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To: Councillor Taylor, Convener; Councillor Carle, Vice Convener; Councillors Donnelly, Boulton, Cooney, Copland, Lesley Dunbar, Flynn, 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), Mr M Paul (Teacher Representative (Secondary Schools)), Mr A Rafferty (Parent Representative (Secondary Schools)), Mrs A Tree (Third Religious Representative), Mrs I Wischik (Roman Catholic Religious Representative) and Vacant (Church of Scotland Representative)

Town House,
ABERDEEN 31 August 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, 8 SEPTEMBER 2016 at 2.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

BUSINESS

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 the Meeting of 2 June 2016 - for approval (Pages 5 - 16)

4 COMMITTEE BUSINESS STATEMENT AND MOTIONS LIST

4.1 Committee Business Statement (Pages 17 - 22)

4.2 Motions List (Pages 23 - 24)

5 REFERRALS

5.1 None received at this time

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

6.1 2015/16 Revenue Budget Monitoring (Pages 25 - 40)

6.2 Education and Children's Services Directorate Performance Report
(Pages 41 - 100)

7 EDUCATION

7.1 ALEO Governance Update: Aberdeen Sports Village (Pages 101 - 116)

7.2 ALEO Governance Update: Garthdee Alpine Sports Limited (Pages 117 - 136)

7.3 ALEO Governance Update: Sport Aberdeen (Pages 137 - 154)

7.4 ALEO Governance Update: Aberdeen Performing Arts (Pages 155 - 174)

7.5 Torry – Proposed New Primary School with Early Learning and Childcare Facilities and Community Hub (Pages 175 - 190)

7.6 Tillydrone/Old Aberdeen - Primary School Provision (Pages 191 - 204)

REPORT TO BE CONSIDERED IN PRIVATE IN TERMS OF THE DATA PROTECTION ACT 1998

7.7 Transformation of Pupil Support Services (Pages 205 - 214)

7.8 Aberdeen International Youth Festival Governance Review (Pages 215 - 220)

ITEMS THE COMMITTEE MAY WISH TO CONSIDER IN PRIVATE

- 7.9 Garthdee Alpine Sports 2014-17 Strategic Business Plan Refresh (2016-17) (Pages 221 - 268)

AT THIS JUNCTURE EXTERNAL MEMBERS OF THE COMMITTEE WILL DEPART

8 CHILDREN

- 8.1 Children and Young People (Scotland) Act 2014 (Pages 269 - 278)
- 8.2 Scottish Child Abuse Enquiry (Pages 279 - 286)
- 8.3 Children's Social Work Commissioning Framework (Pages 287 - 298)
- 8.4 Fees and Allowances Paid to Foster Carers, Adopters and Associated Services (Pages 299 - 308)
- 8.5 Joint Inspection of Children's Services - Final Report (Pages 309 - 320)
- 8.6 Reclaiming Social Work: Update (Pages 321 - 326)

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 Emma Parr, tel 01224 522607 or email emparr@aberdeencity.gov.uk

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EDUCATION AND CHILDREN'S SERVICES COMMITTEE

ABERDEEN, 2 June 2016. Minute of Meeting of the EDUCATION AND CHILDREN'S SERVICES COMMITTEE. Present:- Councillor Taylor, Convener; Councillor Carle, Vice-Convener; and Councillors Donnelly, Boulton, Cameron (as substitute for Councillor Townson), Cooney, Copland, Lesley Dunbar, Flynn, Grant (as substitute for Councillor Malik), Greig, Hutchison, Len Ironside CBE, Laing, Nicoll, Noble, Samarai, Jennifer Stewart and Young. External Members (to article 13 only):- Ms Angela Bowyer (Parent Representative (Primary Schools and ASN)), Mr Anthony Rafferty (Parent Representative (Secondary Schools)) and Mrs Irene Wischik (Roman Catholic Religious Representative).

The agenda and reports associated with this minute can be located at the following link:-

<http://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=504&MIId=3903&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.

VICE CONVENER

1. The Convener welcomed Councillor Carle to the Committee in his new role as Vice Convener. She also thanked Councillor Donnelly for his support in the role of Vice Convener and wished him well with his new role of Vice Convener of the Finance, Policy and Resources Committee.

GOOD NEWS

2. The Convener and Vice Convener advised the Committee as to a number of good news stories as follows –

- **Middleton Park Primary School**

Middleton Park Primary School had made it through as a finalist in a national competition. The school had been shortlisted in two categories at the Scottish Education Awards 2016, namely the Creative Learning Award and the Raising Attainment in Numeracy Award.

A ceremony would be held in Glasgow on 8 June 2016 where judges would reveal the winners. The awards were designed to recognise and reward people who dedicated their lives to children and young people, and showcase the work and innovation happening in classrooms across the country. The Committee wished them every success.

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- **Riverbank Primary School**

The Convener reminded Members that at the previous meeting of Committee, she advised that Riverbank Primary School was being recommended for a Level 2 of the Rights Respecting Schools Award and now advised the school had been awarded the Level 2 accreditation. This was a fantastic achievement to be the only school in the United Kingdom to have been accredited on three occasions.

- **Primary School Catering Staff**

Aberdeen's primary school catering staff had been given a prestigious award for their healthy school meals. The culinary crew had been presented with the silver accreditation for their use of local, seasonal and organic ingredients to create healthy, freshly prepared meals for school children.

The silver accreditation represented the level of service provided in all primary schools across the city and was awarded after a successful audit inspection which was carried out at Scotstown Primary. The Soil Association Scotland's "Food for Life" awards aimed to improve the food choices young people make.

The national recognition followed months of hard work by many individuals on menu planning, recipe makeovers, food provenance and organic ingredient sourcing. This was a fantastic story of genuine achievement in improving the lives of school pupils. The Convener commended catering staff and all of the Catering Team for the great lengths they went through to prepare healthy school meals fresh with ingredients from farms of the North-east.

- **Dolly Parton**

Dolly Parton's Imagination Library was a free book-gifting charity for young children from birth to the age of five. From next month every looked after child in Aberdeen enrolled in the global initiative would have the chance to receive a book in the post every month until their fifth birthday. Every book would be personally addressed to each individual child and all titles in the Imagination Library were published by Penguin Random House and carefully selected by a panel of experts in early childhood literacy and reading.

Dolly, who described herself as being "dirt poor" in her early family life, was inspired to set up her Imagination Library as a tribute to her father, a smart and hard-working man who was unable to read or write. She wanted to guarantee access to books, inspire a lifelong love of reading and help children reach their full potential. Since setting up the first Imagination Library in her hometown of Tennessee in 1995 the Dollywood Foundation had sent over 70million free books to child worldwide, with more than 1.3million posted in the UK and counting.

The Convener thanked Gayle Gorman, Director, and Margaret Cruickshank, Principal Planning and Development Officer, for their hard work in bringing this initiative to

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Aberdeen. It had transformed many lives around the world and she was sure Aberdeen's looked after children would benefit from Dolly's passion and generosity.

- **Shop Front Design Project**

This was a project, set up by Aberdeen City Heritage Trust and was part of the Year of Innovation, Architecture and Design which was aimed at encouraging children and young people to understand design concepts and allow them to be creative.

Two hundred primary school pupils were challenged to design shop front windows which would attract a customer base in Aberdeen. Classes from Ferryhill, Hanover Street, Skene Square, Sunnybank and Walker Road schools worked on the projects since January 2016.

The Convener was thrilled to be at the Tivoli Theatre earlier this month to see the enterprising young designers unveiling their own 3D models of shop windows. The models ranged from designs for fashion houses to cafes. Some budding designers even included the layout of their premises and furnishings while others identified opening hours and put together potential menus.

It was a great opportunity to engage with young people to raise awareness of the built environment and to think about how design affects our daily lives in urban areas. An overwhelming and colourful response reflected the enthusiasm and unbridled creativity of the youngsters.

- **Imagining Aberdeen: Children's Parliament**

Children from across the city were Imagining Aberdeen as a place where children were healthy, happy and safe.

Four Aberdeen City schools, namely: Bramble Brae Primary, Manor Park Primary, Riverbank Primary and Tullos Primary were participating in the project.

Phase one of the project saw 300 children considering life in the community, at home and at school and exploring the idea of human dignity. While phase two saw 20 children - our Imagineers - taking part in a Mural Project which captured children's vision for the city. The Leader of the Council, the Vice Convener and the Convener visited Harlaw Academy on 28 May to see children from across the city working with Children's Parliament and Imagining Aberdeen as a place where children were healthy, happy and safe. The Mural would be touring around the four participating schools, and each of the schools had organised their own programme of activities around the Mural initiative.

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The Committee resolved:

- (i) to commend the achievements of the Service as detailed above; and
- (ii) to request the Director to write to Dolly Parton, on behalf of the Committee, to thank her for bringing the Imagination Library to Aberdeen.

MINUTE OF MEETING OF 24 MARCH 2016

3. The Committee had before it the minute of its meeting of 24 March 2016, for approval.

The Committee resolved:

to approve the minute as a correct record.

COMMITTEE BUSINESS STATEMENT

4. 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.

The Committee resolved:

- (i) in relation to item 2 (Aberdeen International Youth Festival – Business Plan), to request the Director of Education and Children's Services to circulate a briefing note on progress with the governance review in advance of this year's festival and to note that a report would be submitted to the Committee's meeting on 8 September 2016 on this matter;
- (ii) to delete items 3 (GIRFEC/Children and Young People's Act – Update), 6 (Cross Service – Recruitment Procedures), 8 (Education and Children's Services Directorate Performance Report/Children and Young People (Scotland) 2014 Act Update), subject to the decision taken later on today's agenda; and
- (ii) to otherwise note the updates contained therein.

MOTIONS LIST

5. The Committee had before it a list of motions prepared by the Senior Democratic Services Manager.

The Committee resolved:

to note the list.

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MATTER OF URGENCY

The Convener intimated that she had directed in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973 that the following item could be considered as a matter of urgency so that the Committee could be presented with accurate and complete financial information, as well as further documentary evidence for the reported variances.

2015/16 REVENUE BUDGET MONITORING - ECS/16/030

6. With reference to article 6 of the minute of the meeting of the Education and Children's Services Committee of 24 March 2016, 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 £1.3M less than budget; and
- (b) note that this figure was still subject to the annual audit process and would be reported to Council upon completion of said audit process.

The Convener, seconded by Councillor Greig moved:-

that the Committee –

- (1) approve the recommendations in the report; and
- (2) note the Council Leader's letter to the Deputy First Minister and Cabinet Secretary for Education and Skills regarding the significant difficulties Aberdeen City Council had in attracting and retaining teaching staff for our schools and to endorse the letter.

Councillor Nicoll, seconded by Councillor Flynn moved as an amendment:-

that the Committee approve the recommendations in the report.

On a division, there voted:- for the motion (15) – the Convener; the Vice Convener and Councillors Boulton, Cooney, Donnelly, Lesley Dunbar, Grant, Greig, Ironside CBE, Laing, Jennifer Stewart and Young and Angela Bowyer, Anthony Rafferty and Irene Wischik; for the amendment (7) – Councillors Cameron, Copland, Flynn, Hutchison, Nicoll, Noble and Samarai.

The Committee resolved:

- (i) to adopt the motion; and

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- (ii) to request the Director to investigate the possibility of the incentive payment for newly appointed teachers being provided as a single payment at the beginning of the contract and to advise the Committee accordingly.

EDUCATION AND CHILDREN'S SERVICES DIRECTORATE PERFORMANCE REPORT / CHILDREN AND YOUNG PEOPLE (SCOTLAND) 2014 ACT UPDATE - ECS/16/026

7. With reference to article 7 of the minute of its meeting of 24 March 2016, the Committee had before it a report by the Director of Education and Children's Services which provided a summary of quarterly Education and Children's Services Directorate performance outcome data up to and including 31 March 2016.

The report recommended –

that the Committee note the Education and Children's Service Directorate performance report for the quarterly period to 31 March 2016.

The Committee resolved:

to approve the recommendation.

EDUCATION AND CHILDREN'S SERVICES DIRECTORATE BUSINESS AND SERVICE PLANS 2016-17 - ECS/16/013

8. The Committee had before it a report by the Director of Education and Children's Services which presented the interim Education and Children's Services Business Plans, 2016/2017.

The report recommended –

that the Committee note the content of the Education and Children's Services Directorate Interim Service Business Plans, 2016/17.

The Committee resolved:

to approve the recommendation.

MATTER OF URGENCY

The Convener intimated that she had directed in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973 that the following item could be considered as a matter of urgency so that the Committee could consider the matter in a timely manner and to enable the Service to consult on the arrangement and fully consider the risks of this.

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PVG CHECK - CROSS SERVICE RECRUITMENT PROCEDURES - ECS/16/031

9. With reference to article 20 of the minute of the meeting of the Audit, Risk and Scrutiny Committee of 9 March 2016, the Committee had before it a report by the Director of Education and Children's Services which (1) provided an update on the observations and recommendations made by the Internal Audit report entitled "Recruitment and Selection" which was considered by the Audit, Risk and Scrutiny Committee; and (2) sought approval to allow the continuation of the current arrangement which allowed the Education Service to employ teachers who held an approved PVG form, under risk assessed circumstances which ensured that they were not left alone with children until such time as their PVG check had been approved by Aberdeen City Council officers.

The report recommended –

that the Committee -

- (a) agree to the on-going arrangement which would allow teachers who hold a General Teaching Council for Scotland (GTCS) registration or a clear PVG from the GTCS or their former employer to teach in Aberdeen schools, subject to the following:
 - 1. a risk assessment having been completed by the Head Teacher;
 - 2. another member of staff who had been approved through the PVG process was located in the class to ensure that the individual concerned was not left in a position of being the only adult in front of children; and
 - 3. that the Service and individual had completed and submitted the appropriate documentation to Disclosure Scotland for review prior to the individual taking up post with Aberdeen City Council;
- (b) agree that this arrangement would apply until teacher vacancy levels returned to manageable levels, following which the Service would fully comply with the Council's Recruitment and Selection policy;
- (c) agree that the arrangement in place be reviewed on a six monthly basis by Human Resources and Education and Children's Services; and
- (d) otherwise note the content of the report.

The Convener, seconded by the Vice Convener moved:-

that the Committee approve the recommendations in the report, subject to the word "or" in the first paragraph of recommendation (a) being replaced with the word "and".

Councillor Nicoll, seconded by Councillor Copland moved as an amendment:-

that the Committee –

- (1) instruct officers to implement Aberdeen City Council's "Protecting Vulnerable Groups Scheme and Police Act Disclosure Protocol" document which detailed the obligations and guidance for compliance

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- with existing legislation where a PVG Scheme check had been identified as a requirement for the post; and
- (2) instruct the Chief Executive to write to Disclosure Scotland with the request that due to the problems with the recruitment and retention of teaching staff, they “fast track” any applications for teaching staff applying for employment with Aberdeen City Council.

On a division, there voted:- for the motion (15) – the Convener; the Vice Convener and Councillors Boulton, Cooney, Donnelly, Lesley Dunbar, Grant, Greig, Ironside CBE, Laing, Jennifer Stewart and Young and Angela Bowyer, Anthony Rafferty and Irene Wischik; for the amendment (7) – Councillors Cameron, Copland, Flynn, Hutchison, Nicoll, Noble and Samarai.

The Committee resolved:

- (i) to adopt the motion; and
- (ii) to instruct the Director of Education and Children’s Services to write to all parents to advise of the arrangement and the actions taken to mitigate risk.

STATUTORY CONSULTATION - CONSULTATION REPORTS ON THE PROPOSALS TO MAKE CHANGES TO THE SCHOOL ZONE BOUNDARY FOR AIRYHALL SCHOOL AND HAZLEHEAD SCHOOL, AND TO REMOVE AN AREA OF DUAL ZONING BETWEEN SUNNYBANK SCHOOL AND HANOVER STREET SCHOOL

10. With reference to article 3 of the minute of the meeting of the former Education, Culture and Sport Committee of 7 February 2013, the Committee had before it a report by the Director of Education and Children’s Services which advised on the outcome of recent statutory consultations on the proposals to make changes to the school zone arrangements for Airyhall School and Hazlehead School, and also for Sunnybank School and Hanover Street School.

The report recommended –
that the Committee –

- (a) agree to implement the following proposals:
1. For the Airyhall School and Hazlehead School rezoning proposal:
 - to rezone the area of housing known as the Macaulay Estate, from Hazlehead School to Airyhall School, and to adjust the Airyhall and Hazlehead School zone boundaries to accommodate the Pinewood/Hazledene housing development, with effect from 1 August 2016; and
 2. For the Sunnybank School and Hanover Street School rezoning proposal:
 - to remove an area of dual-school, and to include this area within the zone for Sunnybank School only, with effect from 1 August 2016.

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The Committee resolved:

- (i) for the Airyhall School and Hazlehead School rezoning proposal, to agree:
 - to rezone the area of housing known as the Macaulay Estate, from Hazlehead School to Airyhall School, and to adjust the Airyhall and Hazlehead school zone boundaries to accommodate the Pinewood / Hazledene housing development within the Hazlehead School zone, with effect from 1st August 2016; and
 - with Education Scotland that the proposal put forward was of clear educational benefits to children attending both schools, and that if implemented, it would help sustain viable pupil rolls in both schools and help to ensure the best value in the management of the Council's school estate; and
- (ii) for the Sunnybank School and Hanover Street School rezoning proposal, to agree:
 - to remove an area of dual-school zoning for Sunnybank School and Hanover Street School, and to include this area within the zone for Sunnybank School only, with effect from 1st August 2016; and
 - with Education Scotland that the proposal put forward was of clear educational benefits to children attending both schools, and that if implemented, it would help sustain viable pupil rolls in both schools and help to ensure the best value in the management of the Council's school estate;
- (iii) to request the Director of Education and Children's Services to write to parents to advise of the decision in respect of the rezoning and of the sibling rule as detailed in the Guide to Education Services; and
- (iv) to request the Head of Policy, Performance and Resources to advise Councillor Noble, by way of email, of the percentage of children from the dual zone attending Sunnybank School.

INTERIM REPORT ON REVIEW OF BOOKINGS AND LETTINGS - ECS/16/027

11. The Committee had before it a report by the Director of Education and Children's Services which informed of progress of the current review of bookings and lettings procedures for schools and community facilities; and sought approval to adjust the charges for sport bookings, to better reflect the requirements to charge Value Added Tax for these bookings.

The report recommended:

that the Committee –

- (a) note the content of the report, in respect of the progress of the current review of bookings and lettings procedures for school and community facilities; and
- (b) approve the proposal to adjust the charges for all sports facility bookings, so that it was made clear to customers that the charges for sports facilities were

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exclusive of VAT, and to provide clear guidance to customers on how to claim eligibility for exemption from VAT charges.

The Committee resolved:

to approve the recommendations.

CULTURE PROGRAMME 2016/17 - ECS/16/024

12. The Committee had before it a report by the Director of Education and Children's Services which (1) sought approval for the 2016/17 culture programme and the partnership and contractual arrangements proposed in the report; and (2) provided details of the priorities and objectives which underpinned this investment, to support the delivery of a targeted number of events and activities aiming to improve Aberdeen's cultural sector.

The report recommended:

that the Committee -

- (a) to agree, as detailed in the body of the report, the proposed themes, budget allocations and processes for Aberdeen's 2016/17 culture programme; and
- (b) to note, as specified in the body of the report, the benefits of the programme to the city and how it supported the strategic priorities of the Council.

The Committee resolved:

to approve the recommendations.

THE STRATEGY FOR AN ACTIVE ABERDEEN, 2016-20 0- ECS/16/029

13. The Committee had before it a report by the Director of Education and Children's Services which presented the draft strategy for an Active Aberdeen and sought Members' views on this document.

The report recommended -

that the Committee note the current draft Strategy for an Active Aberdeen and provide comments as a key element in the consultation process and note that the final Strategy would be submitted to a future meeting of the Committee for information.

The Committee resolved:

- (i) to note the current draft Strategy for an Active Aberdeen and that the final Strategy would be submitted to a future meeting of the Committee for information; and
- (ii) to note that members could submit individual comments on the draft Strategy to the Interim Sport and Physical Activity Director, Sport Aberdeen.

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At this juncture, the external members of the Committee departed.

UPDATE ON READINESS FOR FULL IMPLEMENTATION OF PARTS 4, 5 AND 18 OF THE CHILDREN AND YOUNG PEOPLE (SCOTLAND) ACT 2014 - ECS/16/025

14. With reference to article 7 of the minute of the meeting of the Education and Children's Services Committee of 24 March 2015, the Committee had before it (1) progress made towards preparing for full implementation of parts 4, 5 and 18 of the Children and Young People (Scotland) Act 2014; and (2) detailed costs associated with the implementation of the Action Plan.

The report recommended:

that the Committee –

- (a) note the content of the report, the Action Plan contained within appendix 1 and documentation within subsequent appendices;
- (b) instruct officers to continue to implement the Action Plan contained within appendix 1 and collaborate with partners to update the Plan for August 2016; and
- (c) instruct officers to use performance measures and national best practice to improve the wellbeing of children and young people.

The Committee resolved:-

to approve the recommendations.

- **COUNCILLOR ANGELA TAYLOR, Convener.**

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EDUCATION AND CHILDREN'S SERVICES

COMMITTEE BUSINESS

8 SEPTEMBER 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.	Social Care and Wellbeing 16 May 2013 (Article 7)	<u>Residential Children's Services Review And Redesign Programme</u> The Committee resolved, amongst other things, request a final report of recommendations be presented to Committee in September 2013.	A report was deferred at the Committee's meeting on 28 January 2016. At its meeting on 24 March 2016, the Committee resolved to extend the review of Residential Children's Services until the November Committee to allow full consideration of the Scottish Government announcement in March 2016 on the SCQF Level 9 qualification for the residential child care sector as this would impact upon the proposed structure and grading of posts.	Head of Children's Services	17/11/16
2.	Education and Children's Services Committee 2 June 2015 article 11	<u>Aberdeen International Youth Festival – Business Plan</u> The Committee resolved, amongst other things, to: (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 (ii) receive a report from officers on the outcome of the governance review following the decision of the Board of Aberdeen International Youth Festival.	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. A report is on the agenda.	Head of Education Services	28/01/16

3.	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> <ul style="list-style-type: none"> (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 (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>At its meeting on 24 March 2016, the Committee resolved:</p> <ul style="list-style-type: none"> (i) to request a final report back on progress against actions in the Action Plan in June 2016; and (ii) to request that officers again review the information contained in the Action Plan to ensure that sufficient detail was provided. <p>A report is on the agenda.</p>	Head of Children's Services	of 020/6/16
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4.	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>	A report is on the agenda.	Head of Education	08/09/16
5.	Education and Children's Services Committee 24 March 2016, article 6	<p><u>2015/16 Revenue Budget Monitoring – Out Of Authority Placements</u></p> <p>The Committee resolved, amongst other things, in relation to out of authority placements, to request officers to submit a report detailing: (a) the Council's current position in respect of such placements; (b) what actions the service was taking to address such placements and mitigate the impacts; (c) the cost per child, regardless of location, and how this was calculated; and (d) what improvements were envisaged from the development of the Centre for Excellence and inclusion review, to a future meeting of the Committee.</p>		Head of Children's Services/Head of Inclusion	17/11/16

6.	Education and Children's Services Committee 24 March 2016, article 12	<p><u>Countesswells School Zone – Braeside Building</u></p> <p>The Committee resolved, amongst other things, to request officers to submit a report detailing the costs of opening the Braeside building to a future meeting of the Committee.</p>	A report will be submitted to a future meeting of the Committee.	Head of Policy, Performance and Resources	08/09/16
7.	Education and Children's Services Committee 24 March 2016, article 14	<p><u>Reclaiming Social Work</u></p> <p>The Committee resolved, amongst other things:</p> <p>(i) agree to be updated by bulletin reports on a regular basis on the implementation of Reclaiming Social Work; and</p> <p>(ii) to request officers to submit a report detailing the number and cost of outside agency staff used by Children's Services, as well as the % of staff turnover and comparator figures from other councils for each of the aforementioned indicators to a future meeting of the Committee.</p>	A report is on the agenda.	Head of Children's Services	08/09/16
8.	Education and Children's Services Committee 24 March 2016, article 15	<p><u>Payment Controls in Children's Social Work</u></p> <p>The Committee resolved, amongst other things, to agree that an updated report detailing the 13 recommendations and their implementation dates be submitted to Committee's meeting on 17 November 2016 in order to provide Members with progress on how the service had implemented the recommendations within the Audit, Risk and Scrutiny report.</p>		Head of Children's Services	17/11/16

9.	Finance, Policy and Resources Committee 19 April 2016, article 30	<p><u>Sport Aberdeen - Contract Revision And Governance Arrangements</u></p> <p>The Committee resolved, amongst other things, to note that a cross service review of lettings of Council facilities was underway and the outcomes would be reported to the Education and Children's Services Committee at its September 2016 meeting.</p>	<p>A report will be submitted to the Finance, Policy and Resources Committee on this item. Therefore it is recommended that this item be transferred to the Finance, Policy and Resources Committee Business Statement.</p>	Head of Policy, Performance and Resources	08/09/16
10.	Education and Children's Services Committee 2 June 2016, article 9	<p><u>PVG Check - Cross Service Recruitment Procedures</u></p> <p>The Committee resolved, amongst other things, agree that the arrangement in place be reviewed on a six monthly basis by Human Resources and Education and Children's Services.</p>		Head of Policy, Performance and Resources	26/01/17
Annual Reports					

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**EDUCATION AND CHILDREN'S SERVICES
MOTIONS LIST – FOR 8 SEPTEMBER 2016 MEETING**

<u>No.</u>	<u>Motion</u>	<u>Date of Council/Committee Meeting</u>	<u>Committee 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. A report will be submitted to the Committee's meeting on 17 November 2016.		Education and Children's Services	8/9/16	No

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ABERDEEN CITY COUNCIL

COMMITTEE: Education & Children's Services

DATE: 8 September 2016

DIRECTOR: Gayle Gorman

TITLE OF REPORT: 2016/17 GENERAL FUND REVENUE & CAPITAL BUDGET MONITORING

REPORT NUMBER: ECS/16/053

CHECKLIST COMPLETED: YES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to
- i) bring to Committee Members notice the current year general fund revenue and capital budget performance to date 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) consider and note this report and the information on management action and risks that is contained herein

3. FINANCIAL IMPLICATIONS

General Fund Revenue

- 3.1. The total revenue budget amounts to £217.9m net expenditure. . The Directorate is forecast to be in line with budget. Cost pressures are emerging in parts of the service, but work is in hand to identify how these pressures can be mitigated in order to maintain the current forecast.

- 3.2. Further details of the financial implications are set out in section 5 and appendix A attached.

3.3. General Fund Capital

The monies required to fund these projects are achieved through external borrowing, capital receipts and grant income. These projects are all accommodated within the Non-Housing Capital Programme. Any underspend, carry forward or overspend will have implications for the

programme. As part of the Council's five year business plan, capital expenditure is now monitored within a five year timescale where appropriate. This has given budget holders the ability to profile across the full five years. In year monitoring will continue, alongside monitoring the complete Capital Programme.

4. OTHER IMPLICATIONS

General Fund Revenue

- 4.1 None

Non Housing Capital

- 4.2 There are no other implications at this time but as projects progress or indeed fail to progress then other implications may arise and will be reported at an appropriate Committee.

5. BACKGROUND/MAIN ISSUES

- 5.1 The Service revenue monitoring reports and associated notes are attached at Appendix A.

Financial Position and Risks Assessment

General Fund Revenue

- 5.2 The significant areas contributing to the overall funding pressure are as follows:

	£'000
Staff costs (Excluding Escorts)	(1,300)
Escorts costs	190
Out Of Authority Placements	2,400
Energy & Water costs	(410)
Unitary Charge	(180)

(a) Staff Costs

The staff underspend reflects the vacancy levels within the service. These may vary as staff posts are filled and others become vacant.

(b) Escorts Costs

The School escorts budget is forecast to be £190k over budget. A review of processes to evaluate the requirement for an escort is currently underway and will result in clearer guidelines and a reduction in numbers of escorts being required. Linked with the reduction in the

numbers of children requiring to be transported across the city to have their needs met, this budget should reduce in line with the reduction in transport costs

(c) 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 30 June 2016 is that this budget is projecting an overspend of £2.4M, 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.

(d) Energy & Water Budgets

Energy and water budgets are expected to be £410K underspent across the service. This is based upon previous years charges adjusted for contractual changes.

(e) Unitary Charge Payments

The Unitary Charge Budget is estimated to be £180K under budget mainly as a result of reduced insurance costs.

Non Housing Capital Programme

The Service Determined Minimum Required is assessed every month by services with support from the SIP Programme Manager and officers from the Programme Management Office, Asset Management and Finance. New governance arrangements implemented in December have introduced a more robust milestone approach to project monitoring which is driving financial re-profiling exercises across the capital plan.

Appendix B shows a breakdown by project of spend to date and applicable supporting information.

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 Environment (Natural Resources)

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

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

General Fund Revenue

To ensure that a balanced budget is achieved the service will need to consider options available to reduce net expenditure.

8. BACKGROUND PAPERS

Financial ledger data extracted for the period.

9. REPORT AUTHOR DETAILS

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☎ 01224 346352

As at Period 3 2016/17	Figures for Total Project				
Education & Children's Services	Approved Budget	Expenditure to Date	Forecast Expenditure		
	£'000	£'000	£'000	Pr	Cu
New Brimmond School	12,679	12,711	12,947	R	R
New ASN School (previously Raeden Centre project)	18,500	4,387	18,500	G	G
Art Gallery Redevelopment - Aberdeen Treasure Hub	6,140	6,045	6,140	G	G
Art Gallery Redevelopment - Main Contract (HLF)	30,000	6,641	30,000	R	R
New Academy to the South	49,500	1,632	49,500	G	G
Kingsfield Childrens Home	1,550	0	1,550	A	A
New Milltimber Primary	13,000	0	13,000	G	G
Music Hall Refurbishment	1,000	0	1,000	R	R
Greenbrae Primary Extension and Internal Works	4,631	1,488	4,631	A	A
Stoneywood Primary	13,000	959	13,000	A	A
Dyce 3G Pitch	748	200	748	G	G
Refurbish Throughcare Facility - 311 Clifton Road	825	221	825	G	G
Tillydrone Primary School	17,000	0	17,000	G	G
Torry Primary School and Hub	20,000	0	20,000	G	G
	188,573	34,283	188,841		

- Brimmond Primary opened at the end of October 2015. The project remains on red status as spend has exceeded the original budget profile. Officers from the E&CS Estates team are reviewing the cost profile to identify any miscoded entries.
- Steel framework for the new ASN school is advancing, and construction of the roof and installation of windows commenced in June. The project benefitted from suspending works on the AWPR in mid-June as the groundworks contractor is the same for both projects and uncommitted plant resources could be reassigned.
- The new Aberdeen Treasure Hub was completed and handed to the Council on 1 July 2016. The timetable for the return of the art collections to Aberdeen is being drawn up.
- Works on the Art Gallery are progressing, and funding for the archaeological surveys have been identified. Updates on progress on the fund-raising programme were made to Finance Policy and Resources committee in June.
- At full Council on 29 June 2016 it was determined that a guarantee will be offered to Aberdeen Performing Arts for additional funding for the Music Hall project.

- Financial close for the South of the City Academy was successfully achieved on 30 June 2016.
- The purchase of Kingsfield Children's Home is being re-assessed in the wider context of an estates review of Children's Social Work. An option appraisal is currently being carried out and the output will be presented to the Strategic Asset and Capital Board. The project remains on amber status until this is completed.
- The contractor for the Greenbrae project has advised the Council of contract delays which have resulted in a re-programming of works through the school summer. As a result of the delays, it is unlikely the extension will be completed and available for the new school term in August. The subsequent construction timetable has been programmed to allow for the school to be operational, resulting in an overall completion date of December 2016.
- The Stoneywood Primary project has been flagged as amber as design works are taking longer than expected. Financial re-profiling remains under review.
- The new Dyce 3G pitch was completed and handed to the Council on 6 July 2016. A programming schedule for use of the facility is being drawn up with local clubs in Dyce.
- The refurbishment of 311 Clifton Road has been re-assessed in line with Care Inspectorate guidelines and the estates review of Children's Social work. The contractor is now back on site to complete the programme of works, with a planned completion date of September 2016.

DIRECTORATE : Education & Childrens Services

ACCOUNTING PERIOD 3	Full Year Revised Budget £'000	Year to Date			Forecast to Year End		
		Revised Budget £'000	Actual Expenditure £'000	Variance Amount £'000	Forecast Actual £'000	Variance Amount £'000	Variance Percent %
Head of Service - Inclusion	16,646	4,211	4,274	63	16,864	219	1.3
Head of Service - Education Services	156,340	39,274	37,343	(1,931)	154,971	(1,369)	(0.9)
Head of Service -Policy, Performance & Resources	5,535	1,690	1,524	(166)	5,366	(169)	(3.1)
Head Of Service- Childrens Social Work	39,382	9,794	9,789	(5)	40,652	1,270	3.2
TOTAL	217,903	54,969	52,930	(2,039)	217,853	(49)	(0.0)

Education & Children's Services
Summary of Income & Expenditure - Year to Period 3 (End of June 2016)
HEAD OF SERVICE : INCLUSION

As At 30 June 2016	Full Year revised Budget	Year to date			Forecast to year end		
		Revised Budget	Actual Expenditure	Variance Amount	Forecast Actual	Variance	Variance Percent
ACCOUNTING PERIOD 3	£'000	£'000	£'000	£'000	£'000	£'000	%
STAFF COSTS	12,939	3,227	3,031	(196)	12,427	(512)	-4.0%
PROPERTY COSTS	280	69	50	(19)	265	(15)	-5.4%
ADMINISTRATION COSTS	20	5	5	0	20	0	0.0%
TRANSPORT COSTS	78	19	24	5	78	0	0.0%
SUPPLIES & SERVICES	1,162	177	145	(32)	943	(219)	-18.8%
COMMISSIONING SERVICES	3,033	758	1,072	314	4,047	1,014	33.4%
GROSS EXPENDITURE	17,512	4,255	4,327	72	17,780	268	1.5%
LESS: INCOME							
OTHER GRANTS	(149)	(37)	(40)	(3)	(199)	(50)	33.6%
FEES & CHARGES	(8)	(1)	(1)	0	(8)	0	0.0%
OTHER INCOME	(709)	(6)	(12)	(6)	(709)	0	0.0%
TOTAL INCOME	(866)	(44)	(53)	(9)	(916)	(50)	5.8%
NET EXPENDITURE	16,646	4,211	4,274	63	16,864	219	1.3%

BUDGET TO DATE MONITORING VARIANCE NOTES

Staff Costs

The estimated underspend reflects vacancy levels within this part of the service. (512)

Property Costs

No significant variances from budget are forecast for this item. (15)

Administration costs

No significant variances from budget are forecast for this item. 0

Transport costs

No significant variances from budget are forecast for this item. 0

Supplies & Services

Various one off savings on Supplies & Services have been identified within this area. (219)

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. 1,014

Income - Government Grants

No significant variances from budget are forecast for this item. 0

Income - Other Grants

No significant variances from budget are forecast for this item. (50)

Income - Fees & Charges

No significant variances from budget are forecast for this item. 0

Income - Recharges

No significant variances from budget are forecast for this item. 0

Income - Other Income

No significant variances from budget are forecast for this item. 0

219

ABERDEEN CITY COUNCIL
REVENUE MONITORING 2016/ 2017

Education & Children's Services
Summary of Income & Expenditure - Year to Period 3 (End of June 2016)
HEAD OF SERVICE : EDUCATION SERVICES

As At 30 June 2016	Full Year revised Budget	Year to date			Forecast to year end		
		Revised Budget	Actual Expenditure	Variance Amount	Forecast Actual	Variance	Variance Percent
ACCOUNTING PERIOD 3	£'000	£'000	£'000	£'000	£'000	£'000	%
STAFF COSTS	115,214	28,672	28,449	(223)	114,533	(681)	-0.6%
PROPERTY COSTS	25,816	5,017	4,783	(234)	25,163	(653)	-2.5%
ADMINISTRATION COSTS	801	201	120	(81)	787	(14)	-1.7%
TRANSPORT COSTS	265	62	82	20	301	36	13.6%
SUPPLIES & SERVICES	10,733	4,582	2,966	(1,616)	10,673	(60)	-0.6%
COMMISSIONING SERVICES	3,122	769	970	201	3,095	(27)	-0.9%
TRANSFER PAYMENTS TOTAL	9,716	2,366	2,593	227	9,619	(97)	-1.0%
GROSS EXPENDITURE	165,667	41,669	39,963	(1,706)	164,171	(1,496)	-0.9%
LESS: INCOME							
GOVERNMENT GRANTS	(1,141)	(620)	(878)	(258)	(1,150)	(9)	0.8%
OTHER GRANTS	(941)	(247)	(341)	(94)	(964)	(23)	2.4%
FEES & CHARGES	(3,754)	(917)	(750)	167	(3,553)	201	-5.4%
RECHARGES	(410)	0	0	0	(410)	0	0.0%
OTHER INCOME	(3,081)	(611)	(651)	(40)	(3,123)	(42)	1.4%
TOTAL INCOME	(9,327)	(2,395)	(2,620)	(225)	(9,200)	127	-1.4%
NET EXPENDITURE	156,340	39,274	37,343	(1,931)	154,971	(1,369)	-0.9%

BUDGET TO DATE MONITORING VARIANCE NOTES

PROJECTED
VARIANCE
£'000

Staff Costs

The main reasons for this variance is the element of Escorts cost overspend which is allocated against this Head Of Service as Escort costs are allocated against the school the pupils are taught in. (681)

Property Costs

The Unitary Charge budget is expected to be underspent by £180K 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 £270K less than budgeted in line with previous years expenditure levels after taking account of contractual changes. Water charges are forecast to be £140k less than budgdted in line with previous years expenditure levels. (653)

Administration costs

No significant variances from budget are forecast for this item. (14)

Transport costs

No significant variances from budget are forecast for this item. 36

Supplies & Services

No significant variance from budget are forecast for this item. (60)

Commissioning Services

No significant variance from budget are forecast for this item. (27)

Transfer payments

No significant variances from budget are forecast for this item. (97)

Income - Government Grants

No significant variances from budget are forecast for this item. (9)

Other Grants

No significant variances from budget are forecast for this item. (23)

Income - Fees & Charges

Art Gallery Shop and Coffee shop income account for the bulk of this variance 201

Income - Other Income

No significant variances from budget are forecast for this item. (42)

(1,369)

ABERDEEN CITY COUNCIL
REVENUE MONITORING 2016/ 2017

Education & Children's Services
Summary of Income & Expenditure - Year to Period 3 (End of June 2016)
HEAD OF SERVICE : POLICY, PERFORMANCE & RESOURCES

As At 30 June 2016	Full Year revised Budget	Year to date			Forecast to year end		
		Revised Budget	Actual Expenditure	Variance Amount	Forecast Actual	Variance	Variance Percent
ACCOUNTING PERIOD 3	£'000	£'000	£'000	£'000	£'000	£'000	%
STAFF COSTS	3,955	989	948	(41)	3,786	(169)	-4.3%
PROPERTY COSTS	391	81	65	(16)	394	3	0.8%
ADMINISTRATION COSTS	293	73	32	(41)	284	(9)	-3.1%
TRANSPORT COSTS	22	6	3	(3)	18	(4)	-18.2%
SUPPLIES & SERVICES	871	530	478	(52)	869	(2)	-0.2%
COMMISSIONING SERVICES	82	20	21	1	82	0	0.0%
TRANSFER PAYMENTS	255	75	75	0	255	0	0.0%
GROSS EXPENDITURE	5,869	1,774	1,622	(152)	5,688	(181)	-3.1%
LESS: INCOME							
GOVERNMENT GRANTS	(296)	(74)	(100)	(26)	(296)	0	0.0%
FEES & CHARGES	(38)	(10)	2	12	(26)	12	-31.6%
OTHER INCOME	0	0	0	0	0	0	0.0%
TOTAL INCOME	(334)	(84)	(98)	(14)	(322)	12	-3.6%
NET EXPENDITURE	5,535	1,690	1,524	(166)	5,366	(169)	-3.1%

<u>BUDGET TO DATE MONITORING VARIANCE NOTES</u>	PROJECTED VARIANCE £'000
<u>Staff Costs</u> The forecast underspend reflects both year to date and on-going staff vacancies	(169)
<u>Property Costs</u> No significant variances from budget are forecast for this item.	3
<u>Administration costs</u> No significant variances from budget are forecast for this item.	(9)
<u>Transport costs</u> No significant variances from budget are forecast for this item.	(4)
<u>Supplies & Services</u> No significant variances from budget are forecast for this item.	(2)
<u>Transfer Payments</u> No significant variances from budget are forecast for this item.	0
<u>Government Grants</u> No significant variances from budget are forecast for this item.	0
<u>Income - Fees & Charges</u> No significant variances from budget are forecast for this item.	12
<u>Other Income</u> No significant variances from budget are forecast for this item.	0
	(169)

ABERDEEN CITY COUNCIL
REVENUE MONITORING 2016/ 2017

Education & Children's Services
Summary of Income & Expenditure - Year to Period 3 (End of June 2016)
HEAD OF SERVICE : HEAD OF CHILDREN'S SOCIAL WORK

As At 30 June 2016	Full Year revised Budget	Year to date			Forecast to year end		
		Revised Budget	Actual Expenditure	Variance Amount	Forecast Actual	Variance	Variance Percent
ACCOUNTING PERIOD 3	£'000	£'000	£'000	£'000	£'000	£'000	%
STAFF COSTS	18,030	4,508	4,193	(315)	17,260	(770)	-4.3%
PROPERTY COSTS	526	78	40	(38)	541	15	2.9%
ADMINISTRATION COSTS	205	51	47	(4)	219	14	6.8%
TRANSPORT COSTS	379	95	156	61	508	129	34.0%
SUPPLIES & SERVICES	1,126	281	129	(152)	1,043	(83)	-7.4%
COMMISSIONING SERVICES	18,699	4,674	4,951	277	20,495	1,796	9.6%
TRANSFER PAYMENTS	927	232	301	69	1,157	230	24.8%
GROSS EXPENDITURE	39,892	9,919	9,817	(102)	41,223	1,331	3.3%
LESS: INCOME							
GOVERNMENT GRANTS	(394)	(99)	(20)	79	(394)	0	0.0%
FEES & CHARGES	(42)	(20)	(2)	18	(42)	0	0.0%
OTHER INCOME	(74)	(6)	(6)	0	(135)	(61)	0.0%
TOTAL INCOME	(510)	(125)	(28)	97	(571)	(61)	12.0%
NET EXPENDITURE	39,382	9,794	9,789	(5)	40,652	1,270	3.2%

<u>BUDGET TO DATE MONITORING VARIANCE NOTES</u>	PROJECTED VARIANCE £'000
<u>Staff Costs</u> The main areas of forecast underspend are in Young peoples Care & Protection and Family And Community Support . This has been offset by the high cost of Agency staff which is reviewed by the Head Of Service on a quarterly basis.	(770)
<u>Property Costs</u> The annual forecast reflects expected savings on energy budgets.	15
<u>Administration costs</u> No significant variances from budget are forecast for this item.	14
<u>Transport costs</u> This is mainly Staff and Childrens Travel costs. This is in line with previous years expenditure levels.	129
<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.	(83)
<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 £1.6M in excess of budget.	1,796
<u>Transfer Payments</u> Forecast is based upon current client numbers and expenditure. This is subject to review by the Children with Disabilities Working Group.	230
<u>Government Grants</u> No significant variances from budget are forecast for this item.	0
<u>Other Grants</u> No significant variances from budget are forecast for this item.	0
<u>Income - Fees & Charges</u> No significant variances from budget are forecast for this item.	0
<u>Other Income</u> No significant variances from budget are forecast for this item.	(61)
	1,270

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	8th September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Education and Children's Services Directorate Performance Report
REPORT NUMBER	ECS/16/049
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 30th June 2016.

2. RECOMMENDATION(S)

The Committee is asked to:

- Note the E&CS Directorate Performance Report for the quarterly period to 30th June 2016.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from the report.

4. OTHER IMPLICATIONS

4.1 Legal

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;

4.2 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. 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 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 will recall from the previous Performance Report, to the June meeting of Committee, the proposals for future corporate Committee Performance Reporting through standardised templates, and development of the Council's Performance Management Framework.

This will ensure that, as recommended by Audit Scotland as part of the Best Value Audit, Members receive consistent information to enable them to discharge their scrutiny role effectively.

- 5.3 These proposals are now encompassed within the presentation templates provided within Appendices A and B and reflect a greater emphasis on aligning the information reported to Committee with the Priorities captured in the Smarter Aberdeen vision and Objectives from the Council's Strategic, Directorate and Service Business Plans
- 5.4 The 'standing quarterly template' as reflected in Appendix A, will be submitted to Committee. The Directorate will provide additional performance reporting to Committee through the template which will reflect, for example, the capture of annual releases of significant local and national data sets as these become available throughout the year.

This will be supplemented by in depth reporting of particular performance outcomes (e.g. SQA results) through briefing papers attached to Directorate Performance Reports or, in some cases, separate reports to Committee.

An indication of the annual and academic year outcome measures for the Directorate which would be reflected in this extended annual performance reporting suite is contained within Appendix C.

- 5.5 As noted in the Directorate Service Plans Report, considered at the meeting of this Committee in June, further iterative work ensuring that the refreshed Directorate performance measures and targets reflect on the 2015-16 academic year outcomes, is presently in hand.

A detailed report, covering the Directorate's 2015-16 Annual Statutory Performance Indicator outcomes, which reflect against a proportion of these measures, will be presented to the November meeting of this Committee.

6. IMPACT

Improving Customer Experience

Analysis and publication of performance data and, in particular, the use of benchmark and trend information, offers the Directorate the opportunity to critically evaluate the extent to which it is currently meeting customer needs and, as required, re-align delivery methodologies to ensure that, in particular, children's experiences and outcomes are 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, in particular those where improvement might be required. Importantly, it also helps them to 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 resources are 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, by which Elected Members may seek assurance that performance improvement activity is evidenced and robust.

The measures reported against ensure linkage to the Administration's Policy Statement 'Smarter Aberdeen', covering:

Smarter Living Outcome;

"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 Outcome;

“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.

Implementation of the Reclaiming Social Work model, and its intended outcomes within Children’s Social Work, also link to the wider Strategic Priorities of the ‘Aberdeen: the Smarter City’ plan through the following model objectives:

Smarter Governance – Participation:

- Implementing the Reclaiming Social Work model to work in partnership with families within their local community to improve their overall wellbeing and outcomes.
- Delivering a Public Social Partnership (PSP) approach with third sector partners to co-design commissioned services to support Reclaiming Social Work.

Smarter Living – Quality of Life:

- Supporting priority families.
- Promoting and secure and lasting attachments for children.
- Implementing the Getting It Right for Every Child (GIRFEC) model

Smarter People – Social and Human Capital:

- Attracting and retaining a high quality workforce to support learning and teaching and the implementation of Reclaiming Social Work.
- Ensuring partnership approaches are supporting children and young people.
- Enabling all young people in Aberdeen to achieve sustainable and positive destinations.

Smarter Mobility

“We need to maximise digital connectivity for the benefit of all people and the development of business in the City.”

Public

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

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

7. MANAGEMENT OF RISK

The nature of this report is not such that a risk assessment of options is necessary 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

Appendix A: Directorate Performance Report Scorecard April to June 2016

Appendix B: Directorate Performance Report Trend Charts and Narrative – April to June 2016

Appendix C: Draft Directorate Annual Performance Reporting Template

Education and Children's Services Committee – 2nd June 2016 (Agenda Item 8: Directorate Business and Service Plans)

9. REPORT AUTHOR DETAILS

Co-ordinated/Co- Authored by:

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Appendix A - ECS Performance Scorecard - April to June 2016

Summary Scorecard for Committee Reporting

Report Author: Alex Paterson

Generated on: 2nd August 2016



Performance Data Traffic Light	
Amber	2
Green	3
Data Only	18

Improving Customer Experience

Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Positive outcomes from Education Scotland and Care Inspectorate inspections of local authority and partner provider settings per academic year (new measure -annual and quarterly figures are averaged)	93.5%	100%	80%	100%	100%	100%	NA	100%			95%

Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Looked After & Accommodated Children with an allocated social worker (%)		99%	99%	99%	99%						Maximise
Children with an allocated social worker (%)		93%	89%	89%	92%						Maximise

Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
The total number of complaints received per quarter	126	35	23	36	31						Minimise
% of complaints resolved within time	71.9%	78.8%	86.4%	54.3%	55.2%						Maximise
% of complaints upheld against closed (Stage 1 & 2 combined)	41.3%	36.4%	54.5%	40.0%	24.1%						Maximise
% of FOISA requests replied to within timescale 9 annual and quarterly figure is averaged)	92%	89%	94%	87%	70%	80%	75%	60%			85%

Improving Staff Experience

Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Average number of days lost through sickness absence (rolling 12 month period)	8.0					7.9	8.1	8.3			10.0
H&S Employee accidents/incidents Non Reportable (annual and quarterly figure is cumulative)	270	65	44	94	79						Minimise
H&S Employee accidents/incidents Reportable (annual and quarterly figure is cumulative)	10	2	2	2	0						Minimise

Improving Our Use of Resources

Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Headcount of agency staff (annual and quarterly figure is cumulative)	709	153	53	53	36	9	14	13			Reduce
Establishment Control: FTE (annual and quarterly figures are averaged)	3,262.4	3,181.8	3,224.78	3,254.7	3,248.57	3,243.57	3,245.24	3,256.9			



Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Vacancies rate - funded vacancies compared to funded establishment (annual figure is averaged)	6.45%	1.67%	10.54%	6.66%	7.03%	7.29%	6.97%	6.85%			6%

Smarter Living – Quality of Life












Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Total number of library visits - person; virtual	1,429,835	359,060	354,491	377,454	370,447	127,295	121,428	121,724			Increase
Number of visits to libraries - person	891,810	235,420	211,056	222,885	225,406	77,173	73,878	74,355			Increase
Number of visits to libraries - virtual	538,025	123,640	143,435	154,569	145,041	50,122	47,550	47,369			Increase
Number of visits to/usages of council funded or part funded museums - person; enquiries; outreach; virtual (2016)	1,094,948	234,043	310,691	354,540	328,377	133,540	101,870	92,967			Increase
Number of visits in person to museums - in person	93,805	29,261	19,578	19,396	25,868	9,387	8,149	8,332			Increase
Number of visits to/usages of council funded or part funded museums - virtual	992,242	204,016	288,068	331,866	300,968	123,460	92,998	84,510			Increase

Smarter People – Social and Human Capital

Performance Measure	2015/16 Baseline	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
LAC looked after at home (%)		21%	20%	21%	20%	20%	19%	20%			
LAC looked after in Kinship (%)		18%	21%	20%	20%	20%	20%	20%			
LAC looked after in Foster Care (%)		44%	41%	43%	44%	46%	46%	44%			

Smarter Mobility											
Performance Measure	2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	April 2016	May 2016	June 2016	Status	Long Trend	2016/17 Target
	Value	Value	Value	Value	Value	Value	Value	Value			
Number of Netloan Wi-Fi access uses within Libraries and Library Learning Centres	36,365	7,852	9,642	12,674	14,456	4,592	5,017	4,937			Increase

N.B. Only data captured against the current reporting period, as highlighted in each shaded frequency box, is reflected within Appendix B as part of the Directorate Performance Report.

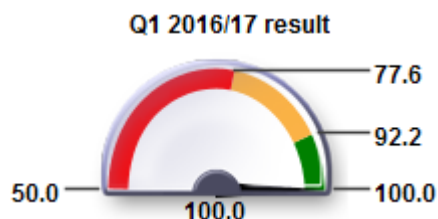
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving/Increasing		Improving/Increasing
	Warning		No Change		No Change
	OK		Getting Worse/Decreasing		Getting Worse/Decreasing
	Unknown				
	Data Only				

Appendix B – Education and Children’s Service Performance Trend Charts- April to June 2016

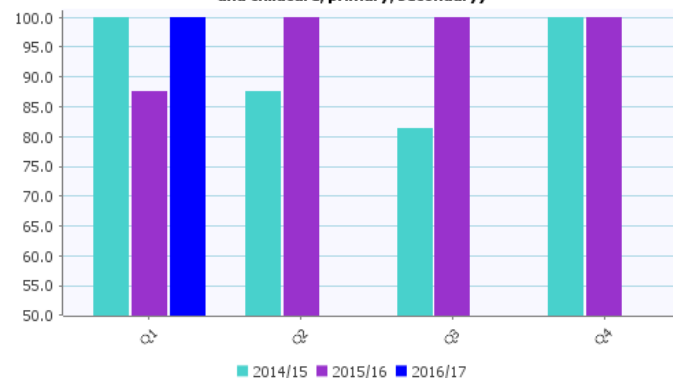
Report Author: Alex Paterson
Generated on: 8th August 2016

Shaping Aberdeen – Improving Customer Experience

Percentage of positive formal inspections of Early Learning and Education Establishments per academic year (new measure)



ECS Edu ESCI Com Combined positive outcomes from Education Scotland and Care Inspectorate inspections of local authority and partner provider settings (early learning and childcare, primary, secondary)



Why is this important?

This measure serves as a formal indicator of the quality of education, support and care provision afforded to children within local authority and funded partner provider Early Years, Primary and Secondary school settings, through a combination of peer-based and self-evaluation evidence.

Benchmark Information:

There is presently no direct capacity for benchmarking of this measure although Education Scotland outcomes for schools and early years establishments in each academic year from 2011/12 onwards, including those for 2015/16, (pending publication) are compared with the national baseline and where made available, against the Authority’s formal HMle benchmark group. <http://www.educationscotland.gov.uk>

Information relating to the drill-down national outcomes of Care Inspectorate work, which can be used as a point of comparison, is beginning to be shared with local authorities but has yet to be presented in a consistent publication format that is accessible enough to allow inter-authority comparison. <http://www.careinspectorate.com/>

Target:

The target for this measure, which combines outcomes from Education Scotland and Care Inspectorate inspections of both local authority and partner provider education and childcare settings, is set at an averaged 97% for the 2016-17 academic year. The target figures for sub-indicators against each inspection regime, relating to local authority provision alone, are 100% for the academic year.

Intelligence:

This is a new Directorate measure, populated from existing data, designed to align specifically with the academic year. The averaged outcome for Quarter 1 was 100% which encompassed four inspections of partner provider Early Years and Childcare establishments by the Care Inspectorate over the three month period. This is in line with outcomes recorded against Quarters 2 and 4 in 2015-16 and also provides for a year-to-date figure of 100%. There were no publications of inspections completed by either Education Scotland or the Care Inspectorate in May 2016 and no publications of Education Scotland inspections during the quarter.

Responsible Officer:

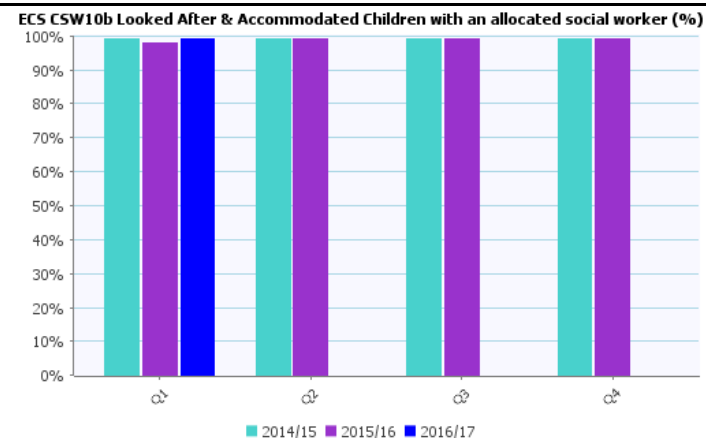
Andrew Griffith

Last updated

Q1 2016/17

Percentage of children who are looked after and accommodated children with an allocated social worker

Q1 2016/17 result
99%



Why is this important?

The extent to which looked after and accommodates children are supported by an allocated social worker is one of a suite of core customer experience measures reflecting the service's impact within this population of vulnerable children.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children's Social Work Statistics report (often referred to as the CLAS return) in March of the following year. For example, data for July 2015 was published in March 2016.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork>

However, it does not include comparable data on allocations.

Target:

The service aims to maximise the percentage of looked after and accommodated children with an allocated social worker, taking into account changes in status and case transfer times at the snapshot point, which can result both in minor (+/- 1-2%) variations in quarterly outcomes.

Intelligence:

At the snapshot point on 30th June 2016, only six of the 493 looked after and accommodated children did not have an allocated social worker. The 99% allocation maintains the service’s positive trend over the past three years. At a time that the service has begun to implement Reclaiming Social Work where some families are being re-allocated from former Teams to the new Units, with the inherent risk of some being unallocated during that process, maintaining this high rate of allocation shows that the potential negative impact of transition is being managed carefully. This will remain a high priority for the service as the process of implementation continues.

Responsible Officer:

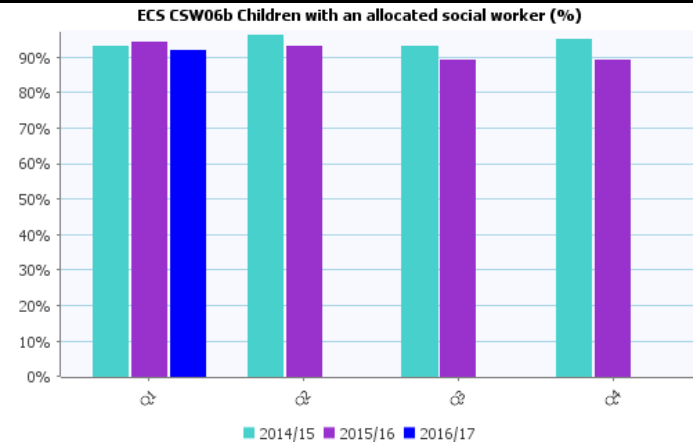
Last updated

Graeme Simpson, Anne Donaldson

Q1 2016/17

Percentage of children with an allocated social worker

Q1 2016/17 result
92%



Why is this important?

The extent to which children under the care or oversight of Children’s Social Work are supported by an allocated social worker is one of a suite of core customer experience measures reflecting the service’s impact within the population of vulnerable children.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children’s Social Work Statistics report (often referred to as the CLAS return) in March of the following year. For example, data for July 2015 was published in March 2016.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork>

However, it does not include comparable data on allocations.

Target:

The Service aims to maximise the percentage of children that it supports through an allocated social worker, taking into account changes in status and case transfer times at the snapshot point, which can result both in minor (+/- 1-2%) variations in quarterly outcomes.

Intelligence:

At the snapshot point on 30th June 2016, 92% of the 1,766 children supported by Children's Social Work had an allocated social worker. Although this was a small improvement on performance for the previous two quarters, it is slightly less than that for the same quarter in the previous two years. However, at a time that the service has begun to implement Reclaiming Social Work where some families are being re-allocated from former Teams to the new Units, with the inherent risk of some being unallocated during that process, maintaining this relatively high rate of allocation shows that the potential negative impact of transition is being managed carefully. This will remain a high priority for the service as the process of implementation continues.

Responsible Officer:

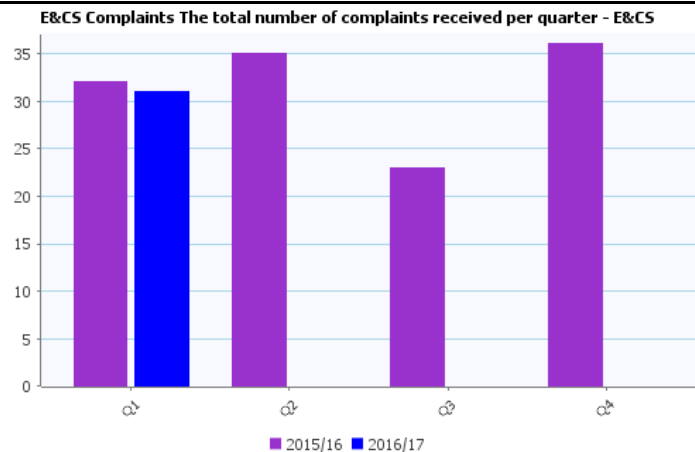
Bernadette Oxley

Last updated

Q1 2016/17

The total number of complaints received

Q1 2016/17 result
31



Why is this important?

The information provided by the corporate Complaints Handling process is used to inform service improvements and planning. It should be noted that this information excludes complaints addressed through formal statutory frameworks related to school education and children's social work

Benchmark Information:

The Scottish Complaints Handling Procedure specifies a number of measures including handling times, types of complaints and outcomes as well as lessons learnt. It is presently not possible to identify relevant benchmark comparisons for the number of complaints for the Directorate outwith tracking of trend patterns.

Target:

The Directorate aims to minimise the number of complaints received as part of the engagement and communication frameworks reflected within its Service Business Plans

Intelligence:

The number of complaints received over Quarter 1 fell in comparison with both the previous quarter and comparative quarters, totalling 31 complaints as opposed to 36 and 32 respectively and is the second lowest figure over the monitored period (from 1st April 2015)

It should be noted that the volumes of recorded complaints in 2016/17 are likely to increase as a consequence of the Complaints Improvement

programme which is raising awareness of the requirement to record complaints that are being handled at the frontline (Stage 1) and an online form has been introduced to make the corporate recording of complaints at the frontline possible.

Responsible Officer:

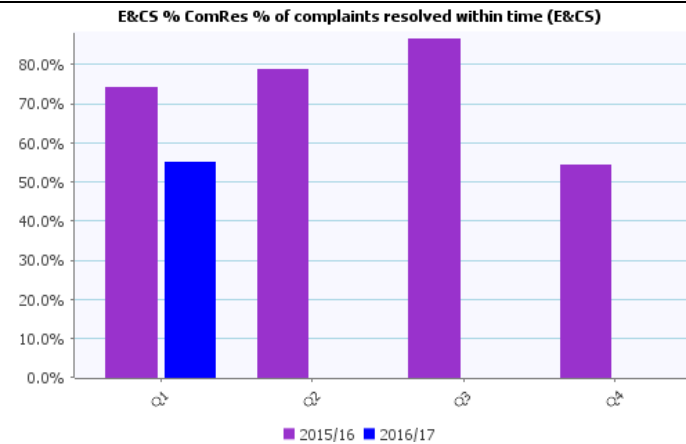
Euan Couperwhite

Last updated

Q4 2015/16

% of complaints resolved within time (E&CS)

Q1 2016/17 result
55.2%



Why is this important?

The Scottish Complaints Handling Procedure specifies that all complaints must be acknowledged within 3 working days. Frontline complaints (Stage 1) should be completed in 5 working days and Investigation complaints (Stage 2) within 20 working days.

Benchmark Information:

Where appropriate, the Directorate seeks to benchmark its performance against this measure in the context of trend analysis and through comparison with both Council and other Directorate performance. This quarterly figure is below the Council outcome of 61.4% although above the levels recorded by two directorate levels.

Target:

The Directorate aims to maximise the proportion of complaints which are resolved within the specified timescale

Intelligence:

55.2% of complaints received during the three month period were resolved within the specified timescale. This marginally above the figure recorded against the previous quarter but below that achieved in the remaining quarterly periods and, in particular, reflects delayed outcomes against more complex Stage 2 complaints.

Responsible Officer:

Euan Couperwhite

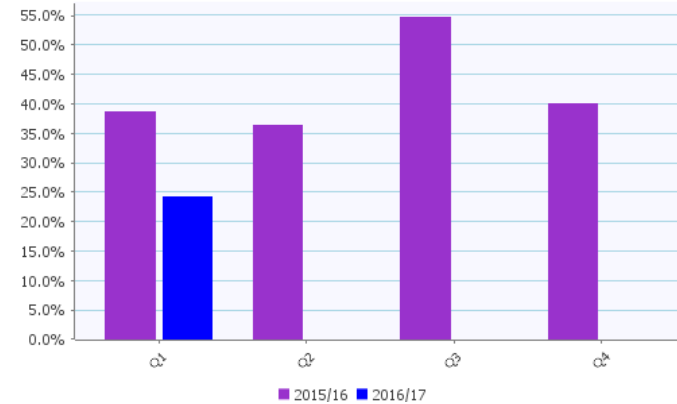
Last updated

Q4 2015/16

% of complaints upheld against closed (Stage 1 & 2 combined)

Q1 2016/17 result
24.1%

E&CS % Com Upheld % of complaints upheld against closed (Stage 1 & 2 combined) - E&CS



Why is this important?

In combination with assessment of the number of complaints and timelines for the provision of responses, the proportion of complaints which are upheld is a measure of the extent to which the Council is meeting the provisions of the Scottish Handling Complaints Procedure and, more critically, the quality of service being provided.

Benchmark Information:

Where appropriate, the Directorate seeks to benchmark its performance against this measure in the context of trend analysis and through comparison with both Council and other Directorate performance. This compares favourably with the Council figure for Quarter 1 of 45.93 and each of the four directorate levels.

Target:

The Directorate aims to minimise the proportion and number of complaints which are upheld at Stages 1 and 2 received as part of the engagement and communication frameworks reflected within its Service Business Plans

Intelligence:

Of the 31 complaints received, 24.1% were upheld at Stages 1 and 2 combined with just under 32% being upheld at Stage 1, and none of the seven moving to investigation at Stage 2 being upheld. This is a substantive improvement against each of the previous recorded quarterly periods and in short/long term trends.

Responsible Officer:

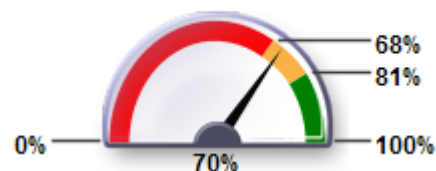
Euan Couperwhite

Last updated

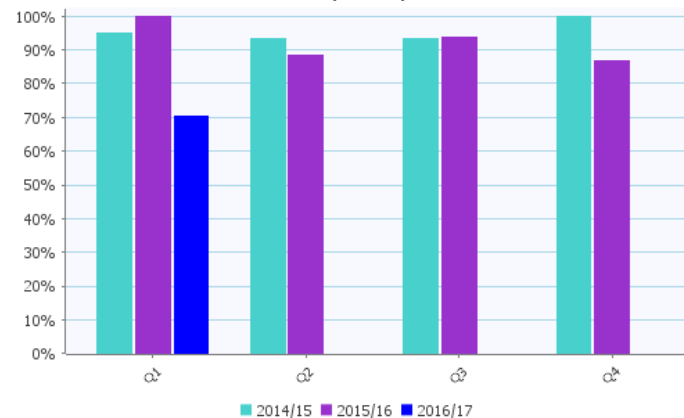
Q4 2015/16

% of FOISA requests replied to within timescale

Cumulative result for Q1 2016/17 as of June 2016



E&CS FOISA % of FOISA requests replied to within timescale



Why is this important?

The purpose of this Indicator is to capture and reflect the Directorate's capacity for meeting the obligatory response timelines relating to the Freedom of Information (Scotland) Act that requires responses to be provided within 20 working days.

Benchmark Information:

At present, there is no suitable external benchmark information relating to the Directorate's performance although internal comparisons are made against both corporate level performance and that of other Directorates. The average quarterly figure for the corporate (all services) outcome in Quarter 1 was 88.25%

Target:

The corporate level 2016-17 improvement aim for responses to FOISA requests within the prescribed timescale is set at 85%

Intelligence:

An averaged 70% of FOISA requests received by the Directorate were responded to within the specified timescale over the course of Quarter 1 with a monthly range of between 60% in June to 80% in April. This reflects a deterioration against the previous quarterly period which reflects delays in responses at both Directorate level and the need for revisions to responses submitted to the FOISA team

Responsible Officer:

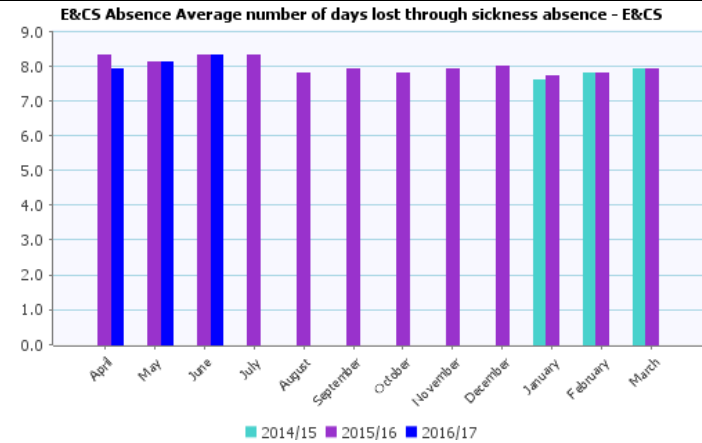
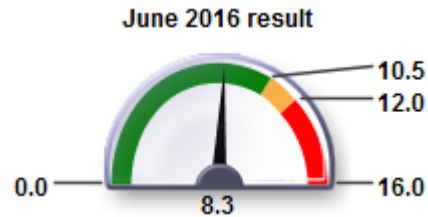
Euan Couperwhite

Last updated

Q1 2016/17

Shaping Aberdeen – Improving Staff Experience

Average number of days lost through sickness absence – rolling 12 month average



Why is this important?

The extent to which employee's health and wellbeing is maintained and staff are supported, through the application of Council policies, to prevent and mitigate against the impacts of ill-health, is central to the Council's relationship with its employees.

Benchmark Information:

The Directorate aims to consistently reduce the number of days lost through illness absence in comparison with previous patterns, the corporate target and other Directorates within the Council.

<http://councilcommittees/documents/s55850/Sickness%20Absence%20Update.pdf>

<http://councilcommittees/documents/s56905/6a%20Annual%20Report%20April%202015-%20March%202016.pdf>

The Council is part of a Local Government Benchmarking Forum with other Scottish Local Authorities looking at absence levels. The forum will be meeting on a regular basis and seeks to learn from best practice in other Local Authorities. Lessons learned from this exercise will be developed and implemented as appropriate at Directorate level

Target:

The corporate target for the average number of days lost through illness is 10 days. For this quarterly period, the corporate figure for the Council sits at 10.2 days

Intelligence:

At the snapshot point on 30th June, the Directorate recorded an average number of days lost per employee of 8.3 days which is marginally higher than in April and May 2016 and provides for a mean year to date figure of 8.1 days, 0.1% higher than that recorded against 2015-16.

At this level, the outcome for the Directorate compares favourably against those Council services involved in 'front line delivery' and the wider corporate metric.

Responsible Officer:

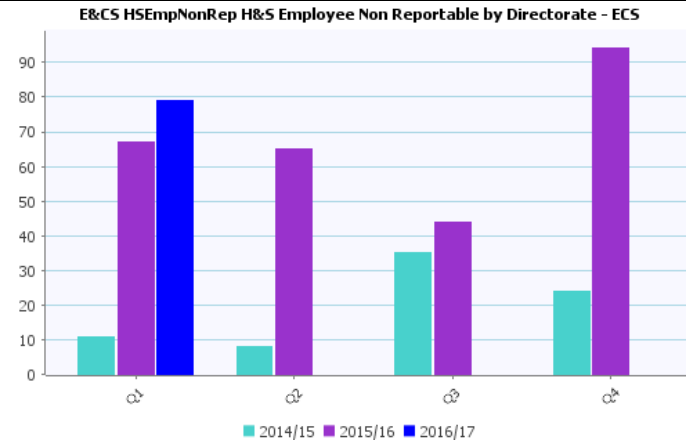
Euan Couperwhite

Last updated

June 2016

Health and Safety: Employee Non Reportable Events

Q1 2016/17 result
79



Why is this important?

The Council is committed to making health safety and wellbeing a high priority in all our activities and establishing a positive health and safety culture.

Benchmark Information:

The Directorate’s extended suite of reportable and non-reportable accidents, incidents and near miss outcomes are considered and benchmarked through the Corporate Health and Safety Committee on a regular basis.

<http://councilcommittees/ieListDocuments.aspx?CId=321&MId=3841&Ver=4>

It should be noted that changes to the Council’s reporting procedures, implemented in full across the 2015-16 period within the Directorate, do not enable direct comparison with the data from 2014-15

Target:

The Directorate aims to minimise the number of reportable and non-reportable events on a consistent basis over the course of the next two years and establish the potential for additional benchmarking against comparator Services within other authorities.

Intelligence:

There were 79 non-HSE reportable events involving employees between April and June, a reduction against the number recorded in Quarter 4 but still in advance of the similar quarter in 2015

Responsible Officer:

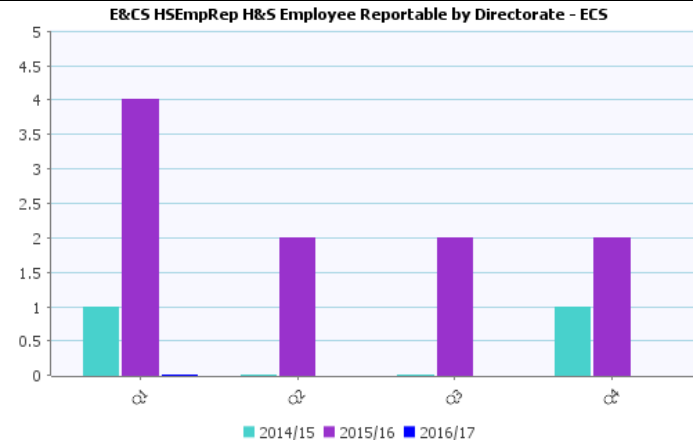
Euan Couperwhite

Last updated

Q1 2016/17

Health and Safety: Employee Reportable Events

Q1 2016/17 result
0



Why is this important?

The Council is committed to making health safety and wellbeing a high priority in all our activities and establishing a positive health and safety culture.

Benchmark Information:

The Directorate’s full range of reportable and non-reportable accidents, incidents and near miss outcomes are considered and benchmarked through the corporate Health and safety Committee on a regular basis.

<http://councilcommittees/ieListDocuments.aspx?CId=321&MId=3841&Ver=4>

It should be noted that changes to the Council's reporting procedures, implemented in full across the 2015-16 reporting period, do not allow comparison with the data from 2014-15

Target:

The Directorate aims to minimise the number of reportable and non-reportable events on a consistent basis over the course of the next two years and establish the potential for additional benchmarking against comparator Services within other authorities.

Intelligence:

There were no HSE reportable events recorded during the quarter, resulting in a positive improvement trend, both short and long term, in the number of events under this category

Responsible Officer:

Euan Couperwhite

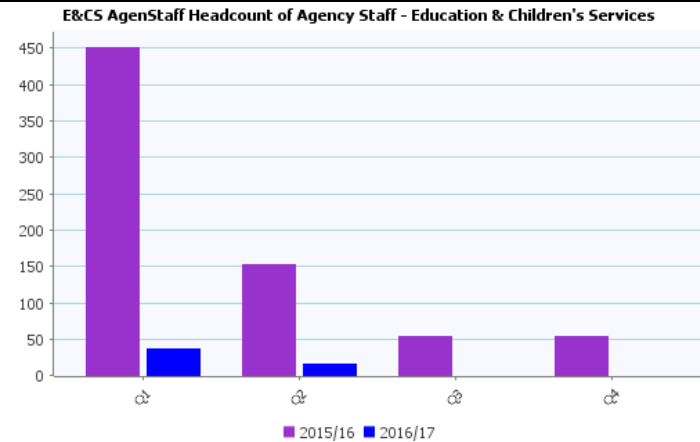
Last updated

Q4 2015/16

Shaping Aberdeen – Improving our Use of Resources

Headcount of Agency Staff

Cumulative result for Q1 2016/17 as of June 2016
36



Why is this important?

Use of external staff resource is sometimes unavoidable, for example where permanent employees are absent due to long-term ill-health. In general terms however, use of external support should be minimised and more efficient methods of filling essential posts for prolonged periods found.

Benchmark Information:

At present, there is no comparable Directorate level benchmark information available against this measure. Corporately, efforts are being made to identify peer- based opportunities for comparison with other authorities through the Scottish Local Government Benchmarking Framework

Target:

The Directorate is presently reviewing the relevance of applying a particular target figure for monthly or quarterly outcomes as some operational aspects of front line service delivery are impacted directly by seasonal influences which are most effectively addressed through use of short term agency employment. At this time, the Directorate aim is to minimise the use of agency employees as an average across each 12 month period

Intelligence:

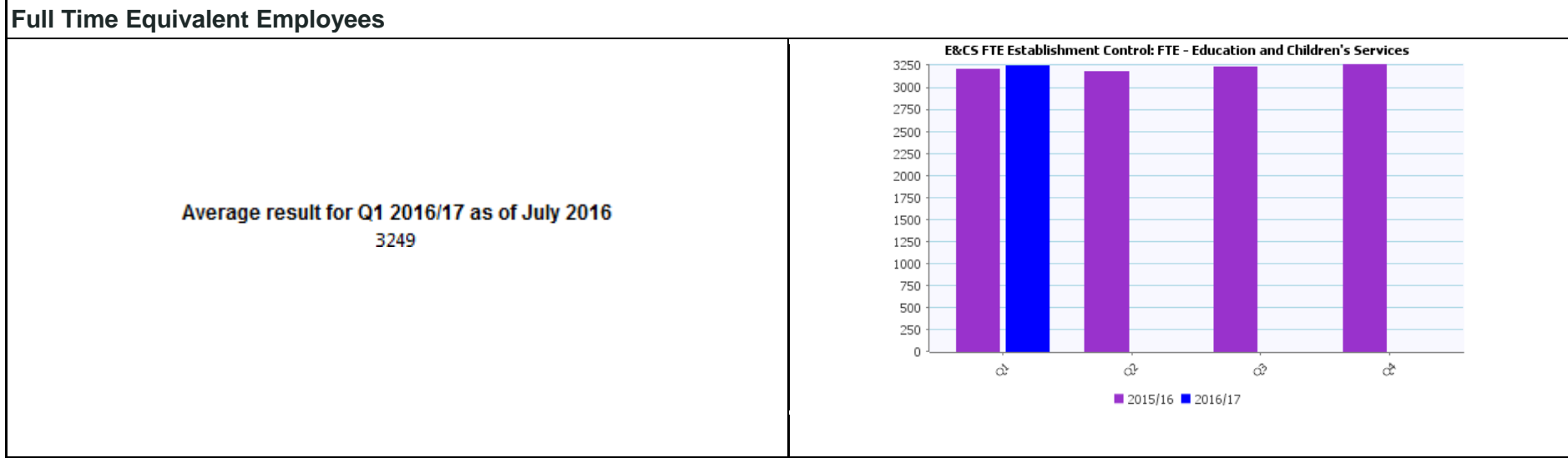
The headcount of agency staff use during Quarter 1 was 36, which indicates a trend of reducing reliance on this resource in comparison with both previous quarterly periods and as a ratio to the Directorate's Establishment Control figure. The FTE equivalent, separated between Children's Social Work and the remaining three Services produce quarterly average figures of 4.27 and 4.9 employed agency staff respectively with a Directorate FTE figure of 9.17 employees.

Members are asked to note that the outcomes recorded against Quarters 1 and 2 in 2015-16 is a function of an administrative transfer and recording process involved in development of the new measure and offers significantly exaggerated data.

Responsible Officer:**Last updated**

Euan Couperwhite

Q1 2016/17



Why is this important?

Monitoring of a range of employee based measures, including FTE levels, enables the Directorate to monitor the overall use of employee resource within the context of existing budgets, assists in signposting potential issues around recruitment/employee retention and informs future budget planning.

Benchmark Information:

At present, there is no comparable Directorate level benchmark information available on this indicator although local authority data relating specifically to teacher and social work practitioner numbers is captured in annual national publications. The extent to which this information provides capacity for robust performance measure benchmarking of the Directorate's overall structure is relatively limited.

Target:

There are no targets set for this measure although the Directorate uses this data in combination with other data-sets, to assess the health of its workforce planning, budgeting and recruitment policies.

Intelligence:

In comparison with the previous quarter, the average level of FTE employees fell marginally in Quarter 1 to 3,248 but rose against the same period in 2015-16 where the figure was 3,200. The month on month picture for the Quarter indicates that an addition 40-45 employees are recorded against the Directorate staff structure in relation the 2015-16 and that this figure is remaining stable.

Responsible Officer:

Euan Couperwhite

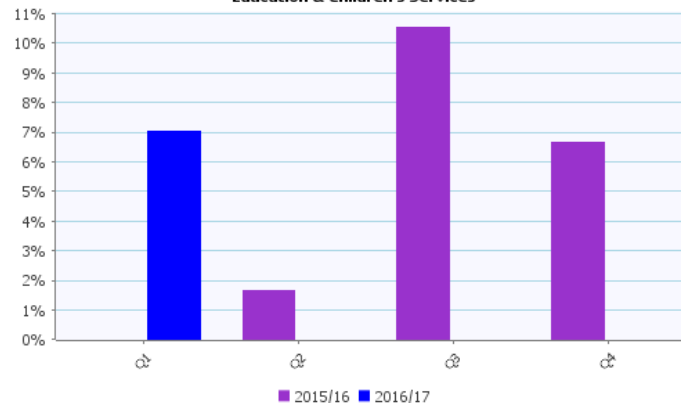
Last updated

Q1 2016/17

Vacancies rate - Funded vacancies compared to Funded Establishment - (new measure)

Average result for Q1 2016/17 as of July 2016
7.03%

E&CS Vac Rate Vacancies rate - Funded vacancies compared to Funded Establishment - Education & Children's Services



Why is this important?

Monitoring of a range of employee based measures, including vacancy levels, enables the Directorate to monitor the overall use of employee resource within the context of existing budgets, assists in signposting potential issues around recruitment/employee retention and informs future budget planning.

Benchmark Information:

At present, there is no comparable Directorate level benchmark information available on this indicator although the Directorate intends to reflect on the outcomes at Council level and across the Directorates in addition to comparing historical trend patterns. In this respect, the averaged quarterly outcome for the Council, (all services) was 9.0% with the figures for the other two major directorates sitting at 7.9% and 12.9% respectively.

Target:

The Directorate has set an improvement aim target of an averaged 6% across the 2016-17 academic year

Intelligence:

The average of monthly vacancy rates across Quarter 1, was just over 7%. This is a marginal increase against the previous quarter's outcome of 6.6% and delivers a baseline figure for the 2015-16 academic year of 6.4%

Responsible Officer:

Euan Couperwhite

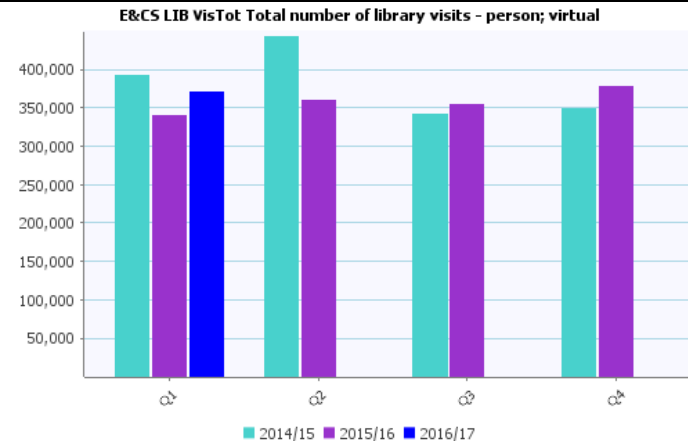
Last updated

Q1 2016/17

Smarter Living - Quality of Life

Number of visits to Libraries and Information Services

Cumulative result for Q1 2016/17 as of June 2016
370,447



Why is this important?

This shows the number of active users of the Library and Information service. It demonstrates the range of channels used to engage with customers and incorporates the trend towards increasingly electronic methods of service delivery.

Benchmark Information:

The capacity for operational benchmarking of Library and Information Services outcomes and outputs is provided through two annual CIPFA publications which are normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Target:

The number of visits to Libraries is a direct contributing metric towards Smarter Living Strategic Objective 2 “We aspire to be recognised as a place of excellence for culture and arts ...” which aims to increase attendances and visits to places of culture by 70,000 by 2017/18. In this instance, whilst no specific target for this particular metric against 2016/17 has been set, the Service seeks to increase active use of the Library and Information Service as an intermediate aim towards meeting of the above Objective.

Intelligence:

Over the course of Quarter 1, there were a total of 370,447 visits to Library and Information Services provision, slightly fewer than in Quarter 4 of 2015-16 but just over 10,000 greater than in the comparable quarter in the previous year, with the contributions from in person and virtual visits presented in the tables below, and sustains the short term upwards trend demonstrated over the past twelve months.

This sustains the short term upwards trend over the past twelve months figure combined figure includes 222,885 visits in person, which is 1,2% lower (-2,600 visits) than in the comparative 2014-15 quarter, the majority of which relates to reductions in visits to Central Library services whilst the combined figure for community based libraries rose by nearly 5,000 visits.

Virtual visits, by contrast, increased by just under 25% against the previous year quarter with an annual outcome of 538,000 visits, reversing the downwards trend experienced in 2014-15

Responsible Officer:

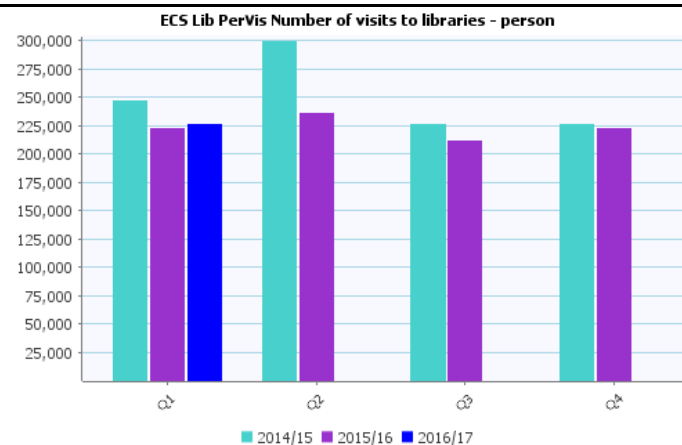
Andrew Griffiths

Last updated

Q1 2016/17

The number of visits to Library and Information Services in person

Cumulative result for Q1 2016/17 as of June 2016
225,406



Why is this important?

This shows the number of active users of the Library and Information service. It demonstrates the range of channels used to engage with customers and incorporates the trend towards increasingly electronic methods of service delivery.

Benchmark Information:

The capacity for operational benchmarking of Library and Information Services outcomes and outputs is provided through two annual CIPFA publications which are normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Target:

The number of visits to Libraries in person is a direct contributing metric towards Smarter Living Strategic Objective 2 "We aspire to be recognised as a place of excellence for culture and arts ..." which aims to increase attendances and visits to places of culture by 70,000 by 2017/18. In this instance, whilst no specific target for this particular metric against 2016/17 has been set the Service seeks to increase active use of the Library and Information Service as an intermediate aim towards meeting of the above Objective.

Intelligence:

The number of visits in person to the Library and Information Service increased against the prior quarter to 225,406 to show an improving short term rolling year trend although the decreasing long term trend has yet to be materially changed. On this occasion, the increase in visits was spread almost equally between community libraries and the 'core' venues housed in the Central Library.

Responsible Officer:

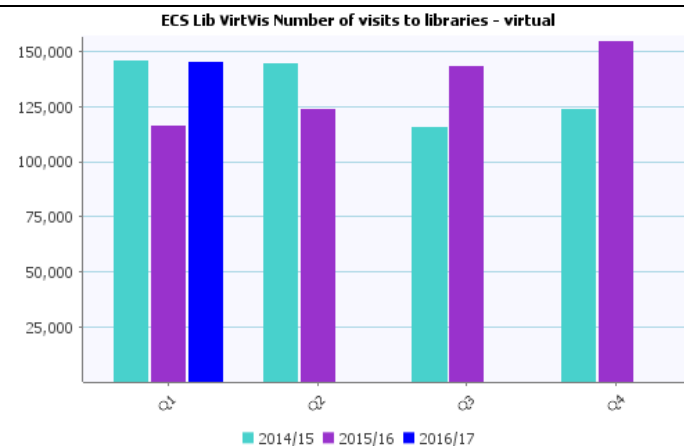
Last updated

Andrew Griffiths

Q1 2016/17

The number of virtual visits to the Library and Information Services

Cumulative result for Q1 2016/17 as of June 2016
145,041



Why is this important?

This shows the number of active users of the Library and Information service. It demonstrates the range of channels used to engage with customers and incorporates the trend towards increasingly electronic methods of service delivery.

Benchmark Information:

The capacity for operational benchmarking of Library and Information Services outcomes and outputs is provided through two annual CIPFA publications which are normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Target:

The number of visits to Libraries is a direct contributing metric towards Smarter Living Strategic Objective 2 "We aspire to be recognised as a place of excellence for culture and arts ..." which aims to increase attendances and visits to places of culture by 70,000 by 2017/18. In this instance, whilst no specific target for this particular metric against 2016/17 has been set the Service seeks to increase active use of the Library

and Information Service as an intermediate aim towards meeting of the above Objective.

Intelligence:

Although below the figures recorded for Quarter 4 of 2015-16, the outcome for Quarter 1 reflected both short and long term improvement with 145,041 visits, some 30,000 visits ahead of the same quarter in 2015-16 which suggests that the downturn experienced in the early part of that year is being reversed. As there is no clear increase against any particular aspect of the Service's digital catalogue this might suggest that enhancement of Wi-Fi accessibility may be an influencing factor that is raising usage across the board

Responsible Officer:

Andrew Griffiths

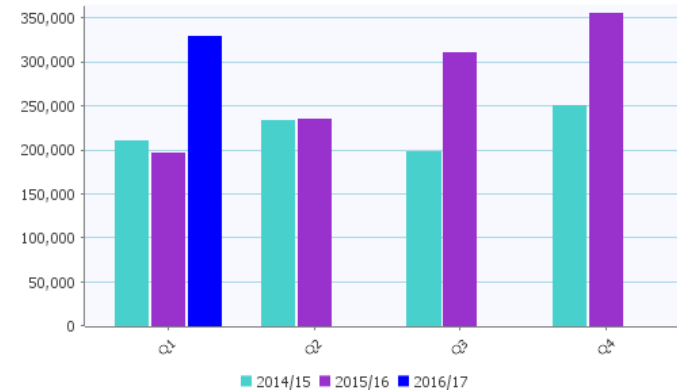
Last updated

Q1 2016/17

The total number of visits to/usages of Council funded or part funded museums and galleries (in person, virtual, enquiries, outreach)

Cumulative result for Q1 2016/17 as of June 2016
328,377

ECS M&G VisTot16 Number of visits to/usages of council funded or part funded museums - person; enquiries; outreach; virtual (2016)



Why is this important?

This shows the number of active users of the Museums and Galleries service. It also demonstrates the range of channels used to engage with customers and incorporates the trend towards increasingly electronic methods of service delivery along with the contribution of outreach projects delivered by the Service

Benchmark Information:

The capacity for a degree of operational benchmarking of the Museums and Galleries Service outcomes and outputs against comparator authority and national levels is provided through an annual CIPFA publication normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project (SLGBP) with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Through the SLGBP Family Group network, local authorities are discussing development of a range of potential alternative measures which will better capture and enable reflection against comparative impacts delivered by museum and gallery services

Target:

The number of visits to the Museums and Galleries Service is a direct contributing metric towards Smarter Living Strategic Objective 2 “We aspire to be recognised as a place of excellence for culture and arts ...” which aims to increase attendances and visits to places of culture by 70,000 by 2017/18.

In this instance, whilst no specific target for this particular metric against 2016/17 has been set the Service seeks to increase use of and visits to the Museums and Galleries Service as an intermediate aim towards meeting of the above Objective.

Intelligence:

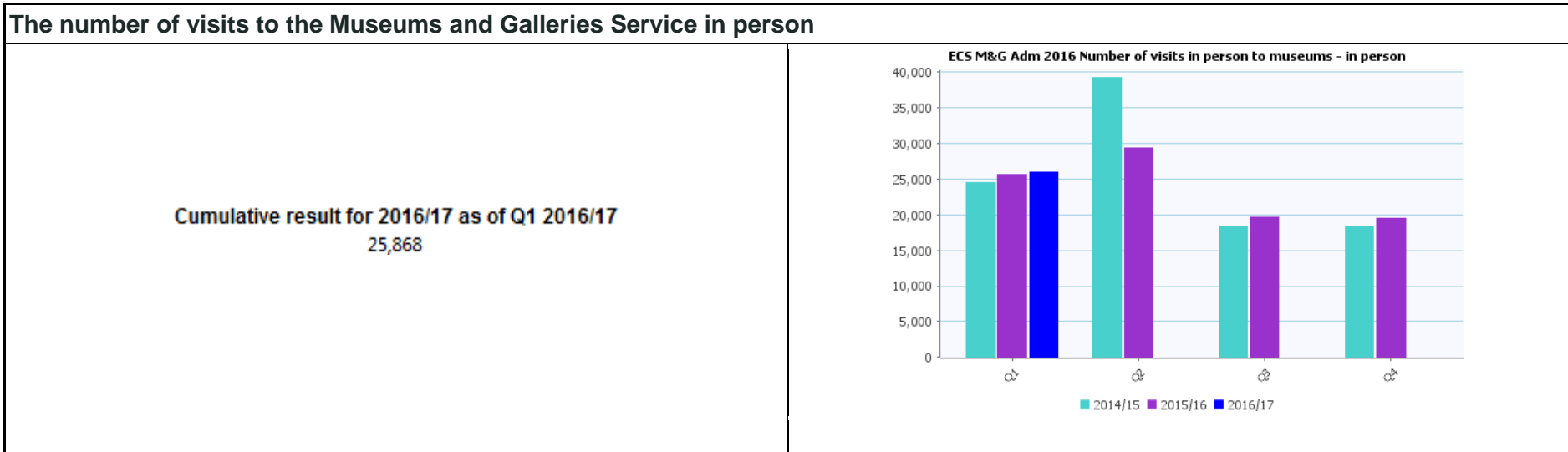
There was a small decrease (- 7.3%) in the total visits to the Museums and Galleries Service in Quarter 1 in comparison with the 2015-16 Quarter 4 outcome but both the long term trend and outcome against the same period in the previous year are substantially improved with a rolling year figure of 1.22 million visits (+21% on the similar rolling year period in 2014-15)

Responsible Officer:

Andrew Griffiths

Last updated

Q4 2015/16



Why is this important?

This shows the number of active visits in person to the Museums and Galleries Service’s venues

Benchmark Information:

The capacity for a degree of operational benchmarking of the Museums and Galleries Service outcomes and outputs against comparator authority and national levels is provided through an annual CIPFA publication normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project (SLGBP) with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Through the SLGBP Family Group network, local authorities are discussing development of a range of potential alternative measures which will better capture and enable reflection against comparative impacts delivered by museum and gallery services

Target:

In this instance, whilst no specific target for this particular metric against 2016/17 has been set the Service seeks to increase use of and visits to the Museums and Galleries Service as an intermediate aim towards meeting of the above Objective

Intelligence:

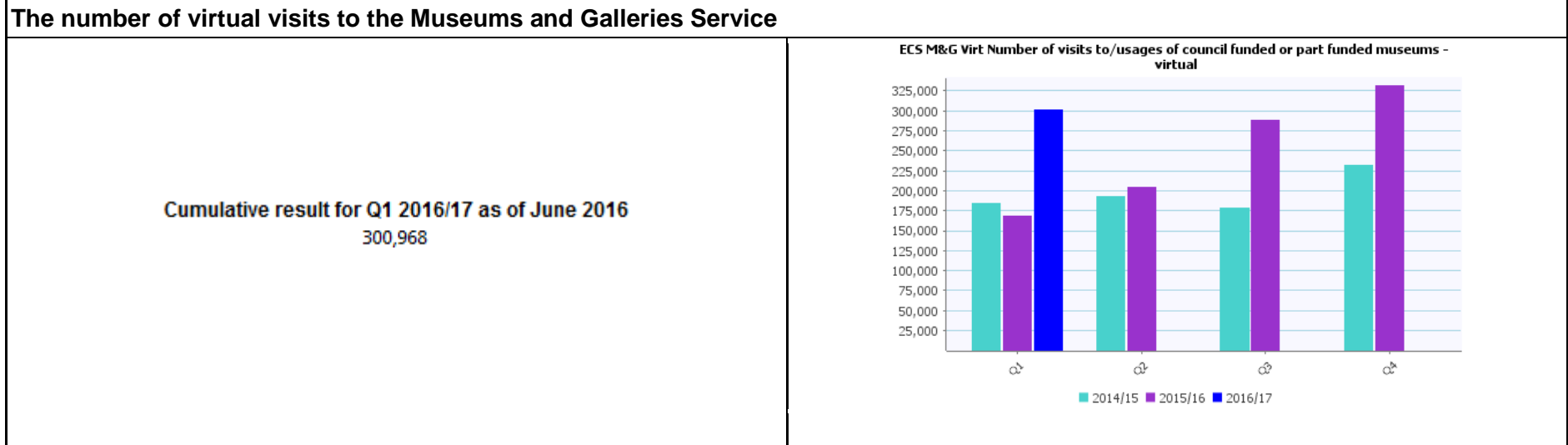
There was a marginal increase in the number of visits to the two museum venues over the Quarter with the Maritime Museum gaining just under 1,000 additional visits, balanced by a reduction of 500 visits to the Tolbooth

Responsible Officer:

Last updated

Andrew Griffiths

2016/17



Why is this important?

The number of virtual visits to the Museums and Galleries Service and how digital technology is being used to support accessibility to the Service

Benchmark Information:

The capacity for a degree of operational benchmarking of the Museums and Galleries Service outcomes and outputs against comparator authority and national levels is provided through an annual CIPFA publication normally released in August and March of each year.

Limited benchmarking of a restricted suite of measures relating to spend per visit is also published through the Scottish Local Government Benchmarking Project (SLGBP) with information linking to comparative user satisfaction being made available through release of the Scottish Household Survey outcomes. The intent to report against these particular benchmarked measures in future is reflected in the indicative suite attached at Appendix C.

Through the SLGBP Family Group network, local authorities are discussing development of a range of potential alternative measures which will better capture and enable reflection against comparative impacts delivered by museum and gallery services

Target:

The number of visits to Museums and Galleries is a direct contributing metric towards Smarter Living Strategic Objective 2 “We aspire to be recognised as a place of excellence for culture and arts ...” which aims to increase attendances and visits to places of culture by 70,000 by 2017/18. In this instance, whilst no specific target for this particular metric against 2016/17 has been set the Service seeks to increase use of and visits to the Museums and Galleries Service as an intermediate aim towards meeting of the above Objective.

Intelligence:

Over the course of Quarter 1 there were just under 301,000 virtual visits to the Museums and Galleries Service. This maintains the improving trend in visits which had been recorded in the previous two quarters and is sustained by increasing usage of the Service’s Aberdeenquest website which provides topic support for the school curriculum has risen significantly on last year’s figures.

Responsible Officer:

Andrew Griffiths

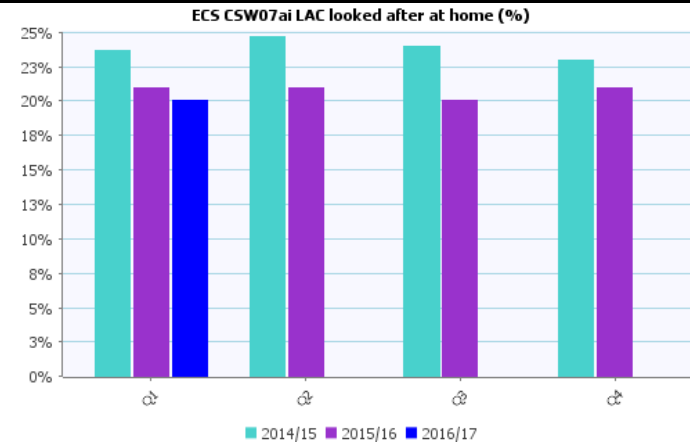
Last updated

Q4 2015/16

Smarter People – Social and Human Capital

The percentage of looked after children who are looked after at home

Q1 2016/17 result
20%



Why is this important?

Whilst this cannot be at the expense of the interests of individual looked after children, the principle of assisting families to remain together in a supported environment is key to delivery of Children's Social Work's strategic objectives.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children's Social Work Statistics report (often referred to as the CLAS return) in March of the following year. For example, data for July 2015 was published in March 2016.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork>

Target:

At present Aberdeen City Council is slightly below the national average for the percentage of looked after children supported at home. However, the implementation of Reclaiming Social Work (RSW) has at its heart the intended outcome of supporting families to care for their children and it is envisaged that, as RSW beds in across the structure we will begin to see an increase in both the proportion and the numbers of looked after children supported to remain at home, bringing Aberdeen in line with the national average

Intelligence:

Of the 640 children looked after during Quarter 1, 130 (20%) were recorded as being looked after at home. Although this was marginally fewer than in previous quarters, the rate has remained relatively constant for the last five quarters and the aim therefore is to see performance return to that achieved during 2014/15 of up to 25%.

The CLAS returns used for benchmarking purposes show that between 2013-14 and 2014-15 the national average fell from 27% to 25%. Over the same period Aberdeen's performance also fell from 25% to 23%, whilst the rate for comparator authorities remained at 27%. The latter was influenced by rural comparator authorities achieving higher rates.

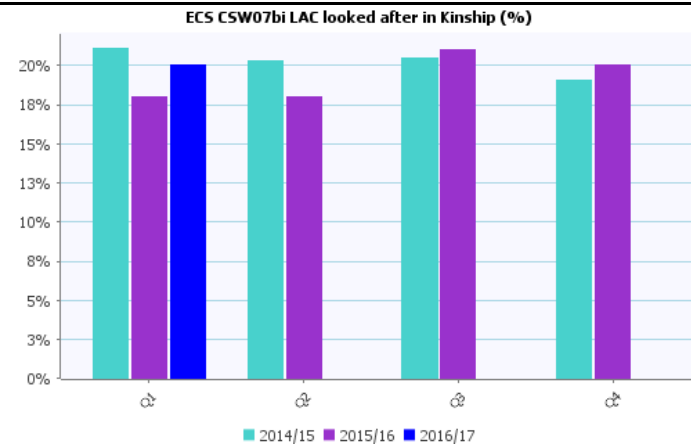
Responsible Officer:**Last updated**

Bernadette Oxley

Q1 2016/17

The percentage of looked after children who are looked after in a kinship care arrangement

Q1 2016/17 result
20%



Why is this important?

Aberdeen City Council in collaboration with partners, the Scottish Government and CELCIS is participating in the PACE (Permanence & Care Excellence) programme. This is aimed at improving the decision making for children who cannot be cared for by their parents. One of the key areas of this work is to improve decision making in relation to kinship care.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children's Social Work Statistics report (often referred to as the CLAS return) in March of the following year. For example, data for July 2015 was published in March 2016.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork>

Target:

The outcomes for children cared for by their kin are generally better and it also enables them to retain a clear sense of identity. At present the percentage of looked after children in Aberdeen living in a kinship placement is lower than the national average. One of the outcomes of the PACE programme and RSW is intended to drive up the percentage of children living in a kinship arrangement.

Intelligence:

Over the course of Quarter 1, 126 looked after children were in a kinship care arrangement (i.e. with friend/relatives). This was 20% of the 640 placements during the quarter. This is an improvement of 2% on the same period in 2015-16, but maintains the level achieved in the previous quarter.

The CLAS returns used for benchmarking purposes show that Aberdeen's performance of 19% in the most recent report is well below that of the comparator authorities at 24% and the national average of 27%. The recent re-structuring of the Carers Service as part of the implementation of Reclaiming Social Work aims to improve this by targeting resources at recruitment and assessment.

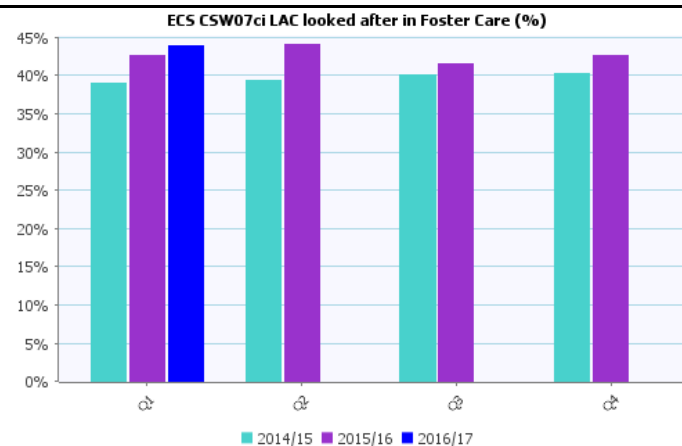
Responsible Officer:**Last updated**

Bernadette Oxley

Q1 2016/17

The percentage of looked after children who are looked after in foster care

Q1 2016/17 result
44%



Why is this important?

Statistically, the long term outcomes of looked after children who are embedded in a stable foster care setting appear significantly improved in comparison with those of their peer group who are cared for in other types of provision.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children's Social Work Statistics report (often referred to as the CLAS return) in March of the following year. For example, data for July 2015 was published in March 2016.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork>

However, it does not include comparable data on foster care placements as these are included with prospective adopters.

Target:

There is no specific target for the percentage of looked after children in foster care although, in recognition of the potential benefits that can accrue for those children placed in this type of provision, the service aims to increase both accessibility to quality foster care and the proportion of looked after children cared for in this environment.

Intelligence:

For Quarter 1, the proportion of looked after children who were placed in foster care was 44%. This accounted for 281 children out of the total of 640 looked after children placements across the quarter.

The trend over both the short and long term shows improved performance. In fact the figure at Q1 equals the three year quarterly high of looked after children placed in foster care recorded in Quarter 2 of 2015-16. In addition for two of the three months within the last quarter, 46% of all looked after children who were placed in foster care.

There is comparable data on foster care placements within the CLAS returns as these are included with prospective adopters.

Responsible Officer:

Last updated

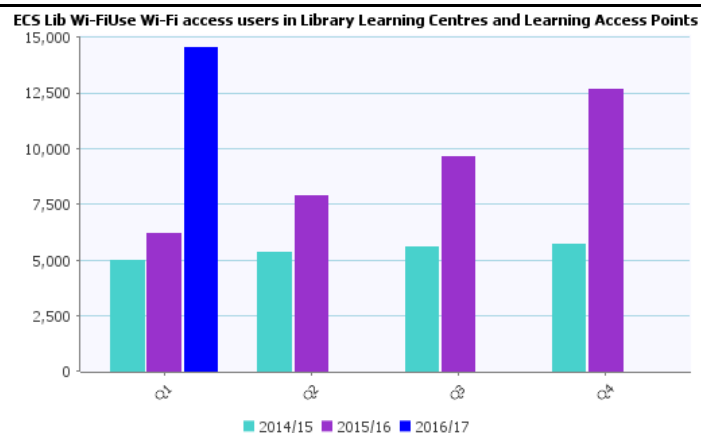
Bernadette Oxley

Q1 2016/17

Smarter Mobility – Transport and ICT

The number of Netloan Wi-Fi Access Users in Library Learning Centres and Access Points

Cumulative result for Q1 2016/17 as of June 2016
14,546



Why is this important?

The extent to which increasing digital accessibility is a driver of current and future use of library services is a key measure within both local and national improvement agendas relating to library use

Benchmark Information:

The capacity for operational benchmarking of Library and Information Services outcomes and outputs is provided through two annual CIPFA publications which are normally released in August and March of each year. The metadata descriptor around this particular measure is currently being discussed within the CIPFA Cultural Statistics in Scotland Working group to ensure alignment of this measure across local authority calculations.

Target:

There is no specific target attached to this measure but the outcome aligns indirectly with the Smarter Mobility Outcome: We need to maximise digital connectivity for the benefit of all people....

Intelligence:

Over the course of Quarter 1, there were 14,456 users registered against Wi-Fi platform provision linked to Library and Information Services either through access to the Services discrete existing network or support of the City Connect network. Whilst a large proportion of this substantial increase likely relates to the latter, the impact of this enhanced capacity is delivering raised levels of engagement with, and use of, digitally based library services.

Responsible Officer:

Andrew Griffiths

Last updated

Q1 2016/17

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Appendix C - Indicative 2016-17 E&CS Directorate Annual Committee Reporting Metrics Framework

Report Author: Alex Paterson
Generated on: 11th August 2016



Improving Customer Experience

Performance Measure

% of FOISA requests replied to within timescale

Performance Measure

Positive outcomes from Education Scotland and Care Inspectorate inspections of local authority and partner provider settings per financial year (early learning and childcare, primary, secondary)

Performance Measure

The total number of complaints received

% of complaints upheld against closed (Stage 1 & 2 combined)

% of complaints resolved within time

Performance Measure

Number of supported children with an allocated social worker

% of supported children with an allocated social worker

Number of Looked After Children with an allocated social worker

% of Looked After Children with an allocated social worker

Number of children who are Looked After & Accommodated Children (LAAC) with an allocated social worker

Performance Measure
% of children who are Looked After & Accommodated Children (LAAC) with an allocated social worker

Performance Measure
% of parents/guardians expressing that they agree and/or strongly agree with the statement 'I am happy with the school' per academic year (Education Scotland inspections)
% of parents/guardians expressing that they agree and/or strongly agree with the statement 'I am happy with the nursery school' per academic year (Education Scotland inspections)

Performance Measure
Satisfaction with cultural services in Aberdeen City by service users
Satisfaction with leisure services in Aberdeen City by service users

Performance Measure
Data Breaches Reported - Education & Children's Services

Improving Staff Experience

Performance Measure
Average number of days lost through sickness absence - All employees (rolling 12 month figure)

Performance Measure
H&S Employee Non Reportable by Directorate
H&S Employee Reportable by Directorate

Performance Measure

Average number of days absence through illness - teaching staff per academic year

Improving Our Use of Resources

Performance Measure

Headcount of Agency Staff - Education & Children's Services

Establishment Control: FTE - Education and Children's Services

Vacancies rate - Funded vacancies compared to Funded Establishment

Performance Measure

Gross spend per primary school pupil

Gross spend per secondary school pupil

Gross spend per pre-school place

Gross spend per "child looked after" in residential based services per week

Gross spend per "child looked after" in a community setting per week

Gross spend Per Library Visit

Gross spend Per Museum Visit

Performance Measure

Number of community participations generated by Library and Information Service Promotions and Extensions activity

Total number of library visits - person; virtual

Number of visits to libraries - person

Performance Measure
Number of visits to libraries - virtual
Number of PC terminal and Wi-Fi Netloan access uses in Library Learning Centres
Number of visits to/usages of council funded or part funded museums
Number of visits in person to museums - in person
Number of visits to/usages of council funded or part funded museums - virtual

Performance Measure
Total number of visits to and participations in Council managed cultural activities

Performance Measure
% of primary schools meeting the Scottish Government equivalent target of 120 minutes of physical education instruction to all pupils within the curriculum per week
% of local authority secondary schools meeting the Scottish Government equivalent target of 100 minutes of physical education instruction to all pupils within the curriculum per week

Smarter People – Education Services
Performance Measure
Percentage of Activity Agreement completers entering a positive destination
% of school leavers from publicly funded schools in positive initial destinations
Staying on rates from Senior 4 to Senior 5
Staying on rates from Senior 5 to Senior 6
Percentage pupil attendance levels across all schools
National 2 - % pass Rate for all subjects
National 3 - % pass Rate for all subjects

Performance Measure
National 4 - % of S4 pupils attaining SCQF level 4 in Numeracy and Literacy
National 4 - % pass Rate for all subjects
National 5 - % of S4 pupils attaining SCQF level 5 in Literacy and Numeracy (Grade (A-C)
National 5 - % pass rate for all subjects (Grade A-C)
National 5 - % of S4 pupils achieving award in English (Grade A-C)
National 5 - % of S4 pupils achieving award in Maths (Grade A-C)
National 5 - % pass rate for Skills For Work
Higher - % of S5 pupils attaining English at SCQF level 6 (Grade A-C)
Higher - % of S5 pupils in Maths at SCQF level 6 (Grade A-C)
Higher - % pass rate for all subjects (Grade A-C)
Higher - % of S4 pupils attaining 5+ subjects at SCQF level 6 (Grade A-C)
Advanced Higher Grade - % pass rate for all subjects (Grade A-C)
% of eligible population allocated places in local authority and partner provider Early Learning and Childcare settings
% of eligible ante pre-school child population allocated part time nursery provision within local authority and partner provider settings
% of eligible pre-school child population allocated part time nursery provision within local authority and partner provider settings
Number of local authority Early Learning and Childcare places across the City
Number of funded partner provider Early Learning and Childcare places allocated across the City

Smarter People – Children’s Social Work
Performance Measure
Number of Looked After Children at home
% of Looked After Children at home
Number of Looked After Children in a Kinship Care Arrangement
% of Looked After Children in a Kinship Care Arrangement (annual figure is snapshot at 31 st March)

Smarter People – Inclusion (full metrics review in progress)

SQA Performance - % of school leavers looked after during the course of the academic year achieving 1+SCQF level 3 in any subject
SQA Performance - % of school leavers looked after during the course of the academic year attaining 1+ qualifications at SCQF Level 4 in any subject
Percentage of Looked After Children, school leavers achieving Levels 4/5 in Literacy and Numeracy (new combined measure)
% of Looked After Children, school leavers in positive sustained destinations
% of Looked After Children school leavers in an initial positive destination
Overall attendance for Looked After Children and Young People
Number of exclusions per 1,000 pupils - Looked After Children
Educational Psychology Service – number of new active files per academic year
Educational Psychology Service - number of full consultations files per academic year
Percentage of pupils with ASN who are supported in mainstream education

Smarter Living – Policy Performance and Resources

Performance Measure
Total number of visits to ALEO managed indoor and outdoor sports facilities, including golf and outdoor pitches
Percentage of facilities with a positive condition and suitability grading
Percentage of schools with a roll capacity of between 60-100%
Proportion of positive formal evaluations of performance reporting frameworks and submissions

Smarter Living – Strategic Objective 1: We will increase access to leisure schemes and facilities to encourage individuals to participate in more active and healthier lifestyles. We seek to increase physical activity at Council owned leisure facilities by 1% per year

Performance Measure
Total number of visits to Council funded or part funded indoor and outdoor sports facilities including educational and community establishments
Number of participations involved in Council funded or part funded physical activity programmes

Smarter Living – Strategic Objective 2: We aspire to be recognised as a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events. We will attract 70,000 more attendances at cultural events or visits to places of culture by 2017/18

Performance Measure
Number of attendances at cultural events or visits to places of culture funded or part funded through internal and external Council investment
Number of participations involved in Council funded or part funded cultural learning programmes

Smarter People – Strategic Objective 1: We will reduce the number of children, who need to be accommodated by the local authority, in out of City placements by 25% over 5 years

Performance Measure
The number of Looked After Children who are Looked After in a residential placement outwith Aberdeen City (new measure)

Smarter People – Objective 2: We will reduce by 10% the number of children with Additional Support Needs or Looked After by the local authority, who attend a school out with their local area or out with the City each year over three years.

Performance Measure
Number of children identified as having Additional Support Needs educated out with their local community or the City (new measure)
Number of Looked After Children educated out with their local community or the City (new measure)

Smarter People – Objective 3: We will improve the health of children and young people by developing health profiles for all linked school groups

Performance Measure

% of ASG establishments with a completed health profile (new measure)

Smarter People – Objective 5: We aspire to improve learning outcomes and performance with 56% of senior phase pupils attaining %+ level 5 national qualifications by 2017

Performance Measure

% of pupils attaining 5+ level 5 national qualifications by the end of S5

Smarter People – Objective 6: We will increase the % of school leavers achieving a positive destination to 93.15% by 2017

Performance Measure

% of school leavers from publicly funded schools in positive and sustained destinations

Smarter People – Strategic Objective 7: We will reduce inequalities by raising attainment in primary literacy and numeracy in underperforming schools by 3% per year

Performance Measure












PIPS P1, P4 and P7 Literacy Metric (new combined measures being developed)

PIPS P1, P4 and P7 Numeracy Metric (new combined measures being developed)

Smarter Mobility – Strategic Outcome; We need to maximise digital connectivity for the benefit of all people and the development of business in the City

Performance Measure

Wi-Fi Netloan access users in Library Learning Centres and Learning Access Points

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
	Unknown				
	Data Only				

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ABERDEEN CITY COUNCIL

COMMITTEE: Education and Children's Services

DATE: 8 September 2016

DIRECTOR: Gayle Gorman

TITLE OF REPORT: ALEO Governance Update: Aberdeen Sports Village

REPORT NUMBER: ECS\16\041

CHECKLIST COMPLETED: Yes

1. PURPOSE OF REPORT

- 1.1 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)

- 2.1 It is recommended that Committee agree to:

- (i) Note the contents of the minute of the ALEO Governance Hub committee meeting of 10 May 2016 in relation to Aberdeen Sports Village; and
- (ii) Provide comment on any of the areas highlighted in the report.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications related to this report.

4. OTHER IMPLICATIONS

- 4.1 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 minutes of each ALEO Governance Hub meeting relating to this organisation, where the Directorate operates as 'client service',

be submitted to the Education and Children's Service Committee for consideration of Members. At the Audit, Risk and Scrutiny Committee of 27 June 2016 it was agreed that a standard report template for all future ALEO covering reports would be established.

5.2 The minute of the ALEO Governance Hub meeting of 10 May 2016, which was considered at the Audit, Scrutiny and Risk Committee on 27 June 2016, is attached as Appendix 1 of this report. The key areas reviewed at the last ALEO Governance Hub were as follows:

- No ASV staff on zero hours contracts
- Welcome contributions by Council members on Board
- Would welcome role in community planning in the city in areas of sport, leisure and wellbeing
- Some perception amongst users that ASV is a service provided by the University of Aberdeen, not helped by minimal reference to ASV on ACC website (much fewer than SA references)
- No outstanding audit issues after most recent audit
- Informal civil contingency planning arrangements in place between ASV, ACC and University of Aberdeen – will be looked at further in development of revised business plan
- Process for appointing new chair and Board member to be submitted to next Board meeting on 10 June
- Contracts register to be published online before end of May
- Meeting with Procurement officers to be arranged to ensure compliance with new legislation
- High risk in risk register for not meeting sportscotland's funding requirements; relates to stakeholders being unable to commit to capital costs of Phase Three Development of 3G pitches; options analysis to be submitted to next ASV Partnership meeting
- Operating Agreement finalised after eight years of negotiation
- Health and safety documentation to be submitted to next hub meeting
- Financial year ran parallel to academic year; currently trading surplus of £254,000, in part due to senior positions being vacant
- Forecasts now more positive than in January 2016 performance report
- Maintenance costs mitigated as 3% of income reserved for improvement of assets and facilities

5.3 The Service response to the matters raised above are set out in the following paragraphs.

5.4 The vehicle through which sports and leisure providers will play a significant part in the Community Planning Partnership is through the Active Aberdeen Partnership, of which the ASV is a key member. It is noted that following the resignation of the previous Chairperson, ASV have yet to appoint a permanent successor, however there is an acting Chairperson in post and it is hoped that a new Chairperson will be appointed shortly.

- 5.5 The joint partnership between the Council and the University of Aberdeen, which owns the ASV, meet formally at officer level every quarter to review performance and operational matters. In addition to this arrangement, the Chief Executive of ASV meets with representatives from the Council and the University to discuss operational matters that require partner input.

6. IMPACT

Improving Customer Experience

- 6.1 Scrutiny of ALEO performance supports the priorities of providing public access to sport and leisure facilities and improving the experience of those who rely on these services by evidencing the ALEO's capacity, required in contract terms, to deliver against both the City's strategic objectives and specific service delivery KPI measures.

Improving Staff Experience

- 6.2 The manner in which the Hub operates allows the Directorate to enhance corporate scrutiny of high level service delivery through the sharing of knowledge, within areas of its own expertise, with other senior managers which will increase the confidence of Hub officers in addressing the more detailed operational aspects of provision against contract for each ALEO.

Improving our use of Resources

- 6.3 The on-going programme of joint Partnership meetings, involving the Directorate, the University of Aberdeen and Aberdeen Sports Village, maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

- 6.4 The Governance Hub helps meet the Smarter Aberdeen priority of openness through public reporting of the high level monitoring of the operation of the Council's ALEOs.

Public

- 6.5 There are no direct recommendations arising from this report, although there is likely to be public interest in the scrutiny of the performance of ALEOs against contract, particularly as the content of this report reflects on the delivery of local services.

7. MANAGEMENT OF RISK

7.1

The output of the ALEO Governance Hub is reported to the Audit, Risk and Scrutiny Committee to provide assurance to the Council that risks are being managed and mitigated in an appropriate way, with particular focus on risk management, financial management and governance arrangements. The output is also reported to this Committee for scrutiny of the ALEO's operational performance and how this performance is meeting the Service's agreed outcomes.

8. BACKGROUND PAPERS

- 8.1 Minute of the ALEO Governance Hub Meeting, 10 May 2016 ALEO Governance Hubs, Audit, Scrutiny and Risk Committee, 27th June 2016

9. REPORT AUTHOR DETAILS

Euan Couperwhite, Head of Policy, Performance and Resources
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01224 522073

**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

ABERDEEN, 10 May 2016. 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), Paul Dixon (Finance) and Joan McCluskey (Commercial and Procurement Services); and Jan Griffiths (Sports Development Manager), Ludi Metelski (Head of Operations Manager), Duncan Sinclair (Chief Executive) and Jane Thomson (Health and Safety Development Manager) (Aberdeen Sports Village Ventures Ltd (ASV)).

Also in attendance: Iain Robertson (Clerk), Jess Anderson (Legal Services) and Mark Johnstone (Audit Scotland).

Apologies: Sue Stephenson (Finance Manager, ASV).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	The Chair opened the meeting and explained that meetings of the Governance Hub would now be held on a quarterly basis and the Clerk advised that the Council was currently undertaking a review of its governance documents, procedures and arrangements and as part of this review all stakeholders in the ALEO governance process would be invited to take part in a 360 survey to provide their feedback on the current arrangements for ALEO governance and how these could be strengthened to provide greater assurance to the Council and enhance future engagement with ALEOs.	<u>The Hub resolved:-</u> to note the information provided.	N/A
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)

**ALEO GOVERNANCE HUB
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2.	Internal Audit Report on ALEO Governance	Internal Audit Report on ALEO Governance dated February 2016.	The Chair advised that the purpose of the report was to review the governance arrangements in place between the Council and its ALEOs, including the determination of sources of assurance with regards to risk management, internal controls, staff and information governance. The Chair then summarised the report and outlined what progress the Council had made with regard to the report's recommendations.	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
3.	Local Government and Regeneration Committee Report on ALEO Governance	Scottish Parliament Local Government and Regeneration Committee Report on ALEO Governance dated March 2016.	<p>The Chair advised that the purpose of the report had been to examine if ALEOs were the most efficient and cost effective way of delivering public services or a way to shift accountability for the delivery of public services. He added that the report focussed on the role of ALEOs in the delivery of public services; the Local Authority governance arrangements for ALEOs; and the accountability of ALEOs to Local Authorities and the communities they provide services to. Arising from the issues raised in the report, the Chair asked a number of questions.</p> <p>The Chair noted that the committee had highlighted ALEOs use of zero hours contracts and he asked if ASV employed any staff under zero hour contracts. Jan Griffiths (Sports Development Manager, ASV) advised that a number of staff were</p>	The Hub resolved:- (i) to note the report; (ii) to note the information provided; and (iii) to note that the Chair would raise with Communications colleagues issues around ALEO services on the Council website.	R MacBeath

**ALEO GOVERNANCE HUB
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		<p>employed on casual contracts and there were no restrictions on staff working elsewhere and no obligation for them to accept hours when offered. At this point Jeff Capstick (HR Manager, ACC) confirmed that these were casual contracts and not zero hour contracts.</p> <p>The Chair enquired if ASV welcomed the contributions from Councillors on the ASV Board. Duncan Sinclair (Chief Executive, ASV) informed the Hub that he had no issue with the effectiveness of Councillors on the Board and welcomed their contributions.</p> <p>The Chair enquired if ASV had a role in the community planning process. Duncan Sinclair advised that they were not currently represented but would welcome greater involvement in the development of sport, leisure and wellbeing across the city to ensure that ASV's decision making was not being made in isolation.</p> <p>The Chair asked what ASV's approach to branding was and if they found that there was still a perception that ASV was a Council or University of Aberdeen service. Duncan Sinclair explained that all ASV partners were represented equally in branding materials but they actively promoted ASV as an autonomous entity. He added that there was some perception</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			<p>that ASV was a service provided by the University of Aberdeen. Mr Sinclair also advised that he found few references on the Council’s website to Aberdeen Sports Village’s role as a partner to the Council in comparison to Sport Aberdeen and he requested that the Council’s website be reviewed. The Chair advised that he would raise this issue with colleagues from the Communications Team.</p> <p>The Chair asked if ASV benchmarked their performance against comparable organisations. Duncan Sinclair explained that ASV will use Data Hub, a national performance network, allowing them to access performance information from a range of commercial and ALEO/trust operators in the leisure and wellbeing sector. He also highlighted that ASV were members of UK Active, an organisation which aimed to co-ordinate leisure operators and strategic partners to promote active lifestyles and he added that ASV were expecting their first performance report to be produced soon.</p> <p>The Chair advised that the Community Empowerment Act included provisions to ensure the greater involvement of local communities in the shaping and delivery of public services. To this point Duncan Sinclair asked if the Act defined the extent of a local community as 30% of ASV</p>		
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			service users resided in Aberdeenshire, and the Chair advised the Council were still awaiting guidance from the Scottish Government to clarify this issue.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Minute of previous meeting – 7 December 2015	ALEO Governance Hub minute – 7 December 2015.	With reference to item 2 (Minute of Meeting - 15 June 2015) Paul Dixon (Accounting Manager, ACC) asked if the outstanding audit recommendations had been actioned. Jan Griffiths advised that there were no outstanding recommendations after ASV's most recent audit.	The Hub resolved:- (i) to approve the minute as a correct record; and (ii) to note the information provided.	I Robertson
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Improvement Plan	a) Improvement Plan as at 10 May 2016; b) Business Continuity Management Procedures as at April 2016; and c) Risk Register as at April 2016.	With reference to item 1 (Business Continuity Plan Testing) Duncan Sinclair advised that ASV were currently merging their Critical Incident and Business Continuity Plans. Jane Thomson (Health and Safety Development Manager, ASV) explained that SMT had recently undertaken a table top exercise to review the plan and determine which procedures would need to be updated. She added that they were considering commissioning an external organisation to conduct a gap analysis on risks to the business. Neil Buck noted that the attached business continuity procedures were comprehensive and asked what arrangements had been agreed for	The Hub resolved:- (i) to note the reports; (ii) to request an update on the development of the merged Critical Incident and Business Continuity Plans; (iii) to request an update on ASV's Board composition; (iv) to request an update on whether ASV's financial procedures had been revised to take into account the implementation of the Procurement Reform Act;	N Buck R MacBeath J McCluskey

**ALEO GOVERNANCE HUB
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			<p>emergency and civil contingency planning. Jane Thomson advised that informal arrangements were in place between ASV and ACC and the University of Aberdeen and that this issue would be looked at further during the development of the revised business continuity plan.</p> <p>With reference to item 2 (ASV Board Composition) Duncan Sinclair advised that Professor Mike Greaves remained in place as the interim Chair of the Board and that a process for appointing a new Chair and Board member would be submitted to the Board's next meeting on 10 June 2016.</p> <p>With reference to item 3 (Commercial Compliance) Joan McCluskey (Corporate Procurement Manager, ACC) informed the Hub that she had met with representatives from ASV on 23 March 2016 to discuss the statutory requirements of the Procurement Reform Act. She noted that ASV had produced a Contracts Register and asked if this had been published online. Duncan Sinclair explained that the register required further development but aimed to publish it online before the end of May 2016.</p> <p>Ms McCluskey enquired if ASV's financial procedures had been updated to take into account the new procurement legislation. Duncan Sinclair advised that he would</p>	<p>(v) to request an update on the publication of ASV's Contracts Register;</p> <p>(vi) to request that ASV contact the Council's Commercial and Procurement Services team to discuss their compliance with the regulated procurements, fair working practices and commercial sustainability provisions of the Procurement Reform Act;</p> <p>(vii) to request an update on ASV's Phase Three Development; and</p> <p>(viii) otherwise note the information provided.</p>	<p>J McCluskey</p> <p>J McCluskey</p> <p>E Couperwhite</p>
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**ALEO GOVERNANCE HUB
ABERDEEN SPORTS VILLAGE**

			<p>consult his Finance Manager who had sent her apologies for today's meeting and he would provide a response ahead of the Hub's next meeting.</p> <p>Ms McCluskey explained that fair working practices and commercial sustainability were key provisions of the new legislation and she advised that public sector bodies should encourage contractors to pay the Scottish Living Wage to their staff. Duncan Sinclair highlighted that ASV pay their staff the Scottish Living Wage and noted that he would welcome guidance from the Commercial and Procurement Services team on how they could persuade contractors to adopt best practice and pay staff the Scottish Living Wage.</p> <p>With reference to item 4 (ASV Phase Three Development) and item 5 (Risk Register) Neil Buck noted that ASV's risk register had assigned a high risk to not meeting sportscotland's funding requirements and asked if this was a recent development. Duncan Sinclair explained that this risk was related to the Phase Three Development which would add 3G pitches and new accommodation to ASV's existing facilities, and at present this development was on hold as stakeholders could not commit towards the capital costs of the project. He added that as a result of this, not meeting</p>		
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**ALEO GOVERNANCE HUB
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			sportscotland's funding requirements was a risk. Mr Sinclair advised that he would present an options analysis on plans for alternate courses of actions at the next ASV Partnership meeting. He informed the Hub that scaling back or reducing service provision had not been added to their risk register yet but would be considered if further efficiencies were required.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Operating Agreement	Operating Agreement between Aberdeen Sports Village Ltd, Aberdeen City Council and the University of Aberdeen dated 13 November 2015.	<p>Euan Couperwhite (Head of Policy, Performance and Resources, ACC) welcomed the Operating Agreement and advised that the agreement had been finalised after eight years of negotiation between ASV, ACC and the University of Aberdeen. Mr Couperwhite also confirmed that the agreement took into account recent changes to service provision such as the phase two development of the Aquatics Centre.</p> <p>Mary Agnew (Health, Safety and Wellbeing Manager, ACC) referred to the health and safety requirements within the Operating Agreement and requested copies of ASV's Health and Safety Policy with KPIs, annual health and safety report and minutes from a recent Health and Safety Committee with an explanation on</p>	<p>The Hub resolved:-</p> <p>(i) to note the Operating Agreement;</p> <p>(ii) to request ASV's health and safety policy with KPIs, annual health and safety report and minutes from a recent Health and Safety Committee; and</p> <p>(iii) to note the information provided.</p>	E Couperwhite

**ALEO GOVERNANCE HUB
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	Business Planning	<p>a) Six Month Performance Report to 31 January 2016; and</p> <p>b) KPI Performance Report as at March 2016.</p>	<p>how outstanding health and safety actions were resolved and closed. She noted that these documents would provide assurance and comfort to the Council on the robustness of ASV's health and safety arrangements.</p> <p>Paul Dixon asked the ASV representatives to provide a summary of their financial assumptions for 2015-16. Duncan Sinclair informed the Hub that ASV's financial year differed from the Council's as it ran parallel with the academic year and its Year End results would be finalised in September 2016. Mr Sinclair highlighted that ASV currently had a trading surplus of £254,000 and this position had in part been achieved due to vacancies in the Chief Executive and Business Development Manager's posts during the year which had delivered significant savings. He added that income growth was modest but the overall financial position was strong.</p> <p>Paul Dixon noted that ASV had forecast in January 2016 that income would fall short of budget by £50,000 and asked if this position had changed. Duncan Sinclair explained that the six month performance report published in January 2016 was perhaps overly cautious and revised forecasts were more positive.</p>	<p>The Hub resolved:-</p> <p>(i) to note the reports; and</p> <p>(ii) to note the information provided.</p>	P Dixon

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Estate Management	Head of Terms Proforma dated 10 June 2014.	The Chair explained that this issue had come to the attention of the Hub when the Council's Head of Land and Property Assets advised that leases between the Council and its ALEOs were inconsistent and needed to be reviewed particularly with regards to repairs and maintenance responsibility, and he asked if ASV was clear on their repairs and maintenance responsibilities. Euan Couperwhite advised that the Sports Village belonged to ASV as per the Joint Venture Agreement and Duncan Sinclair added that issues with maintenance costs had been mitigated as 3% of ASV's income was designated as reserves for the improvement of assets and facilities.	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	E Couperwhite
9.	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 27 June 2016 and thereafter to the Education and Children's Services Committee on 8 September 2016. The Chair then brought the meeting to a close.	The Hub resolved:- 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

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ABERDEEN CITY COUNCIL

COMMITTEE: Education and Children's Services

DATE: 8th September 2016

DIRECTOR: Gayle Gorman

TITLE OF REPORT: ALEO Governance Update: Garthdee Alpine Sports Limited

REPORT NUMBER: ECS\16\042

CHECKLIST COMPLETED: Yes

1. PURPOSE OF REPORT

1.1 To report to Committee the outcome of the initial ALEO Governance Hub meeting in relation to Garthdee Alpine Sports Limited (GASL).

2. RECOMMENDATION(S)

1.2 It is recommended that Committee agree to:

- (i) Note the contents of the minute of the ALEO Governance Hub committee meeting of 13 May 2016 in relation to Garthdee Alpine Sports Limited; and
- (ii) Provide comment on any of the areas highlighted in the report.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications related to this report.

4. OTHER IMPLICATIONS

4.1 There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

5.1 Garthdee Alpine Sports Limited, under the recently expanded scope of the ALEO Governance Hub, is one of the Council's three Tier 2 ALEOs that are reviewed corporately through this forum.

It was agreed that the minutes of each ALEO Governance Hub meeting relating to Tier 2 organisations, where the Directorate operates as 'client service', be submitted to the Education and Children's Service Committee for consideration of Members. At the Audit, Risk and Scrutiny Committee of 27 June 2016 it was agreed that a standard report template for all future ALEO covering reports would be established.

5.2 The minute of the ALEO Governance Hub meeting of 13 May 2016, which was considered at the Audit, Scrutiny and Risk Committee on 27 June 2016, is attached as Appendix 1 of this report. The key areas reviewed at the last ALEO Governance Hub were as follows:

- No GAS staff on zero hours contracts
- No detrimental impact on staff who TUPE transferred from Council
- No role in community planning process but Chair of Board sat on Active Aberdeen Partnership
- Still a perception that GAS is a Council service, but marketed as Aberdeen Snowsports Centre which Board was looking at
- No comparable bodies in Scotland for benchmarking
- Worked with HSE to produce industry standard guidance for artificial and outdoor ski slopes
- Very effective relationship with local community
- Risk Register to be reviewed later this year
- Training sources and procedures explained
- Strategic Plan updated regularly, needs revision to include Active Aberdeen Partnership outcomes
- Council is sole funding source, looking to recruit new Board member with income generation experience to offset financial deficit in challenging economic climate
- Site disjointed, needs fundamental redesign of layout and a café would increase income; site was designed with younger people in mind and barriers to other demographic groups
- Large snowsports market in North East but untapped because of outdated and poorly designed facilities; alternate vision to be presented to Council
- May be implications as a result of new Dee crossing proposals; one option has access road running through site
- Financial procedures developed in 2015
- No outstanding external audit recommendations
- Board skills gap analysis conducted in 2015
- Costs of training Board members very challenging for a small organisation
- Board report template already in use
- Meetings with HR officers to be arranged to provide assistance in specified areas
- Staff engagement explained; staff handbook reviewed 2015
- Workforce and succession planning contingency plans effective
- Health and Safety advice sourced from Dept of Transport and HSE
- Extensive risk and health and safety training
- Meeting with Procurement officers to be arranged to ensure compliance with new legislation

- No Service Lead available for this meeting, so relevant matters deferred until next meeting

5.3 The Service response to the above comments are discussed in the following paragraphs.

5.4 Garthdee Alpine Sport have been proactive in improving their governance arrangements with the creation of a Director of Governance and Finance post which has been successfully filled. The organisation also have a committed Chairperson who actively participates in the work of the Active Aberdeen Partnership.

5.5 As the Council reviews its budget setting process for future years it will be necessary for Garthdee, as with all ALEOs, to become more self sustaining and focus on income generation activities. A key advantage for ALEOs is that they are able to attract funding sources which would not normally be available to the Council.

5.6 Performance data for Garthdee is received and assessed by The Policy and Performance team within Education and Children's Services, as is the annual Business Plan. This allows officers to determine that performance is on line with the objectives set out in the Business Plan.

6. IMPACT

Improving Customer Experience

6.1 Scrutiny of ALEO performance supports the priorities of providing public access to sport and leisure facilities and improving the experience of those who rely on these services by evidencing the ALEO's capacity, required in contract terms, to deliver against both the City's strategic objectives and specific service delivery KPI measures.

Improving Staff Experience

6.2 The manner in which the Hub operates allows the Directorate to enhance corporate scrutiny of high level service delivery through the sharing of knowledge, within areas of its own expertise, with other senior managers which will increase the confidence of Hub officers in addressing the more detailed operational aspects of provision against contract for each ALEO.

Improving our use of Resources

6.3 The programme of Partnership meetings and discussions, involving the Directorate and Garthdee Alpine Sports Limited, maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

- 6.4 The Governance Hub helps meet the Smarter Aberdeen priority of openness through public reporting of the high level monitoring of the operation of the Council's ALEOs.

Public

- 6.5 here are no direct recommendations arising from this report, although there is likely to be public interest in the scrutiny of the performance of ALEOs against contract, particularly as the content of this report reflects on the delivery of local services.

7. MANAGEMENT OF RISK

- 7.1 The output of the ALEO Governance Hub is reported to the Audit, Risk and Scrutiny Committee to provide assurance to the Council that risks are being managed and mitigated in an appropriate way, with particular focus on risk management, financial management and governance arrangements. The output is also reported to this Committee for scrutiny of the ALEO's operational performance and how this performance is meeting the Service's agreed outcomes.

8. BACKGROUND PAPERS

- 8.1 Minute of the ALEO Governance Hub Meeting, 13 May 2016 - ALEO Governance Hubs', Audit, Scrutiny and Risk Committee, 27 June 2016.

9. REPORT AUTHOR DETAILS

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01224 522073

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

ABERDEEN, 13 May 2016. 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), Joan McCluskey (Commercial and Procurement Services), Martyn Phillips (Human Resources and Organisational Development) (as substitute for Mary Agnew); and Dave Jacobs, General Manager and Mhairi Miller, Business Strategy and Finance Manager (Garthdee Alpine Sports(GAS)).

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

Apologies: Mary Agnew (Human Resources and Customer Service) and Euan Couperwhite (Policy, Performance and Resources).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	The Chair opened the meeting and welcomed representatives from Garthdee Alpine Sports (GAS) and advised that the Governance Hub had commenced in June 2015 but had limited its scrutiny to the four tier 1 ALEOs but from this cycle onwards the Hub would expand its remit to include the three tier 2 ALEOs. He explained that the purpose of the Governance Hub was to put in place quarterly reporting arrangements in which each ALEO's performance would be scrutinised in areas of financial performance; service performance; the management of risk and contractual compliance in order to provide assurance to the Council.	The Hub resolved:- to note the information provided.	N/A

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Internal Audit Report on ALEO Governance	Internal Audit Report on ALEO Governance dated February 2016.	The Chair advised that the purpose of the report was to review the governance arrangements in place between the Council and its ALEOs, including the determination of sources of assurance with regards to risk management, internal controls, staff and information governance. The Chair then summarised the report and outlined what progress the Council had made with regard to the report's recommendations.	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath
3.	Local Government and Regeneration Committee Report on ALEO Governance	Scottish Parliament Local Government and Regeneration Committee Report on ALEO Governance dated March 2016.	The Chair advised that the purpose of the report had been to examine if ALEOs were the most efficient and cost effective way of delivering public services or a way to shift accountability for the delivery of public services. He added that the report focussed on the role of ALEOs in the delivery of public services; the Local Authority governance arrangements for ALEOs; and the accountability of ALEOs to Local Authorities and the communities they provide services to. Arising from the issues raised in the report, the Chair asked a number of questions. The Chair noted that the committee had highlighted ALEOs use of zero hours contracts and he asked if GAS employed any staff under zero hour contracts. Mhairi	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>Miller (Business Strategy and Finance Manager, GAS) advised that GAS employed staff under casual contracts in which there no was no obligation on staff to work the requested shift and staff were not restricted in their employment with GAS and were free to work elsewhere and she added that a number of staff had second jobs. At this point Jeff Capstick (HR Manager, ACC) confirmed that these were casual contracts and not zero hour contracts.</p> <p>The Chair explained that the committee had noted in its report that it would be a derogation of duty by Local Authorities if staff which had transferred across to the ALEO were on less beneficial terms and conditions than they had been previously or in comparison to their counterparts employed directly by the Council. Dave Jacobs (Managing Director, GAS) explained that the terms and conditions of staff who transferred from the Council to GAS did not change and there was no detrimental impact on staff in this regard.</p> <p>The Chair enquired if GAS had a role in the community planning process. Mhairi Miller explained that they had no role at present but that the Chair of the GAS Board represented them on the Active Aberdeen Partnership.</p>		
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**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>The Chair asked what GAS’s approach to branding was and if they found that there was still a perception that GAS was a Council service. Dave Jacobs advised that the public had recognised GAS as an independent entity but there was confusion surrounding their name as they market themselves as the Aberdeen Snowsports Centre but their registered company name is Garthdee Alpine Sports. He explained that the Board had highlighted this as an issue and were investigating how naming could be standardised.</p> <p>The Chair asked if GAS benchmarked against other similar organisations. Dave Jacobs informed the Hub that there were no real comparable ALEO/trust dry ski slope operators in Scotland and they tended to compare themselves against privately run English operators. Mr Jacobs added that he had discussed the creation of a Scottish dry ski slope operator forum with the Chair of Snow Sports Scotland to share best practice and support the achievement of Centre of Excellence Accreditation but this proposal remained in its initial phase of development. In addition, Mr Jacobs had worked with the Health and Safety Executive (HSE) to produce an operators’ guide to artificial and outdoor ski slopes and this was on the HSE website as the standard guidance</p>		
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**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			document. The Chair advised that the Community Empowerment Act included provisions to ensure the greater involvement of local communities in the shaping and delivery of public services and enquired if the GAS Board included members of the local Community Council. Dave Jacobs advised that up until recently this had been the case however the representative from the local Community Council had just resigned from the Board. Mr Jacobs added that GAS had maintained an effective working relationship with community groups such as Garthdee Community Council and the Inchgarth Community Liaison Group and he was hopeful that they could recruit another community representative to the GAS Board.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Risk Mitigation and Management	(a) Risk Register as at April 2016; (b) Centre Risk Assessment dated 24 August 2015; (c) Emergency Contacts for Crisis Management; (d) Internal and External Inspection Structure; and (e) Strategic Plan (2014).	Neil Buck (Performance and Risk Manager, ACC) introduced the Risk Mitigation and Management section and outlined the criteria he expected to be met. He explained that the scrutiny of each ALEO would be high level and that the Hub sought a level of assurance that ALEOs had the proper systems and processes in place and were effectively managing and mitigating their own risks and the risks to the Council.	The Hub resolved:- (i) to note the reports; (ii) to note the information provided; and (iii) to request an update on the development of more formal business continuity planning documentation and procedures.	N Buck

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GARTHDEE ALPINE SPORTS**

		<p>Mr Buck enquired how often GAS reviewed their risk register. Dave Jacobs advised that the register had last been reviewed by the Board three years go and explained that the Board would review the register later this year.</p> <p>Mr Buck noted that the controls GAS had in place to mitigate risks to service delivery and people were predicated on staff training and he asked how they sourced their training. Mr Jacobs informed the Hub that they conducted in-house training and also commissioned external providers to train staff in areas such as fire safety and working at heights; as well as assisting management with the review of risk assessments. He added that GAS also used e-learning modules which supported staff development in areas such as health and safety and child protection and they also utilised interactive learning software to educate instructors.</p> <p>Mr Buck noted that GAS recorded emergency contact details and had outlined their crisis management approach and asked if they had formal business continuity planning documentation in place. Mr Jacobs advised that they aimed to develop more formal procedures and documentation later this year. He also confirmed that the Centre's Risk Assessment was updated annually.</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Financial Compliance	(a) Financial Procedures; (b) Expenses and Benefits Policy dated February 2016; and (c) Management Accounts as at 28 February 2016.	<p>Paul Dixon (Accounting Manager, ACC) spoke to the Financial Compliance section and noted that GAS's Strategic Plan was dated 2014 and asked if they had any plans to update this. Dave Jacobs advised that the plan was a living document which was revised on a regular basis as and when required. Mhairi Miller added that the plan's performance management section would need to be revised to include Active Aberdeen Partnership outcomes.</p> <p>Mr Dixon then asked the GAS representatives to provide their short to medium term financial assumptions. Dave Jacobs informed the Hub that he understood that funding from the Council was not guaranteed and it was incumbent on the business to make savings and generate sufficient income that would allow GAS to be as self-sustainable as possible but he noted that at present the Council was their sole funding source and they would look to recruit a new Board member who had expertise in this area to provide further opportunities for income generation. Mr Jacobs highlighted that GAS had a financial deficit and this was the biggest financial threat to the business and they were currently reviewing how they could make further efficiencies to account for the challenging economic</p>	<p><u>The Hub resolved:-</u></p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to note the information provided; (iii) to request GAS's most recent Management Trading Accounts be presented to the Hub at its next meeting on 22 August 2016; and (iv) to request that GAS consider the development of a broader set of formal financial procedures. 	P Dixon

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			<p>environment and the declining trend in the snowsports participation rate.</p> <p>The Chair asked if GAS had any plans to develop their current facilities. Dave Jacobs advised that the existing site was disjointed and the layout needed a fundamental redesign and he highlighted the lack of space for a café as an example of this and explained that this had had a detrimental impact on income generation. He also informed the Hub that the ski slope and the ski lift were designed with younger people in mind which had put in place barriers for other demographic groups. Mhari Miller added that there was a large market for snowsports in the North East of Scotland but this potential was largely untapped due to outdated and poorly designed facilities and she explained that they were developing an alternate vision for the business to be presented to the Council that would propose changes to service provision and revisions to the existing funding arrangements which would reduce the business' reliance on core funding. Mr Jacobs also noted the possible implications of the new Dee Crossing and access road proposals, with one option running through their existing site.</p> <p>Mr Dixon noted GAS's financial procedures and asked if they had</p>		
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			developed a wider set of financial regulations which covered issues such as expenses and if these procedures had been approved by the Board. He also enquired if GAS had any outstanding external audit recommendations. Mhairi Miller advised that their financial procedures had been developed and approved by the Board during 2015 and they had found the procedures to be fit for purpose for a small organisation. Ms Miller also confirmed that they had no external audit recommendations outstanding.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Decision Making	(a) Board Structure; and (b) Directors Appointment Letter Template.	The Chair (Senior Democratic Services Manager, ACC) spoke to the Decision Making section and asked how GAS recruited Board members and if they had co-opted members onto their Board in the past. Dave Jacobs advised that they advertised for Board members based on a skills matrix which had identified areas which would be beneficial to the Board's decision making. He explained that they had conducted a gap analysis during 2015 which found that the Board had wide ranging expertise and added that a recruitment process was underway to increase the number of Board members. Mhairi Miller advised that the use of co-optees had not been considered by GAS up to this point.	The Hub resolved:- (i) to note the reports; and (ii) to note the information provided.	R MacBeath

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			<p>The Chair enquired if Board members received ongoing training. Mhairi Miller advised that they had held discussions with the Institute of Directors to provide training on governance matters but this would be dependent on budgetary considerations as the cost of training was £350 per person per day and as a small organisation the costs associated with formal training were challenging.</p> <p>The Chair asked if GAS maintained a register of members' interests. Dave Jacobs confirmed that they held these registers and all Board members were made aware of their responsibilities during their induction training.</p> <p>Paul Dixon asked if their report template to the GAS Board contained a checklist which ensured that report authors were aware of financial, equalities and communication implications to make sure that the Board had access to the most robust information in order to support informed decision making. Dave Jacobs confirmed that their report template had sub-sections which outlined these implications to Board members.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	HR Compliance and Best Practice	(a) Sickness Procedure; (b) Staff Handbook; (c) Code of Conduct;	Jeff Capstick (HR Manager, ACC) spoke to the HR Compliance and Best Practice section and asked how many full time staff	The Hub resolved:- (i) to note the reports; (ii) to note the	J Capstick/M Agnew

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		<p>(d) Health and Safety Policy Statement; and (e) Health and Safety Policy and Procedure.</p>	<p>GAS employed. Dave Jacobs advised that they employed twelve full time or equivalent staff.</p> <p>Mr Capstick enquired if GAS received human resources (HR) advice. Mhairi Miller explained that they mostly provided their own in-house HR service but noted that they had consulted with external providers when an expertise gap had been identified.</p> <p>Mr Capstick asked if GAS had a Job Evaluation Scheme in place and how they would manage an equal pay claim. Dave Jacobs advised that they did not have a Job Evaluation Scheme and there had been negligible pay claims against GAS since its inception. Mr Jacobs explained that fairness in pay was regularly discussed with employees during staff meetings and reviews and he noted that their salaries were usually higher than their counterparts in other areas of the UK due to the high cost of living in Aberdeen. He added that if GAS salaries mirrored the average national rate then he could confidently assume that they would struggle to recruit and retain quality staff.</p> <p>Mr Capstick then made enquiries into how GAS engaged with their staff. Mhairi Miller advised that they held daily briefings and weekly meetings with staff and had</p>	<p>(iii) information provided; and to request that GAS contact the Council's HR and Customer Service to receive guidance and support on the development of more robust HR documentation and procedures.</p>	
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		<p>conducted staff surveys in the past. Dave Jacobs highlighted that they were a small and close knit team and he informed the Hub that staff had a direct input on the priorities and direction of the business. He also confirmed that the staff handbook had been reviewed the previous year.</p> <p>Mr Capstick also asked what approach GAS had adopted with regards to workforce and succession planning. Dave Jacobs advised that he had developed contingency plans for such events and noted that two long serving staff members had left the business in March 2016; they had been able to manage these departures as other staff had already been trained to cover their roles and responsibilities and this was a practice they would continue in the future.</p> <p>Martyn Phillips (HR Adviser, ACC) asked if GAS had access to health and safety advice. Dave Jacobs highlighted that they received health and advice from a number of sources including the Department of Transport and the Health and Safety Executive.</p> <p>Mr Phillips enquired if GAS carried out risk assessments and what their approach was towards staff training. Mr Jacobs informed the Hub that GAS conducted risk assessments and he personally reviewed</p>		
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			<p>all incidents and accidents that occurred onsite to ensure that risks were being appropriately mitigated and managed. He added that a key part of his role was to strike a balance between allowing customers to have fun and maintaining a safe environment. With regards to GAS's approach towards training, Mr Jacobs advised that all permanent and casual staff received the same basic training in key areas such as first aid and fire safety, whilst duty managers received additional, more extensive training to reflect their increased responsibilities and he highlighted their role as designated fire wardens as an example.</p> <p>Mr Phillips also asked what GAS's main health and safety issues were. Mr Jacobs highlighted that preventing serious injury to a service user was his main priority and he explained that he had been proactive in this regard, for example, the Snowsports Centre had been the first facility to require users to wear head protection, and he had met with the Health and Safety Executive and the Scottish Ambulance Service to advise them of common incidents and injuries that could be expected at the centre.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Procurement Regulations and	GAS Procurement Procedure.	Joan McCluskey (Corporate and Procurement Manager, ACC) introduced	The Hub resolved:- (i) to note the	J McCluskey

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	<p>Procedures</p>		<p>the Commercial Compliance and Best Practice section and stated how public money was spent was very important and subject to changing legislation and regulations from Scottish Government and the European Union and it was essential that procurement procedures were in line with legislation. Ms McCluskey informed the Hub that the Procurement Reform Act came into effect on 17 April 2016 and mandated that all contracts for goods and services that exceeded £50,000 over the course of its lifetime needed to be tendered; that public bodies were required to maintain and publish a Contracts Register; and under the fair working practices and commercial sustainability provisions there was an expectation on public bodies to pay their staff the Scottish Living Wage and encourage their contractors to do likewise.</p> <p>She explained that she would be happy to meet with GAS to discuss these requirements and how the Commercial and Procurement Services Team could support GAS to be compliant with the provisions of the Act. Dave Jacobs advised that he would be happy to meet with the Commercial and Procurement Services Team and would welcome any guidance and support they could provide to strengthen their procurement arrangements.</p>	<p>Procurement Procedure;</p> <ul style="list-style-type: none"> (ii) to note the information provided; (iii) to request GAS's Procurement Standing Orders be presented to the Hub at its next meeting on 22 August 2016; and (iv) to request that GAS meet with the Council's Commercial and Procurement Services Team to receive guidance and support on the development of robust procurement procedures to satisfy regulations and reporting arrangements set out in the Procurement Reform (Scotland) Act (2014). 	
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Operational Performance	(a) Summary of Consents and Requirements between Aberdeen City Council (ACC) and Garthdee Alpine Sports (GAS); (b) Transfer Agreement between ACC and GAS dated 30 March 2007; and (c) Funding Service Provision Agreement between ACC and GAS dated 30 March 2007.	The Chair advised that the Service Lead for GAS had sent his apologies for today's meeting and requested that the following item be deferred until the Hub's next meeting on 22 August 2016.	The Hub resolved:- to defer consideration of this item until the Hub's next meeting on 22 August 2016.	E Couperwhite
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	Closing Remarks	N/A	<p>The Clerk advised that the Council was currently undertaking a review of its governance documents, procedures and arrangements and as part of this review all stakeholders in the ALEO governance process would be invited to take part in a 360 survey to provide their feedback on the current arrangements for ALEO governance and how these could be strengthened to provide greater assurance to the Council and enhance future engagement with ALEOs. He added that the minutes from today's meeting would be submitted to the Audit, Risk and Scrutiny Committee on 27 June 2016 and to the Education and Children's Services Committee on 8 September 2016.</p> <p>The Chair thanked the representatives from Garthdee Alpine Sports for their</p>	The Hub resolved:- to note the information provided.	N/A

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			attendance and contributions and brought the meeting to a close.		
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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

ABERDEEN CITY COUNCIL

COMMITTEE: Education and Children's Services

DATE: 8 September 2016

DIRECTOR: Gayle Gorman

TITLE OF REPORT: ALEO Governance Update: Sport Aberdeen

REPORT NUMBER: ECS\16\043

CHECKLIST COMPLETED: Yes

1. PURPOSE OF REPORT

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

2. RECOMMENDATION(S)

- 2.1 That Committee agree to:
- (i) Note the contents of the minute of the ALEO Governance Hub committee meeting of 9 May 2016 in relation to Sport Aberdeen; and
 - (ii) Provide comment on any of the areas highlighted in the report.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications related to this report.

4. OTHER IMPLICATIONS

- 4.1 There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

- 5.1 Sport Aberdeen is one of the four Tier 1 ALEOs that are reviewed by the ALEO Governance Hub. The remit of the Hub is to provide assurance to Audit, Risk and Scrutiny that areas of risk are being managed and mitigated in an appropriate manner by the ALEOs. The terms of reference give this Committee oversight of Sport Aberdeen in relation to governance arrangements and service performance.

It was agreed that the minutes of each ALEO Governance Hub meeting relating to these organisations, where the Directorate operates as the 'client service', be submitted to the Education and Children's Service Committee for consideration of Members. At the Audit, Risk and Scrutiny Committee of 27th June 2016 it was agreed that a standard report template for all future ALEO covering reports would be established.

5.2 The minute of the ALEO Governance Hub meeting of 9 May 2016, which was considered at the Audit, Scrutiny and Risk Committee on 27 June 2016, is attached as Appendix 1 of this report. The key areas reviewed at the last ALEO Governance Hub were as follows:

- Revised Funding and Service Provision Agreement expected to be submitted for approval to Finance, Policy and Resources Committee on 20 September;
- Cross Service Review of Lettings of Council Facilities to be submitted to Education and Children's Services Committee on 8th September;
- SA have no staff on zero hours contracts;
- Would welcome joint training sessions for board members;
- SA brand recognition increasing, but still perceived to be a Council service by many;
- Revised business continuity plan to be submitted to next Board meeting and to Hub in August;
- Pool closures due to continued austerity, oversupply of pools in city, declining user figures and poor condition – if core funding not reduced, no immediate need to close pools but repair and maintenance would have put financial strain on whole business;
- Cross Company Review Group established to review all facilities, using same independent surveyors which had undertaken review for Council previously, each facility anonymised when reported to Board; local members, head teachers and staff advised prior to public announcement;
- Pools to be kept open at SA's own cost until end of school holidays, all other facilities to be retained during this financial year;
- Contracts register produced and available online;
- Project group established to look at regulated procurements and sustainability;
- Detailed consideration of health and safety procedures;
- SA to lead on and complete review of Access to Leisure Programme;
- Trading surplus of £100,000 in 15/16 subject to pensions and energy costs consolidation;
- Short notice of budget reductions and request that ALEOs be involved in the process at an earlier stage;
- SA full responsibility for maintaining facilities.

5.3 The Service response to the matters raised above are set out in the following paragraphs.

- 5.4 Work is on-going with Sport Aberdeen and appropriate Council officers to successfully conclude the revision to the Sport Aberdeen contract and their Articles and Memorandum of Association. It is expected that this will be concluded by 30 September and reported to the November 2016 cycle of the Finance, Policy and Resources Committee.
- 5.5 The comments made by Sport Aberdeen on budgets has been recognised and early discussion at a senior level has commenced for the 2017/18 budget setting process. It is also recognised that it is correct and proper that the Board of Sport Aberdeen take decisions that affect their business, having taken advice from their senior officers, however there does need to be a much clearer communication process of these decisions to Elected Members.
- 5.6 The cross Council review of Bookings and Lettings will be reported to the Finance, Policy and Resources Committee on 20 September 2016 as it covers both Education and Children's Services and Community, Housing and Infrastructure properties.

6. IMPACT

Improving Customer Experience

- 6.1 Scrutiny of ALEO performance supports the priorities of providing public access to sport and leisure facilities and improving the experience of those who rely on these services by evidencing the ALEO's capacity, required in contract terms, to deliver against both the City's strategic objectives and specific service delivery KPI measures.

Improving Staff Experience

- 6.2 The manner in which the Hub operates allows the Directorate to enhance corporate scrutiny of high level service delivery through the sharing of knowledge, within areas of its own expertise, with other senior managers which will increase the confidence of Hub officers in addressing the more detailed operational aspects of provision against contract for each ALEO.

Improving our use of Resources

- 6.3 The on-going programme of Partnership meetings and discussions, involving the Directorate and Sport Aberdeen, maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

- 6.4 The Governance Hub helps meet the Smarter Aberdeen priority of openness through public reporting of the high level monitoring of the operation of the Council's ALEOs.

Public

- 6.5 There are no direct recommendations arising from this report, although there is likely to be public interest in the scrutiny of the performance of ALEOs against contract, particularly as the content of this report reflects on the delivery of local services.

7. MANAGEMENT OF RISK

- 7.1 The output of the ALEO Governance Hub is reported to the Audit, Risk and Scrutiny Committee to provide assurance to the Council that risks are being managed and mitigated in an appropriate way, with particular focus on risk management, financial management and governance arrangements. The output is also reported to this Committee for scrutiny of the ALEO's operational performance and how this performance is meeting the Service's agreed outcomes.

8. BACKGROUND PAPERS

- 8.1 Minute of the ALEO Governance Hub Meeting, 9 May 2016 ALEO Governance Hubs, Audit, Scrutiny and Risk Committee, 27 June 2016.

9. REPORT AUTHOR DETAILS

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**ALEO GOVERNANCE HUB
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ABERDEEN, 9 May 2016. 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), Euan Couperwhite (Policy, Performance and Resources), Paul Dixon (Finance) and Joan McCluskey (Commercial and Procurement Services); 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 (Clerk), Steven Inglis (Legal Services) and Mark Johnstone (Audit Scotland).

Apologies: Jeff Capstick (Human Resources and Customer Service).

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 explained that meetings of the Governance Hub would now be held on a quarterly basis and the Clerk advised that the Council was currently undertaking a review of its governance documents, procedures and arrangements and as part of this review all stakeholders in the ALEO governance process would be invited to take part in a 360 survey to provide their feedback on the current arrangements for ALEO governance and how these could be strengthened to provide greater assurance to the Council and enhance future engagement with ALEOs.</p> <p>The Chair asked the SA representatives for an update on the revisions being made to their Funding and Service Provision Agreement with the Council. Alistair</p>	<p><u>The Hub resolved:-</u> to note the information provided.</p>	N/A

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			Robertson (Managing Director, SA) advised that a report on the proposed revisions had been submitted to the Council's Finance, Policy and Resources (FP&R) Committee on 19 April 2016 wherein the Committee resolved to delegate authority to the Heads of Finance and Legal and Democratic Services to amend the contract. Mr Robertson anticipated that the revised contract would be presented to the FP&R committee at its meeting on 20 September 2016 for final approval and highlighted that a cross service Review of Lettings of Council Facilities was ongoing which would include SA facilities and the outcomes of this review would be reported to the Education and Children's Services Committee at its meeting on 8 September 2016.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Internal Audit Report on ALEO Governance	Internal Audit Report on ALEO Governance dated February 2016.	The Chair advised that the purpose of the report was to review the governance arrangements in place between the Council and its ALEOs, including the determination of sources of assurance with regards to risk management, internal controls, staff and information governance. The Chair then summarised the report and outlined what progress the Council had made with regard to the report's recommendations.	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)

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<p>3.</p>	<p>Local Government and Regeneration Committee Report on ALEO Governance</p>	<p>Scottish Parliament Local Government and Regeneration Committee Report on ALEO Governance dated March 2016.</p>	<p>The Chair advised that the purpose of the report had been to examine if ALEOs were the most efficient and cost effective way of delivering public services or a way to shift accountability for the delivery of public services. He added that the report focussed on the role of ALEOs in the delivery of public services; the Local Authority governance arrangements for ALEOs; and the accountability of ALEOs to Local Authorities and the communities they provide services to. Arising from the issues raised in the report, the Chair asked a number of questions.</p> <p>The Chair noted that the committee had highlighted ALEOs use of zero hours contracts and he asked if SA employed any staff under zero hour contracts which placed restrictions on staff working elsewhere and obligated them to accept hours when offered. Jill Franks (Business Development Director, SA) advised that a number of staff were employed on casual contracts and there were no restrictions on staff working elsewhere and no obligation for them to accept hours when offered. Ms Franks added that SA complied with the Managing Working Time directive which mandated that staff could not work a shift if they had worked anywhere in the past eleven hours and they managed their rotas appropriately as this was a safety requirement and also an identified risk</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the report; (ii) to note the information provided; and (iii) to ask that consideration be given to joint training events for SA Board members. 	<p>R MacBeath, J Capstick</p>
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			<p>which had been recorded in their risk register.</p> <p>The Chair highlighted that the Council had provided two training sessions for Councillors who were members of ALEO Boards and an additional session would also be scheduled. He asked if SA provided ongoing training for their Board members. Alistair Robertson advised that they reviewed their governance arrangements and members capabilities on a biennial basis or when an expertise gap had been identified, and suggested that there may be opportunities for joint training.</p> <p>The Chair enquired if SA valued the contributions from Councillors who were members of the SA Board. Alistair Robertson informed the Hub that they were fortunate that the three Councillors on the Board were very capable and their contributions were perceptive and valid. He added that these members always put the interests of SA first over any City Council or partisan considerations.</p> <p>The Chair asked what SA's approach to branding was and if they found that there was still a perception that SA was a Council service. Jill Franks explained that they had conducted market research in this area which found that recognition of a</p>		
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			<p>distinctive SA brand had increased in comparison to two years ago. She noted that they had developed a marketing and communication strategy which also created sub brands such as Golf Aberdeen and these were linked to the SA brand through logos and shared colour schemes. However she informed the Hub that some members of the public still perceived them to be a Council service and highlighted that recent press coverage on SA's rationalisation of assets had referred to them as the Council.</p> <p>With respect to benchmarking SA was a member of the Association of Leisure Trusts which provided a high amount of comparative data; through other groups statistical information was available on aquatics and frontline delivery.</p> <p>The Chair advised that the Community Empowerment Act included provisions to ensure the greater involvement of local communities in the shaping and delivery of public services and enquired if the Act had been discussed at Board level. Jill Franks explained that the Board were aware of the Act and explained that SA had engaged with the local community in a number of areas. She highlighted that they had commissioned an external consultant to undertake service user surveys on their behalf; they had established stakeholder</p>		
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			<p>what extent the £405,000 reduction in core funding had contributed to the recently announced closure of Hazlehead and Kincorth Swimming Pools and if public consultation had been undertaken. Alistair Robertson advised that facility rationalisation had been enacted due to continued austerity; an oversupply of swimming pools in the city; declining user figures; and the poor condition of these two facilities in particular which were at the end of their operational lives. Jill Franks highlighted that Hazlehead Pool had been closed more frequently in the past year and there were significant health and safety concerns as when it rained the plant room had flooded and equipment had been damaged. Ms Franks highlighted that if core funding had not been reduced there would have been no immediate need to close the pools but the cost to repair and maintain the facilities would have put a financial strain on the whole business.</p> <p>Mr Robertson advised that a Cross Company Review Group had been established to review their facilities which would inform asset management planning for the next ten years. He informed the Hub that 17 facilities were independently reviewed by the same surveyors that had undertaken the condition survey prior to SA operating these facilities and multiple factors were considered including the</p>	<p>(ii) Improvement Plan; and to note the information provided.</p>	
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			<p>facilities cost; condition; displacement distance and number of service users. He added that each facility had been anonymised when it was reported to the Board to ensure that a decision based on evidence was arrived at. He noted that the Board unanimously agreed to close these two facilities.</p> <p>Mr Robertson explained that Mr Couperwhite and the Director of Education and Children's Services had been kept up to date at each stage of the process and they had contacted local Councillors; head teachers; and staff before they had made their announcement to the wider public. He also highlighted that the two pools would remain open until the end of the school summer holidays at SA's own cost.</p> <p>The Chair asked what approach SA would adopt towards the other facilities which had been identified for possible divestiture by the Cross Company Review Group. Mr Robertson advised that all other facilities would be retained during this financial year and they would adopt an invest to save approach with regards to these facilities. He emphasised however that the city had a number of outdated and underutilised facilities. Mr Couperwhite noted that the review of facilities would have been necessary in any event.</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Commercial Compliance	Contracts Register.	<p>Joan McCluskey (Corporate Procurement Manager, ACC) informed the Hub that she had met with representatives from SA on 16 March 2016 to discuss the statutory requirements of the Procurement Reform Act. She noted that SA had produced a Contracts Register and asked if this had been published online. Jill Franks confirmed that the Contracts Register had been uploaded to their website on 18 April 2016 and the register would be reviewed on a bi-monthly basis.</p> <p>Ms McCluskey enquired if SA's financial procedures had been updated to take into account the new procurement legislation. Ms Franks advised that their financial procedures had been amended and they would be presented to their Corporate Governance Committee on 1 July 2016 for approval.</p> <p>Ms McCluskey explained that fair working practices and commercial sustainability were key provisions of the new legislation and she advised that public sector bodies should encourage contractors to pay the Scottish Living Wage to their staff. To this point, Ms Franks advised that a project group had been formed to look at regulated procurements and sustainability and how this could be linked with their wider Procurement Strategy. She added</p>	<p>The Hub resolved:-</p> <p>(i) to note the Contracts Register;</p> <p>(ii) to note the information provided; and</p> <p>(iii) to request that an update on the measures taken by SA to comply with the fair working practices and commercial sustainability provisions of the Procurement Reform Act be provided to the Hub at its next meeting on 16 August 2016.</p>	J McCluskey

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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	Health, Safety and Wellbeing	<p>a) Health and Safety Annual Report 2015-16; and</p> <p>b) Draft Health and Safety Committee Minute – 24 February 2016.</p>	<p>that a progress update would be submitted to their Corporate Governance Committee on 1 July 2016.</p> <p>Mary Agnew (Health, Safety and Wellbeing Manager, ACC) introduced the Health, Safety and Wellbeing section and enquired how SA closed out health and safety issues. Jill Franks advised that Sport Aberdeen had a bottom-up approach towards health and safety whereby staff had a responsibility for reporting any accidents or possible issues to their line manager. She explained that line managers would record this information and report it to the Health, Safety and Environmental Manager who signed off on all recorded issues and incidents before they were reported to the Health and Safety Committee on a quarterly basis.</p> <p>Ms Agnew asked if there trade union and health and safety representatives from across the business on the Health and Safety Committee. Ms Franks advised that the Committee had representatives from every area of the business and on a cross level basis. She highlighted that trade unions had representatives on the Committee.</p> <p>Ms Agnew asked if they underwent fire</p>	<p>The Hub resolved:-</p> <p>(i) to note the reports;</p> <p>(ii) to note the information provided;</p> <p>(iii) to request a copy of SA's most recent fire risk assessment; and</p> <p>(iv) to request an update on the development of SA's Occupational Health system at the Hub's next meeting on 16 August 2016.</p>	M Agnew

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			<p>risk assessments and if so, who conducted them. Ms Franks explained that fire risk assessments were conducted by their Health, Safety and Environmental Manager.</p> <p>Ms Agnew enquired if SA had a formal Occupational Health system in place. Ms Franks advised that an Occupational Health system was in development and she would provide an update on its implementation at the next Hub meeting.</p> <p>Ms Agnew also asked if SA benchmarked their health and safety performance against other providers in the leisure industry. Ms Franks informed the Hub that they were members of the Scottish Leisure Network Group which provided this function and they also attended their quarterly meetings. She added that they received health and safety advice from the external consultants Quality Leisure Management (QLM) and QUEST.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Service Level Agreement	Report to ACC's Finance, Policy and Resources Committee on Sport Aberdeen's Contract Revision and Governance Arrangements dated 19 April 2016.	Euan Couperwhite reiterated that the FP&R Committee had delegated authority to the Heads of Finance and Legal and Democratic Services to revise the existing contract and the Committee had also agreed that SA should lead and complete the review of the Access to Leisure Programme. Mr Couperwhite advised that	<p><u>The Hub resolved:-</u></p> <p>(i) to note the report;</p> <p>(ii) to note the information provided; and</p> <p>(iii) to request that an update on revisions being made to SA's</p>	E Couperwhite

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			a progress update would be provided at the Hub's next meeting on 16 August 2016.	Funding and Service Provision Agreement and governance arrangements be presented to the Hub at its next meeting on 16 August 2016.	
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Business Planning	<ul style="list-style-type: none"> a) Business Plan 2016-17; b) Business Plan Performance Management Reporting Q3 October – December 2015; c) Services Specification Matrix – March 2013 d) Review of Facilities Report; e) Finance Report - February 2016 f) KPI Report – October – December 2016; and g) Aberdeen City ASMO Report Term 1, 2015-16. 	<p>Paul Dixon (Accounting Manager, ACC) asked SA to summarise their financial position at Year End. Donald Mackie (Finance and Resources Manager, SA) informed the Hub that they had recorded a £100,000 trading surplus for 2015-16 but highlighted that this figure would need to be consolidated after pensions and energy costs had been accounted for. He explained that the 2016-17 Business Plan had taken cognizance of the reduction in core funding and the challenging economic environment and was based on their performance during the 2015-16 financial year. Mr Robertson advised that it would be helpful in light of likely budget reductions for ALEOs to be involved earlier in discussions with Council officers which would be beneficial to both partners.</p> <p>Mr Mackie explained that SA had recently opened two new venues with new equipment and the Business Plan would need to be reviewed to take account of an increase in new business and investment</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; and (ii) to note the information provided. 	P Dixon

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			costs. He advised that the Business Plan was prudent and was cautiously optimistic with regards to SA's financial prospects for 2016-17. Jill Franks added that SA had been the lead partner for the Active Aberdeen Strategy and they had also been afforded opportunities due to the challenging economic environment in areas such as gym membership which had increased in number as customers downsized from upmarket gyms to more affordable facilities.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	Estate Management	Licence to Move Usable Assets between ACC and Sport Aberdeen dated 9 July 2010.	The Chair explained that this issue had come to the attention of the Hub when the Council's Head of Land and Property Assets advised that leases between the Council and its ALEOs were inconsistent and needed to be reviewed particularly with regards to repairs and maintenance responsibility, and he asked if SA was clear on their obligations. Alistair Robertson advised that under their Funding and Service Provision Agreement with the Council, SA had full responsibility for maintaining the facilities and at a minimum had to ensure that they could return the facilities to the Council in the same condition as they had been when they had been transferred to Sport Aberdeen in 2010. Mr Robertson explained that if there was a maintenance issue that was beyond the resources or	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the Licence; and (ii) to note the information provided. 	E Couperwhite

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			capacity of SA then they would request assistance from the Council and he added that this area would be looked at during the review of their Funding and Services Provision Agreement.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
11.	The Chair's Closing Remarks	N/A	The Chair thanked Sport Aberdeen's representatives 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 27 June 2016 and thereafter to the Education and Children's Services Committee on 8 September 2016. The Chair then brought the meeting to a close.	The Hub resolved:- to note the information provided.	N/A

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

ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	ALEO Governance Update: Aberdeen Performing Arts
REPORT NUMBER	ECS/16/035
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 Performing Arts.

2. **RECOMMENDATION(S)**

That Committee agree to:

1. Note the contents of the minute of the ALEO Governance Hub committee meeting of 10th May 2016 in relation to Aberdeen Performing Arts.
2. Provide comment on any of the areas highlighted in the report.

3. **FINANCIAL IMPLICATIONS**

There are no financial implications in relation to this report.

4. **OTHER IMPLICATIONS**

There are no other implications related to this report.

5. **BACKGROUND/MAIN ISSUES**

- 5.1 Aberdeen Performing Arts is one of the Tier 2 ALEOs that are reviewed by the ALEO Governance Hub. The remit of the Hub is to provide assurance to Audit, Risk and Scrutiny that areas of risk are being

managed and mitigated in an appropriate manner by the ALEOs. The terms of reference give this Committee oversight of Aberdeen Performing Arts in relation to governance arrangements and service performance.

It was agreed that the minute of the ALEO Governance Hub be submitted to the Education and Children's Services Committee on the 8 September 2016 for the consideration of Members.

- 5.2 The minute of the ALEO Governance Hub meeting of 10 May 2016 is attached as Appendix 1 of this report.
- 5.3 Attendance and audiences for activity at the Music Hall, His Majesty's Theatre and The Lemon Tree are reported through the Service's performance reporting framework. APA provide a quarterly 'Creating a Spark' programming report to the Council and the Board of APA, which covers a review and forward look at programming, creative learning activity and audiences for performances by genre. Officers are in attendance at APA Board meetings and at the Music Hall Strategic Board.

Officers expect to report to Education and Children's Services Committee in the new calendar year to agree a new culture plan for the City, and in addition to approve the Council's approach to the delivery of such a plan. A key early task will be to review the funding agreements, initially the existing SLA with Aberdeen Performing Arts, to create a set of performance measures which directly relate to the plan and can be readily reported to Committee and the ALEO Governance Hub.

Officers in Education and Children's Services, along with Finance partners, hold quarterly meetings to comply with Following the Public Pound and to ensure the effective and efficient use of the Council's resources. The meetings cover:

- Performance reports and service delivery
- Capital projects
- Finance
- Governance and Board matters
- Risk Registers
- Partnership working and the development of the culture plan.
- Creative Scotland and regular funding.

- 5.4 An external audit report was presented to the Audit, Risk and Scrutiny Committee on 27 June 2016 which recommended that the Governance Hubs should undertake more robust scrutiny of service performance in order that clear assurance could be provided to committees. The extent and level of detail of performance information to be scrutinised should also be clarified. Steps are being taken to comply with this recommendation in advance of the next Audit, Risk and Scrutiny Committee and the relevant Service Committees.

6. **IMPACT**

Improving Customer Experience

The intention of any changes arising from reviewing Aberdeen Performing Arts is to improve the experience of those who use the services of the organisation.

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 the report as it reflects on the delivery of local services.

7. **MANAGEMENT OF RISK**

APA risk register was submitted to the ALEO Governance Hub in May 2016.

The output of the ALEO Governance Hub is reported to the Audit, Risk and Scrutiny Committee to provide assurance to the Council that risks are being managed and mitigated in an appropriate way, with particular focus on risk management, financial management and governance arrangements. The output is also reported to this Committee for scrutiny of the ALEO's operational performance and how this performance is meeting the Service's agreed outcomes.

8. **BACKGROUND PAPERS**

Minute of the ALEO Governance hub 10th May 2016 – attached as Appendix 1

9. **REPORT AUTHOR DETAILS**

Lesley Thomson, Cultural Policy and Partnerships Manager

lthomson@aberdeencity.gov.uk

01224 522499

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**ALEO GOVERNANCE HUB
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ABERDEEN, 10 May 2016. 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), Paul Dixon (Finance), Joan McCluskey (Commercial and Procurement Services) and Lesley Thomson (Education Service); and Lynn MacFarlan, Director of Finance and Jane Spiers, Chief Executive (Aberdeen Performing Arts (APA)).

Also in attendance: Jess Anderson (Legal Services), Iain Robertson (Clerk) and Mark Johnstone (Audit Scotland).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	The Chair opened the meeting and welcomed representatives from Aberdeen Performing Arts (APA) and advised that the Governance Hub had commenced in June 2015 but had limited its scrutiny to the four tier 1 ALEOs but from this cycle onwards the Hub would expand its remit to include the three tier 2 ALEOs. He explained that the purpose of the Governance Hub was to put in place quarterly reporting arrangements in which each ALEO's performance would be scrutinised in areas of financial performance; service performance; the management of risk and contractual compliance in order to provide assurance to the Council.	The Hub resolved:- to note the information provided.	N/A
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Internal Audit Report on ALEO Governance	Internal Audit Report on ALEO Governance dated February 2016	The Chair advised that the purpose of the report was to review the governance arrangements in place between the Council and its ALEOs, including the	The Hub resolved:- (i) to note the report; and	R MacBeath

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			determination of sources of assurance with regards to risk management, internal controls, staff and information governance. The Chair then summarised the report and outlined what progress the Council had made with regard to the report's recommendations.	(ii) to note the information provided.	
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
3.	Local Government and Regeneration Committee Report on ALEO Governance	Scottish Parliament Local Government and Regeneration Committee Report on ALEO Governance dated March 2016	<p>The Chair advised that the purpose of the report had been to examine if ALEOs were the most efficient and cost effective way of delivering public services or a way to shift accountability for the delivery of public services. He added that the report focussed on the role of ALEOs in the delivery of public services; the Local Authority governance arrangements for ALEOs; and the accountability of ALEOs to Local Authorities and the communities they provide services to. Arising from the issues raised in the report, the Chair asked a number of questions.</p> <p>The Chair noted that the committee had highlighted ALEOs use of zero hours contracts and he asked if APA employed any staff under zero hour contracts. Jane Spiers advised that APA employed staff under casual contracts in which there was no obligation for staff to work shifts and employees were not restricted in their employment with APA and were free to work elsewhere. She added that most staff were students and had second jobs. At</p>	<p>The Hub resolved:-</p> <p>(i) to note the report; and</p> <p>(ii) to note the information provided.</p>	R MacBeath

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			<p>this point Jeff Capstick (HR Manager, ACC) confirmed that these were casual contracts and not zero hour contracts.</p> <p>The Chair explained that the committee had noted in its report that it would be a derogation of duty by Local Authorities if staff which had transferred across to the ALEO were on less beneficial terms and conditions than they had been previously or in comparison to their counterparts employed directly by the Council. Ms Spiers explained that APA had been established as a company limited by guarantee which was regulated by OSCR and they viewed themselves to be autonomous of the Council and as a result it was the responsibility of the APA Board to set their pay and conditions.</p> <p>The Chair asked what areas were covered in APA's induction training for new Board members. Ms Spiers advised that members were trained on the governance, operation and scrutiny of an arts organisation and on issues such as the code of conduct and declaration of interests.</p> <p>The Chair enquired if APA had a role in the community planning process. Ms Spiers advised that under the Single Outcome Agreement they were represented in the community planning process on the Culture Network, and they</p>		
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			<p>were also the lead partner for the Youth Arts Collective North East. Ms Spiers had also been directly involved in the development of the cultural strategy for the city.</p> <p>The Chair asked what APA’s approach to branding was and if they found that there was still a perception that APA was a Council service. Ms Spiers informed the Hub that their marketing strategy had been successful and the public had begun to view them as an independent and entrepreneurial organisation but it took a significant period of time for perceptions to change.</p> <p>The Chair asked if APA benchmarked against other similar organisations. Ms Spiers confirmed that they benchmarked against other cultural organisations as a regularly funded portfolio client of Creative Scotland and as members of organisations such as the Federation of Scottish Theatres and the UK Touring Partnership. She advised that APA expected and welcomed scrutiny and they were happy to engage with partners in this regard.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Risk Mitigation and Management	(a) Business Plan 2015-16 – 2022-23; and (b) Risk Register as at May 2015.	Neil Buck (Performance and Risk Manager, ACC) introduced the Risk Mitigation and Management section and outlined the criteria he expected to be met. He explained that the scrutiny of each	<u>The Hub resolved:-</u> (i) to note the reports; (ii) to note the information provided; (iii) to request an update	N Buck

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			<p>ALEO would be high level and that the Hub sought a level of assurance that ALEOs had the proper systems and processes in place and were effectively managing and mitigating their own risks and the risks to the Council.</p> <p>Mr Buck asked if APA was intending to develop business continuity arrangements. Jane Spiers explained that this was a work in progress. To date, a statement of intent and a suite of documents which covered ICT and business systems had been completed. She explained that Board and Senior Management Team development days had been planned during 2016 to ensure the input of Board members to complete the exercise with the assistance of an external facilitator. Mr Buck advised that it would be helpful if an update on the development on business continuity planning could be provided to the Hub at its next meeting.</p> <p>Mr Buck noted that APA maintained a Risk Register and enquired if they had developed a broader Risk Management Strategy which outlined their risk appetite. Ms Spiers informed the Hub that they had not developed an overarching narrative on their tolerance of risk but would consider doing so. She explained that their existing procedure in relation to risk appetite was to produce option appraisals for all major projects and then to score the identified</p>	<p>(iv) on the development of business continuity planning at the Hub's next meeting on 22 August 2016; and to request further information on APA's internal audit arrangements at the Hub's next meeting on 22 August 2016.</p>	
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			<p>risks. Lynn MacFarlan (Director of Finance, APA) added that the corporate risk register was reviewed by their Finance sub committee on a quarterly basis and by the Board twice a year.</p> <p>The Chair asked if there was a separate risk register for recording risks related to the refurbishment of the Music Hall. Ms Spiers confirmed that this was the case and was a requirement of the various funding partners and added that a project execution plan had been developed and that a Music Hall Strategic Board had been put in place to oversee the project which met every six weeks. The Council was represented on the Strategic Board by the Head of Policy, Performance and Resources in Education and Children’s Services.</p> <p>Mr Buck enquired if APA had an impartial internal audit function in place. Ms MacFarlan highlighted that they had previously commissioned an external body to provide their internal audit function but this service was currently being delivered in-house. She added that their financial and risk reports were reviewed regularly and their external auditors tended to assign APA a clean audit report. Ms Spiers added that external consultants were used regularly to review business areas with the aim of achieving continuous improvement. Mr Buck advised that it</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Financial and Commercial Compliance	(a) Financial Procedures; and (b) Consolidated Accounts as at 31 March 2015.	<p>would be useful if APA could provide further information on their internal auditing arrangements at the next Hub meeting.</p> <p>Paul Dixon (Accounting Manager, ACC) noted that it was APA's policy to maintain a minimum of £100,000 in financial reserves and he asked if it was a concern that the reserves currently stood at £18,000. Lynn MacFarlan advised that their reserves position had deteriorated due to the introduction of the National Living Wage in April 2016; the reduction in core funding; and the closure and refurbishment of the Music Hall, in which £1.25million of reserves had been invested but confirmed that reserves for 2015-16 would be above the £100,000 threshold. Jane Spiers added that the financial climate had been challenging but they had generated income from different sources to mitigate the impact and they had hired external consultants to maximise their food and beverage revenues.</p> <p>Mr Dixon asked how often their financial procedures were reviewed by the Board. Ms Spiers informed the Hub that their financial procedures were reviewed by the Board every two years.</p> <p>Mr Dixon enquired if APA's Board Report Template included a requirement for</p>	<p><u>The Hub resolved:-</u></p> <p>(i) to note the reports;</p> <p>(ii) to note the information provided;</p> <p>(iii) to request a recent example of an APA Board report which demonstrated how financial implications were presented to the Board;</p> <p>(iv) to request that APA meet with the Council's Commercial and Procurement Services Team to receive guidance and support on the development of robust procurement procedures to satisfy regulations and reporting arrangements set out in the Procurement Reform (Scotland) Act (2014); and</p> <p>(v) to request Joan McCluskey to clarify if</p>	P Dixon/J McCluskey

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			<p>authors to record the financial implications of their report. Ms Spiers explained that financial risks were embedded in the report process and no report would be submitted to the Board without this issue being reviewed by senior managers. She advised that APA did not use the Council's templates and she was satisfied that their reporting arrangements were robust and appropriate She highlighted that all financial implications were captured in the minutes of Board meetings and they reviewed their reporting arrangements on a regular basis. She added that financial matters were considered by APA's Finance, Audit and Property Sub Committee which met four times a year and reported to the APA Board.</p> <p>Mr Dixon enquired if external audit recommendations were presented to the Board. Lynne MacFarlan confirmed that external audit recommendations were submitted to the Board and noted that APA had no outstanding audit recommendations to action. She also noted that APA's Finance Manager was seconded from the Council and that this arrangement had worked well.</p> <p>Joan McCluskey (Corporate and Procurement Manager, ACC) advised that how public money was spent was very important and subject to changing legislation and regulations from the</p>	<p>APA were required to record the number and value of artists and shows booked by them on their contracts register.</p>	
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			<p>Scottish Government and the European Union and it was essential that procurement procedures were in line with legislation. Ms McCluskey informed the Hub that the Procurement Reform Act came into effect on 17 April 2016 and mandated that all contracts for goods and services that exceeded £50,000 over the course of its lifetime needed to be tendered and that public bodies were required to maintain and publish a Contracts Register. Jane Spiers advised that they aimed to be as transparent as possible and that they had financial procedures in place for tendering approved by the APA Board. Ms McCluskey advised that she would find out if APA would be required to record their bookings of artists and shows on their contracts register and correspond with them outside the meeting.</p> <p>Ms McCluskey added that the Act also included fair working practices and commercial sustainability provisions; and there was an expectation on public bodies to pay their staff the Scottish Living Wage and encourage their contractors to do likewise. Ms Spiers informed the Hub that they would update their financial procedures to comply with the legislation but noted that it would be challenging to pay staff the Scottish Living Wage as Council funding had been reduced by £200,000 over the previous five financial</p>		
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			years while the services provided had expanded. She explained that further austerity measures in addition to requirements to meet the Scottish Living Wage may require the renegotiation of their Service Level Agreement. She added that there was a package of employee benefits in place.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Decision Making	(a) Guide to Governance and APA Board; and (b) Board Report Template.	<p>The Chair (Senior Democratic Services Manager) spoke to the Decision Making section and enquired if APA provided training to Board members on registering and declaring interests. Lynne MacFarlan advised that they did provide training for the Board on members' interests and the register was updated on a regular basis. She highlighted that declaration of interests was always the first item on the Board's agenda.</p> <p>The Chair asked how APA recruited Board members and if they had co-opted members onto their Board in the past. Ms Spiers informed the Hub that they evaluated the skills profile of their Board and conducted a gap analysis to identify areas of strength and weakness against the priorities outlined in their business plan. All positions were advertised in the public domain and candidates with the desired skillset would be invited to interview for the post. Ms Spiers explained that recent practice had been to co-opt</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to note the information provided; and (iii) to request that a meeting be arranged between the Chair and Lesley Thomson to discuss APA's Board Report Template to ensure that appropriate requirements were covered. 	R MacBeath

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			<p>former members onto their sub committees for up to two years in order to retain their skills and institutional knowledge.</p> <p>The Chair asked if APA welcomed the contribution of Councillors on their Board. Ms Spiers advised that Councillors were an integral link between APA and the Council although they all appreciated that they were APA Board members first and foremost rather than Councillors in this role. She highlighted that Councillors were busy people and some Councillors did not manage to make all Board meetings.</p> <p>The Chair enquired if any Council officer attended APA Board meetings and in what capacity. Ms Spiers confirmed that Lesley Thomson attended Board meetings and she regularly addressed and advised the Board.</p> <p>The Chair asked if APA had developed a checklist for their Board report template which ensured that report authors would be aware of the financial, equalities and communication implications of their proposals when reporting to the Board. Ms Spiers advised that they submitted both formal and informal written reports to the Board and highlighted that the Board appreciated the detail contained in the quarterly Creating A Spark Board Report compiled by the Senior Management</p>		
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No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
			Team in addition to the Board papers received. The Chair suggested that he would meet with their Service Lead, Lesley Thomson outside of the meeting to ensure that appropriate requirements were being covered in APA's Board reports.		
7.	HR Compliance and Best Practice	<ul style="list-style-type: none"> (a) Capability and Competency Review dated 31 May 2015; (b) Sickness Absence Procedure dated 31 July 2015; (c) Disciplinary Procedures dated 31 May 2015; (d) Staff and Stakeholder Engagement Plan; (e) Health and Safety Policy and Procedures dated 31 May 2015; and (f) Health and Safety Maintenance Schedule as at June 2014. 	<p>Jeff Capstick asked how APA met their equal pay obligations. Jane Spiers advised that they had a job evaluation scheme in place, with a bespoke system and pay structure in place. She added that a full time Organisational Development Manager was in post and it was his responsibility to review their equal pay obligations on a regular basis.</p> <p>Mr Capstick noted that APA should provide a definition in their documentation of what would constitute a long term staff absence and he enquired what the sickness absence rate was at APA. Ms Spiers explained that their sickness rate was reported to their Organisational Development sub committee and advised that it was not a significant issue. Mr Capstick referred to the attached Staff and Stakeholder Engagement Plan and noted that it was very impressive and asked how they kept their staff and partners happy and motivated. Ms Spiers advised that they held regular staff meetings, including themed cross departmental working groups; they</p>	<p>The Hub resolved:-</p> <ul style="list-style-type: none"> (i) to note the reports; (ii) to note the information provided; (iii) to request that a meeting be arranged between Jeff Capstick and APA's Organisational Development Manager to discuss APA's equal pay obligations; (iv) to request that APA's Sickness Absence Procedure be revised to include a definition of long term staff absence; (v) to request that APA's workforce/succession planning policy be presented to the Hub at its next meeting on 22 August 2016; (vi) to request that the number of staff who 	J Capstick/M Agnew

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			<p>facilitated workshops which supported the development of their vision and a bottom-up approach to the operation of the business; they conducted staff opinion surveys every two or three years; they ensured that managers were visible and approachable; and they were also externally validated in order to maintain rigorous customer service standards.</p> <p>Mr Capstick enquired if they had developed a policy on workforce and succession planning. Ms Spiers informed the Hub that SMT had drafted a policy which would be submitted for the Board's approval at its next meeting.</p> <p>Mary Agnew (Health, Safety and Wellbeing Manager, ACC) asked how APA provided their health and safety training. Ms Spiers advised that they had a Health and Safety Policy and Action Plan in place and a Health and Safety Working Group which met six times a year and health and safety was a standing agenda item on the agenda for the Organisational Development Sub Committee. She added that risk assessments were conducted for every show. Ms Agnew noted that their Health and Safety Policy had omitted the number of staff who had received Control of Substances Hazardous to Health (COSHH) training and advised that this should be inserted into the policy.</p>	<p>had received COSHH training be added to APA's Health and Safety Policy;</p> <p>(vii) to request that APA's Annual Health and Safety Report; Health and Safety Action Plan; and the most recent minutes from the Organisational Development meeting be provided to the Hub at its next meeting on 22 August 2016; and</p> <p>(viii) to request that a meeting be arranged between Mary Agnew and APA's Organisational Development Manager to discuss APA's Health and Safety Maintenance Schedule.</p>	
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			Ms Agnew referred to the attached Health and Safety Maintenance Schedule and asked how health and safety actions were closed. Ms Spiers advised that accidents, incidents and near misses were all recorded and their implications were reported to the Organisational Development subcommittee on a quarterly basis. She added that health and safety matters could also be escalated to the Board for decision if required.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Operational Performance	(a) Funding and Service Provision Agreement between Aberdeen City Council and Aberdeen Performing Arts; and (b) Memorandum and Articles of Association dated 8 September 2008.	Lesley Thomson (Cultural Policy and Partnership Manager, ACC) referred to the attached Funding and Service Provision Agreement and advised that this needed to be updated as it did not reflect the reduced level of funding that APA now received from the Council, and that this was an outstanding recommendation from a February 2014 internal audit report. Ms Thomson informed the Hub that APA had contributed to a new Aberdeen City cultural action plan which would be submitted to the Council's Education and Children's Services Committee later in 2016 and this would include new performance indicators and outcomes which should be included in the revised Service Provision Agreement. Ms Thomson highlighted that Creative Scotland had developed a pilot peer review which would evaluate quality of artistic output across the arts sector and	<u>The Hub resolved:-</u> (i) to note the reports; and (ii) to note the information provided.	L Thomson

**ALEO GOVERNANCE HUB
ABERDEEN PERFORMING ARTS**

			<p>noted that APA would participate in this peer review as part of the Creative Scotland compliance arrangements.</p> <p>Ms Thomson asked if APA had been impacted by the downturn in the oil and gas industry. Jane Spiers confirmed that they were concerned about the potential detrimental impact on business. She explained that the success of the business depended on disposable income and if there was less disposable income it would likely impact on business. They were reviewing their marketing strategy in light of change.</p> <p>The Chair asked if APA's Service Provision Agreement had been scheduled for review. Ms Thomson explained that Internal Audit had recommended that this review be carried out by June 2017. The Chair advised that a number of service level agreements would be reviewed over the next few months and the June 2017 timeframe may be challenging due to staff shortages in Commercial and Procurement Services.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Closing Remarks	N/A	The Clerk advised that the Council was currently undertaking a review of its governance documents, procedures and arrangements and as part of this review all stakeholders in the ALEO governance process would be invited to take part in a	<u>The Hub resolved:-</u> to note the information provided.	N/A

**ALEO GOVERNANCE HUB
ABERDEEN PERFORMING ARTS**

			<p>360 survey to provide their feedback on the current arrangements for ALEO governance and how these could be strengthened to provide greater assurance to the Council and enhance future engagement with ALEOs. He added that the minutes from today's meeting would be submitted to the Audit, Risk and Scrutiny Committee on 27 June 2016 and to the Education and Children's Services Committee on 8 September 2016.</p> <p>The Chair thanked the Aberdeen Performing Arts representatives for their attendance and contributions and brought the meeting to a close.</p>		
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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

ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Torry – Proposed New Primary School with Early Learning and Childcare Facilities and Community Hub
REPORT NUMBER	ECS\16\045
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

- 1.1 This report provides Committee with an update on the review of primary school provision in Torry and recommends the construction of a new Primary School to increase capacity along with early learning and childcare facilities and the creation of a Community Hub. This follows instructions to officers at the full Council meeting of 25 February 2016.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee approve the following:
- To note the community engagement that has taken place to date and the analysis of the feedback and comments received from the Community;
 - To note the option appraisal work and outcome of the preferred site for the new primary school, early learning and childcare facilities and Community Hub;
 - To delegate officers to commence a programme of formal consultation regarding taking forward the Torry Academy site as the preferred site for the development of a new Primary School, early education and childcare facilities and Community Hub;
 - To ask officers to feedback the responses to the formal consultation to a future meeting of this Committee; and

- Otherwise note the contents of this report.

3. FINANCIAL IMPLICATIONS

- 3.1 At the budget setting meeting of the Council on 25 February 2016, £20 million was allocated from the 5 year capital programme to increase the Primary School capacity in Torry and create an integrated community hub.
- 3.2 Officers are presently reviewing the costs of the new facilities and this will be reported to Committee once the final scope of the Community Hub has been confirmed. This will be completed in time for Committee to make a final determination following the formal public consultation.
- 3.3 In creating the new early learning and child care provision, funding may be available from the Scottish Government. The Council may also be able to apply for a Regeneration Capital Grant which could be used as a contribution to the costs of developing a community hub in Torry. If available, the application would be submitted in April 2017. Developer Contributions may also be available for the development of community facilities in Torry.

4. OTHER IMPLICATIONS

4.1 Legal

- 4.1.1 Any future public consultations will require compliance 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.

4.2 Health and Safety

- 4.2.1 Any new build proposals will require health and safety plans in accordance with Construction, Design and Management legislation.

4.3 Risk Management

- 4.3.1 Management of risk will be identified monitored and mitigated in accordance with the ability to meet risk policy and programmed objectives. As with all Council capital projects, this project will form part of the overall reporting and progress updates reports via the Strategic, Asset and Capital Group.

4.4 Resources

- 4.4.1 A fully resourced, multi-disciplinary design team is key to the successful delivery of this project. A review of how best to deliver the project will be undertaken in time for the consideration of the Consultation Report at a future meeting of this Committee..

5. BACKGROUND/MAIN ISSUES

5.1 Background

- 5.1.1 At its meeting on 25 February 2016, Council instructed officers to review the education provision in the Torry community, recognising the rising school aged population resulting from new housing developments and increased birth rates in the area, and to report back to committee in the September 2016 cycle of meetings with detailed options appraisals, including details of suitable sites, project timelines and costs. The education provision recommended in this report also considers the need to enhance the early learning and childcare provision in Torry.

- 5.1.2 Council also remitted officers to develop proposals for a new Community Hub in Torry which would be co-located with the education provision. Officers from Education & Children's Services and Communities Housing & Infrastructure have therefore worked jointly in developing the proposals presented in this report, with a view to developing new education provision and a community hub on the same site.

5.2 Primary School Provision

- 5.2.1 The then Policy and Strategy (Education) Committee and Full Council meetings of 29 and 30 April 2008 respectively agreed that Victoria Road School should close with the pupils being transferred to Walker Road School and Tullos School. The School Estate Strategy Report – Statutory Consultation Report identified that the closure of Victoria Road School would result in the following estimated capital costs and savings:

Capital Implications of Closing Victoria Road School

Item	Cost (£) if Walker Road School is Receiving School	Cost (£) if Tullos School is Receiving School
Building Alterations at Walker Road School		
1. Essential	149,000	51,000
2. Desirable	730,000	-
Disability Discrimination Act compliance work	225,000	180,000
Fire Risk Assessment work	76,000	119,000
Condition and Suitability Requirements (over 6 year period)	-	4,340,000
Gross Capital Cost	1,180,000	4,690,000
Condition and Suitability Savings from Building Closure of Victoria Road School	(2,450,000)	2,450,000
Disability Discrimination Act compliance work	-	-
Fire Risk Assessment work	-	-
Savings from Building Closure	(2,450,000)	(2,450,000)
Net Capital Cost of Closing Victoria Road School	(1,270,000)	2,240,000

5.2.2 The above Table demonstrates that depending on which school pupils went to could result in a capital saving of £1,270,000 or result in a capital cost £2.24 million. Members will note that the original report did not contain any figures for savings in DDA compliance work or Fire Risk Assessment work.

5.2.3 In terms of revenue savings the report identified that £98,000 would be saved per annum in property running costs, with staffing savings of 6.0 FTE in support staff. Taking an average cost of £15,000 this would result in annual staff revenue savings of £90,000.

5.2.4 The total revenue saving which arose from closing Victoria Road School was therefore in the region of £188,000.

Current Primary School Provision in Torry

5.2.5 Whilst current pupil roll projections indicate reducing numbers at both Walker Road and Tullos primary schools over the next seven years, it is recognised that the potential development of sites in Torry for housing would impact on the available capacity at these schools.

5.2.6 The current and forecast pupil rolls for both schools are illustrated in the Tables below:

Walker Road School Pupil Roll Forecast (capacity 420 places)

2016 (current)	2017	2018	2019	2020	2021	2022
470	460	439	417	395	391	384

Tullos School Pupil Roll Forecast (capacity 360 places)

2016 (current)	2017	2018	2019	2020	2021	2022
350	346	343	335	332	328	315

5.2.7 The potential development of the former Craiginches prison site for housing, for example, if it were to be approved, is likely to result in an increase in the pupil roll at Walker Road School, and similarly, the development of the former Victoria Road School site for housing is likely to increase the pupil roll at Tullos School. Any additional pupils generated from these developments will be added to the stated roll projections in the Tables above.

5.2.8 In recent years, additional rooms have been allocated into formal teaching rooms and this has reduced the flexibility in both schools for delivering the curriculum. The national developments in early learning and childcare will also add additional pressures to the capacity of both schools as children will be entitled to 30 hours per week of provision by 2020 and the Council will be required to provide places for 2 year olds. Further detail on the Early Years provision is provided in section 5.3 of this report.

5.2.9 It is for these reasons, that a new Primary School is required for the Torry community.

5.3 Early Years Provision

5.3.1 The Children and Young People (Scotland) Act 2014 places a duty on local authorities to secure 600 hours per year of flexible provision for every 3 and 4 year old, and 15% of Scotland's most vulnerable 2 year olds, with a subsequent extension to 27% of the most vulnerable 2 year olds. The specific focus on eligible two year olds is to enhance the offer for children and families living in disadvantaged circumstances to ensure that they have enhanced support before they move into pre-school provision.

- 5.3.2 The government programme is to expand this offer to 1,140 hours for vulnerable 2 year olds, 3 and 4 year olds, and an expansion of childcare services for school age children by 2020. The policy intention is to ensure we deliver high quality Early Learning and Childcare services to improve outcomes for children and to remove barriers for working parents to support economic growth in Scotland.
- 5.3.3 It is estimated that to meet the above new targets, approximately 200 additional nursery and early years places would need to be provided for the Torry community. The existing primary school buildings in Torry would not have sufficient space to provide this number of places. The proposed new provision for Torry would therefore need to include significant capacity for the creation of the additional early years places likely to be required.

5.4 Community Empowerment

- 5.4.1 The Community Empowerment Scotland Act (2015) places an obligation on Community Planning Partners to deliver , in partnership with communities a 10 year Local Plan, with clear 10 year improvement measures, for natural communities who experience the poorest socio economic outcomes. These plans need to be in place by October 2017. Locality Planning presents opportunities to deliver innovative collaborative approaches to preventative intervention and the reduction of long term resource demands. Torry has been identified as one of the eight neighbourhoods in Aberdeen which will be the focus for Locality Planning.
- 5.4.2 As part of this process a Strategic Assessment is being developed for Torry which takes into account key data, population projections as well as incorporating past community consultations.
- 5.4.3 Key evidence emerging from the Strategic Assessment includes:
1. Torry's population, which accounts for 5% of Aberdeen City, is diverse in its makeup and has grown significantly over the last few years– in Torry West 20% of residents do not have English as a first language.
 2. It is estimated that a quarter of children living in Torry are living in poverty, and 75% of Torry school children are in the most deprived quintile (20%).
 3. Household incomes in Torry East are the lowest of all Aberdeen's 47 intermediate zones and unemployment is rising, but not as sharply as the rest of the City (due to the Oil and Gas downturn). It is estimated that 19% of the working age population is employment deprived. Torry East has 21% residents of working age claiming out of work benefits.

4. 1 in 3 Adults in Torry have no formal qualifications which limits future careers prospects and earnings potential (compared with 1 in 5 in Aberdeen as a whole)
5. The residents in Torry have poorer health outcomes – alcohol related hospital admissions are dropping but well above the City average and drugs related admissions in Torry East are the second highest in the city. Life expectancy is 13 years less in Torry East than the west end.
6. Children in Torry do less well academically than their city wide peers. The gap in ability is evident from early years and continues throughout the school years.
7. There is a strong sense of community and heritage in Torry.
8. Residents feel they have less access to facilities and amenities.

5.4.4 A Community and CPA priority setting session for Torry is being held in September which will inform the 10 year Locality plan, detailing improvement measures and actions to be taken by partners and the community, estimated to be completed by December 2016.

5.5 Community Hub

5.5.1 Given the requirements arising from the Community Empowerment Scotland ACT (2015) with respect to Locality Planning and the multi-faceted evidence emerging from the data analysis, there is a unique opportunity to deliver a facility which takes an integrated approach to delivering against the long term improvement measures. A new facility should be a bold step in delivering prevention measures which will impact on long-term outcomes. This should not be seen as a facility with a bolt on hub – it should be an integrated resource which tackles the multi layered complexities of the community – a new way of working.

5.5.2 This facility will provide opportunities for joined up working across public authorities, third sector and the community delivering a fit for purpose leading edge resource, which seeks to deliver services in a different way, ultimately leading to better life chances for young people. The new provision will take into account the future accommodation requirements and planned expansion programme of Big Noise Torry, which is a key project delivering outcome improvements in the Locality Plan.

5.5.3 An integrated community facility has been discussed in various formats over the years with the community and an opportunity to deliver this, in partnership with the residents of Torry, will increase confidence and trust.

5.6 Identification of sites

- 5.6.1 Working with colleagues in Land and Property Assets, officers identified a number of potential sites within the Torry Area, which could be considered as possible locations for a new school building, with the original brief focusing on the requirement to identify a site large enough to accommodate a two-stream primary school (434 places), 200 place nursery and the community hub.
- 5.6.2 Two sites were identified as possible sites for a school and community hub. These were the current Torry Academy site and the former St Fittick's depot, both of which are in Council ownership. During engagement sessions the possibility of using the building and land at the former Victoria Road School was raised by participants.
- 5.6.3 An appraisal exercise has been carried out to identify the feasibility of building the required provision in these locations which came to the following conclusions.

5.6.4 Former St Fittick's Depot

The land at the former St Fittick's depot is situated on St Fittick's Road at the eastern side of Tullos. The site is approximately 0.35 hectares which is not large enough for a 2 stream primary school and the range of community facilities. However there may a possibility to extend into the surrounding open space / golf course to accommodate the space requirements of the development. This would be subject to Planning approval as the extended site out-with the former depot is part of the Greenspace network Site No. 69 and part of it is designated as a Prime Landscape area meaning there is a presumption against development which is not related to recreation or sport

In summary, the location provides few opportunities for inclusion and shared opportunities. The overall area of the site is not large enough for the proposed development and is the least favoured option by the community.

5.6.5 Existing Torry Academy Site

Situated in the centre of Torry, this site is 1.7 hectares and relatively flat. The existing school site is surrounded on all side by roads from which access can be gained in cars and a bus route.

With the site currently being used for educational purposes there are unlikely to be any planning issues should a new primary school with community hub be located. It is an excellent location strategically to provide a wide range of opportunities for inclusion and shared opportunities with local primary schools and external partners. This site

provides all requirements for curricular and extracurricular learning opportunities and activities both internally and externally as well as providing opportunities for accommodation which could be used to provide community, cultural and sporting facilities.

5.6.6 Former Victoria Road School Site

The site comprises of the former Victoria Road Primary School and associated playground areas with the possibility of also incorporating the adjacent Council owned commercial premise. The site is 0.77 hectares, including the commercial ground adjacent to the former school site.

The existing granite school building, which still occupies a large part of the site has been empty for several years and is in poor condition internally. In addition, the current school building would require to be fundamentally remodelled and extended to accommodate the range of facilities which would be housed that it would not provide best value for money.

In addition, there is a live planning application for the development of the site and the Council will, subject to the conclusion of this planning process, enter into a legal agreement with the developer.

5.7 Conclusion

Each of the sites has been assessed against a range of set criteria, the Torry Academy site was identified as the most favourable for development. In summary, the site appraisal has highlighted that the Torry Academy site is the best strategic fit for the range of services which can be provided at the primary school and community hub.

5.8 Community Engagement

5.8.1 Officers from E&CS and CH&I planned and coordinated a joint approach for a series of informal engagement sessions in Torry over May and June which incorporated parents, community groups, residents and public authorities. An information letter was provided for schools to circulate to parents and carers. These events were further advertised via the Station House Media Unit, through local social media and local networks and Group call alerts were sent to parents by the schools in advance of the meeting dates.

5.8.2 The engagement consisted of two main strands: The provision of key information to stakeholders and the opportunity for stakeholders to submit their views. A comments card was devised to capture people's views and comments on the proposals and the preferred choice of site and a pro-forma was developed. The comment card was distributed to key community locations and an electronic survey was also used in

order to allow for wider participation and feedback (see appendix 4 for sample of comments card).

5.8.3 The main purpose of the engagement was to provide information on the proposals and to stimulate discussion so that stakeholders could provide their thoughts on improving and increasing the educational provision, establishing service gaps and gaining an understanding of community requirements for facilities and service provision in the Torry area.

5.8.4 Officers will continue to work with local community council/group meetings and provide feedback to the residents as this project develops.

5.9 **Summary of submissions:**

5.9.1 A total number of 175 responses were received, which can be broken down as follows:

- 15 comments cards received from Walker Road School
- 22 comment cards received from Tullos School
- 3 comment cards received from an EAL session
- 73 comment cards received from Big Noise 1st Birthday events from key community locations
- 62 submissions via online survey

5.9.2 Submissions from some stakeholders were made in more than one format. A summary of the feedback indicated that 75.4% viewed the proposal to create a new primary school and community hub as a good idea for Torry.

5.9.3 The 24.5% that did not view the proposal as a good idea were asked to give their reasons; these ranged from wanting Victoria Road School reopened, to the idea being a waste of money. Others commented that they were happy with their current schools.

5.9.4 In terms of the location of the new school, stakeholders were presented with a choice of two sites (i.e. Torry Academy site and St. Fittick's Depot site) and an "other" option (which gave an opportunity for residents to put forward ideas/sites that were not listed). 65.03% indicated the Torry Academy site as their preference, and 8.39% indicated the Former St. Fittick's Depot site. 26.57% indicated "other" and their suggestions included to use Victoria Road School (34 responses), to extend the existing Tullos Primary School (2 responses), and 2 further responses indicated "somewhere convenient".

5.9.5 Questions 4, 5 and 6 of the survey focused around the types of activities and services that residents would like to see in the new proposed school and hub but also the service gaps that currently exist.

5.9.6 Gaps in provision, ranked in order of popularity, were:

1. Information & Other – with the majority mentioning Housing, Benefits advice, employment, social work, drugs and alcohol, information about Torry, pharmacy,
2. Youth Provision
3. Childcare (including before and after school)
4. Adult Learning
5. Café/meeting space
6. Outdoor play

5.9.7 Types of services requested, ranked in order of popularity, were:

1. Health services – with the majority mentioning GP practices, access to social work, pharmacy services and drug and alcohol support
2. Information Services – with the majority mentioning, Housing services , Benefit services and access to Information about the area, employability services, and money advice.
3. Youth Services
4. Community Café
5. Childcare
6. General Purpose facilities & Classes
7. Library
8. Heritage and History

5.9.8 Activity options suggested, ranked in order of popularity, were:

1. Youth provision and café
2. Adult Learning Classes
3. Allotments & Playparks
4. Holiday & Afterschool Clubs
5. Information & Citizens advice
6. Music Arts and recreation

5.9.9 There was also an emphasis placed on ensuring “no empty assets remained” as part of the process and that investment was also allocated to existing school provision to ensure parity.

5.9.10 In addition to the community consultation, a separate exercise was carried out with partner agencies and community groups to again identify gaps in service, facility requirements and integration options.

5.9.11 The following key gaps in service provision were identified:

1. Health Services
2. Youth Provision
3. Drugs and Alcohol
4. Adult Learning
5. Housing Services
6. Information services

7. Employability

5.9.12 A number of services indicated that they would welcome a permanent presence in a facility, including ACC (Housing, Adult Learning, Communities, and City Wardens), Drugs Action and Station House Media Unit.

5.9.13 A number of agencies such as the Police suggested they would utilise the space but have a presence already in Torry. Community Groups and services such as third sector employability services would also utilise the space on a flexible and drop in basis, especially performance space.

5.9.14 The Joint Health and Social Partnership expressed an interest in the facility as it also delivers on their strategic vision to deliver integrated health and care with other key services at a locality level as well as decentralising certain services. The areas they identified were: Additional GP capacity, pharmacy, outreach clinic model.

5.9.15 The majority of the respondents identified Torry Academy as the preferred site.

5.10 Options Considered

5.10.1 During the course of this options appraisal process, officers concluded that the greater need within the Torry community is for an additional primary school with nursery and early years provision.

5.10.2 Consequently, the options outlined below have been developed with this in mind, whilst also considering the outcomes of the site appraisal and the views of the community put forward during the engagement sessions.

Option 1 – Do Nothing

5.10.3 If the current arrangements for nursery and primary education and community services in Torry were to be maintained, with no additional intervention or development of additional services or facilities, the following implications are likely:

- An anticipated shortfall of approximately 200 nursery places, following the introduction of an increased entitlement of 1140 hours.
- Limited prospects for significant investment in the existing primary schools in Torry, limiting the opportunities to improve the flexibility of spaces for the delivery of a 21st Century curriculum.
- Limited opportunities for delivering prevention measures and improving the socio-economic outlook for the local community.

- Potential for the community to feel that their views have not been fully listened to and their needs are not being fully met by the Council.
- No planned solution for the use of the Torry Academy site following the opening of the new South of the City secondary school.

Option 2 - A new two-stream primary school for Torry with early learning and childcare facilities, to be integrated with a new Community Hub, on the site of the existing Torry Academy.

5.10.4 This option includes the development of a new two-stream primary school, to complement the existing two primary schools in Torry. This would provide approximately 434 additional primary school places, along with nursery and childcare places for Torry. On the same site a new Community Hub would be built, to incorporate services based on the requirements identified in the community engagement process. The implications of accepting this option would include:

- Provision of a fit for purpose learning establishment that meets current and future roll capacities, and designed for the delivery of Curriculum for Excellence.
- Opportunities to meet the aspirations and long term improvement outcomes for Torry by potentially providing a range of community, council and partner services under the one roof.
- Opportunity to redevelop the Torry Academy site, following the opening of the new South of the City secondary school
- Given the reducing rolls indicated in the forecasts for both of the existing primary schools, there is potential for an over-provision of primary school places in the medium to long term, leading to schools running below their capacity and therefore at less than optimum efficiency.
- The design will make the most efficient use of space which is flexible to meet a number of service provisions.

5.9.5 It is therefore recommended that Committee instructs officers to commence a programme of formal consultation regarding taking forward the Torry Academy site as the preferred site for the development of a new Primary School with pre-school and childcare provision and Community Hub.

5.10 Next Steps:

If the recommendations within the report are approved, officers will begin to develop a comprehensive programme of formal consultation regarding the proposal for the Torry Academy site as the preferred site for the new education provision and Community Hub. Future public consultations may require compliance with the requirements of the

Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014.

6. IMPACT

6.1 Corporate

Aberdeen the Smarter City

- (1) 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.
- (2) 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.
- (3) 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.
- (4) 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 is not required for this report and has been reported accordingly to Sandra Howard. This will however be revisited once the statutory consultation has been completed.

6.3 Management of the School Estate

Improving Customer Experience

- 6.3.1 Should Committee approve this report, it will lead to a formal consultation on the creation of new education provision. Following the consultation process Committee will then take a decision on whether to create a co-located primary school with pre-school and childcare provision and community hub. This will deliver much needed service provision in the Torry community which is set out in section 5.8 of this report.

The creation of a new primary school in Torry will also ease the capacity pressures currently faced at both Walker Road School and Tullos School and provide spaces for the development of curriculum delivery and pre-school provision at both establishments.

Improving Staff Experience

- 6.3.2 Staff based at the new primary school/community hub will benefit from working in a modern environment. The co-location of services will provide a more holistic approach to service delivery and promote closer communication between agencies.

Improving our use of Resources –

- 6.3.3 Through the co-location of services, the Council and its Community Planning Partners will be able to rationalise its estate, thereby saving financial resources. The building will be designed in such a way as to promote flexible use of the building and to ensure that the building is operational 7 days per week.

7. MANAGEMENT OF RISK

- 7.1 Should Committee agree the recommendations set out in section 2 of this report, a formal consultation process will follow. The main risk involved at this stage would be the public reaction to the proposal and the chosen site.
- 7.2 Officers have conducted a thorough engagement exercise since April and the conclusions of this work are included in the recommendations set out in this report. During the formal consultation process further engagement will take place with all stakeholders to ensure that Members can make a decision which takes account of all feedback.

8. BACKGROUND PAPERS

Full Council – 25 February 2016 (Agenda Item 2: General Fund Revenue Budget 2016/17 and Non Housing Capital Programme 2016/17 to 2020/21 – CG/16/018)

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	September 8 th , 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Tillydrone/Old Aberdeen – Primary School Provision
REPORT NUMBER	ECS\16\046
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

Following instructions to Officers at the Full Council Meeting dated 25 February 2016, this report provides an update on the review of primary school provision in the Tillydrone / Old Aberdeen area with a view to providing increased educational capacity in Tillydrone and also providing a replacement school for St. Peter's School.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee agrees to approve the following proposals:

- To note the engagement that has taken place with the community to date and the analysis of the feedback and comments received from the Community;
- To note the option appraisal work and outcome of identifying the St Machar Park site as the preferred site for future school and early learning provision in the area;
- To instruct officers to commence a programme of formal consultation regarding taking forward the development of a shared campus with nursery provision which includes a replacement building for St Peter's School and a non-denominational school; and
- Otherwise note the contents of this report.

3. FINANCIAL IMPLICATIONS

- 3.1 A capital budget of £17m was allocated for this project. An indicative cost plan is being prepared and will be presented to this Committee prior to it making a final determination on how to proceed following a formal public consultation.

4. OTHER IMPLICATIONS

Legal

- 4.1 Any future public consultations will require compliance 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.

Health and Safety

- 4.2 Any new build proposals will require health and safety plans in accordance with Construction, Design and Management legislation.

Risk Management

- 4.3 Management of risk will be identified monitored and mitigated in accordance with the ability to meet risk policy and programmed objectives. As with all Council capital projects, this project will form part of the overall reporting and progress updates reports via the Strategic, Asset and Capital Group.

Resources

- 4.4 A fully resourced, multi-disciplinary design team is key to the successful delivery of this project. A range of in house (from E&CS and CH&I) and external resources have been identified to deliver this project, should Committee agree to proceed following a formal public consultation.

5. BACKGROUND/MAIN ISSUES

5.1 Background

- 5.1.1 At its meeting on 25 February 2016, the Council instructed officers to review the education provision in the Tillydrone community, recognising the rising school aged population resulting from new housing developments and increased birth rates in the area, and to report back to committee in the September 2016 cycle of meetings with detailed options appraisals, including details of suitable sites, project timelines and costs.

5.1.2 Officers have explored the options to increase the educational capacity both at Riverbank School and St Peter’s School. Currently, there is a growing over capacity issue both at Riverbank and St. Peters Schools. There has been a number of initiatives progressed over the last few years to help alleviate some of the pressures, yet capacity constraints still remain an issue for the future.

5.1.3 Further to this, three sites in Tillydrone have been earmarked for affordable housing through the Strategic Infrastructure Programme affordable housing project, which is likely to add increasing pressure to the current capacity issues in this area of the city.

Riverbank School

5.1.4 Riverbank School was created from the merger of St Machar School with Donbank School, with the new school being located in the former Donbank School building. The most recently published school roll forecasts show that Riverbank Primary School currently has a 92% occupancy level, which is forecast to rise to 152% by 2022. The Riverbank school catchment zone has seen a 40.3% increase in the number of under five years olds in the last five years.

5.1.5 At the then Policy and Strategy (Education) Committee and Full Council meetings of 29 and 30 April 2008 respectively, the School Estate Strategy Report – Statutory Consultation Report identified that the closure of St Machar School and Donbank School to create Riverbank School in the former Donbank School building would result in the following estimated capital costs and savings:

Capital Implications of Merging Donbank School and St Machar School

Item	Cost (£)
Relocation of the English as an Additional Language service	200,000
Building Alterations at Donbank School	
1. Essential	269,000
2. Desirable	275,000
Disability Discrimination Act compliance work	61,000
Fire Risk Assessment work	105,000
Condition and Suitability Requirements (over 6 year period)	2,100,000
Gross Capital Cost	3,010,000
Condition and Suitability Savings from Building Closure	(1,800,000)
Disability Discrimination Act compliance work	(80,000)
Fire Risk Assessment work	(66,000)
Savings from Building Closure	(1,946,000)
Net Capital Cost of Merger	1,064,000

5.1.6 In addition to this net capital cost of merging St Machar School and Donbank School and locating the children at the former Donbank School building, the Council has invested £2.99 million in extending Riverbank School.

5.1.6 In terms of revenue savings the report identified that £82,000 would be saved per annum in property running costs, with staffing savings of 8.5 FTE in support staff. Taking an average cost of £15,000 this would result in annual staff revenue savings of £127,500.

5.1.7 The total revenue saving which arose from merging the two schools was therefore in the region of £209,500

St Peter’s School

5.1.8 St Peters School is currently operating at approximately 150% capacity, and is forecasting further incremental increases over the next seven years. The current condition of the St Peter’s school building is rated as “C” (Poor).

5.1.9 The current and forecast pupil rolls for both schools are illustrated below:

Riverbank School Pupil Roll Forecast (capacity 420 places)

2016 (current)	2017	2018	2019	2020	2021	2022
386	440	500	553	593	629	639

St Peters School Pupil Roll Forecast (capacity 198 places)

2016 (current)	2017	2018	2019	2020	2021	2022
296	314	310	318	322	315	313

5.2 Potential Solutions

Having reviewed the current primary education provision in Old Aberdeen and Tillydrone, officers identified the following potential solutions which would help to address the issues outlined above:

5.3 Option 1: A replacement building for St Peters School

5.3.1 There is a strong case for the replacement of St. Peter’s School and to provide a bigger, improved and modern state of the art primary school for Catholic education in the north of the city.

5.3.2 Due to its condition, along with the fact that it is oversubscribed, the existing St. Peter’s School building presents challenges in successfully delivering the modern curriculum.

5.3.3 A new building would help to ensure that sufficient space is provided for the numbers of pupils expected to be attending the school in the medium to long term, and modern design principles would ensure the delivery of a school which is fit for purpose in developing a 21st century curriculum.

5.3.4 A new two-stream school (434 places plus Nursery) is therefore proposed to replace the existing St Peters School building.

5.4 **Option 2: Additional non-denominational primary school provision for Tillydrone**

5.4.1 To address the forecasted shortfall in places at Riverbank School, additional capacity is required. The number of additional places likely to be needed would be 217 primary pupil spaces plus early learning and childcare provision. This could be delivered through the creation of a new standalone single stream school in Tillydrone.

5.5 **Option3: Shared Campus model**

5.5.1 Officers were aware from the outset that there is a limited number of available sites within the Old Aberdeen and Tillydrone area on which to build two new schools. Therefore to maximise the available space and resources, a Shared Campus model was considered, where the replacement for St Peter's School and the new non-denominational provision for Tillydrone would be built on the same site, and where some communal facilities could be shared.

5.5.2 This model would also include early learning and childcare provision which is needed for the Tillydrone area. Further commentary on the need to increase early learning and childcare facilities are set out in section 5.6 below.

5.6 **Early Years Provision**

5.6.1 The Children and Young People (Scotland) Act 2014 places a duty on local authorities to secure 600 hours per year of flexible provision for every 3 and 4 year old, and 15% of Scotland's most vulnerable 2 year olds, with a subsequent extension to 27% of the most vulnerable 2 year olds. The specific focus on eligible two year olds is to enhance the offer for children and families living in disadvantaged circumstances to ensure that they have enhanced support before they move into pre-school provision.

5.6.2 The government programme is to expand this offer to 1,140 hours for vulnerable 2 year olds, 3 and 4 year olds, and an expansion of childcare services for school age children by 2020. The policy intention is to ensure we deliver high quality Early Learning and Childcare services to improve outcomes for children and to remove barriers for working parents to support economic growth in Scotland.

5.6.3 It is estimated that to meet the above new targets, approximately 200 additional nursery and early years places would need to be provided for the Tillydrone community. The existing St Peters School building does not include any nursery provision, and Riverbank School would not have sufficient space to provide the required additional number of places. The proposed new provision for Tillydrone would therefore need to include significant capacity for the creation of the additional early years places likely to be required.

5.7 Identification of sites

5.7.1 Working with colleagues in Land and Property Assets, officers identified a number of potential sites within the Tillydrone and Old Aberdeen Area, which could be considered as possible locations for the new school buildings, based on either the Shared Campus model, or on building the schools on two separate sites. Commentary on these is provided in the following sections.

5.7.2 Kings Links 6 Hole Golf Course / Aulton Playing Fields

This 4.4 hectare site comprises of existing playing fields and a 6 hole Golf Course, with a mix of low and high-rise residential properties to the southwest of the site. The site sits within the existing Seaton Primary catchment area which would not allow for consideration of a joint campus.

The site is identified as Urban Green Space and Green Space network meaning there is a presumption against development which is not related to recreation or sport.

5.7.3 St. Machar Park

The overall area of the site is approximately 1.43 hectares which is large enough to accommodate a 3 stream school with nursery places but may require any playing-fields to be located elsewhere, depending on the design of the new building.

Historical maps show that the site was previously open farmland and prior to that the site of a loch. There is an existing sewer crossing the north east corner of the site which will limit how any new buildings are laid out or will involve additional costs in diverting them.

Ground survey work recently undertaken has identified a significant amount of peat which would require a technical solution to resolve and which may add significant capital cost to the project. Should this ground be the preferred site for Committee, the cost of any potential remediation works will be available for the Committee meeting where a decision is taken on how to proceed following the formal consultation.

5.7.4 St. Machar Playing Fields

The site comprises of the existing playing fields for St. Machar Academy with an overall area of the site is 3.53 hectares. The site is large enough to accommodate a 3 stream school with playing fields and a 200 place nursery.

Due to loss of playing fields for St. Machar Academy and displacement costs, this site would not be a viable option going forward.

5.7.5 Danestone Country Park Playing Fields

The site comprises of the existing Danestone Country Park Playing Fields and associated open space. The overall area of the site is 6.72 hectares. The site is large enough to accommodate a 3 stream school with playing fields and a 200 place nursery.

The site has very poor roads infrastructure with the only vehicular access via Granholm Drive which ends as a dead-end on the east side of the site. Granholm Drive is relatively narrow and is unsuitable for a high volume of traffic. Granholm Drive on the east boundary of the site is also an un-adopted private carriageway.

The site is zoned as Greenbelt land and is part of the greenspace network and as such may encounter planning issues if it is chosen as the preferred site. It also lies out-with the zone of Riverbank School and would therefore be unsuitable for a shared campus project.

This location not favoured by the community during the engagement process.

5.7.6 Site of Former Dunbar Halls of Residence

The 1.23 hectares site comprises of the former site of the University of Aberdeen's Dunbar Halls of Residences. The existing buildings that previously occupied the site were demolished a number of years ago.

The roads infrastructure in the immediate vicinity of the site is poor. Don Street is a cul-de-sac with the site entry at the south end of the north section of Don Street. Don Street is a narrow residential road. In places it reduces in width to almost one carriageway.

The site is within the Old Aberdeen Conservation Area and is bounded on two sides by Listed Properties. The erection of a new building will affect the setting of these properties which is likely to require Listed Building Consent. The site was previously used for residential purposes so would require to be re-zoned for the proposed use. The proposed use which would generate additional traffic on the surrounding streets may not be compatible with the predominantly residential

neighbourhood. The site sits within Opportunity site 101 and is zoned as residential land.

Site restrictions/size would only be suitable for a two stream school i.e. replacement St. Peter's school. Location favoured by parents/carers of St. Peter's for a replacement school however could not accommodate extra provision for Tillydrone.

5.7.6 Summary

In summary, the site appraisal has highlighted that the St Machar Park site was the preferred location for new school provision in Tillydrone. However, the preliminary outcomes of the physical site investigation at St Machar Park indicate that the nature of the ground conditions at this site would lead to additional costs in preparing the ground to make it suitable for building. A design solution is currently being prepared and it is hoped that the detail of this will be included in the Proposal Document.

5.8 Community Engagement

5.8.1 Officers planned and coordinated a joint approach for a series of informal engagement sessions in Tillydrone and Old Aberdeen over May and June 2016.

5.8.2 An information letter was provided for schools to circulate to parents and carers. The events were further advertised via the Station House Media Unit and Groupcall alerts were sent to parents by the schools in advance of the meeting dates. The engagement consisted of two main strands: The provision of key information to stakeholders, and the opportunity for stakeholders to submit their views

5.8.3 A comments card was devised to capture people's views and comments on the proposals and whether they supported the idea of a Shared Campus or not. Details of the identified potential sites for the new schools were presented as part of the presentation boards, and the participants were asked to comment on which site(s) they would prefer to see developed. The sites which were listed were caveated by the fact that site investigations, planning consent etc. would need to be carried out before we could determine if the sites would be suitable for development.

5.8.4 Comments cards were available at each engagement session for all stakeholders to complete. An electronic survey was also used to ensure and capture a broader circulation. The comments form was translated into Polish which encouraged a wider participation and feedback. Officers will continue to attend local community council / group meetings and provide feedback to the residents as this project develops.

5.9 Summary of Community Engagement submissions:

5.9.1 A total 131 responses were received as a result of the engagement exercise. These predominately consisted of either current or future parents of St. Peter's RC school. It should be noted that the summary of views from the engagement exercise therefore largely represent the views of St. Peter's school. The feedback received can be broken down as follows:

- 35 Comments Cards were received from Riverbank/Tillydrone Gala
- 95 Comments Cards were received from St. Peter's RC school
- 1 submission received via online survey
- St. Peter's Council submitted a letter outlining feedback that they received independently of the organised engagement sessions.

5.9.2 Submissions from some stakeholders were made in more than one format.

5.9.3 A summary of the feedback indicated that 80.47% of respondents did not support the proposal to create a new shared campus school in the Tillydrone area, with 19.53% supported the idea of the proposed shared campus. Respondents were asked to give their reasons for not supporting the proposal; these views ranged from not wanting Catholic and non-Catholic schools to be mixed, suggestions that there would be a loss of values, ethos and potential struggles with faith, concerns that the proposed shared campus being too large, and concerns around bullying/harassment and religious tensions.

5.9.4 In terms of the location of the new schools, stakeholders were presented with a choice of six sites and an "other" option (which gave the opportunity for residents to put forward ideas/sites that were not listed). 60.48% stated the former Dunbar Halls of Residence as the preferred site. 8.06% indicated a preference for the St. Machar Park site, and 17.74% indicated "other". The other suggestions provided included a request to extend the existing Riverbank School, rather than building a new school, and also to extend the current St. Peter's site.

5.10 Options Appraisal

5.10.1 Following the outcomes of the site appraisal and in considering the views of the community put forward during the engagement sessions, the following options for improving the education provision in the Old Aberdeen and Tillydrone areas have been identified.

5.10.2 Option 1 – Do Nothing

If the current arrangements for nursery and primary education in Tillydrone and Old Aberdeen were to be maintained, with no additional

intervention or development of additional facilities, the following implications are likely:

- Limited opportunities to address the significant capacity pressures at St Peters School and Riverbank School, which are set to increase over the coming years;
- Limited opportunities to improve the condition of the building and therefore the learning and teaching experience at the existing St Peters School building
- An anticipated shortfall of approximately 200 nursery places, following the introduction of an increased entitlement of 1140 hours.

5.10.3 Option 2 – Provide a replacement building for St Peters School, and a new non-denominational school for Tillydrone on a shared campus at a St Machar Park.

This option would include the development of a replacement two-stream building for St Peters school, with capacity for approximately 434 children, along with a one stream non-denominational school (217 places), to be located on the same site. Nursery provision (200 places) would also be included on the site.

The implications of accepting this option would include:

- The identified need for denominational and non-denominational primary school places in Tillydrone and Old Aberdeen would be met;
- Provision of fit for purpose learning establishments that meet current and future roll capacities, and which are designed for the delivery of Curriculum for Excellence.
- The identified need for 200 additional nursery places in Tillydrone would be met
- Given that the majority of respondents to the public engagement did not support a shared campus model, there is potential for the community to feel that their views have not been fully listened to and their needs are not being fully met by the Council.

5.10.4 Option 3 - Provide a replacement building for St Peters School at a suitable site to be identified, and extend the existing Riverbank School.

This option would include work to extend the existing Riverbank School on its existing site, in order to create additional non-denominational primary school places to serve the Tillydrone community (up to 217 additional places). A replacement building for St Peters School (434 places) would then be built on a separate site, along with nursery provision for up to 200 nursery places. Whilst sharing the same site as

St Peters School, any nursery provision would be non-denominational and therefore able to serve the whole community.

Accepting this option would include the following implications:

- The identified need for denominational and non-denominational primary school places in Tillydrone and Old Aberdeen would be met;
- Provision of fit for purpose learning establishments that meet current and future roll capacities, and which are designed for the delivery of Curriculum for Excellence.
- The identified need for 200 additional nursery places in Tillydrone would be met
- Opportunities to make best use of existing land within the Council's portfolio.

5.10.5 Officers are mindful that other suggestions or options for consideration may appear during the formal public consultation process and these will be reported to Committee in the Consultation Report, at which point a final determination will be made as how best to proceed.

5.10.6 Recognising the lack of available ground which is within the school zone of Riverbank School and also in close proximity to the existing site of St Peter's School, it is therefore recommended that Committee instructs officers to commence a programme of formal consultation regarding taking forward the development of a shared campus including a new St Peter's School and a non-denominational school on the site of St Machar Park, subject to finalising the ground condition surveys and the design solution for foundations.

5.11 **Next Steps:**

Officers will need to develop a comprehensive programme of formal consultation regarding the proposal. Future public consultations will require compliance with the requirements of the Schools (Consultation) (Scotland) Act 2010 and the Children and Young People (Scotland) Act 2014.

6. **IMPACT**

6.1 **Corporate**

Aberdeen the Smarter City

- (1) 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.
- (2) 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.

(3) 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.

(4) 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

6.2.1 A Equality and Human Rights Impact Assessment has been submitted for this report but will be revisited once the statutory consultation has been complete.

6.3 Management of the School Estate

Improving Customer Experience

6.3.1 Should Committee approve this report, it will lead to a formal consultation on the creation of new education provision to include a shared campus sited at St Machar Park. Following the consultation process Committee will then take a decision on whether to create this establishment and its location. This will deliver much needed service provision in the community which is set out in section 5.8 of this report.

6.3.2 The creation of a new shared campus on the St Machar Park site will also ease the capacity pressures currently faced at both Riverbank School and at St Peter's School and provide spaces for the development of curriculum delivery and pre-school provision at both establishments.

6.4 Improving Staff Experience

6.4.1 Staff based at the new primary school will benefit from working in a modern environment and having fit for purpose learning establishments which are designed for the delivery of Curriculum for Excellence.

6.5 Improving our use of Resources –

6.5.1 Through the co-location of the new school, the Council will be able to rationalise its estate, thereby saving financial resources. The building will be designed in such a way as to promote flexible use of the building and to ensure that the building is operational 7 days per week.

7. MANAGEMENT OF RISK

7.1 Should Committee agree the recommendations set out in section 2 of this report, a formal consultation process will follow. The main risk

involved at this stage would be the public reaction to the proposal and the chosen site.

- 7.2 Officers have conducted a thorough engagement exercise since April and the conclusions of this work are included in the recommendations set out in this report. During the formal consultation process further engagement will take place with all stakeholders to ensure that Members can make a decision which takes account of all feedback.

8. BACKGROUND PAPERS

Full Council – 25 February 2016 (Agenda Item 2: General Fund Revenue Budget 2016/17 and Non Housing Capital Programme 2016/17 to 2020/21 – CG/16/018

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ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Children & Young People (Scotland) Act 2014
REPORT NUMBER	ECS/16/037
CHECKLIST COMPLETED	YES

1. PURPOSE OF REPORT

This report seeks to advise Committee of the new legislative requirements placed on Children's Social Work as a result of the Children & Young People (Scotland) Act 2014.

2. RECOMMENDATION(S)

Committee is asked to:

- i. Note the new statutory duties that apply to Children's Social Work as a result of the Children & Young People (Scotland) Act 2014 and the associated service and financial implications.
- ii. Request a report in November 2016 which will set out how the Residential Children's Homes will deliver on Continuing Care.
- iii. Request a report in early 2017 which detail the allowances paid to remunerate foster and kinship carers who care for young people in a Continuing Care placement.
- iv. Request a report in 2017 which will outline the projected financial implications of delivering on the new statutory duties of the Act.

3. FINANCIAL IMPLICATIONS

The Scottish Government identified new monies to support the implementation of the Children & Young People (Scotland) Act 2014 (see 5.3.15). The financial implications of delivering on our new legislative duties are detailed within the report. While the provision of new funding by the Scottish Government is welcomed initial calculations demonstrate this will be insufficient to cover the full costs associated with delivering on our legislative duties.

4. OTHER IMPLICATIONS

The Children & Young People (Scotland) Act 2014 reaffirms that Children's Social Work is a targeted service for children and families who need the skills and expertise of a social worker. It will therefore be necessary to update the eligibility criteria to reflect the new duties that this Act imposes.

There are likely to be capacity implications for some parts of the service. The full extent of these will only become clearer as the legislation is fully implemented.

5. BACKGROUND/MAIN ISSUES

5.1.1 The Children & Young People Act 2014 was given Royal Assent on 27 March 2014. It is a large piece of legislation containing 18 parts. Implementation has been staggered with some parts already in force and others due to come into force later this year. Guidance is still awaited for various parts of the Act, which will provide further clarity on the implications, both in terms of our duties and financially, for Children's Social Work.

5.1.2 Implementation of the of the Named Person (Part 4) and the Child's Plan (Part 5) have implications for Children's Social Work as well as the universal services of health and education. However many of the other parts of the Act have a direct bearing on the duties of Children's Social Work. It will be important that the eligibility criteria for Children's Social Work reflects these statutory changes and clearly sets out that we will work in partnership with other agencies to deliver effective services to all children who meet the eligibility criteria.

5.1.3 The Act also has significant implications for many other parts of the Council including Adult Services and Housing Services.

5.2 Aftercare (Part 10)

5.2.1 Aftercare is the term used to describe the support provided to young people who were previously looked after by the local authority. At present the Local Authority has had a duty to provide Aftercare (advice, guidance and assistance) to young people, up to the age of 21, who were accommodated on their official school leaving date. The Children & Young People (Scotland) Act 2014 has extended this duty.

- The point at which a young person qualifies for Aftercare support is now when a young person turns 16 as opposed to their school leaving date. (The young person has to be in local authority care on their 16th birthday.)
- To extend the upper age of when young people, who were accommodated by the local authority on their 16th birthday, can access Aftercare support from 21 to the young person's 26th birthday.

5.2.2 The catalyst for these legislative changes was an acknowledgement that the longer term outcomes for care experienced young people are among the poorest in society. They are more likely to:

- be unemployed
- experience homelessness
- be incarcerated
- experience mental health and addiction challenges
- die prematurely

5.2.3 The aim of these new duties is to improve outcomes, ensuring support remains available to care leavers up to the age of 26.

5.2.4 Service & Financial implications

The Service as part of Reclaiming Social Work has established a Youth Team. The remit of the Youth team has at its core responsibility to provide Aftercare support for care leavers. While providing a direct service to young people the Youth Team will also forge positive links with other services both within the Council and externally.

5.2.5 The extent to which care leavers aged 21-26 will access the Youth Team is currently unknown. At present a number care leavers have continued to access informal support from the service beyond the age of 21. The change in statutory responsibilities will place added demands on the Youth Team, and there are anticipated to be capacity issues over the coming years.

5.3 Continuing care (Part 11)

5.3.1 In October 2013 the Scottish Government published the “**Staying Put Scotland**” guidance, which gave a clear message that young people should not be forced to leave local authority care before the age of 18. The guidance highlighted the positive impact maintaining relationships had for care leavers on improving their long term outcomes. It also drew upon practice experience that showed longer, carefully planned transitions at a point when the young person was ready, as opposed to a defined age, delivered improved outcomes.

5.3.2 The Children & Young People (Scotland) Act 2014 imposes a new duty on local authorities to provide “continuing care”. Young people who are 16 years of age and are accommodated by the local authority can now request to remain in their existing placement up to the age of 21. This will apply to children placed in kinship; foster and residential care placements (excluding young people placed in secure care).

5.3.3 There is a presumption that the local authority will provide continuing care unless to do so would not be in the child’s interests. Should the carer indicate that they are unable or unwilling to provide a continuing care placement then the duty will not apply. This would not remove the responsibility on the local authority to provide Aftercare support to the young person. This can include the provision of an alternative suitable placement but this would not be deemed a continuing care placement.

5.3.4 Although a young person in a continuing care placement would no longer be deemed to be a looked after child they would be entitled to the same support as if they were looked after.

5.3.5 Service & Financial implications

5.3.6 This part of the act came into effect on an incremental basis on 1 April 2015, applying to all children born after 1 April 1999.

5.3.7 Registration of Children's Homes – There are challenges having our residential care homes registered to care for both adults and children. There are also practical challenges to consider how we care for 12-13 year olds within the same setting as a 20-21 year old. A report is being presented to Education and Children's Services Committee in November 2016 on the Review of Residential Children Homes and this will provide fuller details on how the implications of how the Children & Young People (Scotland) Act 2014 is being taken forward.

5.3.8 Foster Care Recruitment - At present a healthy proportion of children in foster care remain in placement beyond the age of 16. In many instances the foster family continue to provide informal support to the young person well beyond their 18th birthday.

5.3.9 Foster carers come into fostering to care for children. Caring for a twelve year old is a very different proposition from supporting a young adult. As a result training and support will need to be provided to support carers consider and adapt to this change to ensure they are able to take on this different role.

5.3.10 It is likely that more children will remain in foster care settings for longer. Consequently there will be a reduction in the availability of placements for other children. Recruitment activities will need to ensure that we continue to make every effort to place children within their local communities.

5.3.11 The funding of continuing care placements is complex. Young adults may be in employment or have an entitlement to their own benefits. How these are taken into account when determining the allowance paid will need to be individualised within an agreed framework. Similarly consideration will need to be given to the level of remuneration paid to the carer for the support task they provide. Work is ongoing to develop this framework. To ensure a level of consistency staff are engaged with neighbouring authorities. As this will not have an impact until April 2017, a report detailing the financial arrangements for supporting continuing care placements will be brought to the Education & Children's Services committee prior to this.

5.3.12 The right to continuing care includes children and young people placed in out of authority placements (residential and foster care). If a young person placed in such a setting requests to remain, this should only be refused where the child's needs indicate such. These placements are

very expensive and continuing these beyond 16+ will have significant financial implications. It will be important that early planning takes place to ensure that planning for children takes account of their longer term needs and how we actively support them to return to their own communities.

5.3.13 The implications for continuing care are not exclusive to Children’s Social Work. Where the needs of the young person are such they will naturally transition across to an adult service provision. Cross service planning has commenced to ensure the needs of the adult/ young person remain central to planning processes.

5.3.14 The financial implications of this new duty are difficult to calculate. While we will actively support young people to remain in their care settings until they are ready to move on and if appropriate up to the age of 21, it is anticipated many young people will still opt to leave and return to the care of family members or seek a move to a more independent setting. It is also unclear how many foster carers will be willing to support young adults or how a variety of residential settings will manage this change.

5.3.15 The Scottish Government agreed the undernoted funding to support implementation of the parts of the Children & Young People (Scotland) Act 2014 which relate to Looked After Children;

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Looked After Children	0	6,471,515	8,242,567	11,484,299	11,627,651	13,185,813
Aberdeen City Council’s share (3%)	0	194,145	247,277	344,528	348,829	395,574

5.3.16 As of 1 April 2015 when this Part of the Act came into effect there were 38 children aged 16-18 years old placed in a variety of care placements. The total annual cost of these placements amounted to £3.1 million. (The cost of an internal foster placement is approx. £28,000 and £55,000 for an external foster placement. The cost for an internal residential placement is approx. £151,000 and £190,000 for an external residential placement.)

5.3.17 On the same date there were 161 other children aged 11-15 years old placed in a range of care settings. If all these children, remained in their placement as of this date and requested continuing care up to the age of 21 then the potential cost to the local authority would greatly exceed the allocated monies.

5.4 Services for children at risk of being looked after (Part 12)

5.4.1 The Children & Young People (Scotland) Act 2014 imposes a duty on local authorities to provide relevant services to “eligible children or qualifying person” where there is a risk of a child becoming looked after.

5.4.2 This duty enshrines good social work practice and recognises the responsibility on local authorities to do all they can to support children to remain within their birth family where it is safe to do so. The act places a particular emphasis on pregnant women and their partners as well as children in informal kinship placements.

5.4.3 Service & Financial implications

5.4.4 There are no immediate implications from the implementation of this part of the 2014 Act; it reflects “good social work practice”. The implementation of Reclaiming Social Work further reinforces and promotes the duty placed on social work staff to consider the needs of the “whole family” not solely the needs of the child whose circumstances will continue to assume primary consideration.

5.5 Support for Kinship Care (Part 13)

5.5.1 Kinship care is when a child is looked after by their extended family or close friends, when they cannot remain with their birth parents. Kinship care includes;

- children who are placed in a formal kinship care arrangement by the local authority
- non-looked after children, who live in an informal kinship care arrangement.

These children may be subject to a Section 11 of the Children (Scotland) Act 1995 or living in a private arrangement with extended family, with no local authority involvement at all.

5.5.2 Kinship care should be the first consideration when a child requires to be accommodated. Research highlights that children placed in kinship placements generally have better outcomes than children placed in other care settings. However the research also highlights the practical and financial challenges experienced by kinship carers. The Children & Young People (Scotland) Act 2014 seeks to formalise aspects of the support provided to kinship carers.

5.5.3 The Children & Young People (Scotland) Act 2014 notes the duty of local authorities to provide advice, counselling, information and financial support to kinship carers and children living in a kinship arrangement. Information about their eligibility to financial support should be provided to kinship carers at the earliest opportunity.

5.5.4 The Act extends the scope of those children who qualify for kinship support. As well as looked after children specific reference is made to support being provided to children who are not looked but are subject to a Kinship order or children living in a kinship arrangement who are at risk of becoming looked after. In both instances the same levels of support should be provided as that detailed in 5.5.3.

5.5.5 In October 2015 the Scottish Government provided additional funding of £10.1 million for kinship allowances (A.C.C.'s full year proportion is £285,970). This was to ensure parity of allowance paid to kinship and foster carers: this announcement did not apply to all kinship carers. It applies to:

- all formal kinship carers where the child has a looked after status; and
- some informal kinship carers, where the child is subject to a section 11 Order (Kinship Care Order), and is or was previously looked after; or at risk of becoming looked after

5.5.6 The announcement acknowledged that child-related benefits paid to the kinship carer may be deducted from the allowance. The Citizens Advice Bureau Scotland (CAS) Kinship Care Service ensure kinship carers are in receipt of their full benefit entitlement.

5.5.7 The The Children & Young People (Scotland) Act 2014 introduces a new legal order called the Kinship Care Order. This allows kinship carers to secure children in their care out with the care system promoting a sense of normality for the child and enhancing the kinship carer's role in day to day decisions about the child without reference to the local authority.

5.5.8 The Act requires the local authority to give consideration to providing financial support to kinship carer's to obtain a Kinship Care Order. Kinship carers' must apply for legal aid but where they need to make a personal contribution the local authority needs to consider providing financial support to meet some or all of this cost.

5.5.9 The cost of a kinship care order is dependent on individual circumstances. An uncontested application can vary between £800/1200. A contested application can cost several thousand. There are clear benefits to children being legally secured outwith the care system. It provides them with security and predictable care, allowing them to emotionally and psychologically invest in the placement. Within such an environment children generally have improved outcomes.

5.5.10 Service & Financial implications

5.5.11 In response to the Scottish Governments announcement, Finance & Resources Committee in December 2015 approved changes to the allowance paid to kinship carers to ensure parity with foster carers. The report to committee highlighted that the additional funding would be unlikely cover full cost of implementing this change.

5.5.12 The increased expectations around assessing kinship carers and providing practical and financial supporting to them will have resource implications for the Alternative Family Care Service. While the rate of disruption for kinship placements is low, this should not underestimate the complexity of the care task that kinship carers provide. The 2014 Act reinforces the need for assessments to be progressed timeously and the provision of flexible and responsive support. Without such

there is a concern that more placements could disrupt and contribute to poorer outcomes for children.

5.5.13 As well as the provision of in house support to kinship carers the Service has established positive links to external organisations. The Scottish Government provide funding to Children 1st, Citizen Advice Bureau and Mentor UK to provide advice and support to kinship carers. Links with these organisations and local kinship support groups are important to be maintained.

5.6 Adoption Register (Part 14)

5.6.1 In 2011 the Scottish Government established a national Adoption Register. This mirrored the practice in other parts of the United Kingdom and reflected that nationally there was an unclear picture of the number of children requiring adoption. It also reflected that in some local authorities there was a miss-match between the number of available adopters and the number of children waiting to be placed.

5.6.2 The Children & Young People (Scotland) Act 2014 places a duty on adoption agencies to use the Register. The legislation requires that adoption agencies refer children and approved adopters to the Register within 3 months of the Agency Decision Maker's decision to approve either the child's adoption plan or the approval of the adopters with the aim to find adoptive families as soon as possible, for children.

5.6.3 Service & Financial implications

5.6.4 Like most urban authorities Aberdeen City Council has more children who require adoption than it has approved adopters. Positive relations exist with neighbouring authorities who are often in the opposite position. This allows for prospective adopters to be directed to Aberdeen City Council where we can assume responsibility for assessing their suitability.

5.6.5 The cost of purchasing an adoptive placement varies from £14,000 (from another Scottish local authority) to £28,000 (from an Independent Adoption Agency). There are often no or minimal ongoing costs associated with purchasing an adoptive placement and these placements generally offer the best long term outcomes for children who cannot be cared for by their family.

5.6.6 The costs are however significant and it will therefore be incumbent upon the local authority to ensure that every effort is made to source a local placement within the three month time frame. The Reclaiming Social Work redesign established a team whose focus is the recruitment and assessment of carers (adopters and foster carers). This will ensure every effort is made to recruit carers locally for children who require adoption.

5.6.8 The ability to attract sufficient numbers of adopters to meet the demand of children requiring an adoptive placement is challenging. The

economic downturn in the City has resulted in a drop in the number of enquiries from people interested in adoption. Unless sufficient adoptive resources can be secured then this could have a financial impact on the budget and potentially outcomes for children.

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 majority of these children and families are required to work with us on a compulsory basis. Relevant parts of the SOA that the Children & Young People (Scotland) Act 2014 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 and fulfilling our new statutory duties will significantly contribute to the local authorities efforts to improve services delivered to and the outcomes for the most vulnerable children and young people in Aberdeen.

7. MANAGEMENT OF RISK

A risk register is maintained as part of the implementation of Reclaiming Social Work. This register takes account of our new statutory responsibilities and the financial pressures demands placed on the service. The register is presented to the Reclaiming Social Work Board, chaired by the Director of Education and Children's Services.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Scottish Child Abuse Inquiry
REPORT NUMBER	ECS/16/050
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

To update Committee on the background and scope of the Scottish Child Abuse Inquiry, and the Council's proposed Response.

2. RECOMMENDATION(S)

That Committee note the Council's approach to establishing readiness for the requirements of the Scottish Child Abuse Inquiry, as follows:

- A strategic group has been established comprising of internal council services and external stakeholders
- Information sources are being collated spanning the historical timeframe 1945-2014
- Communication and training requirements are being scoped to ensure all our staff and customers are aware of the Inquiry and have access to additional information and/or supports if required.
- Sourcing of support services are being collated to ensure a comprehensive package of support can be proactively promoted and accessed by staff and customers at any point in the future
- A local helpline and email address will be set-up to ensure maximum privacy, care and sensitivity are provided for people to make enquiries or seek support.

3. FINANCIAL IMPLICATIONS

It is unclear at this time what funding will be required for us to address the requirements of the Inquiry. Discussions are taking place with our Finance colleagues about how the Council will fund any claims for compensation.

There is a need to project manage and coordinate delivery of the strategic action plan and internal resources are being scoped to ensure we make best use of existing Council resources.

4. OTHER IMPLICATIONS

The Council has had a legal duty to provide care for children away from home since the Social Work (Scotland) Act 1968 first came into force in 1970. Prior to this, child welfare was regulated by a range of legislation, and provided by a number of organisations, charities and individuals. It is unclear at the moment what information and records exist beyond what the Council currently holds. In the spirit of supporting the 'within living memory' aspect of our children in care, we are taking a lead in bringing together a multi-sector grouping to produce a consolidated inventory and coordinated plan of action. This will ensure that we balance the priorities of the Inquiry demands at a national as well as local level with the appropriate care and sensitivity for the children and young people of Aberdeen past and present, our staff and broader public interest.

5. BACKGROUND/MAIN ISSUES

There has been growing evidence that many children and young people have experienced abuse whilst in care. Scottish Government acknowledged this in 2004 and offered a public apology and commitment to provide support for survivors. The National Strategy for Childhood Abuse was launched in 2005 and since then a number of further consultations, reviews and scoping exercises have been undertaken to inform Terms of Reference for the Scottish Child Abuse Inquiry.

The Scottish Child Abuse Inquiry is looking at the abuse of children in care. It was set up on 1 October 2015. The Inquiry will raise public awareness of the abuse of children in care. It will provide an opportunity for public acknowledgement of the suffering of the children. It will be a forum for validation of their experience and testimony. The Inquiry will report to Scottish Government Ministers within 4 years with recommendations for the future to improve the law, policies and practices in Scotland. The report must also be presented to the Scottish Parliament.

The Inquiry is currently taking evidence from people who were abused. 170 people have contacted the Inquiry since the call for survivors to come forward opened in March 2015.

The Inquiry's remit covers a time period "within living memory", up until such date as the Inquiry Panel Chair may determine, but no later than 17 December 2014. Provisionally, we have been asked to treat the

timescale as starting in 1945, although no formal decision has been taken about this.

The Inquiry's definition of "children in care" includes children in institutional residential care such as children's homes (including residential care provided by faith based groups); secure care units including List D schools; Borstals; Young Offenders' Institutions; places provided for Boarded Out children in the Highlands and Islands; state, private and independent Boarding Schools, including state funded school hostels; healthcare establishments providing long term care; and any similar establishments intended to provide children with long term residential care. The term also includes children in foster care. For now, the scope does not include children who have experienced abuse within natural or adoptive families, nor short term stays in hospital, but this may change.

Guidance received from the Inquiry team to date has stipulated the Council ensure:

- A hold on the destruction of any relevant records
- Funding to meet compensation claims
- Psychological supports for individuals affected

The Council has begun to create and action a strategic plan in collaboration with our colleagues internally. This includes colleagues from: Education and Children's Services, Legal, Finance, Information Management and Communications – and external – Police Scotland, Third Sector and NHS - that aligns to the Inquiry requirements known to date:

- **Information** - Identify and collate records inventory and link with external stakeholders
- **Support** – collate details of local/national support services
- **Training** – Prepare training/briefings/support programme for all staff
- **Communication** – Prepare communication plan for staff, Survivors, stakeholders and general public

6. IMPACT

Improving Customer Experience –

The Council's approach to the Scottish Child Abuse Inquiry detailed in this report demonstrates the importance we place on supporting the children and young people of Aberdeen, past and present with the care and sensitivity they deserve. This aligns with our Integrated Children's Service themes to ensure that all our children 'Get the Best Start in Life', 'Achieve their Potential' are 'Responsible and Included Citizens', are 'Safe and Protected' and experience 'Successful Transitions to Adulthood'. In circumstances where this does not happen, every possible attempt will be made to redress this at a local and national level.

Improving Staff Experience -

This report outlines an approach that will provide staff with the knowledge, training, and supports that align with the corporate customer service charter and guidelines: we are here to help, listen, and answer your queries with the respect and privacy that is required.

Improving our use of Resources –

This report advocates an approach that embraces our legal and moral duty to be open, transparent and accountable for the allocation of public funds.

Corporate -

This report embraces the core purpose of our Shaping Aberdeen vision to protect the people of Aberdeen; to make sure that all of our citizens have the chance to reach their potential, especially those most vulnerable within our communities past, present and future.

Public –

The Scottish Child Abuse Inquiry, and the Council's response to it, is very likely to generate a high level of interest both locally, and nationally. This report outlines the approach the Council intends to take to ensure the privacy and rights of Aberdeen's children past, present and future are respected with the dignity they deserve.

7. MANAGEMENT OF RISK

From a people perspective, the impact of the Scottish Child Abuse Inquiry and the timespan it covers (1945-2014) could be far reaching for the children of Aberdeen, some of whom will now be adult. In addition, the Council must consider the effects of the Inquiry on other individuals including the relatives of our children (now adults) and our employees; some of whom may have worked in the historic and residential establishments in scope (see point 5). Similar Inquiries in Jersey and Ireland have demonstrated that the distress and turmoil individuals may experience from having any involvement cannot be underestimated. With this in mind, the Council must exercise caution in the handling of this situation to ensure we apply the proper mechanisms from an operational processing perspective as well as attending to the supportive human and emotional side.

The implementation of the strategic plan outlined in this report is a key mitigation of reducing the risks of harm toward the children in our care past, present and future. This approach will provide us with the controls to manage the negative impact from any claims of alleged abuse and financial compensation. More broadly, this approach will enable us to develop a clear understanding of the types of care for children that have evolved historically within Aberdeen which some individuals' may find useful to reclaim some of their lost childhood.

8. BACKGROUND PAPERS

9. REPORT AUTHOR DETAILS

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7- EHRIA Summary and Action Planning				
Report Title	Scottish Child Abuse Inquiry			
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:	Review Date:
<ul style="list-style-type: none"> • Failure to provide organisational response to fully meet the needs of the Inquiry and the citizens of Aberdeen 	Strategic Inquiry Group established A strategic group has been established comprising of internal council services and external stakeholders	Anne Donaldson, Lead Service Manager, Children's Social Work/ Caroline Anderson Information Manager		17 August 2016
<ul style="list-style-type: none"> • Failure to locate, preserve and provide access to records 	Working group created and research/collation established Information sources are being collated spanning the historical timeframe 1945-2014	Caroline Anderson Information Manager		17 August 2016
<ul style="list-style-type: none"> • Failure to provide appropriate communication and training for staff and customers 	Working group and action areas identified to scope communication and training requirements to ensure all our staff and customers are aware of the Inquiry and have access to additional information and/or support if required	Anne Donaldson Lead Service Manager, Children's Social Work/Stella Evans Communication Officer		17 August 2016

<ul style="list-style-type: none"> • Failure to provide access to comprehensive support services to support staff and customers 	<p>Working group and action areas identified to source support services and ensure a comprehensive package of support can be proactively promoted and accessed by staff and customers at any point in the future</p> <p>A local helpline and email address will be set-up to ensure maximum privacy, care and sensitivity are provided for people to make enquiries or seek support. This will be provided through our existing Family Information Service (FIS)</p>	<p>Bill O'Hara Principal Educational Psychologist/Catriona Sim FIS Manager</p>		<p>17 August 2016</p> <p>17 August 2016</p>
8: Sign off				
Completed by (Names and Services) :		Caroline Anderson, Information Manager, IT & transformation		
Signed off by (Head of Service) :		Bernadette Oxley, Head of Children's Social Work and Chief Social Work Officer		
<p>Only sections 7 and 8 will be attached to the committee report</p> <p>The full EHRIA will be published on Aberdeen City Council's website under http://www.aberdeencity.gov.uk/xeq_EHRIA_Search.asp</p> <p>Please send an electronic format of the full EHRIA without signature to showard@aberdeencity.gov.uk</p>				

ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services Committee
DATE	08 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Children's Social Work Commissioning Framework
REPORT NUMBER	ECS/16/052
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

- 1.1 This report outlines the actions that Children's Social Work have taken to develop a comprehensive Strategic Needs Assessment and Commissioning Framework to support the implementation of Reclaiming Social Work and provide the council with assurance of rigorous oversight of public funds.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee note the Report and approve the decision for Children's Social Work to adopt the Public Social Partnership (PSP) model for the commissioning of external services.
- 2.2 In particular, approval is recommended for the:
- (i) implementation of the PSP in three phases;
 - (ii) separate tendering processes for the three phases, without the need for a pilot phase, within the timescales outlined below;
 - (iii) co-design of the service specifications for each phase, including Children's Social Work, the third sector and the views of current service users and their families.

3. FINANCIAL IMPLICATIONS

- 3.1 At full Council in February 2015, earmarked reserves of £2.93 million were approved to support the implementation of Reclaiming Social Work, an evidenced based model of social work. The investment was to be drawn over a

period of four years, and contingent on savings being made following the application of the model. There was a specific commitment to realise £800K of savings from commissioned services by 1 April 2019 on the grounds that the re-designed Social Work Units would be less reliant on external services and more able to resolve the needs of children and their families through direct intervention. The Commissioning Framework and the PSP model outlined below are intended to help realise these savings.

- 3.2 Reclaiming Social Work is a systemic model with evidence of improved outcomes, including a reduction in the number of looked after children. The implementation of the PSP and the commissioning of more targeted services based on assessment of service need, will contribute to delivering the above savings by the end of the five year implementation programme. These savings are also contingent on implementation of the Inclusion Review being fully implemented.
- 3.3 As all three phases of the PSP will be issued by tender there are no implications in relation to Procurement rules and the threshold of £750K which would apply if the services were to be directly commissioned.

4. OTHER IMPLICATIONS

- 4.1 The PSP is being developed collaboratively with the third sector and people who use our services together with our own staff who have a detailed knowledge of social care need. The involvement of the third sector in the design of future services is designed to garner their expertise and avoid any destabilisation of the market.
- 4.2 Some existing services may not be re-commissioned because they are either no longer required or are unsuccessful in the tendering process. In all such cases, appropriate notice will be given to terminate contracts and any outstanding contractual issues will be managed in conjunction with Commercial and Procurement Services. Appropriate consultation periods have been built in to the timescales to take account of TUPE.
- 4.3 The Commissioning Framework will operate within financial and procurement regulations and timely advice has been sought from the council's Commercial and Procurement Services and Solicitors in connection with the Framework and the preparation of this Report.

5. BACKGROUND/MAIN ISSUES

- 5.1 In previous years, there had not been a strategic approach to the commissioning of services in Children's Social Work, although a small number of services had been developed following specific needs assessments. In addition, significant deficiencies have been identified in the monitoring of arrangements representing potential reputational risk to the Council.
- 5.2 In September 2015, the Head of Children's Social Work commissioned a review of all commissioned services and invited internal audit to become involved. A cross council project was implemented involving colleagues from the commercial and procurement service, finance, ICT and the transformation unit, and a

recovery plan is now in place. A strategic needs assessment and commissioning framework are key parts of the plan.

5.3 **Recovery plan & service reviews:**

- 5.3.1 Of the 105 services funded from the Children's Social Work budget only three local providers had an up to date contract in place. Seven services were provided under the National Framework for Fostering or Residential Services, and the remaining 95 services, most of which were individual placements or packages of care, either had no contract or an expired contract. Many of these needed to be brought under the appropriate National frameworks or, where the service was not part of a national framework, a contract needed to be put in place. Separate work is being undertaken in relation to this latter group.
- 5.3.2 Seventeen of the services that were out of contract were considered to be 'high risk' because of high levels of funding, risk related to the client group, or concerns that without a contract the council could not provide assurance of best value. Seven of these, however, related to individual care packages where a level of agreement was in place or needed to be further developed and/or needed to be properly recorded on the system.
- 5.3.3 The reviews were commissioned earlier this year from an independent consultant and the findings were subsequently reviewed by Children's Social Work and the Contracts and Commissioning Team to determine:
- the strategic relevance of the service;
 - whether the service was delivering value for money;
 - the cost of the service; and
 - whether the contract had been awarded in compliance with the council's financial regulations and with applicable procurement regulations.
- 5.3.4 The reviews have been completed and meetings arranged with providers to discuss the findings and put in place interim arrangements. This includes short term contracts and performance measures, pending the development of the PSP framework.

5.4 **Commissioning framework:**

- 5.4.1 Reclaiming Social Work, the implementation of which is subject of a separate Report at today's Committee, is predicated on a robust and strategic approach to commissioning in recognition of the staff intensive nature of the model and the importance of commissioning services that are targeted at identified areas of need.
- 5.4.2 An options appraisal for establishing a clear Commissioning Framework was therefore undertaken. This identified the business benefits and associated risks for three options. These were:
- (i) *Do nothing / do minimum*
- This would involve continuing to procure services in the absence of a needs assessment, commissioning framework or robust contract monitoring procedures. The appraisal established that there were no advantages to

continuing with the current model as there is no real stability in the market as services are currently out of contract. Neither could the Council give assurance on the quality of service or evidence how best value is secured.

(ii) *Develop a service-led approach to commissioning*

This approach would continue to focus on contracting and procurement practice. Whilst unit costs may be reduced through block contracting and negotiations around inflationary pressures, the strategy would be shaped by existing services, rather than by the needs of children and young people. There would also be little incentive for innovation and services would be largely unchanged in response to budget pressures and efficiency drives.

(iii) *Develop a Strategic Commissioning Framework, including a Public Social Partnership (PSP) delivery model*

The Strategic Commissioning Framework, including the Public Social Partnership delivery model is not simply a procurement mechanism. Following a strategic needs assessment, its aim is that third sector organisations working with public sector purchasers co-design a service (which involves service users) to deliver high quality innovative services, which meet the needs of individuals and local communities.

5.4.3 All three options were scored against the following set of business objectives:

- Compliance with Legal Framework
- Compliance with Standing Orders
- Improved management of external market
- Engage providers in design and delivery
- Engage users in design and delivery
- Deliver a strategic commissioning model
- Procurement reform
- Build consortia approach in third sector
- Effective monitoring and evaluation of services
- Securing best value

Option 3 scored the highest in the appraisal, twice the score of option 2. It therefore became the preferred option for the development of the Commissioning Framework for Children's Social Work services.

5.5 **Public Social Partnership model:**

5.5.1 The PSP model has already been piloted and evaluated nationally. In November 2009, the national Public Social Partnership (PSP) programme was piloted in ten local authority areas. This was part of the Scottish Government's commitment to developing an enterprising third sector where providers play a valuable part in the co-design of services as well as improving commissioning practice in the public sector.

5.5.2 Following an evaluation of the pilots, '*A Practical Guide to Forming and Operating Public Social Partnerships*' was published in July 2011. This described a PSP as a strategic partnering arrangement which involves the third sector in the design and commissioning of public services. Its involvement can mean that people have more choice and control over what services are delivered locally. A

PSP differs from other commissioning approaches in that it starts with the need to be addressed, rather than the services available.

5.5.3 Whilst the guidance suggests that PSPs will typically comprise three stages, including a pilot phase, in some cases this will not be required. This would particularly be the case when it is not a wholly new service, where the market has already organised itself into a formal partnership, or where the local market may not be sufficiently mature or resilient enough to pilot a service. Where there is no pilot phase, a formal tender would be issued at the appropriate stage.

5.6 **Proposed Commissioning Framework and Reclaiming Social Work:**

5.6.1 The changing focus and new skills mix in Social Work Units will inevitably lead to different requirements of support services. Existing in-house Family & Community Services have already been re-configured and residential services are being similarly re-designed. Re-commissioning external services is a fundamental requirement of the implementation of Reclaiming Social Work by setting out the council's purchasing intentions to meet local need.

5.6.2 The PSP model has already provided the basis of a series of planning sessions between the service and third sector representatives. These have focussed on the identification and analysis of need as well as the parameters of the model's use resulting in a move from the current service led commissioning approach towards a strategic commissioning framework which sets out clear commissioning intentions, processes for the regular review of contracts and makes clear how the impact that services are having will be monitored. These planning sessions were supported and facilitated by Ready for Business, a third sector led consortium that works with commissioners and buyers to encourage the adoption of social value in public procurement, including promotion of the PSP model.

5.6.3 The resulting Strategic Commissioning Framework for Children's Social Work and Strategic Needs Assessment are currently draft documents which will subsequently be approved at Directorate level - although the Needs Assessment will remain a 'live' document and be updated as and when further data becomes available. They include information not only about levels of need and existing services, but also sections covering the market position, commissioning priorities and performance management. They will help the service to pro-actively plan to meet future levels of demand by anticipating the needs and expectations of children and young people who are eligible to receive support from Children's Social Work as well as their families and carers.

5.6.4 One key aspect of the approach being developed is a clear shift towards monitoring and reviewing all services based on evidence of need and improved outcomes. This will be underpinned by a culture of performance management led by the Council as the commissioning organisation and a culture of continuous improvement and accountability by the providers. The principles of 'Results Based Accountability', a model developed by Mark Friedman, will be used to develop performance accountability in commissioned services and this will be reflected in interim contracts, highlighted above, ahead of the PSP.

5.6.5 As well as focussing on the identification and analysis of need, consultation with both representatives from current providers and a range of our own staff has also begun work on the co-production and design elements of the PSP. Work has also been undertaken to gain a range of views from service users, although this has proved a challenge and the work to gather their opinions is on-going.

5.6.6 From these consultations, implementation of the approach in three phases over the next year has been proposed. These will be:

- (i) intensive support services
- (ii) family support services
- (iii) services for children with disabilities

The benefit to Children's Social Work will be that each phase will be aligned to the needs of the part of the service that it will complement and support. For example, the first phase, which it is proposed will be tendered for later this year, will support early intervention and prevention, and particularly the work of the Youth Team. By contrast, the second phase will follow the roll out of further Units and provide support to children and families at that stage. The third phase, which will not be tendered until later in 2017, will follow on from work being undertaken to better understand the relationship between the Children with Disabilities Team, working with children receiving care packages, and the Children with Disabilities Unit which will support more vulnerable children.

5.7 **Next Steps:**

5.7.1 If this approach is supported, there is a clear timeline for the first two phases of the PSP. Indeed, a further workshop involving staff and third sector representatives was arranged for mid-August ahead of the Committee meeting to begin work on developing the service specification for 'intensive support services'. These services can often involve the most expensive out of authority care and the aim of re-commissioning services to this group of young people will be to maintain them in their own communities wherever and whenever it is safe and appropriate to do so. Simultaneously, planning to develop the service specification for phase two has been arranged for late September.

5.7.2 The timeline will see the tender for phases one and two issued at the end of November. A project team will be established including colleagues in Commercial and Procurement and Children's Social Work to complete the service specification and oversee the procurement process. Existing providers may submit bids either on their own or in consortia for one or both phases, whilst bids may be received from providers not currently engaged in the city. Tenders would be submitted by late January 2017 with evaluations expected to be completed by late February. Following the required standstill period, it is anticipated that contracts would be awarded in early March. Subsequent consultations may follow dependent upon the successful provider with an expectation that services would be provided under the new arrangements from the end of May 2017.

5.7.3 To recap, it is being proposed to adopt the PSP approach to commissioning external services by Children's Social Work. This approach, which has already involved the council working in close partnership with third sector providers and

in consultation with independent advisors, will:

- (i) be implemented in three phases over the next twelve months;
- (ii) involve separate tenders for all three phases, none of which will include a pilot phase, on the grounds that they are not wholly new services and do not involve piloting new approaches in themselves;
- (iii) involve a co-design of the service specification for each phase, including staff, the third sector and the views of current service users;
- (iv) see all bids evaluated by a panel including representation from service users and their families;
- (v) ensure that all resulting services are subject to contract management and that their performance is regularly monitored and reviewed.
- (vi) continue to be underpinned by a Strategic Commissioning Framework and Needs Assessment which evolves and responds to the changing needs and experience of Children's Social Work and its service users.

6. IMPACT

6.1 Improving Customer Experience

6.1.1 Children's Social Work services work with children and young people and their families who are amongst the most vulnerable and disadvantaged in the city. The vast majority of them are required to work with us on a compulsory basis. Implementation of the Reclaiming Social Work model and with it the recommissioning of external services, will significantly contribute to continuing efforts to improve the services delivered to and the outcomes for them.

6.1.2 The Business Objectives which were highlighted above and which were used to evaluate the three models proposed for the new Commissioning Framework, included:

- Engage providers in design and delivery
- Engage users in design and delivery
- Evidence based needs assessment

By stressing these objectives, the needs of customers have been central to the process and consultation with them has been a feature of the approach taken.

6.2 Improving Staff Experience

6.2.1 One of the key drivers for the implementation of Reclaiming Social Work was the recognition that staff recruitment and retention was a recurring issue in Aberdeen. The model seeks to address this by creating smaller teams or Units of staff with shared rather than individual workloads and increased levels of support. Where the model has been introduced elsewhere this has led to reduced levels of staff sickness and turnover. The development of the PSP should further contribute to this by providing them with more appropriate and targeted resources to support them in their work with vulnerable children and their families.

6.2.2 Reclaiming Social Work has also seen a major investment in staff through the

Systemic Practice training programme which has been a pre-cursor to the full implementation of the model itself. This is being promoted as part of our recruitment strategy.

6.3 **Improving our use of Resources**

6.3.1 The Business Objectives which were highlighted above and which were used to evaluate the three models proposed for the new Commissioning Framework, included:

- Effective Monitoring and Evaluation of Commissioned Services
- Improved management of external market
- Build consortia approach in third sector
- Deliver a strategic commissioning model

By considering these objectives, the evaluation looked in detail at how the use of resources that the council commissions on behalf of vulnerable children can be used effectively and efficiently and leads to improved outcomes for them.

6.4 **Corporate**

6.4.1 The Business Objectives which were highlighted above and which were used to evaluate the three models proposed for the new Commissioning Framework, included:

- Develop a strategic commissioning framework
- Compliance with Legal Framework
- Compliance with Standing Orders
- Compliance with Procurement reform

Re-commissioning external services as outlined above will ensure that the council fully meets its legal and procedural requirements. The PSP approach also offers an opportunity for the third sector to co-design and deliver services.

6.4.2 Relevant parts of the SOA that the Reclaiming Social Work programme impacts upon are:

- reducing inequalities in healthy life expectancy and improved physical and mental health through increased physical activity.
- ensuring that every child and young person in Aberdeen enjoys being young and at the same time feels safe, healthy, achieving, nurtured, active, respected, responsible and included.
- ensuring that people feel safe throughout Aberdeen's communities.
- developing effective lifelong learning through vocational and academic training from secondary school.
- supporting priority families.

6.5 **Public**

6.5.1 The Business Objectives which were highlighted above and which were used to evaluate the three models proposed for the new Commissioning Framework included that of securing best value. This is very much central to the PSP approach as it seeks to ensure that commissioned services are developed on an evidence based and needs led approach rather than from a traditional service

led position.

6.5.2 An EHRIA has been completed which did not identify any required actions.

7. MANAGEMENT OF RISK

7.1 The Commissioning Framework and the PSP are included within the Reclaiming Social Work programme. A risk register, incorporating those associated with the Framework, including timescales, reputation and financial risks, is maintained and monitored 6 weekly at Programme Board meetings.

7.2 In addition, an Action Plan has been developed in conjunction with the PMO and regular meetings are held with staff from the PMO to review work streams and associated actions, and to identify emerging risks and any mitigating actions.

8. BACKGROUND PAPERS

Draft Strategic Commissioning Framework for Children's Social Work

Draft Strategic Needs Assessment

Scottish Government (2011) '*A Practical Guide to Forming and Operating Public Social Partnerships*' <http://www.gov.scot/Resource/Doc/48453/0119024.pdf>

9. REPORT AUTHOR DETAILS

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7- EHRIA Summary and Action Planning				
Report Title	Children's Social Work Commissioning Framework			
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:	Review Date:
There are no new risks identified by this Report. A Risk Register is already maintained by the Reclaiming Social Work Programme Board, of which the development of the PSP is a contingent part.	To continue to monitor risks via the RSW Programme Board.			
8: Sign off				
Completed by (Names and Services) :	David Bliss Strategy & Improvement Service Manager Education & Children's Services			
Signed off by (Head of Service) :	Bernadette Oxley, Head of Children's Social Work and Chief Social Work Officer			
<p>Only sections 7 and 8 will be attached to the committee report</p> <p>The full EHRIA will be published on Aberdeen City Council's website under http://www.aberdeencity.gov.uk/xeg_EHRIA_Search.asp</p> <p>Please send an electronic format of the full EHRIA without signature to SHoward@aberdeencity.gov.uk</p>				

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ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children Services
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Fees and Allowances Paid to Foster Carers, Adopters and Associated Services
REPORT NUMBER	ECS/16/036
CHECKLIST COMPLETED	YES

1. PURPOSE OF REPORT

This report seeks committee agreement to the various fees and allowances paid to foster carers, adopters, kinship carers and carers who provide supported lodgings. It also sets out the fees paid to Curators-ad-litem, Reporting Officers and Panel Chairs. The report details the proposed increases/changes to these fees and allowances.

2. RECOMMENDATION(S)

Committee is asked to:

- i. Approve with effect from 1 April 2016 a 1% increase in the level of :
 - Fostering and Kinship Allowance (5.1) and (5.6)
 - Payment for Skills fees (5.2)
 - Adoption Allowance (5.3)
 - Curator-ad-litem/Reporting Officer fees (5.7)
 - Supported Lodgings Allowance (5.8).
- ii. Approve with effect from 1 April 2016 that there be no change to the level of fee charged for:
 - Inter-Country Adoptions (5.4)
- iii. Approve with effect from 1 April 2016 that there be no change to the level of fee for:
 - Independent Chairs of Adoption and Permanence/Fostering Panels (5.5)

3. FINANCIAL IMPLICATIONS

All costs for the above will be met from within the existing budget.

4. OTHER IMPLICATIONS

None

5. BACKGROUND/MAIN ISSUES

5.1 Fostering Allowances

5.1.1 Aberdeen City Council pays foster carers a fostering allowance to cover the costs associated with caring for a child and a fee in recognition of the service they provide.

5.1.2 In 2005 Aberdeen City Council took the decision to adopt the fostering allowance rates recommended by “The Fostering Network” (tFN). In 2011 the Social Care and Wellbeing Committee moved away from paying the tFN recommended allowance. This followed tFN recommending an increase of 5.1%. Given the financial climate most local authorities chose not to implement this increase.

5.1.3 While the National Review of Foster Care Report in 2014 did not make any substantive recommendation in relation to the level of fostering allowance paid to foster carers the Scottish Government have recently intimated their intention to revisit how fostering allowances are determined.

5.1.4 In recognition of the continuing increase in the cost of living Aberdeen City Council has in recent years approved year on year increases to the level of allowances/fees paid to foster carers. It is recommended that a similar approach is agreed for the coming year and that an increase of 1% is made for the coming year. The rates are payable over 56 weeks to enable the equivalent of 4 weeks allowances to be paid as holiday, Christmas/Religious festival and birthday allowances.

5.1.5 Table 1 below details the costs associated with this allowance.

Table 1

Age Group	No. of Children	2015/16 Weekly Rate	2016/17 Weekly Rate
0 – 4	47	130.17	131.47
5 – 10	25	148.27	149.75
11 – 15	31	184.58	186.43
16 – 18	10	224.50	226.75

**These figures are based on the number of children in a foster placement as of 1st July 2016 and do not include children who receive regular respite.*

5.1.6 Based on these figures the projected spend for 2016/17 is **£1,006,300**.

5.2 Payment for Skills

5.2.1 The Payment for Skills scheme has been operational since 2003/04. This scheme pays a fee to foster carers in recognition of the service they provide.

5.2.2 Foster carers provide children of Aberdeen City with a dedicated and committed service. They provide care and stability 24 hours per day, supporting many children who present complex and challenging behaviours. In addition they actively contribute to the planning for the child's future needs.

5.2.3 The fostering service operates in a competitive market with foster carers increasingly approaching a number of agencies before making a definitive approach. It is therefore important that Aberdeen City Council fostering service remains competitive both in terms of the fee paid as well as the standard of service/support provided to its foster carers.

5.2.4 The numbers of children requiring a foster resource continue to grow both locally and nationally. It is therefore important that Aberdeen City Council continues to grow its fostering service to meet this need. Shifting the balance of care is one of the Service priorities i.e. reducing the numbers of children placed in high cost external placements to a more local provision. To meet this need and deliver on this priority it is important that the fostering service continues to offer competitive remuneration to its foster carers.

5.2.5 Recruitment over the past year has been challenging. High employment levels and the high cost of property locally are factors which have affected the level of recruitment. Since the down turn in the oil industry there has been an increase in the level of enquiries from people interested in fostering. As part of Reclaiming Social Work a dedicated team has been established to focus on the recruitment and assessment of carers (adopters and foster carers) to ensure the local authority is well placed to meet the needs of children who cannot be cared for by their family. It is hoped that this will contribute to a more successful outcome for the coming year where we have set a target to recruit 20 new carers.

5.2.6 In recognition of the financial pressures on the local authority but also with a need to remain competitive with other foster providers it is recommended that there is a 1% increase in the fee for year 2016/17.

5.2.7 The cost of placing a child with an Independent Fostering Agency vary from £50,000 - £85,000 per annum and these costs are significantly higher than the costs associated with placing a child on an in-house basis. It is not only the financial costs that are significant. The cost to children being placed far from their home, families and communities are also significant. It is therefore important that the Fostering Service continues to develop its service to allow more children to be placed locally.

5.2.8 The costs of the fees are detailed in Table 2 below.

Table 2

Level	No. of Carers	2015/16 Annual Fee	2016/17 Annual Fee
1	9*	8195	8277
2	46*	12291	12414
3	21*	16390	16554
4	8	20258	20461
ARC Scheme	2	27593	27869
Total	86		

** These figures are based on the number of approved carers not all of whom provided full time foster placements.*

Based on these figures the projected spend for 2016/17 is **£1,233,000***

5.2.9 From time to time there may be exceptional circumstances where a higher fee is paid in order to facilitate the return of a child from a high cost out-of-authority placement. Where this is the case the fee is agreed by the Head of Service.

* This figure includes respite carers who receive a pro-rata fee for the duration of each placement.

5.3 Adoption Allowances

5.3.1 It is recommended that for the year 2016/17 adoption allowances, as with the fostering allowance, are increased by 1%. Adoption Allowances are paid on a 56 week basis to allow for holidays, birthdays and Christmas/religious festival celebration. Adoption allowances are paid having considered the needs of the child and the financial circumstances of the adopters.

5.3.2 Enhancements are currently paid for 4 children reflecting the complex/life limiting needs of the children or the circumstances by which adoption could be achieved. In the latter cases this was seen as

a “spend to save”, removing children from a high cost out-of-authority care placement.

- 5.3.3 Children placed with prospective adopters on a fostering basis receive an allowance equivalent to the adoption allowance pending the conclusion of legal proceedings. This reflects the task the prospective adopters have assumed and allows for consistency in allowances paid in respect of the child post adoption. There is no Payment for Skills fee in respect of adoptive or prospective adoptive parents.
- 5.3.4 The Adoption & Children (Scotland) Act 2007 recognised that for some children who cannot be returned home, given their life history and the secure attachments they have formed with their foster carers adoption can be hard to achieve. It however recognised that for these children adoption often still offers the most positive outcome. The 2007 Act made provision for foster carers to continue to receive their fostering fee for a period when they adopt the children they are caring for.
- 5.3.5 Over recent years there has been a small but noticeable increase in the number of foster carers claiming through adoption the child/children they are caring for. While these offer the best outcome for the child it requires a continuing financial commitment by the local authority to support these placements.
- 5.3.6 The resultant costs are detailed in Table 3 below.

Table 3

Age Group	No. of Children receiving Adoption Allowance	2015/16 Weekly Rate	2016/17 Weekly Rate
0 – 4	8	75.42	76.17
5 – 10	27	93.61	94.55
11 – 15	35	116.51	117.68
16 – 18	8	150.86	152.37

- 5.3.7 Child benefit is deducted from this allowance prior to payment in acknowledgement that adopters are eligible to claim this universal benefit (£13.70 per child per week.). Accordingly based on these figures the projected spend for 2016/17 is **£416,142.**
- 5.3.8 Adopters can claim a Legal Expenses Allowance up to £300.00 to contribute towards the legal costs involved in adopting a child. Adoption is a private legal action and not something the Local Authority can be party to. This payment replicates practice in neighbouring authorities. The costs associated with this allowance will be met from within the existing budget available to the Adoption Service.

5.4 Inter-Country Adoptions

- 5.4.1 As well as receiving applications from people interested in adopting a local child the Local Authority has a legal duty to consider applications

from people interested in adopting a child from overseas. Unlike other adoption applications the legislation allows local authorities to charge a fee for undertaking the necessary assessment and work associated with an Inter-Country Adoption (ICA) application.

- 5.4.2 The standard of assessment in an ICA is no different from other adoption assessments. What is different is the work associated with placing a child from overseas. The immigration issues are often time consuming and complex. Consequently there is a need to communicate regularly with Scottish Government officials to progress an adoption once the assessment has been concluded.
- 5.4.3 In addition different countries have different expectations on the local authority once a child is placed with adopters. Some countries require regular and detailed updates for up to three years post placement giving feedback on the welfare of the child.
- 5.4.4 At present Aberdeen City charges ICA applicants £5000.00 to cover the costs associated with this work. The number of ICA applications in Aberdeen City is relatively low (often no more than 1 or 2 per year). The level of fee charged is consistent with many other authorities but not all. It is proposed that there is no change to the above fee.

5.5 Fee Paid to the Independent Chairs of the Adoption/Permanency and Fostering Panels.

- 5.5.1 In line with Scottish Government guidance and consistent with the practice of most Local Authorities the chairs of Aberdeen City Council's Adoption & Permanency Panel and Alternative Family Care Panel (2 Panels) are independent of the Local Authority. These appointments promote the independence and scrutinising role of the Panels. Due to the need to retain an Independent Chair of both Panels an allowance is paid to the Chairs.
- 5.5.2 These Panels fulfil a statutory function and meet on an alternate weekly basis. The time involved in attending and preparing for each panel is approximately 10/15 hours per panel.
- 5.5.3 In 2015 Aberdeen City Council agreed to increase the level of payment to panel chairs to £250.00 per panel. This increase brought the Council into line with many other authorities. This change represents an annual cost of £12,000 (based on 48 panels per year).
- 5.5.4 It is recommended that for the coming year there is no change to the level of payment. The cost associated with this allowance is met from within the existing budget.

5.6 Kinship Carer Allowance

5.6.1 Kinship Care is the term used to describe the placement of children with extended family members or friends where they cannot live with their parents. In October 2015 the Scottish Government announced that Kinship carers who were caring for a child who had previously been looked after or placed with involvement by the Local Authority but were now subject to a Section 11 Order under the Children (Scotland) Act 1995 were entitled to receive a Kinship allowance. The Local Authority only has responsibility for those children it places with family members and/or are subject to statutory orders. The Service does not have responsibility for arrangements which family members make.

To support the implementation of this change the Scottish Government announced funding of £10.1 million, Aberdeen City Council's share of this is £285,970, full year funding.

5.6.2 In 2014 seven Scottish Local Authorities were contacted by the Equalities and Human Rights Commission (EHRC) to challenge the level of payment of allowances made to kinship carers. They highlighted that the legal status of a looked after child placed with foster carers was the same as a looked after child placed with kinship carers. Accordingly they argued kinship carers should receive parity in the level of payment. This argument followed a Court decision in England that supported this position.

5.6.3 In June 2015 the Education and Children's Services Committee agreed to increase the level of allowance paid to approved kinship carers to equal that paid to foster carers.

5.6.4 Kinship carers are supported by Citizens Advice Bureau to maximise their income for the child via the Benefits Agency i.e. child benefit and Tax Credits. Having done so the Local Authority "tops up" this income to ensure parity with the allowance paid to foster carers. (Foster carers cannot claim these state benefits.)

5.6.5 This approach will ensure parity for kinship carers. It will also mean that the amount the Local Authority pays each kinship carer will differ according to their individual circumstances.

5.6.6 At present there are 130 children in a kinship arrangement. Following the 2015 announcement a number of kinship carers, whose children are no longer open cases, have contacted the social work service. In most instances a kinship allowance has now been agreed where they meet the above criteria.

5.6.7 It is recognised that this current arrangement is only a temporary solution. The introduction of Universal Credit will bar kinship carers claiming any state benefits for looked after children – these costs being seen as the responsibility of the Local Authority. When Universal Credit is implemented this will have a far greater financial impact on Local Authorities. As noted earlier the Scottish Government have intimated

their intention to review the level of allowance paid to foster and kinship carers.

5.6.9 Table 4 below details the costs associated with this allowance.

Table 4

Age Group	No. of Children	2015/16 Weekly Rate	2016/17 Weekly Rate
0 – 4	31	130.17	131.47
5 – 10	65	148.27	149.75
11 – 15	28	184.58	186.43
16 – 18	6	224.50	226.75

5.6.10 Based on these figures above the projected spend for kinship allowances for 2016/17 is **£820,179**.

5.6.11 When the Kinship Allowance was introduced in 2011 it was recognised that some existing carers might not want to access this allowance given the increased level of assessment the legislation required. In addition for some they could be financially worse off due to the impact this allowance could have on other benefits. As a result a small number of children (3) continue to be cared for by carers who are paid under the old “Linkcarers” scheme. This number will continue to diminish over the coming years as these children leave the care system.

5.7 Curator ad-litem/Reporting Officer Fees

5.7.1 In 2007 Resources Management Committee agreed the levels of fee paid to Curators-ad-litem/Reporting Officers. The fee set was in recognition of the difficulties in recruiting officers to produce such reports. Work was undertaken with Aberdeenshire Council and Moray Council to ensure a consistency of fee across authorities given that the three authorities tend to access the same Curators and Reporting Officers.

5.7.2 The three authorities are proposing a 1% increase to the level of fee paid to Curators ad-litem and Reporting Officers for the coming year.

5.7.3 Aberdeen City Council along with all Local Authorities has a statutory duty to recruit Curators ad-litem and Reporting Officers who are in turn appointed by the Courts to report on certain cases involving children. The Local Authority has no control over the volume of work undertaken by Curators ad-litem and Reporting Officers.

5.7.4 The fee structure is detailed in table 6 below.

Table 6

	Fees 2015/16	Fees 2016/17
Curator ad Litem Reports		
Appointment by Court	262.50	265.12
Second and Subsequent Children	131.25	132.56
Joint Curator ad Litem and Reporting Officer Reports		
Appointment by Court	393.73	397.67
Second and Subsequent Children	196.87	198.83

5.7.5 The payment of a mileage allowance at the standard rate of 40p per mile will be paid.

5.8 Supported Lodgings Scheme

5.8.1 The Council runs a Supported Lodgings scheme that is accessible to vulnerable young adults (from aged 16 to 21) who have previously been looked after and who would benefit from living with a family or single person. The person providing the lodgings (the carer) is paid a weekly allowance.

5.8.2 It is proposed that the fee of £209.58 is increased by 1% to £211.68 in order to attract and retain carers.

5.8.3 The Service user is expected to make a small contribution towards part of this cost.

5.8.4 The legislation in relation to young people leaving care is due to change in the coming year. This recognises that young care leavers are often not as prepared to live independently as they need to be. As a result of new legislation young people in certain circumstances will be able to remain in their care placement up to the age of 21. It is unclear what impact this change in legislation will have on young people wishing to access Supported Lodgings. Accordingly we will review where this service fits within the wider spectrum of services for care leavers.

6. IMPACT

The fee's and allowances paid to foster carers, adopter's, kinship carers and carers who provide supported lodgings reinforces the Council's duty to provide effective services to children and young people that safeguard and protect their safety and wellbeing as well as ensuring all 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

There is a risk that if fees are not increased this will impact on the Services ability to recruit of foster carers, adopters, kinship carers and carers who provide supported lodgings. The service as part of the Reclaiming Social Work redesign has established a Recruitment team to actively recruit additional carers in order to fulfil our commitment to reducing the numbers of children placed outwith the authority.

Increasing the fees will also go some way towards achieving parity with external fostering agencies, and enable Aberdeen City Council to be attractive and competitive in a challenging market.

If fees are not increased carers may decide to end their registration with Aberdeen City Council. They may feel undervalued and this could impact on the carers levels of motivation to fulfil their role. This has the potential to impact adversely on the children whom are placed and may necessitate a change of placement which will undermine a child's sense of belonging and security.

8. BACKGROUND PAPERS

None.

9. REPORT AUTHOR DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children Services Committee
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Joint Inspection of Children's Services – Final Report
REPORT NUMBER	ECS/16/039
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

To provide Committee with a final update on the progress of implementing the Joint Inspection of Services for children and young people in the Aberdeen City Community Planning Partnership area, as requested in March 2016.

2. RECOMMENDATION(S)

It is recommended that, Committee notes the final report on delivering the multi-agency Action Plan

3. FINANCIAL IMPLICATIONS

There are no financial implications.

4. OTHER IMPLICATION

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 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 who deliver services to children in the partnership. 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 they analyse and utilise data to evidence improved outcomes. Consequently a major element of the Action Plan has been to develop a 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. There have been challenges in developing and utilising this system the learning from this experience will be invaluable to track and measure the impact of implementing the 2017-2020 Children's Services Plan which all local authority's are required to have in place by 31 March 2017 and report on annually to the Scottish Government.

5.6. The Improvement and Performance Group (IPG), under the chair of the Head of Service for Policy, Performance and Resources in Education and Children's Services, 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?***

5.7. The progress on delivering the Action Plan is ultimately reported to the Integrated Children's Services Chief Officers Group (COG).

5.8. Appendix 1 is an updated high level summary of the delivery of the Action Plan. This highlights of the identified actions

- 34% - Action completed
- 66% - Action subsumed into ongoing work
- 0% - Action no longer required
- 0% - Action not actioned

5.9. It was always anticipated that a number of the agreed actions would take longer than a year to fully complete or form a part of the day to day delivery of services. In addition over the course of the year new legislative duties or policy drivers have resulted in a number of actions being consumed by other work streams. As a consequence much of the work

that is still “ongoing” will feature within the 2017-2020 Children’s Services Plan which is being developed on a multi-agency basis.

5.10. Updates on delivery of the Action Plan have been regularly shared with our Link Inspector from the Care Inspectorate. This has also allowed the Partnership to draw upon best practice from other areas of Scotland, contributing to our continuous improvement journey. The Link Inspector also participated in a self-evaluation event on how the Partnership has worked to deliver the agreed Action Plan.

5.11. In February 2016 the Scottish Government minister announced its intention to review of how Child Protection Inspections are to be undertaken. It is anticipated that this review will propose changes in terms of the focus and nature of future inspections.

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. The report also identified areas for improvement. It will be important for the Partnership to continue to evidence co-ordinated and sustained progress to improving outcomes for children and young people. A failure to do so could adversely impact on the reputation of the Council and other services management oversight of the Action Plan.

8. BACKGROUND PAPERS

*Appendix 1 - Action Plan, June 2016 ‘Final’ update Summary
Education & Children’s Services Committee Report March 2016
Joint Inspection Report on Children’s Services in Aberdeen City –March
2015*

9. REPORT AUTHOR DETAILS

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**Services for Children and Young People in Aberdeen City, Report of a Joint Inspection, March 2015
Action Plan, June 2016 'Final' update Summary**

22 (34%)	Action complete / re-assigned	0 (0%)	Action no longer required
42 (66%)	Action subsumed into ongoing work	0 (0%)	Action not actioned / no update provided

Key issue	Objective	Actions	Action complete
Theme: How well are the lives of children and young people improving?			
QI 1.1 Improving the wellbeing of children & young people			
Addressing inequalities	Our objective is to tackle inequalities and close outcome and attainment gaps for children and young people.	We were to achieve this by:	
		1 • identifying realistic targets for the development of early learning and childcare for vulnerable groups, support to parents in regeneration areas and an increase in positive destinations for school leavers.	
		2 • analysing trend data and benchmarking it against that of our comparators and national performance information.	
Outcomes	Our objective is to identify strategic priorities across the ICS partnership in relation to our agreed outcome indicators.	We were to achieve this by:	
		3 • improving the measurement of performance against our agreed outcome indicators to identify negative trends and demonstrate improving trends. • developing a strategic assessment and performance framework with dashboard presentation for IPG and ICS Board.	
		4 • using performance and self-evaluation data to identify areas of strength and areas for improvement across all our services.	
QI 2.1 Impact on children & young people			
School performance /	Our objective is to ensure that children and	We were to achieve this by:	

Key issue	Objective	Actions	Action complete
educational attainment	young people have the skills, confidence and self-esteem to progress successfully in their learning and development.	5 • raising the attainment of all children and particularly vulnerable children supported by Quality Improvement Officers (QIO's) who use data to support and challenge schools & Head Teachers to examine pupil performance, to agree interventions and to use data to identify aspirational targets.	
		6 • reviewing exclusion policy and supporting colleagues to reduce exclusions by acting upon trends in data.	
		7 • appointing Virtual School Head Teacher.	
Emotional & mental health needs	Our objective is to ensure that children and young people have the highest attainable standards of emotional and mental health.	We were to achieve this by:	
		8 • supporting the improvement of multi-agency service delivery and initiatives to ensure that young people's mental health is optimised. For example, additional support identified and provided to children and young people at risk of exclusion from school / presenting risk taking behaviours.	
		9 • reviewing our GIRFEC processes to ensure that more timely support is available. • developing pilot programmes in two ASGs to develop and embed multi-agency working within the GIRFEC principles.	
10 • embedding attachment theory in all agencies practice. • ensuring appropriate direct referrals to support services for children and young people.			
Physical health	Our objective is to ensure that children and young people are physically healthy and have healthy growth and development.	We were to achieve this by:	
		11 • utilising local data to identify target areas as there are anomalies within national data due to the different scope of data collected.	
		12 • using early indicators to enable support to be targeted to prevent deterioration of circumstances.	
13 • refocusing play development work to deliver play opportunities in areas where childhood obesity is high.			
Child Protection	Our objective is to ensure that children and	We were to achieve this by:	

Key issue	Objective	Actions	Action complete
	young people are safeguarded and protected from abuse, neglect or harm and have the knowledge and skills to keep themselves safe.	<p>14 • equipping children and young people with the knowledge and skills to keep themselves safe when using communication technology and social media.</p> <p>15 • providing targeted advice and guidance to particularly vulnerable children and young people.</p> <p>16 • planning for children to ensure positive changes are maintained after they cease to be on the CPR.</p> <p>17 • broadening personal and social education for young people to increase focus around personal safety & NPS and drug and alcohol abuse.</p> <p>18 • significantly improving the overall wellbeing of very young vulnerable children who are looked after at home and already subject to child protection measures.</p> <p>19 • identifying children and young people living with the longstanding effects of abuse and neglect.</p> <p>20 • continuing to raise awareness of staff across all services in relation to child sexual exploitation (CSE).</p>	<p>Grey</p> <p>Grey</p> <p>Grey</p> <p>Grey</p> <p>Green</p> <p>Green</p> <p>Grey</p>
Young Carers	Our objective is to ensure that children and young people only take on appropriate levels of caring responsibility.	<p>We were to achieve this by:</p> <p>21 • producing a local young carers strategy that identifies measurable actions to improve access for young carers to physical health and emotional wellbeing, activities/opportunities to be active, and achieving their potential and positive destinations.</p> <p>22 • Improving access to support and services for hard to reach children and young people with caring responsibilities.</p>	<p>White</p> <p>Green</p> <p>Green</p>
Inclusion	Our objective is to ensure that all children and young people regardless of their cultural, community or religious beliefs, or sexual	<p>We were to achieve this by:</p> <p>23 • raising awareness, breaking down barriers and addressing stereotypical views across the guidance network.</p>	<p>White</p> <p>Green</p>

Key issue	Objective	Actions	Action complete
person	place between all agencies within the ICS partnership that ensure appropriate information sharing and effective recording of concerns about children and young people.	33 • ensuring that the information sharing guidance is in place and is being used.	
		34 • reviewing and amending where necessary GIRFEC processes to take account of new legislation and guidance.	
		35 • improving professionals understanding of each other's roles.	
QI 5.2 Assessing & responding to risks and needs			
Chronologies	Our objective is to ensure that chronologies of significant events in a child or young person's life are compiled and effectively used to identify factors which may affect their wellbeing.	We were to achieve this by:	
		36 • ensuring that all children have a chronology and that the quality of the chronologies is consistently high with information from all services.	
		37 • improving the quality and accuracy of single agency chronologies of significant events.	
		38 • developing further training for all staff on completing or contributing to chronologies, including understanding the context of a significant event within the chronology.	
Assessments	Our objective is that our assessments are of a sufficient standard that enables the development of a child's plan that in turn reduces risks to a child or young person, meets their needs and allows timely decisions about their lives.	We were to achieve this by:	
		40 • delivering training for staff on completing or contributing to an assessment that will enhance early and effective intervention.	
		41 • review all risk assessment tools and identify which specialist models are to be adopted across Children's Social Work.	
		42 • utilising good quality assessments as benchmarks for standards of practice.	
QI 5.3 Planning for individual children & young people			
Looked after children / care leavers	Our objective is to ensure that our looked after children have nurturing and stable environments wherever they may live or go to school and support and accommodation when	We were to achieve this by:	
		43 • being more effective across all agencies, as corporate parents, at planning for looked after and accommodated children • Appointing a Virtual School Head Teacher.	

Key issue	Objective	Actions	Action complete
	they move on from our care.	<p>44 • completing the review and re-design of residential care for children and young people ensuring staff are skilled to meet the needs of vulnerable young people.</p> <p>45 • completing a review of Throughcare and After Care services to provide co-ordinated service provision on a multi-agency basis.</p>	<p>■</p> <p>■</p>
Plans & Reviews	Our objective is that our plans are effective in identifying all aspects of a child or young person's wellbeing and that they identify all those who may contribute to meeting the child or young person's needs.	<p>We were to achieve this by:</p> <p>46 • improving the gathering and analysis of multi-agency information to enhance the development of supportive plans for vulnerable children and young people.</p> <p>47 • providing a range of training and supports to staff and other stakeholders in their understanding of their GIRFEC responsibilities and the use of the national practice model and the agreed tools and resources.</p> <p>48 • providing up to date guidance, with exemplars, on the Child's Plan, including CSPs and IEPs.</p> <p>49 • quality assuring a sample of child's assessments and plans to ensure that they are SMART.</p> <p>50 • bringing together under a single Service Manager responsibility for co-ordinating and quality assuring reviews of LAAC children</p> <p>51 • supporting Consultant Social Workers/Team Managers ensure the reviews of LAC children at home are held within statutory timescales.</p>	<p>■</p> <p>■</p> <p>■</p> <p>■</p> <p>■</p> <p>■</p> <p>■</p>
High risk cases	Our objective is to ensure that risk assessments are undertaken timeously for the small number of young people who present a very high risk to themselves or others.	<p>We were to achieve this by:</p> <p>52 • identifying and assessing the small number of young people who pose a high risk to themselves or others whilst in residential units and do not have access to alternative or more suitable placements.</p> <p>53 • assisting young people to manage their behaviour by improving challenge from staff working with them, improving support to their families, and developing direct work to help link actions with consequences.</p>	<p>■</p> <p>■</p>

Key issue	Objective	Actions	Action complete
		54 • implementing a robust process to identifying, assessing and manage high risk young people.	
QI 6.2 Planning & improving services			
Analysis of information	Our objective is to support the development and implementation of integrated children's services planning with effective and robust analysis of performance information.	We were to achieve this by: 55 • benchmarking performance reporting against comparator authorities to examine how data is analysed and reported elsewhere and to establish areas for improvement. • developing a strategic assessment and performance framework with dashboard presentation for IPG and ICS Board. 56 • refining performance reporting to provide improved data analysis to inform planning and service development.	
QI 6.3 Participation of children, young people, families and other stakeholders			
Children's participation	Our objective is that children, young people and their families are fully involved in policy planning and service development.	We were to achieve this by: 57 • gathering information from other areas to benchmark the effectiveness of engagement and involvement activities. 58 • developing a city wide strategy to promote participation of children and young people and children's rights, in partnership with Unicef and the Children's Parliament. 59 • incorporating the views of children and young people, including the most vulnerable and hard to reach, in the planning & delivery of services. 60 • ensuring that the views of children, young people and their parents are included in all areas of children's services. 61 • ensuring that children or young people are represented on relevant stakeholder groups.	
Theme: How good is the leadership and direction of services for children and young people?			
QI 9.4 Leadership of improvement and change			
Resource planning	Our objective is to secure the commitment of	We were to achieve this by:	

Key issue	Objective	Actions	Action complete
	leaders throughout the ICS partnership to strive for excellence in the quality of our services.	<p>62 • developing a strong leadership approach to ensure effective management of children's services, including those for high risk children and young people.</p> <p>63 • having an agreed focussed training regime that is fit for purpose and supports colleagues to improve outcomes for vulnerable children through the use of the national practice model and locally agreed processes and tools.</p> <p>64 • regularly reviewing progress towards successfully achieving this Action Plan.</p>	[Green cell]

ABERDEEN CITY COUNCIL

COMMITTEE	Education & Children's Services
DATE	8 September 2016
DIRECTOR	Gayle Gorman
TITLE OF REPORT	Reclaiming Social Work: Update
REPORT NUMBER:	ECS/16/040
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

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

2. RECOMMENDATION(S)

It is recommended that Committee continues to support the implementation of Reclaiming Social Work with no substantive changes to the plans originally submitted.

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 as the RSW model is implemented and staff are recruited.
- 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. A reduction in the number of external residential school 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 by 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 Committee gave agreement for scoping work on the Reclaiming Social Work model. The model proposed a whole system redesign for Children's Social Work. The model required significant investment throughout the development and implementation. 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 a Programme Board chaired by the Director of Education and Children's Services. This Board comprises of representatives from the Children's Social Work Management Team, Human Resources and Finance as well as appropriate partners/stakeholders. The Children's Social Work Management Team acts as the Project Team.

5.4. An update report on the implementation of the Reclaiming Social Work model was provided to Committee in March 2016. Committee continued to fully support the programme and requested a further update in September 2016.

5.5. Update on Implementation

Following completion of the matching process a planned and managed roll out of the new structure has begun. Two thirds of staff are now matched into their new posts with the following changes now implemented:

- The revised structure for Family and Community Support
- The revised structure for the Alternative Family Care Service
- Establish 8 Social Work Units
- Establish a Youth Team to work with care leavers and 16-18 year olds who are in the Criminal Justice system.
- Establish the revised Children with Disability team.

5.6. Although it is still early day's direct feedback from service users has been extremely positive and encouraging. Families have spoken of feeling a difference in how social work staff are engaging with them. The Unit model is beginning to evidence that social work staff are managing risk more effectively and supporting families to identify solutions to their own difficulties. It is hoped this will lead to more children being supported to remain within their family and community and overtime contribute to a reduction in the numbers of children accommodated by the local authority.

- 5.7. Targeted recruitment for vacant posts is ongoing. 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. While we have had some success attracting new staff to these roles, internally and externally, the pace of recruitment will determine the pace at which we roll out the new service model.
- 5.8. Regular caseload audits undertaken by Service Managers continue 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 work pressures.
- 5.9. A key emphasis of in the model is to try wherever possible to reduce the administrative and bureaucratic processes social workers have to undertake. This is to ensure the amount of time spent with children and families is maximised, where their skills and knowledge can generate the biggest impact.
- 5.10. The criticality of ensuring budgets are accurately built from the bottom up will allow managers to actively manage cost pressures and more accurately plan for budgetary pressures as they emerge. This coproduction of the budget is reported to the Programme Board.
- 5.11. Regular engagement sessions continue to be held with staff and stakeholders to update them on implementation plans. Feedback from staff that have moved into their new roles has been very positive. The “unit” model of working is already delivering some positive benefits both for service users and staff. It is acknowledged that for those staff who have yet to move to a Unit there can be feelings of “being left behind”. A further engagement event is planned for early September 2016 to respond to staff anxieties and support them to understand the next steps.
- 5.12. 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. Any issues that arise are taken to the Project Team meeting for consideration and response.
- 5.13. Blake Stevenson are undertaking an independent evaluation of how the Reclaiming Social Work model is being implemented by Aberdeen City Council. Their report on Year 2 was presented to the Programme Board in May 2016. The evaluation highlighted positively on how implementation is being managed but it also identified areas where improvement could be made. The identified improvement areas are being incorporated into the planning for Year 3.

5.14. **Next Steps**

Planning for the next phase of the implementation is complete. From September 2016 the following changes will occur:

- A further 5 Social Work Units will go live.
- The Reception Team will be established.

5.15. In addition it is the intention to move to a “hybrid structure” while efforts to recruit additional Consultant Social Workers continue. The hybrid structure will see staff who have yet to move to a Unit move to a team directly aligned to the area of work they have been matched to. In addition cases will also move to the appropriate teams. This change is seen to have a number of benefits including:

- A minimisation of change for service users.
- Clear line management structures.
- Staff begin to practice in the area of service delivery that they have been matched to
- Enabling a smoother transition to future Units

5.16. As noted earlier 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 and a report on Out of Authority placements is to come before committee in November 2016.

5.17. The March 2016 Committee asked the Service to provide information on the use of agency social work staff. The overall spend on agency staff during the last financial year was £620,000. Even with this spend the budget for staffing in Children’s Social Work was underspent by £1.1 million.

5.18. The job matching process associated with Reclaiming Social Work, precluded the recruitment of staff on permanent contracts between June 2015-March 2016. While we were able to attract some staff on temporary contracts these were predominantly newly qualified staff who were unable to carry complex child protection cases. In order to ensure the Council was able to deliver on its statutory duties and ensure the delivery of safe services to children, particularly those where care and protection concerns existed, agency staff were required to fill critical front line vacancies. The use of agency staff will need to continue on a managed basis during the implementation of Reclaiming Social Work.

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

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. The challenge of recruiting staff to critical posts is adversely impacting on the Services ability to reduce the number of children placed in out of authority placements. A report on how the service will manage this will be presented to Committee in November 2016.

8. BACKGROUND PAPERS

Social Care and Wellbeing Committee Report - September 2013.
Education & Children's Services Committee Report - January 2015.
Council Report - February 2015.
Reclaiming Social Work Update Report – March 2016

9. REPORT AUTHOR DETAILS

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