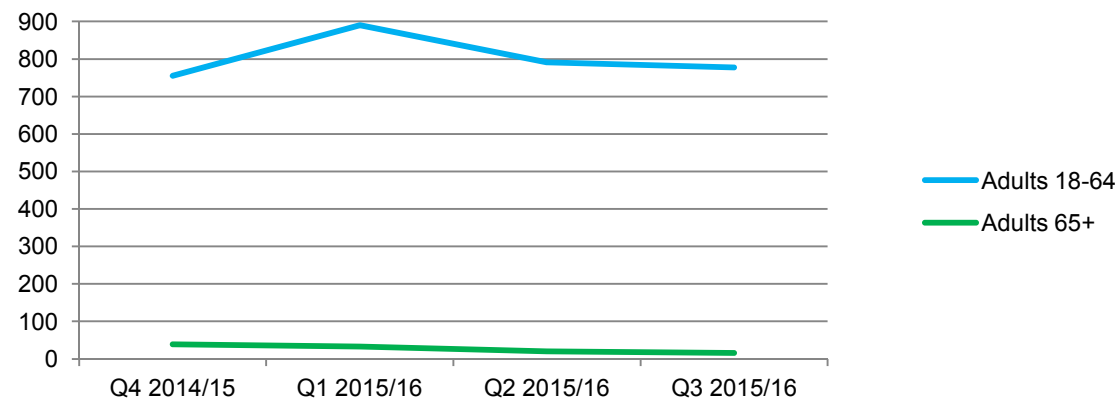
Non SPI performance indicators
Generated on: 31 December 2015

SCW17a	Number of referrals of adults (18-64) cases		
SCW17b	Number of referrals of adults (65+) cases		
<p>— Adults 18-64 — Adults 65+</p>	Status		
	Data Period	Q3 2015/16	
	Value	SCW17a	1363
		SCW17b	524
	Target	N/A	
	Long Trend		
	Short Trend		
	Data Source	CareFirst (Alastair Condie)	
Managed By	SCW17a	Tom Cowan	
	SCW17b	Tom Cowan	
Narrative and Analysis			
SCW17a (Adult 18-64) <i>(see breakdown on page 6)</i>	Q3 2015/16		
	Figures taken from careFirst for October to December 2016 October = 495 November = 438 December = 430		
SCW17b (Adult 65+)	Q3 2015/16		
	Figures taken from careFirst for October to December 2016 October = 199 November = 162 December = 163		

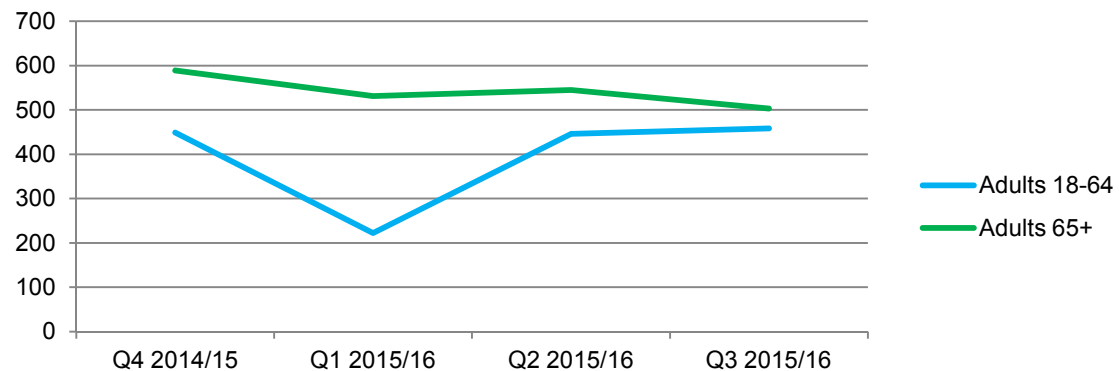
Page 200

BREAKDOWN OF OUTCOME OF REFERRALS

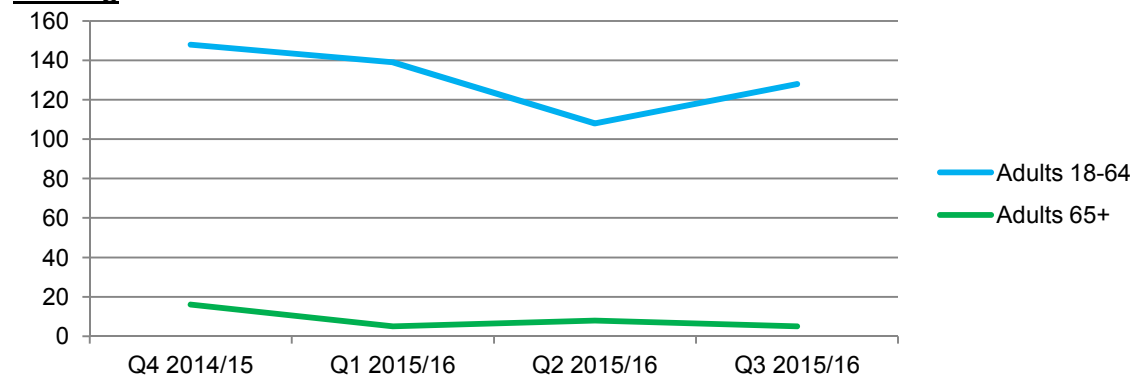
No further action



Proceed to...



Pending



FIGURES FOR Q3 2015/16

	Total	No further action	Proceed to...	Pending
SCW17a	1363	777	458	128
SCW17b	524	16	503	5

BREAKDOWN OF SCW17a

TEAM	Number
Adult Mental Health 1	97
Adult Mental Health 2	37
Adult Mental Health 3	33
Adult Protection	136
ARI	22
Caledonian System	111
Care Management North	59
Customer Service Centre	66
Community LD Team	8
Duty Team	570
Integrated Alcohol Service	98
Integrated Drugs Service	77
Old Age Psychiatry	4
Out of Hours Team	42
Planned Discharge Team ARI	1
Probation Team	1
Care Management Central North	10
Total	1363

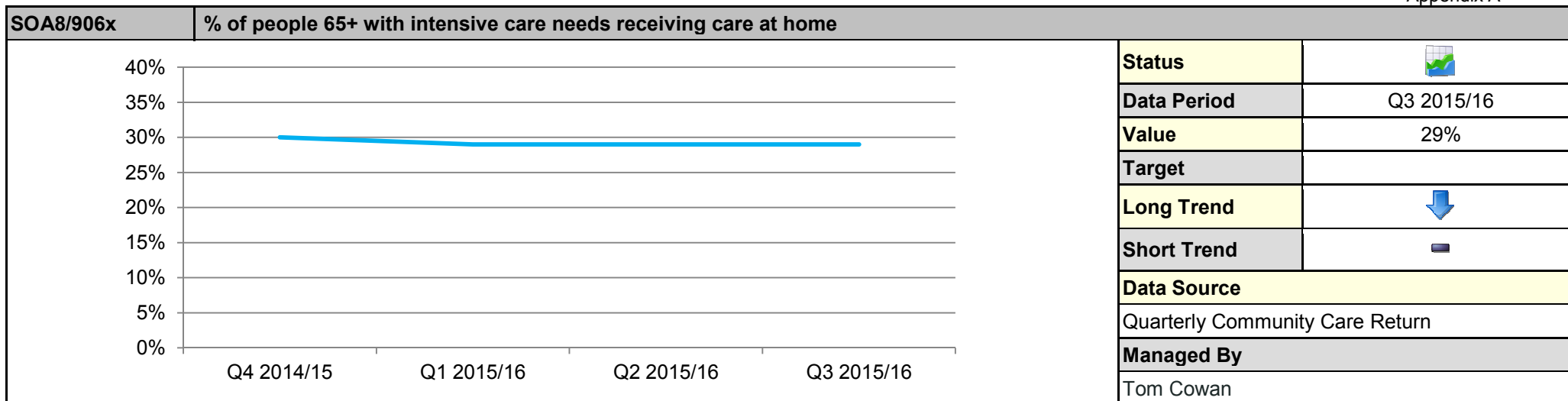
BREAKDOWN OF CLIENTS PER CLIENT GROUP

Snapshot of client groups for people with an allocation relationship as at 31/03/2016 (end of Q3 2015/16)

Client Group	No. of clients
Adult Criminal Justice	906
Alcohol Misuse	37
Carer	37
Drugs Misuse	24
Elderly Client 65+	3,026
Elderly Client 65+ with Dementia	1,040
Learning disability	531
Mental health	553
Other Adult Client	220
Physical Disability	549
Physical Health	474
TOTAL	7,397

Narrative and Analysis

A snapshot is being used to increase accuracy of data. If a 3 month period were used, people who have changed client groups during this period would be counted multiple times - David Waite

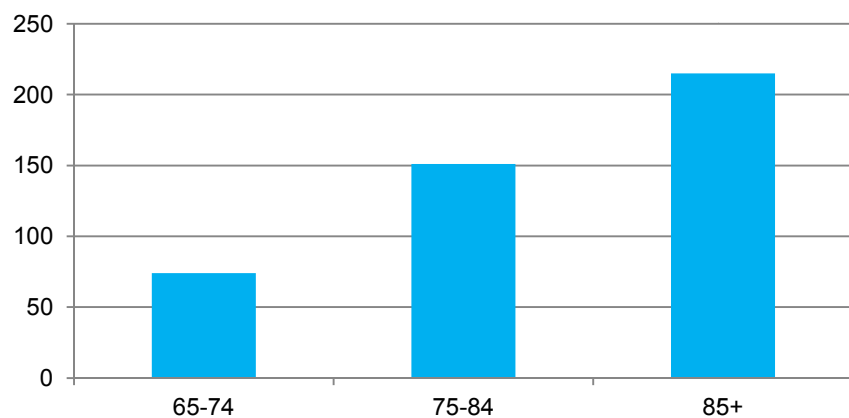


Narrative and Analysis

Q3 2015/16

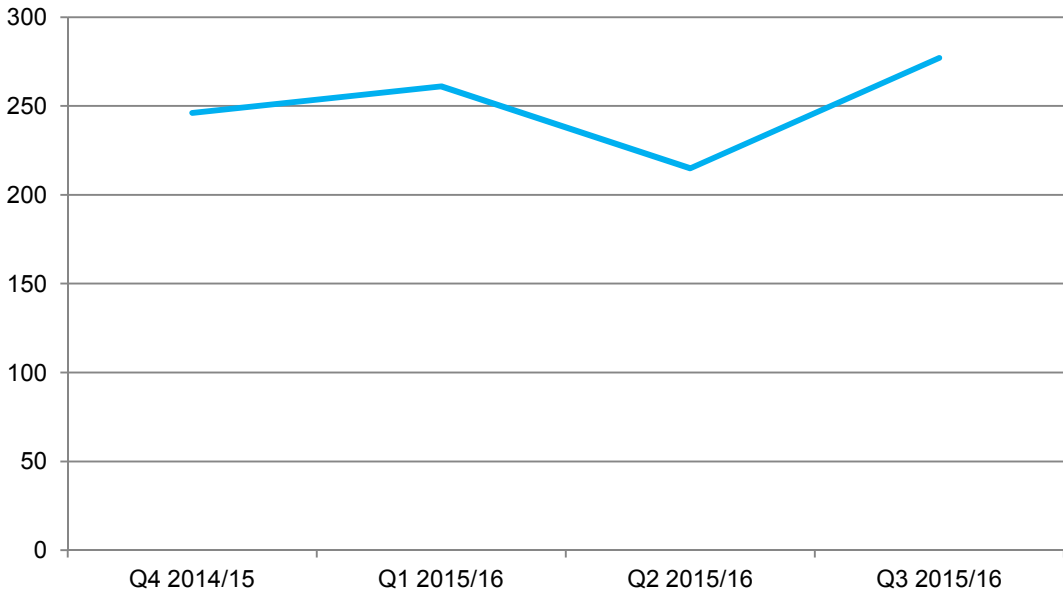



This metric remains relatively flat. This is primarily due to ongoing issues with obtaining care at home provision given the local failures in the care market presently.

BREAKDOWN OF AGES OF PEOPLE 65+ WITH INTENSIVE CARE NEEDS RECEIVING CARE AT HOME FOR Q3 2015/16



Q2 2015/16

Age bracket	Number of people	Percentage
65-74	74	17%
75-84	151	34%
85+	215	49%

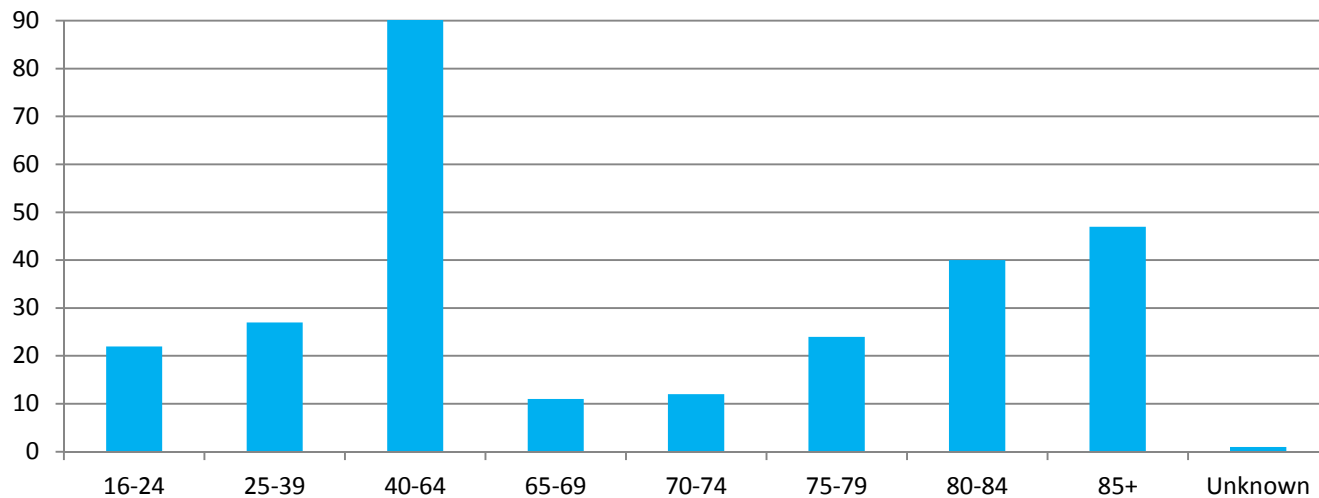
SCW70	Number of new referrals within Adult Protection procedures											
 <table border="1" data-bbox="309 212 1368 807"> <caption>Data for Line Chart</caption> <thead> <tr> <th>Quarter</th> <th>Number of new referrals</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>245</td> </tr> <tr> <td>Q1 2015/16</td> <td>260</td> </tr> <tr> <td>Q2 2015/16</td> <td>215</td> </tr> <tr> <td>Q3 2015/16</td> <td>277</td> </tr> </tbody> </table>	Quarter	Number of new referrals	Q4 2014/15	245	Q1 2015/16	260	Q2 2015/16	215	Q3 2015/16	277	Status	
	Quarter	Number of new referrals										
	Q4 2014/15	245										
	Q1 2015/16	260										
	Q2 2015/16	215										
	Q3 2015/16	277										
	Data Period	Q3 2015/16										
	Value	277										
	Target	N/A										
Long Trend												
Short Trend												
Data Source												
David Waite CF Team Data Summary Sheet												
Managed By												
Scott Wilson												

Narrative and Analysis

Q3 2015/16

The 277 referrals for October, November and December 2015 reflect a marked increase in the number of concerns reported to the APU. This is compared with 215 referrals during July, August and September, which then may also have been lower as the data was assessed 9 days before the end of the month, which is also a holiday period. The October, November and December referrals are the highest number for any quarter during 2015.

AGE BREAKDOWN OF ADULT PROTECTION REFERRALS FOR Q3 2015/16



Age Bracket	Total
16-24	22
25-39	27
40-64	93
65-69	11
70-74	12

Age Bracket	Total
75-79	24
80-84	40
85+	47
Not Known	1
Total	277

SCW71	Number of New Referrals Progressing to Initial Investigation Under Adult Protection Procedures											
<table border="1"> <caption>Data for Line Chart</caption> <thead> <tr> <th>Quarter</th> <th>Number of New Referrals</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>108</td> </tr> <tr> <td>Q1 2015/16</td> <td>90</td> </tr> <tr> <td>Q2 2015/16</td> <td>83</td> </tr> <tr> <td>Q3 2015/16</td> <td>98</td> </tr> </tbody> </table>	Quarter	Number of New Referrals	Q4 2014/15	108	Q1 2015/16	90	Q2 2015/16	83	Q3 2015/16	98	Status	
	Quarter	Number of New Referrals										
	Q4 2014/15	108										
	Q1 2015/16	90										
	Q2 2015/16	83										
	Q3 2015/16	98										
	Data Period	Q3 2015/16										
	Value	98										
Target	N/A											
Long Trend												
Short Trend												
Data Source												
David Waite - CF Team - Data Summary Sheet												
Managed By												
Scott Wilson												

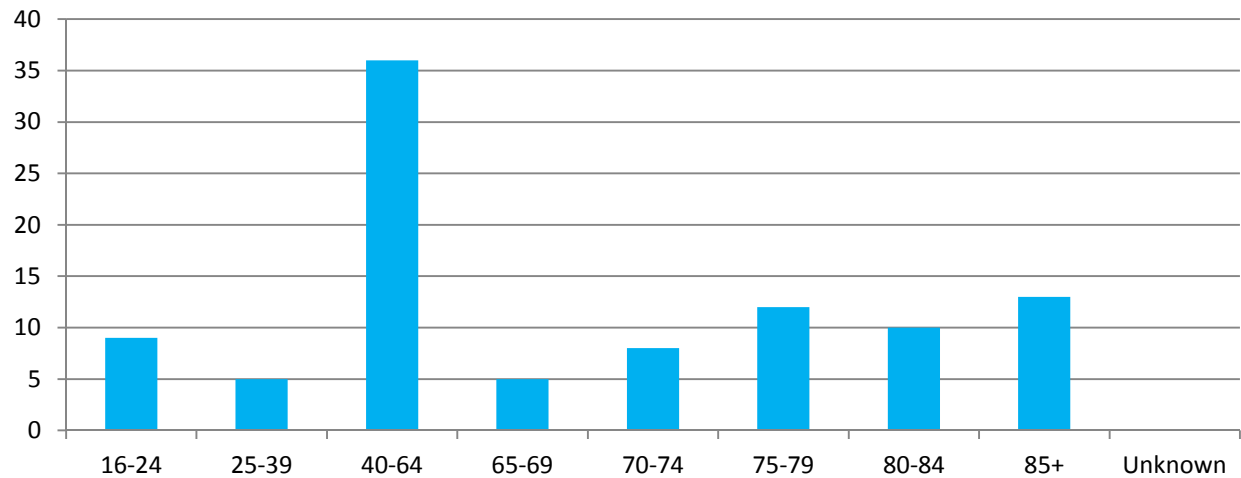
Narrative and Analysis

Q3 2015/16

The disposal of reports screened in October, November and December which progressed to Initial Investigation, reflects an increase from the previous two quarters, but not as many as in the first quarter of 2015.

There were notable increases of referrals in the following age brackets: 16-24, 40-64, 75-79, 80-84 and 85+. The significant increase in referrals in the 40-64 age bracket increased from 61 referrals during the 2nd quarter, to 93 in the 3rd quarter.

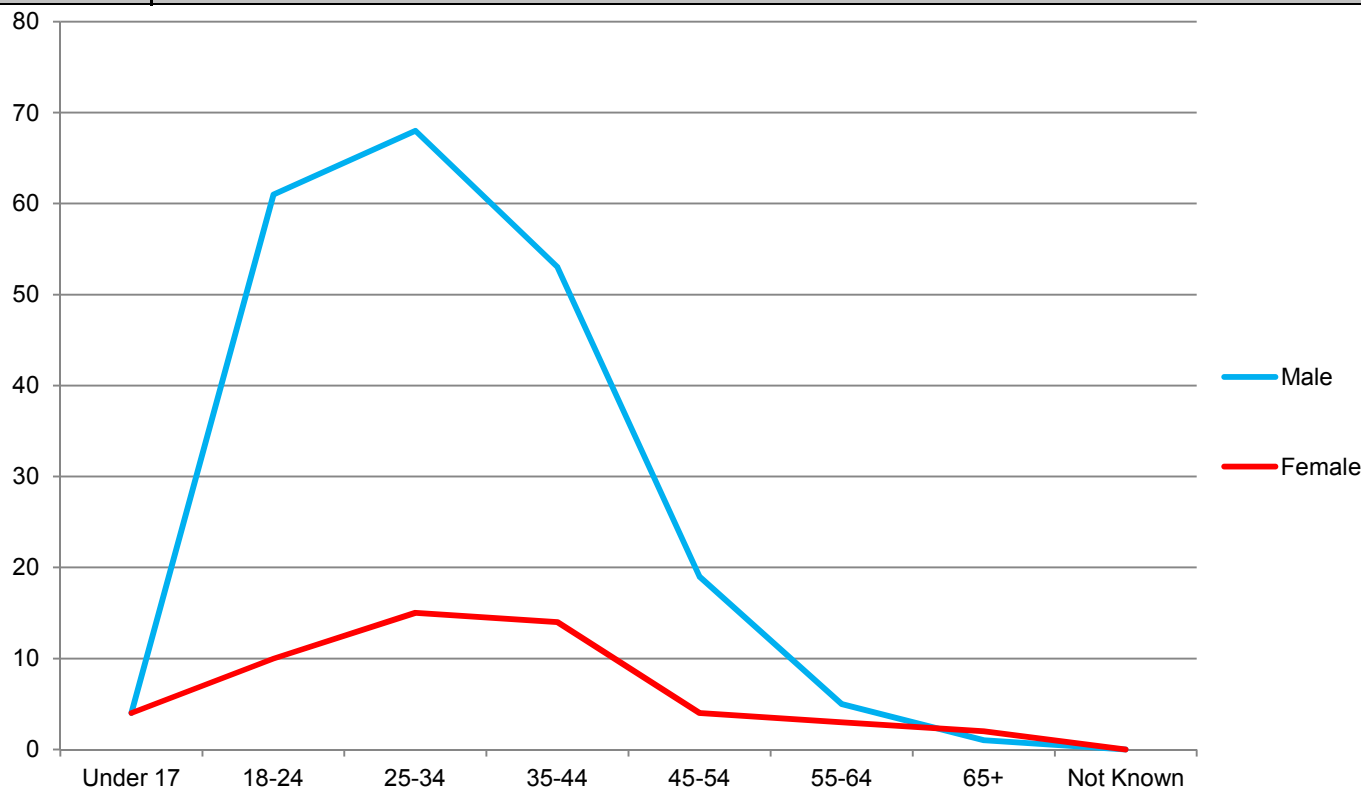
AGE BREAKDOWN OF ADULT PROTECTION REFERRALS PROGRESSING TO INITIAL INVESTIGATION FOR Q3 2015/16



Age Bracket	Total
16-24	9
25-39	5
40-64	36
65-69	5
70-74	8

Age Bracket	Total
75-79	12
80-84	10
85+	13
Not Known	0
Total	98

SCW73 Criminal Justice: Community Payback Orders (including Transferred CPOs)



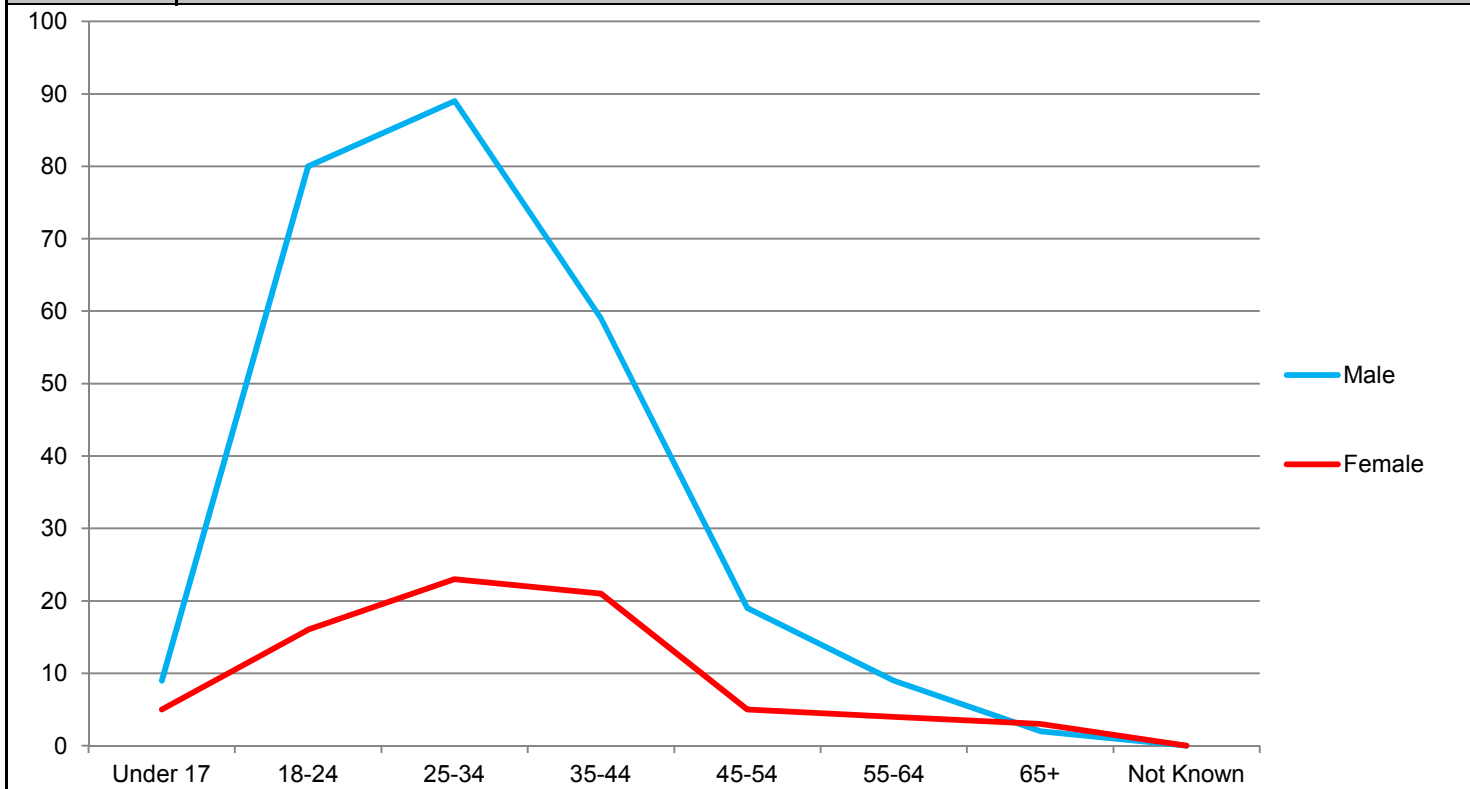
Status				
Data Period	Q3 2015/16			
Target	N/A			
Values				
Male	17 and under	4	18-24	61
	25-34	68	35-44	53
	45-54	19	55-64	5
	65+	1	Not Known	0
Female	17 and under	4	18-24	10
	25-34	15	35-44	14
	45-54	4	55-64	3
	65+	2	Not Known	0
Data Source				
Ross Kennedy, Information & Research Assistant				
Managed By				
Lesley Simpson				

Narrative and Analysis

Q3 2015/16

This refers to individuals with new Community Payback Orders imposed during the period (including CPOs transferred in). No target can be set. It should be noted that in the region of 90% of CPOs have an Unpaid Work Requirement. Please note that there is an 8% increase in the number of CPOs imposed during this quarter.

SCW74 Criminal Justice: Social Work Reports (including supplementary CJSW reports)



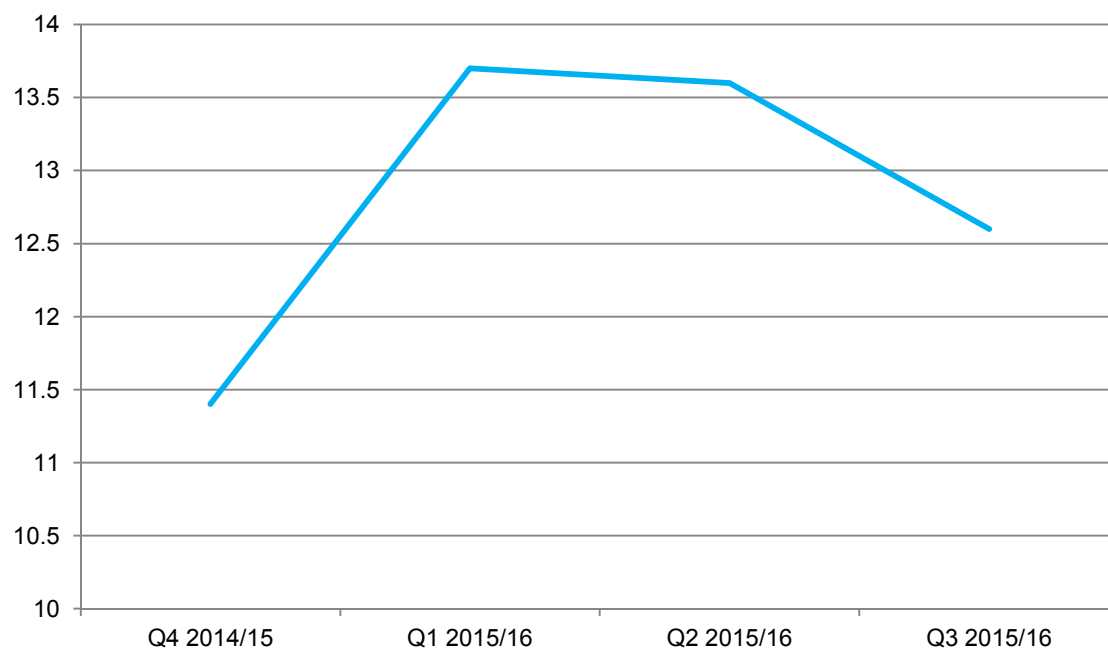
Status					
Data Period		Q3 2015/16			
Target		N/A			
Values					
Male	17 and under	9	18-24	80	
	25-34	89	35-44	59	
	45-54	19	55-64	9	
	65+	2	Not Known	0	
Female	17 and under	5	18-24	16	
	25-34	23	35-44	21	
	45-54	5	55-64	4	
	65+	3	Not Known	0	
Data Source					
Ross Kennedy, Information & Research Assistant					
Managed By					
Lesley Simpson					

Narrative and Analysis

Q3 2015/16

This refers to individuals with Criminal Justice Social Work Reports to Court (including Supplementary Reports but excluding Progress Reports) but does not include reports to the Parole Board etc. For the 344 people reported above 427 Criminal Justice Social Work Reports to Court were requested. No target can be set for the number of reports requested but it should be noted that more than 99% of court reports are submitted on time i.e. by noon on the day prior to Court.

Average number of days per employee lost through sickness absence – Adult Services



Status	
Data Period	Q3 2015/16
Value	12.6
Target	11.3
Long Trend	
Short Trend	
Data Source	
	Carol Slessor
Managed By	
	Kate MacKay

Narrative and Analysis**Q3 2015/16**

2014/15 figures show combined figures for Children's and Adult Social Work. Figures for Adults for Q3 2015/16 are comparable to the previous figures for the old SCWB Service.

Average of monthly sickness absence figures for October to December 2015:

October = 13.1

November = 12.6

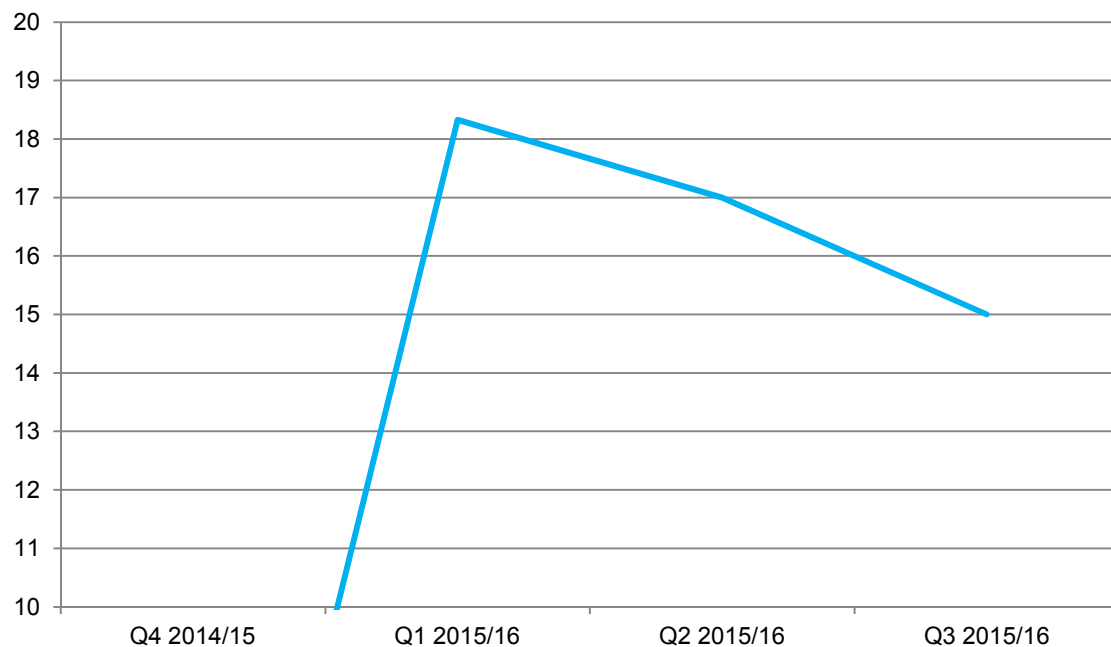
December = 12.1

Sickness absence is calculated on an annual rolling basis. The number of days absent per employee is calculated on a monthly calculation instead of a single annual calculation.

Figure shows a small fall from previous quarter.

Managers require to closely monitor and manage the situation to continue to improve the statistics and overall absence levels in the Council.

CG0012 H&SCP **The number of Agency staff**



Status	
Data Period	Q3 2015/16
Value	15
Target	N/A
Long Trend	
Short Trend	
Data Source	Carol Slessor
Managed By	Carol Slessor

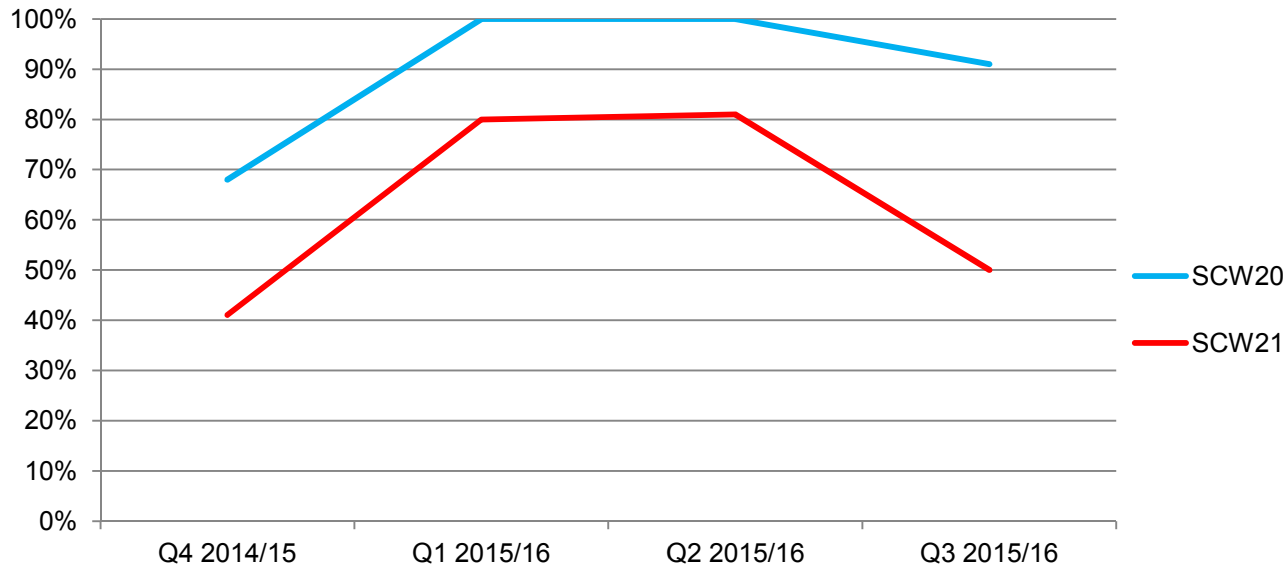
Narrative and Analysis

Q3 2015/16

All requests for the need to employ agency staff are required to be submitted to a Head of Service for consideration.

There are no comparative figures prior to Q1 2015/16 as this was previously reported as a whole SCWB figure.

SCW20	% of formal complaints acknowledged within 5 day timescale
SCW21	% of formal complaints responded to within 28 day timescale



Status				
Data Period	Q3 2015/16			
Value	SCW20	91%	SCW21	50%
Target	SCW20	100%	SCW21	100%
Long Trend	SCW20	↑	SCW21	↑
Short Trend	SCW20	↓	SCW21	↓
Data Source	Complaints, Rights & Enquiries Team			
Managed By	Kate MacKay			

Narrative and Analysis

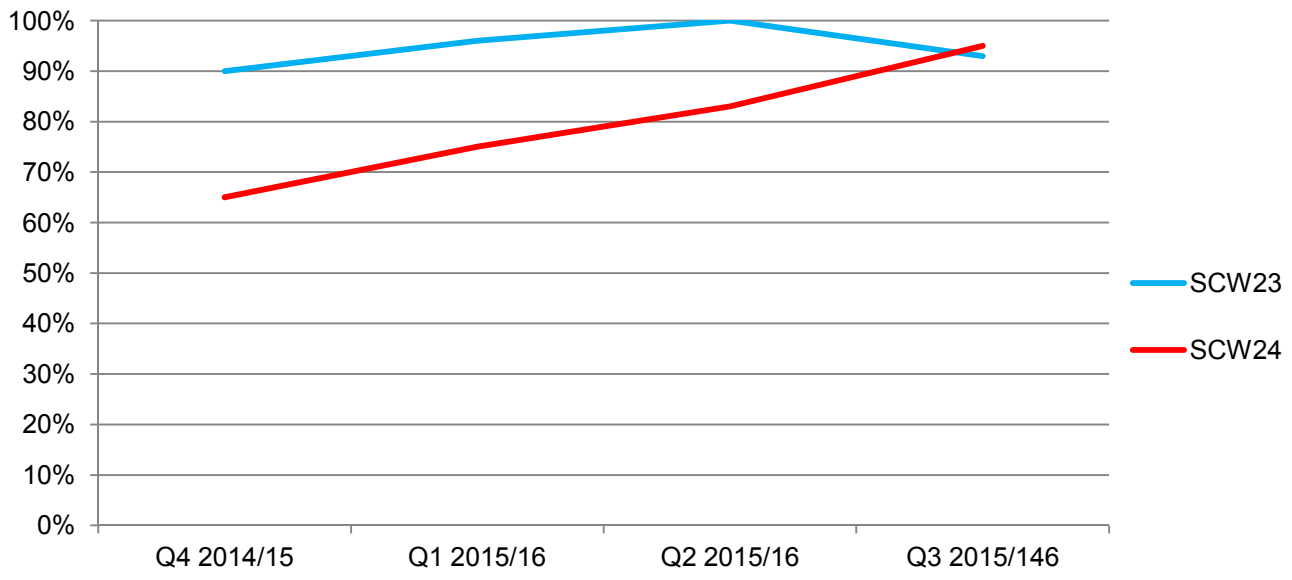
Q3 2015/16

In period 3, there were 12 complaints received by the CRE team.

- Of the 12 complaints received, 6 were statutory complaints, 4 were corporate investigative complaints and 2 were appeals to stage 2 of the complaints process.
- Of the 6 statutory complaints, 5 were formal complaints and 1 was a frontline complaint.
- 11 of the 12 complaints required acknowledgement. All but one was acknowledged on time.
- 8 complaint responses were late, and 4 were on time.
- Of the late responses, there have been delays ranging from 2 – 20 days. Late responses from the investigating officer and awaiting the outcome of an internal investigation were the reasons for the delays.
- 3 holding letters were sent out, with the newly agreed response date being met in 2 cases.
- One case proceeded to a Complaints Review Committee hearing in this period, which resulted in only one recommendation, which has been agreed by the service.



SCW23	% of enquiries acknowledged within 5 day timescale
SCW24	% of enquiries responded to within 15 day timescale



Status				
Data Period	Q3 2015/16			
Value	SCW23	93%	SCW24	95%
Target	SCW23	100%	SCW24	75%
Long Trend	SCW23	↑	SCW24	↑
Short Trend	SCW23	↑	SCW24	↑
Data Source	Complaints, Rights & Enquiries Team			
Managed By	Kate MacKay			

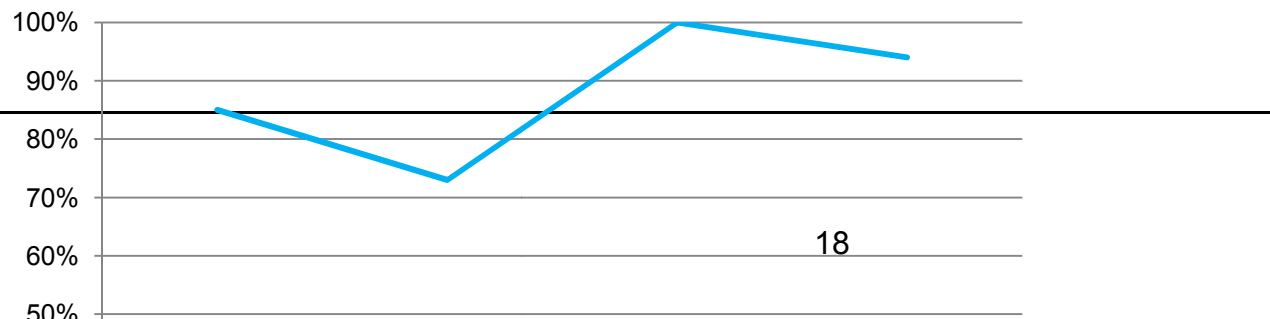
Narrative and Analysis

Q3 2015/16



In period 3, there were 21 enquiries received by the CRE team.

- Of those that required an acknowledgement (14 out of 21) all but one received this within the corporate timeframe.
- 20 of the 21 enquiries were answered on time. The one late response was delayed by 6 days, due to a delay in the response being signed off by the service manager

SCW39	% of freedom of information requests responded to within timescales
--------------	--



Status	
Data Period	Q3 2015/16

Value	94%
Target	100%
Long Trend	
Short Trend	
Data Source	
Complaints, Rights & Enquiries Team	
Managed By	
Kate MacKay	

Narrative and Analysis**Q3 2015/16**

In period 3, there were 17 FOIs received by the CRE team.

- All but one were completed on time.

In addition, there were 8 FOI's that jointly related to Adults and Children's services, all of which were answered on time.

LINKS

Scottish Government Community Care Quarterly Survey

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Health/Data/QuarterlySurvey/QRTDATAECWT>

Northern Community Justice Authority reports

<http://www.northerncja.org.uk/Annual-Reports-incl-MAPPA>

Adult Protection Committee Biennial Report

<http://www.scotland.gov.uk/Topics/Health/Support-Social-Care/Adult-Support-Protection/Committees/BiennialReport-2012>

PERFORMANCE REPORT LINKS TO STRATEGY MAP 2015

Adults

People at risk are protected	People are effectively supported within their families and communities	People fully participate in individual and service planning, review and delivery	Wellbeing is promoted in all care groups	Our resources are managed effectively	Our organisation is effective
SCW17a Number of referrals of adults (18-64) cases	SOA8/906x % of people 65+ with intensive care needs receiving care at home			SCW1 Average number of days per employee lost through sickness absence - Social Care and Wellbeing	SCW73 Criminal Justice: Community Payback Orders (including Transferred CPO's)
SCW17b Number of referrals of adults (65+) cases				SCW27 The number of Agency staff	SCW74 Criminal Justice: Social Work Reports (including supplementary CJSW reports)
SCW70 Number of new referrals within Adult Protection procedures					SCW20 % of formal complaints acknowledged within 5 day timescale
SCW71 Number of New Referrals Progressing to Initial Investigation Under Adult Protection Procedures					SCW21 % of formal complaints responded to within 28 day timescale
					SCW23 % of enquiries acknowledged within 5 day timescale
					SCW24 % of enquiries responded to within 15 day timescale
					SCW39 % of freedom of information requests responded to within timescales

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services Committee
DATE	24 th March 2016
DIRECTOR	Judith Proctor and Head of Finance
TITLE OF REPORT	2015/16 REVENUE BUDGET MONITORING (Adult Social Care)
REPORT NUMBER	ECS/SCW/025
CHECKLIST COMPLETED	Yes/No

1. PURPOSE OF REPORT

1.1 The purpose of this report is to

- i) bring to Committee members attention the current year revenue budget performance for the services which relate to this Committee; and
- ii) Advise on any areas of risk and management action.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee:

- i) Note this report on the forecast outturn on the revenue budget and the information on areas of risk and management action that is contained herein;
- ii) Instruct that officers continue to review budget performance and report on service strategies;
- iii) Approve the virements outlined in 5.3.1.

3. FINANCIAL IMPLICATIONS

3.1 The revised total Adult Social Care revenue budget amounts to around £88.2m net expenditure.

3.2 Based upon present forecasts it is anticipated that the financial performance of the Directorate will result in a budget underspend of £360k. The forecast position incorporates the pay award of £1.5%. The service would otherwise have reported a £530k underspend which would have been offset by corresponding amounts in corporate budgets.

3.3 Health and Social Care Integration

3.3.1 Members will be aware that by virtue of the Public Bodies (Joint Working) (Scotland) Act 2014 the specified adult social care functions will be transferred to the Integration Joint Board (IJB) with effect from 1st April 2016. The budgets relating to those functions are then duly delegated to the IJB. Based on the General Fund revenue budget approved by Council at its meeting on 25 February 2016 the total of adult social care budgets delegated by the Council to the IJB for 2016/17 would be £88.157m as follows:

	<u>£m</u>
Learning Disabilities	20.766
Mental Health & Addictions	5.766
Older People & Physical Disabilities	65.581
Administration & Management	0.881
Criminal Justice	-0.087
Integration Fund contribution	-4.750
Total budgets delegated for Adult Social Care	<u>88.157</u>

3.3.2 In 2016/17 responsibility for the monitoring of the IJB budgets will sit with the IJB itself, and it will have responsibility for establishing appropriate governance systems. In this regard the shadow IJB (sIJB) has agreed to create an “Audit and Performance Systems Committee”.

3.3.3 The sIJB also agreed to seek to appoint a Chief Financial Officer to the IJB and this proposal has now been agreed by both the Council’s Finance, Policy & Resources Committee and the NHS Grampian Scrutiny panel. Alan Gray, Director of Finance at NHS Grampian, has agreed to take on the role on an interim basis until a permanent appointment can be made.

3.3.4 During 2015/16 the Finance work stream supporting the development of financial arrangements for the IJB has developed a process for joint reporting on the IJB budgets, bringing together the budget monitoring for adult social care and NHS delegated services into a single integrated budget monitoring report. On this basis reports for information have been provided to the sIJB during the 2015/16 financial year. Formal reporting to the IJB will commence in the 2016/17 financial year and accordingly reports will no longer be provided to the Education and Children’s Services Committee.

4. OTHER IMPLICATIONS

- 4.1 Every organisation has to manage the risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by Members. This report is part of that framework and has been produced to provide an overview of the current operating position.

5. BACKGROUND/MAIN ISSUES

- 5.1 This report informs Members of the current year Adult Social Care revenue budget performance to date, and provides a high level summary for the consideration of Members, to period 10 (to end of January 2016).
- 5.2 The Directorate's revenue budget report and associated notes are attached at Appendices A to E.

Financial Position

Revenue Budget

- 5.3 In overall terms, as set out in Appendix A, the position at the 31st January reflects a current underspend of £1.38m, and a forecast underspend of approximately £360k for the year.
- 5.3.1 Virements have been incorporated into the figures to more correctly align budgets with actual expenditure and income, and Committee is asked to approve these in accordance with the scheme of virements in the financial regulations. More details can be found in appendices B to E. The Committee are also asked to approve the virements in appendix G which will be incorporated in near actual reporting.
- 5.3.2 The year to date positions shows net expenditure to be £1.38m below budget. The net underspend is due to variances in the areas outlined below:
- Underspend on commissioned services including direct payments £1.17m.
 - Underspend on other running costs £590k.

- Overspend on staffing £230k.
- Under-recovery of income £150k.

5.3.3 The forecast outturn is for a favorable variance of approximately £360k. This represents a favorable movement of £360k since Adult Social Care expenditure was reported to Education and Children's Services committee in January. The significant changes in the forecast are as follows:

- Favorable movement of £1.56m in commissioned services (including direct payments). In head of joint operations there is a favorable movement of £240k reflecting virements for TEC grant £220k and community support models £40k; partially offset by additional spend against integrated care fund £20k. In lead service manager 1 (LSM1) there is a favorable movement of £1.57m reflecting favorable movement needs led direct payments £1.01m which consists of a budget virement from commissioned services (£670k to learning disability direct payments and £340k to older people direct payments); and decreased commissioned services needs led spend of £560k which consists of £1,170k less spend net of budget virement out of commissioned services £610k (£1,010k to direct payments less £400k from tele-care to homecare). In lead service manager 2 (LSM2) there is an adverse movement of £250k reflecting additional spend on needs led mental health services £110k and needs led addictions £50k and mental health block funded services £90k.
- Favorable movement on employee costs £90k. This reflects favorable movements on criminal justice teams £110k, self directed support funded staff virement £80k, duty team £50k, adult protection £30k, learning disability teams £30k, capital project officer £20k and out of hours £20k; partially offset by adverse movement on care management teams £120k, planning and development manager £60k and mental health teams £60k.
- Adverse movement of income £1m. In head of joint operations there is an adverse movement of £590k: consisting of virement for integrated care fund projects £400k, TEC grant £220k, SDS funded post £80k and delayed discharge funded accommodation project £30k, which has reduced over-recovery of income by £730k; partially offset by additional charging policy income £60k, and additional income against integrated fund projects £30k, delayed discharge projects £30k and elderly and disabled events £20k; in lead service manager 1 there is an adverse movement of £440k : consisting of reduction in client contributions £520k, rent income £30k and recoveries to capital £20k; partially offset by delayed discharge funding £50k, meal charges £40k, over-recovery housing benefit £20k other income £20k; in lead service manager 2 there is an adverse movement of £30k consisting of under-recovery client contributions £90k; partially offset by a

favorable movement in criminal justice of £70k which reflects the final settlement figure of section 27 grant for the financial year 14-15.

- Adverse movement of £290k on other running costs. The major variances are virements to commissioned services home care £400k and additional payments to Bon Accord Care for aids and adaptations £80k (LSM1), cost of Exchequer House dilapidations £120k (criminal justice), additional hire of taxis £30k (LSM1) and computer equipment £20k (Head of Joint Operations); partially offset by budget virement for integrated care funded design support £360k (Head of Joint Operations).

5.3.4 Comparing the revised budget to the updated forecast, the main variances anticipated are in the following areas:

- Underspend on other running costs £400k.

The LSM1 budget has an anticipated net underspend of £240k. This results from anticipated underspends on older people change fund match funding support £160k, rentals £130k, disability aids and adaptations £100k, staff travel £40k and section 12 payments £20k; partially offset by overspends on Adult Services transport £120k, expenditure on social care properties £70k and car parking £20k;

The criminal justice budget has an anticipated net underspend of £80k. This results from a reduction in expenditure on rates and rents due to relocation from Exchequer House to Spring Garden £200k; partially offset by the cost of Exchequer House dilapidations £120k;

The Head of Joint Operations has an anticipated net underspend of £50k. This results from anticipated underspend on training and development £80k; partially offset by computer equipment £20k and other running expenses £10k;

The LSM2 budget has an anticipated net underspend of £30k. This results from anticipated underspend on rents.

- Underspend on commissioned services (including direct payments) £340k.

A significant proportion of the Adult Social Care PBB savings are from within commissioned services. There remains significant pressure on those budgets, and this has also been reflected with

growth provisions included in the budget to cover price and demand pressures. There are three main elements:-

there is an anticipated overspend on needs led direct payments of £620k;

there is an anticipated underspend of £730k on needs led commissioned services consisting of underspends in older people £1.0m, addictions £110k and learning disability £70k; partially offset by overspends in physical disability £300k, and mental health £150k;

there is an anticipated underspend on block funded services of £240k reflecting underspends on mental health £200k, addictions £40k and other adult services £20k; partially offset by overspend on adult protection £20k.

These were partially offset by:-

- Overspend on staffing costs £250k:-

This reflects additional spend on learning disability teams £320k (reflecting increased costs of services brought in-house £280 and £40k funded by SDS grant), additional older people change fund £130k (offset by NHS income), mental health teams £70k, planning and development manager £70k, capital project officer £40k, well-being team £20k, and domestic abuse team £10k; partially offset by underspends in criminal justice £140k, vacant head of service post £130k, vacant directors post (7months) £80k, duty team £20k, out of hours £20k, integrated teams £10k and adult protection £10k.

- Under-recovery of income £140k:-

This results from anticipated under-recovery of in-house client contributions £540k, rent income £170k and grant income £160k (£120k section 27 funding and £40k SDS grant); partially offset by housing benefit receipts £330k, additional NHS funding £240k (older people change fund £190k and delayed discharge £50k), other recoveries £60k, contributions from other local authorities £60k and other income £40k.

Ear-marked Reserves

5.3.5

As at Period 10 2015/16	Balance b/f 1 April 2015	Forecast for Year	New Amounts / (Unrequired) Amounts	Projected c/f 31 March 2016
	£'000	£'000	£'000	£'000
Projects	53	53	0	0
Revenue Grants	107	107	0	0
Total	160	160	0	0

As per the agreement letter dated the 11th June 2015, the See Hear Strategy grant has been paid to North East Sensory Services. Discussion and agreement of the final outturn of Earmarked Reserves projects and grants will form part of monthly budget monitoring meetings with budget managers. Further details are provided in Appendix F.

Capital

5.3.6

As at Period 10 2015/16	Figures for Total Project			Pr	Cu
	Approved Budget	Expenditure to Date	Forecast Expenditure		
Integration Joint Board	£'000	£'000	£'000		
Social Care Facilities: Rosehill Replacement @ Burnside	4,400	513	4,400	G	G
	4,400	513	4,400		

Integrated Joint Board

- Construction of the new Rosehill Centre at the former Burnside site commenced at the beginning of January, with the new facility due to open in January 2017.

6. IMPACT

Improving Customer Experience –

Accurate budget monitoring and forecasting assists the Council to plan and design our services around current and future customer needs as much as possible.

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 –

As a public sector organisation, the Council has a legal duty to be open, transparent and accountable for spending public funds.

Corporate -

Aberdeen the Smarter City:

Smarter Governance (Participation)

Accurate budget monitoring and forecasting contributes to the process of Smarter Governance.

Smarter Living (Quality of Life)

Adult Social Care services contribute to the physical and emotional wellbeing of both our younger and older adult citizens, by offering support and activities which promote independence, resilience, confidence and self-esteem.

Public –

The Council has a duty to ensure that best value is considered in all of its operations and this report helps to inform that process.

7. MANAGEMENT OF RISK

Commissioned Services is a very significant element of the Adult Social Care budget at £102.0m (82%) and also arguably the highest risk element of the budget. The needs led element of the budget can be a problem and it is in this area that major variances have occurred in previous years. There can be major fluctuations in the level of commitment from month to month due to demand pressures and data recording issues. A 1% increase in Adults care packages costs approximately £740k.

The forecasts assume that further savings will be made due to under delivery of home care. There is a risk that delivery may vary significantly from previous patterns by +/- £500k.

Care providers may decide to discontinue some or all of their services within the Aberdeen City area for commercial reasons. There is a risk that alternative provision may need to be met at a premium in the short to medium term by + £250k.

The Mental Welfare Commission have three “recorded matters” that may affect ACC. Recorded Matters instruct Councils to find accommodation and support in the community for some clients who are currently in a hospital ward. The annual cost of supporting these three clients would be approximately £500k. It is unlikely that ACC will directly support any of these clients before March 2016.

There is currently a backlog of residential financial assessments for approximately 100 new clients and 400 annual re-assessments. Progress on dealing with the backlog must be carefully monitored so that income forecasts are neither over nor under stated. The potential variance is estimated at +/- £200k.

£400k of invoices are currently under investigation by the processing team. In all cases the package varies from Carefirst by at least 10% or because there is no package. The progress on dealing with this backlog must be carefully monitored. There is a risk that the forecast could be over or understated by +/-£200k.

A review of adult social care spot purchase packages has been undertaken by comparing what has been paid through the financial ledger with commitments on Carefirst. However, as suppliers are reluctant to provide ACC with statements of monies due to them, there is a risk that the year to date position in the ledger might be light due to unbilled care and therefore the forecast could be understated by £500k.

8. BACKGROUND PAPERS

Financial ledger data extracted for the period.

9. REPORT AUTHOR DETAILS

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Additional contributions to analysis of risks and management action by
Director & Heads of Service – Social Care & Wellbeing.

DIRECTORATE : SOCIAL CARE AND WELLBEING

As at end of January 2016		Year to Date			Forecast to Year End		
Accounting Period 10	Full Year Revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance Amount	Variance Percent
	£'000	£'000	£'000	£'000	£'000	£'000	%
HEAD OF JOINT OPERATIONS	399	332	(497)	(829)	144	(255)	(63.9%)
LEAD SERVICE MANAGER 1	82,127	68,440	68,337	(103)	82,158	31	0.0%
LEAD SERVICE MANAGER 2	5,872	4,894	4,542	(353)	5,823	(49)	(0.8%)
CRIMINAL JUSTICE	(199)	(164)	(262)	(98)	(282)	(83)	41.7%
TOTAL	88,199	73,502	72,119	(1,383)	87,843	(356)	(0.4%)

ABERDEEN CITY COUNCIL REVENUE MONITORING 2015/2016							APPENDIX B	
DIRECTORATE :		SOCIAL CARE AND WELLBEING						
HEAD OF SERVICE :		HEAD OF JOINT OPERATIONS						
As at end of January 2016		Year to Date			Forecast to Year End			CHANGE FROM LAST REPORT
Accounting Period 10	Full Year Revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance Amount	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
STAFF COSTS	821	684	688	4	808	(13)	(1.6%)	(25)
PROPERTY COSTS	18	15	14	(1)	19	1	5.6%	1
ADMINISTRATION COSTS	138	115	41	(74)	54	(84)	(60.9%)	0
TRANSPORT COSTS	1	1	3	2	4	3	300.0%	0
SUPPLIES & SERVICES	537	448	457	9	568	31	5.8%	(307)
COMMISSIONING SERVICES	1,172	976	372	(604)	1,155	(17)	(1.5%)	(235)
GROSS EXPENDITURE	2,687	2,239	1,575	(664)	2,608	(79)	(2.9%)	(566)
LESS: INCOME								
GOVERNMENT GRANTS	(218)	(182)	(200)	(18)	(218)	0	0.0%	218
OTHER GRANTS & CONTRIBUTIONS	(694)	(578)	(573)	5	(694)	0	0.0%	456
CUSTOMER & CLIENT RECEIPTS	(748)	(624)	(797)	(173)	(947)	(199)	26.6%	(67)
RECHARGES TO OTHER ACCOUNTS	(621)	(517)	(502)	15	(605)	16	(2.6%)	(18)
OTHER INCOME	(7)	(6)	0	6	0	7	(100.0%)	0
TOTAL INCOME	(2,288)	(1,907)	(2,072)	(165)	(2,464)	(176)	7.7%	589
NET EXPENDITURE	399	332	(497)	(829)	144	(255)	(63.9%)	23

VIREMENT PROPOSALS								
Integrated Care Fund (ICF) REE design and support budget increased by £370k; offset by increasing ICF income budget by £370k.								
Staffing budgets funded by Self Directed Support (SDS) grant increased by £80k; offset by increasing grant income budget by £80k.								
Commissioned services increased by £220k grant reflecting TEC spend; offset by additional government grant income £220k.								
							PROJECTED	CHANGE
							VARIANCE	
REVENUE MONITORING VARIANCE NOTES							£'000	£'000
Staff Costs							(13)	(25)
The favourable variance reflects additional spend on planning and development officer post £70k; offset by vacant Directors post savings £80k. The favourable movement since period 7 reflects virement for self directed support grant funded posts £80k; partially offset by additional spend on planning and development manager £60k.								
Property Costs							1	1
Administration Costs							(84)	0
The favourable variance reflects anticipated underspend on training and development.								
Transport Costs							3	0

Supplies and Services								31	(307)
The adverse variance results from expenditure on computer equipment £20k and other running costs £20k; partially offset by an underspend on the elderly and disabled events programme £10k. The favourable movement since period 7 reflects budget virement for funding from integrated care fund for design support £360k; partially offset by additional spend computer equipment £30k and elderly and disabled events £20k.									
Commissioning Services								(17)	(235)
The favourable variance is an underspend on other commissioned services. The favourable movement reflects virements for TEC grant £220k and community support models £40k; partially offset by additional spend against Integrated Care Fund £20k.									
Income								(176)	589
The favourable variance reflects over-recovery charging policy income £200k; partially offset by decreased income for elderly and disabled events £20k. The adverse movement since period 7 reflects virement for integrated care funded projects £400k, TEC grant £220k, SDS funded posts £80k and delayed discharge funded accommodation project £30k, which has reduced over-recovery of income by £730k; partially offset by additional charging policy income £60k, and additional income against integrated fund projects £30k, delayed discharge projects £30k and elderly and disabled events £20k.									
								(255)	23

ABERDEEN CITY COUNCIL REVENUE MONITORING 2015/2016						APPENDIX C		
DIRECTORATE :		SOCIAL CARE AND WELLBEING						
HEAD OF SERVICE :		LEAD SERVICE MANAGER 1						
As at end of January 2016		Year to Date			Forecast to Year End			CHANGE FROM LAST REPORT
Accounting Period 10	Full Year Revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance Amount	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
STAFF COSTS	8,353	6,961	7,267	306	8,729	376	4.5%	73
PROPERTY COSTS	281	235	129	(106)	217	(64)	(22.8%)	(11)
ADMINISTRATION COSTS	60	50	71	21	89	29	48.3%	(8)
TRANSPORT COSTS	292	243	312	69	392	100	34.2%	26
SUPPLIES & SERVICES	597	497	225	(272)	311	(286)	(47.9%)	459
COMMISSIONING SERVICES	94,062	78,385	77,747	(638)	93,296	(766)	(0.8%)	(558)
TRANSFER PAYMENTS	3,411	2,843	3,272	429	3,940	529	15.5%	(1,015)
GROSS EXPENDITURE	107,056	89,214	89,023	(191)	106,974	(82)	(0.1%)	(1,034)
LESS: INCOME								
OTHER GRANTS & CONTRIBUTIONS	(14,202)	(11,835)	(12,014)	(179)	(14,407)	(205)	1.4%	(47)
CUSTOMER & CLIENT RECEIPTS	(9,579)	(7,982)	(7,802)	180	(9,362)	217	(2.3%)	502
RECHARGES TO OTHER ACCOUNTS	(35)	(29)	(304)	(275)	(364)	(329)	940.0%	0
OTHER INCOME	(1,113)	(928)	(567)	361	(683)	430	(38.6%)	(15)
TOTAL INCOME	(24,929)	(20,774)	(20,686)	88	(24,816)	113	(0.5%)	440
NET EXPENDITURE	82,127	68,440	68,337	(103)	82,158	31	0.0%	(594)

VIREMENT PROPOSALS									
Learning disability homecare budget increased by £400k; offset by decreasing learning disability tele care/ transponder by £400k.									
Additional contract payments to Bon Accord Care for aids and adaptations increased by £80k; offset by decreasing occupational therapy aids and adaptations budget £80k.									
Direct payments budget increased by £1,010k; offset by decreasing commissioned services budgets by £1,010k.									
								PROJECTED VARIANCE	CHANGE
REVENUE MONITORING VARIANCE NOTES								£'000	£'000
Staff Costs								376	73
The unfavourable variance reflects anticipated overspends in respect of Learning Disability £320k, (£40k of which is funded by SDS grant), Older People Change Fund £130k (offset by NHS income), capital project officer £40k and Well-being team £20k; partially offset by the underspend on vacant Head of Service post £130k. The adverse movement since period 7 reflects increased spend on care management teams £120k; partially offset by decreased spend on learning disability teams £30k and capital project officer £20k.									
Property Costs								(64)	(11)
The favourable variance is due to an anticipated underspend on rentals £130k; partially offset by expenditure on social care properties £70k. The favourable movement since period 7 is due to decreased expenditure on property repairs.									
Administration Costs								29	(8)
The adverse variance reflects an anticipated overspend on legal fees £10k, advertising £10k and printing and stationary £10k. The favourable movement since period 7 reflects reduced expenditure on legal fees.									
Transport Costs								100	26
The adverse variance is due to anticipated overspends on hire of taxis for clients £120k and car parking £20k; partially offset by underspend on staff travel £40k. The adverse movement since period 7 is due to additional spend on hire of taxis.									

Supplies and Services										(286)	459
The favourable variance is due to anticipated underspends on budget for match funding support to Older People Change Fund £160k and disability aids and adaptations £100k and other running expenses £30k. The adverse movement since period 7 reflects budget vired to commissioned services for home care spend £400k and for additional contract payments to Bon Accord Care) £80k; partially offset by decreased spend on Wellbeing team equipment purchases £20k.											
Commissioning Services										(766)	(558)
The favourable variance reflects underspend on needs led services. The favourable movement since period 7 reflects decreased needs led spend £1.17m less net budget virement out of commissioned services £610k (£1,010k to direct payments less £400k from tele- care to homecare).											
Transfer payments										529	(1,015)
The adverse variance is due to anticipated overspend on needs led direct payments budgets £550k, partially offset by underspend on section 12 payments £20k. The favourable movement since period 7 is due to a budget virement from commissioned services. (£670k to learning disability direct payments and £340k to older people direct payments).											
Income										113	440
The adverse variance reflects shortfalls in recoveries in-house client board £540k, rent income £210k and SDS grant £40k; partially offset by additional income from housing benefit £330k, NHS funding for older peoples change fund £190k, other recoveries £60k, delayed discharge funding £50k and other income £50k. The adverse movement since period 7 reflects decreased income client board £520, rent income £30k and recoveries to capital £20k; partially offset by delayed discharge funding £50k, meal charges £40k, over-recovery housing benefit £20k and other income £20k.											
										31	(594)

ABERDEEN CITY COUNCIL REVENUE MONITORING 2015/2016							APPENDIX D	
DIRECTORATE :		SOCIAL CARE AND WELLBEING						
HEAD OF SERVICE :		LEAD SERVICE MANAGER 2						
As at end of January 2016		Year to Date			Forecast to Year End			CHANGE FROM LAST REPORT
Accounting Period 10	Full Year Revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance Amount	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
STAFF COSTS	3,182	2,652	2,672	20	3,197	15	0.5%	(34)
PROPERTY COSTS	41	36	12	(24)	12	(29)	(70.7%)	(1)
ADMINISTRATION COSTS	49	41	18	(23)	55	6	12.2%	(3)
TRANSPORT COSTS	39	32	25	(7)	30	(9)	(23.1%)	1
SUPPLIES & SERVICES	25	21	24	3	27	2	8.0%	5
COMMISSIONING SERVICES	7,494	6,245	5,810	(435)	7,310	(184)	(2.5%)	244
TRANSFER PAYMENTS	2	1	58	57	73	71	3550.0%	10
GROSS EXPENDITURE	10,832	9,028	8,619	(410)	10,704	(128)	(1.2%)	222
LESS: INCOME								
OTHER GRANTS & CONTRIBUTIONS	(4,342)	(3,619)	(3,683)	(64)	(4,408)	(66)	1.5%	0
CUSTOMER & CLIENT RECEIPTS	(618)	(515)	(394)	121	(473)	145	(23.5%)	34
TOTAL INCOME	(4,960)	(4,134)	(4,077)	57	(4,881)	79	(1.6%)	34
NET EXPENDITURE	5,872	4,894	4,542	(353)	5,823	(49)	(0.8%)	256

VIREMENT PROPOSALS											
None											
										PROJECTED VARIANCE	CHANGE
REVENUE MONITORING VARIANCE NOTES										£'000	£'000
Staff Costs										15	(34)
The adverse variance reflects overspends in mental health teams £70k; partially offset by underspends in duty team £20k, out of hours £20k, adult protection £10k and integrated drug and alcohol teams £10k. The favourable movement since period 7 reflects decreased spend on duty team £50k, adult protection £30k and out of hours £10k; partially offset by increased spend on mental health teams £60k.											
Property Costs										(29)	(1)
The favourable variance reflects anticipated savings on rents.											
Administration Costs										6	(3)
Transport Costs										(9)	1
Supplies and Services										2	5
Commissioning Services										(184)	244
The favourable variance reflects an anticipated underspend on block funded services for mental health £200k and addictions £40k, and underspend on spot purchased addictions £110k; partially offset by an overspend on needs led budgets, excluding direct payments, of £150k mental health and block funded adult protection £20k. The adverse movement since period 7 reflects additional expenditure on mental health spot purchased care £100k, mental health block £90k and spot purchased addictions £50k.											
Transfer Payments										71	10
The adverse variance reflects anticipated spend on mental health needs led direct payments. The adverse movement since period 7 reflects additional spend on mental health direct payments.											
Income										79	34
The adverse variance reflects under-recovery of client contributions £180k; partially offset by contribution from other councils £60k and rent income £40k. The adverse movement since period 7 is due to increased under-recovery of client income.											
										(49)	256

ABERDEEN CITY COUNCIL REVENUE MONITORING 2015/2016							APPENDIX E	
DIRECTORATE :		SOCIAL CARE AND WELLBEING						
HEAD OF SERVICE :		CRIMINAL JUSTICE						
As at end of January 2016		Year to Date			Forecast to Year End			CHANGE FROM LAST REPORT
Accounting Period 10	Full Year Revised Budget	Revised Budget	Actual Expenditure	Variance Amount	Outturn	Variance Amount	Variance Percent	
	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
STAFF COSTS	3,700	3,083	2,979	(104)	3,571	(129)	(3.5%)	(106)
PROPERTY COSTS	250	211	42	(169)	166	(84)	(33.6%)	118
ADMINISTRATION COSTS	26	21	20	(1)	26	0	0.0%	5
TRANSPORT COSTS	44	37	43	6	52	8	18.2%	8
SUPPLIES & SERVICES	30	25	19	(6)	26	(4)	(13.3%)	(1)
COMMISSIONING SERVICES	370	308	308	0	370	0	0.0%	0
TRANSFER PAYMENTS			4	4	5	5	0.0%	(2)
GROSS EXPENDITURE	4,420	3,685	3,415	(270)	4,216	(204)	(4.6%)	22
LESS: INCOME								
GOVERNMENT GRANTS	(4,619)	(3,849)	(3,673)	176	(4,498)	121	(2.6%)	(67)
CUSTOMER & CLIENT RECEIPTS	0	0	(1)	(1)	0	0	0.0%	0
OTHER INCOME	0	0	(3)	(3)	0	0	0.0%	0
TOTAL INCOME	(4,619)	(3,849)	(3,677)	172	(4,498)	121	(2.6%)	(67)
NET EXPENDITURE	(199)	(164)	(262)	(98)	(282)	(83)	41.7%	(45)

VIREMENT PROPOSALS								
None								
							PROJECTED VARIANCE £'000	CHANGE £'000
REVENUE MONITORING VARIANCE NOTES								
Staff Costs							(129)	(106)
The favourable variance reflects anticipated management action to limit criminal justice expenditure to grant funding £140k (PBB saving SCW8); partially offset by overspend on domestic abuse £10k. The favourable movement since period 7 reflects recruitment delays and management action to limit expenditure to grant funding within criminal justice.								
Property Costs							(84)	118
The favourable variance reflects anticipated underspends on rates and rent now that the Criminal Justice service has relocated from Exchequer House to Spring Gardens £200k; partially offset by dilapidation costs Exchequer House £120k. The adverse movement since period 7 is due to the dilapidation costs for Exchequer House.								
Administration Costs							0	5
Transport Costs							8	8
Supplies and Services							(4)	(1)
Commissioning Services							0	0
Transfer Payments							5	(2)
Income							121	(67)
The adverse variance reflects anticipated levels of grant income. The favourable movement since period 7 reflects the final settlement figure of section 27 grant for the financial year 14-15.								
							(83)	(45)

APPENDIX F

As at Period 10 2015/16	Balance b/f 1 April 2015	Forecast for Year	New Amounts / (Unrequired) Amounts	Projected c/f 31 March 2016	Details (reason for holding, plans for using, assumptions on new amounts and reasons for unrequired amounts)
	£'000	£'000	£'000	£'000	
<i>Projects:</i>					
Business Plan Service Options	53	53		0	To fund Planning and Development Manager post until the end of this financial year. The post is supporting the change programme within Learning Disability Services (LD) including the LD financial frame work and transformation of in-house residential services to tenancies.
<i>Revenue Grants:</i>					
Local Autism Action Plan	28	28		0	AIG to consider programme of autism training, awareness and capacity building with a view to spending the ear-marked reserve this financial year. Thus far £14k has been committed to extend funding to the triple A's and £3k start up grant to "Me Too" magazine.
See Hear Strategic Framework	79	79		0	To support the See Hear Strategic Framework, funding will be used to carry out sensory checks for people living in residential care £26k, awareness training £31k, additional lip reading class £6.5k, sensory loss training £5k, events publicity £5k and funding for NESS CEO to be lead person for this LA £5k. The See Hear Strategy Grant has now been paid to North East Sensory Services.
Total	160	160	0	0	

LSM1

Virement
Proposal

Learning disability direct payments increased by £550k, physical disability commissioned services increased by £190k, older people direct payments increased by £70k; offset by decreasing older people commissioned services £550k, learning disability commissioned services £190k and physical disability direct payments £70k.

LSM2

Virement
Proposal

Mental health direct payments increased by £70k; offset by decreasing mental health commissioned services budgets by £70k.

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ABERDEEN CITY COUNCIL

COMMITTEE	* Education and Children Services Committee
DATE	* 24 March 2016
CHIEF OFFICER	* Judith Proctor
TITLE OF REPORT	* Removal of Torry Youth Café, 258 North Balnagask Road Aberdeen from Adult Social Work Services Portfolio
REPORT NUMBER	* ECS/SCW/024
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

To report on the future need by Adult Social Work Services of the property at 258 North Balnagask Road (Torry Youth Café), Aberdeen, AB11 8RX.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- notes the content of the report:
- declares 258 North Balnagask Road, Aberdeen surplus to Adult Social Work Services' requirements and confirm its removal from the Adult Social Work Services account portfolio and:
- instruct the Head of Land and Property Assets to review the property and in conjunction with the SIP & Capital Review Group to determine it's future use

3. FINANCIAL IMPLICATIONS

The property is no longer in use and is surplus to the Service's requirements. It had been considered for an Unpaid Work Facility but this is no longer considered viable due to the potential repair costs in bringing the property up to an acceptable standard.

The costs of holding the property are low and declaring the asset surplus will remove any associated costs for the service. Communities Housing & Infrastructure can ask for an appropriate budget transfer to manage a vacant asset for the financial year 2016/17. There will be ongoing costs for the

Council of managing the vacant asset until such time as it is disposed, leased or transferred to another Service. The disposal or leasing of the asset could generate either a capital receipt or revenue income. There may be potential for community involvement in terms of a community asset transfer.

4. OTHER IMPLICATIONS

There are no significant other implications in relation to the proposal.

5. BACKGROUND/MAIN ISSUES

The property at 258 North Balnagask Road is owned by the City Council. It was previously leased by the Torry Youth Café, who defaulted on their lease agreement. It was then considered to be potentially suitable for use as an Unpaid Work Facility and planning permission was granted for a Change of Use. However the property has now been vacant for over three years and its condition has deteriorated. The potential cost of repairs and the cost of bringing the property up to an acceptable standard has been considered by Adult Social Work Services. Funding is not available to bring it up to standard and the service has undertaken a review of the need for the property and no other viable use has been found for the property.

The proposal to declare the property surplus is in line with the Service's Service Asset Management Plan and the intention to rationalise its property portfolio.

6. IMPACT

Corporate – declaring the property surplus will ensure that the Service is utilising its property portfolio to support the aims and service provision requirements within Adult Social Work Services. It will also generate income for the Council if the decision is made to sell the property.

Public – there will be an impact on the local community if the building is re-used or sold and there is a change of use. Communication will take place with local Community groups who had been advised that it would be used as an Unpaid Work Facility. There is the potential to consider a community asset transfer.

7. MANAGEMENT OF RISK

The assessment of risk associated with this report is low. However, there is a risk to the property if it remains empty for a significant period, as it could become a target of vandalism or theft.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	24 March 2016
DIRECTOR	Judith Proctor
TITLE OF REPORT	ALEO GOVERNANCE HUB – Bon-Accord Care
REPORT NUMBER	ECS/SCW/027
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

To report to the committee the outcome of the ALEO Governance Hub committee meeting in relation to Bon-Accord Care.

2. RECOMMENDATION(S)

That the committee note the contents of the minute of the ALEO Governance Hub committee meeting of 8 December 2015 in relation to Bon-Accord Care.

3. FINANCIAL IMPLICATIONS

There are no financial implications related to this report.

4. OTHER IMPLICATIONS

There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

Bon-Accord Care is one of the ALEOs that are reviewed by the ALEO Governance Hub where it was agreed that the minute be submitted to the Education and Children's Service Committee on the 24th March 2016.

Aberdeen City Health and Social Care Partnership is in the process of reviewing all social care delivery models to ensure that we provide the

most efficient and effective models of care and support into the future. Service Performance Working Group proposed at the ALEO Hub will bring valuable information to this review.

6. IMPACT

Improving Customer Experience –

The intention of any changes arising from reviewing Bon-Accord care is to improve the experience of those who rely on these services.

Improving Staff Experience –

No Impact.

Improving our use of Resources –

The formation of Service Performance Working Group is intended to review the use of resources in order to maximise their efficient use.

Corporate -

No Impact

Public –

No Impact.

7. MANAGEMENT OF RISK

Bon-Accord Care submitted their risk register in June 2015.

8. BACKGROUND PAPERS

Minute of the ALEO Governance Hub 8 December 2015 – attached as Appendix 1

9. REPORT AUTHOR DETAILS

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**ALEO GOVERNANCE HUB
BON ACCORD CARE**

ABERDEEN, 8 December 2015. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Neil Buck (IT and Transformation), Jeff Capstick (Human Resources and Customer Service), Paul Dixon (Finance), Martin Kasprowicz (Health and Social Care Partnership) and Colin Leaver (Human Resources and Customer Service); and Alistair MacLean (Finance Manager) and Sandra Ross (Managing Director) (Bon Accord Care Ltd (BAC)).

Also in attendance: Iain Robertson (Democratic Services), Jess Anderson (Legal Services) and Mark Johnstone (Audit Scotland).

Apologies: Mary Agnew (Human Resources and Customer Service), Tom Cowan (Health and Social Care Partnership) and Joan McCluskey (Commercial and Procurement Services).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	<p>The Chair opened the meeting and advised that the Scottish Parliament's Local Government and Regeneration Committee had taken evidence from a cross section of ALEOs and their parent Local Authorities, including Bon Accord Care and ACC on 18 November 2015 and 2 December 2015. He explained that the Committee would publish a report with possible guidance on governance arrangements between Local Authorities and their ALEOs.</p> <p>The Chair further advised that the Council was considering holding quarterly Hub meetings based on an Audit Scotland recommendation and that the next cycle of meetings had been scheduled for the week beginning 9 May 2016.</p>	to note the information provided.	N/A

**ALEO GOVERNANCE HUB
BON ACCORD CARE**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Minute of previous meeting – 15 June 2015	ALEO Governance Hub minute – 15 June 2015.	<p>(i) With reference to item 6 (ii) (Financial Procedures) Alistair MacLean (Finance Director, BAC) advised that bespoke financial procedures were being developed and that these procedures would be finalised during 2016;</p> <p>(ii) With reference to item 7 (Board Composition) Sandra Ross (Managing Director, BAC) reiterated that BAC had no Councillors on its Board and that she was both comfortable with these arrangements and confident that the Board had the requisite skills and knowledge of the health and social care and commercial sectors to be able to effectively scrutinise performance and hold directors and managers to account; and</p> <p>(iii) With reference to item 15 (Service Lead) the Chair clarified for Ms Ross that Tom Cowan (Head of Joint Operations, Health and Social Care Partnership) was the Council's primary service lead to BAC.</p>	<p>The Hub resolved:-</p> <p>(i) to approve the minute as a correct record; and</p> <p>(ii) to note the information provided.</p>	I Robertson
3.	Improvement Plan (Risk Management Strategy)	Documents Submitted Risk Register as at October 2015.	Assurance Provided Neil Buck (IT and Transformation) asked if BAC had begun the development of a broader Risk Management Policy and Sandra Ross advised that it was her	<p>The Hub resolved:-</p> <p>(i) to note the Risk Register;</p> <p>(ii) to request that BAC's</p>	Lead Officer(s) N Buck

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No	Item	Documents Submitted	Assurance Provided	recollection that this policy had previously been submitted to the Hub in June 2015 and that she would forward on the policy for members' assurance.	Risk Management Policy be cascaded to Hub members; and (iii) to note the information provided.	Lead Officer(s) N Buck
4.	Improvement Plan (Internal Auditing Arrangements)	a) Audit Guidance/Schedule for All Services; and b) Audit Scores 2015-16.	The Chair advised that this item was on the agenda under item 3.		The Hub resolved:- to note the reports.	N Buck
No	Item	Documents Submitted	Assurance Provided		Actions/Decisions	Lead Officer(s)
5.	Improvement Plan (Core Funding Risk Indicator)	Risk Register as at October 2015.	The Chair advised that this item was on the agenda under item 4.		The Hub resolved:- to note the Risk Register.	N Buck
No	Item	Documents Submitted	Assurance Provided		Actions/Decisions	Lead Officer(s)
6.	Improvement Plan (Procurement Arrangements)	Procurement Policy as at October 2015.	The Chair welcomed BAC's revised Procurement Policy which had been approved by its Board in November 2015 and he advised that he had met with the Hub's commercial and procurement representative, Joan McCluskey (Commercial and Procurement Services) who had sent her apologies for today's meeting. The Chair advised that the policy would require additional alterations in order to incorporate the obligations set out in the Procurement Reform (Scotland) Act 2014 such as regulated procurements and fair working practices. He further explained that suppliers who were active on ACC's PECOS system were not considered to be		The Hub resolved:- (i) to note the Procurement Policy; (ii) to request that a meeting be scheduled between BAC and the Council's Commercial and Procurement Services team to provide assurance that BAC will be compliant with the statutory requirements of the Procurement Reform (Scotland) Act 2014	J McCluskey

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	Audit Controls	<p>a) Audit Guidance/Schedule for All Services; b) Audit Scores 2015-16; and c) Health and Safety Audit Results and Dates 2015.</p>	<p>Assurance Provided Paul Dixon (Finance) referred to the attached Audit Guidance/Schedule for All Services document and noted that BAC managers conducted their own internal audits every four months on a rolling basis and asked if these managers were sufficiently independent. Sandra Ross felt that these arrangements were both robust and rigorous as managers determined performance based on parameters set out by external auditors and scoring tended to be conservative as BAC were subject to biannual, unannounced inspections from the Care</p>	<p>before the Act came into effect in April 2016; and (iii) to note the information provided.</p> <p>The Hub resolved:- (i) to note the reports; (ii) to request an update on the development of more impartial internal auditing arrangements; (iii) to request an update on the development of BAC's revised Health and Safety Strategy, Policy and Action plan in order to provide assurance on the level of liability to</p>	N Buck

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			<p>Inspectorate. Further to this, Ms Ross added that managers were responsible for developing their service specific action plans which would address areas of risk that required management or mitigation ahead of the next internal audit.</p> <p>Neil Buck highlighted that managers conducting their own internal audits carried a risk and advised that he would expect to see a level of impartiality going forward. Further to this, he asked how frequently the inspections were reviewed.</p> <p>Sandra Ross advised that internal audit performance was cross checked against their KPIs and subject to peer review and added that inspections and reviews were frequent and conducted on an ongoing basis in order to shape and provide scope to the risk register. She highlighted that incidents of misconduct, complaints and accidents were reported externally to the Care Inspectorate and advised that plans were being developed to increase the level of impartiality to provide greater assurance to stakeholders and external auditors.</p> <p>Colin Leaver (Human Resources and Customer Service) made reference to the health and safety performance of BAC's facilities and care homes and asked why no facility scored above 75%.</p>	<p>(iv) the Council at the next Hub meeting in May 2016; to request that BAC's next audit results be made available to Hub members ahead of the next Hub meeting in May 2016; and</p> <p>(v) to note the information provided.</p>	
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			<p>Alistair MacLean replied that at this stage, the result had not been unexpected. He advised that performance had been set out against the Health and Safety Executive guidance on care homes and scored against an audit structure with approximately 160 individual targets across 14 audit areas, and he added that this process had proven to be administratively onerous and in some cases had skewed performance. Mr MacLean explained that a new Health and Safety Policy, Health and Safety Strategy and Health and Safety Action Plan had been approved by the Board and would direct and map the path towards their health and safety targets for 2016. He added that these plans would target immediate improvement in OT facilities and Archibald Simpson House and would address knowledge gaps which existed amongst staff. Mr MacLean advised that a further audit was scheduled for the early spring of 2016 and the results of the audit would be available for the next Hub meeting in May 2016.</p> <p>Mr Leaver also highlighted BAC's health and safety liability to the Council and advised that it would provide greater assurance if BAC could submit their Health and Safety Action Plan to the Council, in order to ensure that the level of ongoing liability to the Council was being</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Business Planning	<ul style="list-style-type: none"> a) Risk Register as at October 2015; b) Business Plan 2015-18; c) Business Continuity Procedure as at October 2015; and d) Business Continuity Workbook as at October 2015. 	<p>appropriately monitored and assessed.</p> <p>Neil Buck referred to the attached risk register and asked how regularly the register was reviewed. Sandra Ross advised that the register was a standing item on every agenda for Board meetings and that the Board were presented with a full analysis of areas that required mitigation or management and she highlighted that IT issues and governance arrangements had recently been addressed.</p> <p>Paul Dixon asked the BAC representatives to talk through the assumptions in their Business Plan and if they had accounted for ongoing austerity measures and a possible reduction in core funding. Ms Ross replied that assumptions were based on contractual obligations set out in the Service Level Agreement (SLA) and that they only received funding for services they were contractually required to deliver. Alistair MacLean added that in the absence of any guidance from ACC regarding future financial constraints and importantly future activity levels, the Business Plan had been produced on the assumption of the status quo as no other option was appropriate, and advised that he had been unwilling to base the Business Plan on unformed guesses. Mr</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to request an update on TUPE transfer, equal pay and other issues pertinent to the transfer of staff to the City Home Help trading company at the next Hub meeting; (iii) to request that the BAC Board consider the inclusion of pension deficits and pension contributions as items of risk for their risk register; (iv) to request that a populated business continuity plan be made available to members ahead of the next Hub meeting; and (v) to note the information provided. 	P Dixon/N Buck

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MacLean explained that they would deliver £1million in efficiency savings and had been exploring new commercial business opportunities. Mr MacLean advised that all services had been costed and he projected that BAC would record a £52,000 net profit for the 2015-16 financial year.

The Chair informed the Hub that the Scottish Parliament's Local Government and Regeneration Committee had raised the issue of ALEOs sourcing new funding streams and generating additional income and asked what progress BAC had made in this area. Ms Ross reiterated that BAC were constrained by the SLA and could only deliver services that had been contractually funded. She added that this made business expansion challenging as new areas of business out with the SLA had to be approved by ACC. She highlighted that they were currently planning a City Home Help scheme which would provide a domestic and a social care service but under the current arrangements this service would struggle to be competitive in the market place as staff costs for the core business were around £18 per hour, and he recognised that a review of the SLA would be required in this regard. Alistair MacLean added that BAC had explored the formation of trading companies to offset costs from the core

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		<p>business, and as an example of success achieved to date he cited BAC's internal staff pool which had replaced about half of the company's requirement for agency staffing and had generated savings of approximately £100,000 in the financial year to November 2015. Mr MacLean also advised that BAC had begun to supply staff to the Council's Homelessness service, and he highlighted that this was an example of the Council and BAC benefitting from this new initiative.</p> <p>Paul Dixon enquired about BAC's business costs and asked BAC representatives to account for the underlying incremental salary increases. Alistair MacLean advised that incremental increases in staff pay was a reality of the business model as in recent years new starts had outnumbered leavers but noted that incremental pay increases budgeted for had fallen from £280,000 in 2015-16 to £190,000 in 2016-17. Mr MacLean explained that 80% of BAC costs were related to staff pay and if they were subject to further budget cuts, efficiencies in staff headcount would have to be considered and he asserted that this would have a detrimental impact on service delivery. He also confirmed that BAC had negligible financial reserves. Ms Ross added that the number of full time staff had been reduced during the</p>		
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		<p>previous year and as a result staff were more efficient and flexible; and had developed a wider range of skills that were needed across the social care and commercial sectors.</p> <p>Jeff Capstick (Human Resources and Customer Service) referred to the City Home Help trading company and asked about the issues and risks BAC had identified and quantified with regards to TUPE transfers, equal pay, and associated employer's status. Sandra Ross informed the Hub that these issues were being reviewed and they had consulted trade unions and taken legal advice on the matter.</p> <p>The Chair advised that the Scottish Parliament's Local Government and Regeneration Committee had enquired about ALEO pension deficits and their parent Council's exposure to risk and he asked the BAC representatives if this was a concern for the Board. Sandra Ross replied that every ALEO had a pension deficit and was not of immediate concern to the Board as they would not be expected to appropriate these funds simultaneously. She did highlight that the Board was concerned with the 2.1% increase in the level of pension contributions and Alistair MacLean explained that this increase followed the</p>		
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			<p>recent pension review and was put in place to recover the assessed calculated pension deficit over 19 years. Mr MacLean advised that in recent years Government Gilt Yields had fallen which had an impact on the calculation of the pension fund liabilities and as a result BAC's net liability was assessed to be £8million. He added that this liability was a snap shot assessment of the financial position of the fund at Year End and the valuation was reviewed annually with tri-annual valuations made by the pension administrators to set the pension contribution rates for the next three years. To this point, Neil Buck asked if the deficit and increase in contributions had been reflected in their risk register; and Ms Ross advised that it had not, as contractual arrangements had specified that this area was the responsibility of ACC and they could not influence the matter, though they had taken legal advice.</p> <p>Neil Buck then referred to the attached Business Continuity Workbook template and asked if there was a timeline in place to populate the workbook. Sandra Ross advised that each service had an existing Business Continuity Plan in place and they were reviewed annually and offered to provide an example of a populated plan ahead of the next Hub meeting in May 2016.</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Performance Management Framework	KPI Framework 2015-18.	<p>Neil Buck referred to the attached KPI Framework 2015-18 and asked about the challenges associated with performance reporting. Sandra Ross explained that KPI and performance reporting had proven to be administratively onerous and in some areas reporting arrangements were outdated or no longer relevant. To this point Martin Kasprowicz (Health and Social Care Partnership (HSCP)) recommended that a Service Performance Working Group be established that would include senior representatives from BAC and HSCP with a remit to review performance reporting, provide deeper context and analysis and make recommendations on how reporting can be streamlined and improved. This group would also offer assurance that reporting provided clarity to both BAC and ACC on BAC's performance and position.</p> <p>Ms Ross welcomed this joint approach to performance management as a mechanism for strengthening performance reporting and increasing managers' accountability to the Board. Mr Kasprowicz advised that discussions on the group's formation would begin before the Christmas break and he aimed to have the group established ahead of the next Hub meeting in May 2016. He also highlighted</p>	<p>The Hub resolved:-</p> <p>(i) to note the report;</p> <p>(ii) to request an update on the formation and operation of the Service Performance Working Group ahead of the next Hub meeting in May 2016; and</p> <p>(iii) to note the information provided.</p>	N Buck

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	Service Performance	<ul style="list-style-type: none"> a) Referrals Report – July 2015; b) Service User Satisfaction Report 2014-15; c) ADL Smartcare Weekly Report - August – September 2015; d) Enablement Weekly Report – August – September 2015; e) Care Inspectorate Report – 30 September 2015; f) OT Report – September 2015; g) OT Equipment Store Monthly Data - May – September 2015; h) Learning and Development Monthly Report – 2015; i) Interim Bed Places Weekly Reports – October 2015; j) Weekly Occupancy Reports – 2015; k) Personal Care Hours Weekly Report – October 2015; and l) Current Service Users Weekly Report – October 2015. 	<p>that the formation of the working group would also add an extra layer of scrutiny to provide an increased level of assurance to the Council.</p> <p>Assurance Provided</p> <p>Martin Kasprovicz referred to the attached Referrals Report and asked the BAC representatives to talk through their use of beds and occupancy rates. Sandra Ross advised that a 100% occupancy rate target had been set out in the SLA but that performance was dependant on referral rates and this target left no scope for external income generation.</p> <p>Mr Kasprovicz also asked about progress with regards to the embedding of the enablement programme and Ms Ross explained that the second tranche of staff training was ongoing which would focus on sheltered and unplanned care. She highlighted that the aim of the training was to broaden knowledge and allow staff to proactively identify care needs in order to increase opportunities for independent living. She added that a Senior Occupational Therapist had been developing the programme and case studies were being arranged.</p> <p>The Chair explained that the Scottish Parliament's Local Government and Regeneration Committee had also made</p>		M Kasprovicz

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
11.	The Chair's Closing Remarks	N/A	<p>The Chair thanked the representatives from Bon Accord Care for their attendance and contributions and the Clerk advised that the minutes from today's meeting would be submitted to the Council's Audit, Risk and Scrutiny Committee on 25 February 2016 and thereafter to the Education and Children's Services Committee on 24 March 2016. The Chair then brought the meeting to a close.</p>	to note the information provided.	N/A

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If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk

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Exempt information as described in paragraph(s) 8 of Schedule 7A of the Local Government (Scotland) Act 1973.

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