

# Public Document Pack



To: All Members of the Council

Town House,  
ABERDEEN, 3 October 2017

## **COUNCIL**

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **WEDNESDAY, 11 OCTOBER 2017 at 10.30am.**

FRASER BELL  
HEAD OF LEGAL AND DEMOCRATIC SERVICES

## **B U S I N E S S**

### **ADMISSION OF BURGESSES**

1(a) Admission of Burgesses

### **DETERMINATION OF URGENT BUSINESS**

2(a) Determination of Urgent Business

### **DETERMINATION OF EXEMPT BUSINESS**

3(a) Members are requested to determine that any exempt business be considered with the press and public excluded

### **DECLARATIONS OF INTEREST**

4(a) Declarations of Interest (Pages 5 - 6)

## **REQUESTS FOR DEPUTATION**

- 5(a) Requests for Deputation

## **MINUTES OF PREVIOUS MEETING(S) OF COUNCIL**

- 6(a) Minute of Meeting of Aberdeen City Council of 23 August 2017 - for approval (Pages 7 - 38)

## **REFERRALS FROM COMMITTEES**

- 7(a) No referrals at this stage

## **COMMITTEE BUSINESS STATEMENT, MOTIONS LIST, TRACKER AND OTHER MINUTES**

- 8(a) Business Statement (Pages 39 - 46)

- 8(b) Motions List (Pages 47 - 50)

- 8(c) Tracker (Pages 51 - 56)

- 8(d) Minute of Meeting of the Guildry and Mortification Funds Committee of 29 August 2017 - for approval (Pages 57 - 60)

## **GENERAL BUSINESS**

- 9(a) Strategic Business Plan - Update - OCE/17/021 (Pages 61 - 120)

- 9(b) Aberdeen City Integration Joint Board - OCE/17/022 (Pages 121 - 138)

- 9(c) Resignation of Member of Aberdeen City Licensing Board and Duty to Elect New Member to the Board - CG/17/117 (Pages 139 - 142)

- 9(d) Education and Children's Services Committee - External Appointment (Secondary School Parent Representative) - CG/17/116 (Pages 143 - 146)

- 9(e) Equality Figures - Responses to Questions - CG/17/115 (Pages 147 - 152)

- 9(f) Local Authority Community Covenant - OCE/17/023 (Pages 153 - 158)

- 9(g) Consultation of Supplementary Guidance in Support of the Local Development Plan - Greenferns Development Framework - CHI/17/234 (Pages 159 - 164)
- 9(h) Land At West Kingsford (North Of The A944 Road), Skene Road - Proposed Community and Sports Facilities, Football Academy, (comprising outdoor pitches, pavilion, ancillary buildings), Stadium (20,000 capacity), ancillary uses, formation of access roads, parking and associated landscaping and engineering works (to follow)

### **NOTICES OF MOTION**

- 10(a) None submitted

### **EXEMPT / CONFIDENTIAL BUSINESS**

- 11(a) No exempt or confidential business

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Should you require any further information about this agenda, please contact Martyn Orchard, tel. 01224 523097 or email [morchard@aberdeencity.gov.uk](mailto:morchard@aberdeencity.gov.uk)

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# Agenda Item 4(a)

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons .....

*For example, I know the applicant / I am a member of the Board of X / I am employed by...*  
and I will therefore withdraw from the meeting room during any discussion and voting on that item.

**OR**

I have considered whether I require to declare an interest in item (x) for the following reasons ..... however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

**OR**

I declare an interest in item (x) for the following reasons ..... however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
  - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
  - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

**OR**

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

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## ABERDEEN CITY COUNCIL

Town House,  
ABERDEEN, 23 August 2017

### MINUTES OF MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

Lord Provost Barney Crockett, Chairperson;  
Depute Provost Alan Donnelly; and

#### COUNCILLORS

YVONNE ALLAN	FREDDIE JOHN
CHRISTIAN ALLARD	JENNIFER LAING
ALISON ALPHONSE	DOUGLAS LUMSDEN
PHILIP BELL	SANDRA MACDONALD
MARIE BOULTON	NEIL MacGREGOR
DAVID CAMERON	AVRIL MacKENZIE
JOHN COOKE	CATRIONA MacKENZIE
NEIL COPLAND	ALEXANDER McLELLAN
WILLIAM CORMIE	CIARÁN McRAE
STEVEN DELANEY	M. TAUQEER MALIK
JACQUELINE DUNBAR	THOMAS MASON MSP
LESLEY DUNBAR	ALEXANDER NICOLL
SARAH DUNCAN	JOHN REYNOLDS
STEPHEN FLYNN	GILLIAN SAMARAI
GORDON GRAHAM	PHILIP SELLAR
ROSS GRANT	JENNIFER STEWART
MARTIN GREIG	SANDY STUART
DELL HENRICKSON	GORDON TOWNSON
RYAN HOUGHTON	JOHN WHEELER
BRETT HUNT	and
MICHAEL HUTCHISON	IAN YUILL
CLAIRE IMRIE	

Lord Provost Barney Crockett, in the Chair;

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=122&MId=4326&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.**

## Council Meeting, 23 August 2017

**AGENDA ORDER**

1. The Lord Provost proposed that item 9(m) - HMO Overprovision Policy - Report on Public Consultation, be considered as the first item of general business, and this was agreed.

**ADMISSION OF BURGESSES**

2. (A) The persons undermentioned were admitted into the presence of the Council and passed as Burgesses of Guild in respect of their respective Acts of Admission in the Guild Burgess Book:-

George Adam, Past Lord Provost/Councillor, Aberdeen  
 Richard Brooks, Community Leader, Aberdeen  
 Lindsey Archibald Esson, Cartographer, Aberdeen  
 Stanley Jack, Retired University Sacrist, Aberdeen  
 Raymond Niven Mack, Retired Police Officer, Aberdeen  
 Gordon Mills, Retired Mechanical Engineer, Aberdeen  
 Yvonne B Thomson, Secretary, Aberdeen  
 Donald William Shaw, Retired Business Development Manager, Aberdeen  
 Linda May Walker, Retired Dental Nurse, Aberdeen

(B) The person undermentioned was admitted into the presence of the Council and passed as a Burgess of the Burgh of their own craft only:-

Gregory Russell, Baker, Aberdeen

**DETERMINATION OF URGENT BUSINESS**

3. The Council noted that the Lord Provost had accepted the following item onto the agenda as a matter of urgency in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973:-

10(a) Notice of Motion by Councillor Hutchison

**The Council resolved:-**

to agree that the matter be considered as a matter of urgency.

**DETERMINATION OF EXEMPT BUSINESS**

4. The Council was requested to determine that the following item of business which contained exempt information as described in Schedule 7(A) of the Local Government (Scotland) Act 1973, be taken in private:-

11(a) Complaints Review Committee - 31 May and 13 July 2017



## Council Meeting, 23 August 2017

**The Council resolved:-**

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 11(a) so as to avoid disclosure of exempt information of the classes described in paragraphs 1 and 3 of Schedule 7(A) of the Act.

**DECLARATIONS OF INTEREST**

5. Councillor Mason MSP declared a general interest as a Member of the Scottish Parliament.

Councillor Cooke declared an interest in relation to item 9(h) (Appointment of a Chairperson to the Sport Aberdeen Board) (Article 21 of this minute refers) by virtue of his position as a Council appointed representative to the Board of Sport Aberdeen. Councillor Cooke did not consider that the nature of his interest required him to leave the meeting.

Councillor Jackie Dunbar declared an interest in relation to item 9(k) (Council Financial Performance - Quarter 1, 2017/18) (Article 24 of this minute refers) by reason of a family connection to Denis Law. Councillor Jackie Dunbar indicated that she would not leave the meeting unless the item was discussed.

Councillors Boulton, Flynn and Macdonald declared interests in relation to item 9(n) (Update on Negotiations with Places for People (Shaping Aberdeen Housing LLP Approved Business Plan)) (Article 26 of this minute refers) by virtue of their position as Council appointed representatives on the Board of Shaping Aberdeen Housing LLP, and indicated that they would leave the meeting prior to the item being considered. Councillor Delaney also declared an interest in relation to item 9(n) by virtue of his position as Chair of the Scottish Federation of Housing Associations, and indicated that he would leave the meeting prior to the item being considered.

Councillor Duncan declared an interest in relation to item 9(r) (Unison Ethical Care Charter) (Article 30 of this minute refers) by virtue of her employment by Unison, and indicated that she would leave the meeting prior to the item being considered.

**REQUESTS FOR DEPUTATIONS**

6. In accordance with Standing Order 13, the Council had before it the following requests for deputations, all of which related to item 9(m) - HMO Overprovision Policy - Report on Public Consultation:-

- Mr Lewis Macleod, Aberdeen University Students' Association
- Mr Dewi Morgan, Old Aberdeen Community Council
- Mr Martin Wilson

## Council Meeting, 23 August 2017

**The Council resolved:-**

to accept the requests and hear the deputations immediately prior to the HMO report.

**MINUTE OF MEETING OF ABERDEEN CITY COUNCIL OF 21 JUNE 2017**

7. The Council had before it the minute of meeting of Aberdeen City Council of 21 June 2017.

**The Council resolved:-**

to approve the minute.

**MINUTE OF MEETING OF URGENT BUSINESS COMMITTEE OF 3 JULY 2017**

8. The Council had before it the minute of meeting of the Urgent Business Committee of 3 July 2017.

**The Council resolved:-**

to approve the minute.

**BUSINESS STATEMENT**

9. The Council had before it a statement of Council business.

**The Council resolved:-**

to note the business statement.

**MOTIONS LIST**

10. The Council had before it a list of outstanding motions.

**The Council resolved:-**

to note the motions list.

**TRACKER**

11. The Council had before it a tracker document which identified reports that were due to be considered by the Council at its next three meetings.

**The Council resolved:-**

to note the tracker.

Council Meeting, 23 August 2017

**MINUTE OF MEETING OF CITY CENTRE MASTERPLAN REFERENCE GROUP OF 28 JUNE 2017**

12. The Council had before it the minute of meeting of the City Centre Masterplan Reference Group of 28 June 2017.

**The Council resolved:-**

- (i) to ratify the appointment of Councillor Boulton as Chairperson of the Reference Group and agree that the Terms of Reference be amended to reflect this, as well as the composition of the Reference Group now comprising 6 members based on 1 Conservative, 1 Labour, 1 Independent Alliance, 2 SNP and 1 Liberal Democrat, as opposed to the previous composition of the Convener of the Finance, Policy and Resources Committee and the five Group Leaders; and
- (ii) to otherwise note the minute.

**HMO OVERPROVISION POLICY - REPORT ON PUBLIC CONSULTATION - CHI/17/113**

13. (A) In terms of Standing Order 13, the Council received a deputation from Mr Lewis Macleod, Communication Officer at Aberdeen University Students' Association.

Mr Macleod emphasised that implementation of a Houses in Multiple Occupation (HMO) Overprovision Policy would have a detrimental impact on students being able to afford to live in the city, and that the policy did not offer a solution. He highlighted that 96% of the 391 students who had responded to the consultation were against the policy, and even if student responses were removed, the majority of respondents were still not in favour of the introduction of the policy.

Mr Macleod underlined the positive contribution that students made to the communities they lived in, and that the vast majority of students were good neighbours. He added that the introduction of a policy would force students to live in more expensive accommodation or travel from further afield which would incur additional costs. Mr Macleod highlighted that it was not just students who lived in HMOs; many young professionals and key workers would also be negatively affected, and HMOs were also available for families to rent.

Mr Macleod concluded that the introduction of an HMO Overprovision Policy would have a disproportionately negative impact on students across the city and called upon the Council to vote for the recommendations contained within the report.

Members asked questions of Mr Macleod and thanked him for his contribution.

(B) The Council next received a deputation from Mr Dewi Morgan, Planning Officer for Old Aberdeen Community Council.

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Mr Morgan stated that local residents were concerned about the overprovision of a transient singles population living in houses which used to be family homes. He referred to Council officers repeatedly referring to the legality, or otherwise, of implementing an HMO Overprovision Policy, however no mention had been made of the system which had been in place, and operating successfully, in Dundee for over nine years.

Mr Morgan disputed that students needed to live close to their place of study and that they were not a special case compared to the rest of the population. He added that Old Aberdeen was an ancient town which was an important part of the city's tourism industry - they needed a population 365 days a year, not a monoculture that faded away for over three months of the year. Mr Morgan drew comparison with other university towns and cities which had limits on HMOs in place, and called upon the Council to adopt something similar.

Mr Morgan stated that Old Aberdeen Community Council was content for an HMO Overprovision Policy to be rolled out across the city (not just confined to the three areas proposed in the report) and for the limit to be increased to 12.5% to match the system in place in Dundee. He emphasised that the policy was possible and practicable and it would not result in increased rents as it would not affect existing HMOs. Mr Morgan stressed that the Community Council was not against students, they were against the loss of family homes and the loss of a balanced community.

Members asked questions of Mr Morgan and thanked him for his contribution.

(C) The Council last received a deputation from Mr Martin Wilson.

Mr Wilson stressed that multi-occupancy properties and rentals fulfilled a vital role in society and should not be restricted. He referred to Old Aberdeen Community Council's stance against HMOs and claimed that students seemed to be being blamed for all of society's ills which was ludicrous. There were approximately 1,000 HMOs in Aberdeen and very few of them were a problem, perhaps only 0.5%.

Mr Wilson highlighted that there was no lack of family houses in Aberdeen - there were currently 12 family houses for sale in Old Aberdeen and the immediate vicinity, and none of them were selling. He stated that HMOs did not drive families away and claimed that the attitude of Old Aberdeen Community Council was potentially a factor in driving families away. He emphasised that Old Aberdeen Community Council did not represent the views of the whole community and had misled the Council's Licensing Committee with regard to HMOs and the views of the community.

Mr Wilson stated that to prevent someone from living in a particular house was discrimination. He concluded that demographic changes were prevalent and that areas changed as a result - the trend in most cities was for families to move out of the city centre, they were not being pushed out of the city centre.

Members asked questions of Mr Wilson and thanked him for his contribution.

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(D) The Council had before it a report by the Interim Director of Communities, Housing and Infrastructure which advised of the response to the public consultation on the draft HMO Overprovision Policy and sought further instruction from Council.

**The report recommended:-**

that the Council -

- (a) note the responses received to the public consultation on the draft HMO Overprovision Policy;
- (b) note that it was not possible at the moment to assess suitably the need for HMOs in localities to an extent that would enable an Overprovision Policy to be properly formed under the Housing (Scotland) Act 2006; and
- (c) does not introduce an Overprovision Policy at this time.

**The Council resolved:-**

- (i) to approve the recommendations; and
- (ii) to instruct the Interim Director of Communities, Housing and Infrastructure in consultation with the Head of Legal and Democratic Services to work with the Convener of the Planning Development Management Committee and the Convener of the Licensing Committee to review the options available to facilitate mixed/balanced communities and report back to the Communities, Housing and Infrastructure Committee in January 2018.

**CO-LEADERSHIP - CG/17/085**

**14.** With reference to Article 12 of the minute of its meeting of 21 June 2017, the Council had before it a report by the Head of Legal and Democratic Services which responded to a joint notice of motion by Councillors Laing and Lumsden in terms of how the role of Leader of the Council could be carried out by Co-Leaders.

**The report recommended:-**

that the Council -

- (a) note that there was no requirement to change the previously agreed arrangement in respect of remuneration of members; and
- (b) approve the amendment of the Council's Standing Orders as set out in Appendix 1.

Councillor Flynn moved as a procedural motion, seconded by Councillor Jackie Dunbar:-

That the Council do not consider the report as it did not address the decision of Council.

On a division, there voted:-

For the procedural motion (20) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, Nicoll, Samarai, Sandy Stuart, Townson and Yuill.

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Against the procedural motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

Absent from the division (1) - Councillor McRae.

**The Council resolved:-**

to reject the procedural motion.

Councillor Laing moved, seconded by Councillor Reynolds:-

That the Council -

- (1) approve the amendment of the Council's Standing Orders as set out in Appendix 1 with immediate effect; and
- (2) appoint Councillor Lumsden as Co-Leader of Aberdeen City Council with immediate effect, at which point Councillor Laing would also be known as Co-Leader, noting that there was no requirement to change the previously agreed arrangement in respect of remuneration of members.

Councillor Flynn moved as an amendment, seconded by Councillor Jackie Dunbar:-

That the Council -

- (1) note the report;
- (2) do not agree that the rules under which Aberdeen City Council conducts its business should be changed to suit the political necessities of any political party or administration; and
- (3) therefore instructs officers to take no further action.

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment (17) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Flynn, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, Nicoll, Samarai, Sandy Stuart and Townson.

Declined to vote (3) - Councillors Delaney, Greig and Yuill.

Absent from the division (1) - Councillor McRae.

**The Council further resolved:-**

to adopt the motion.

**POLICY STATEMENT - OCE/17/017**

**15.** The Council had before it a report by the Chief Executive which presented the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022.

**The report recommended:-**

that the Council -

- (a) consider the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022 and decide whether or not to agree it; and
- (b) in the event that the Programme is agreed, instruct the Chief Executive to review the Council's Strategic Business Plan in light of the commitments set out in the Programme and to report to the next meeting of the Council with a revised Strategic Business Plan.

Councillor Laing moved, seconded by Councillor Lumsden:-

That the Council -

- (1) agree Stronger Together - Prosperity for Aberdeen 2017-2022, the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022; and
- (2) instruct the Chief Executive to review the Council's Strategic Business Plan in light of the commitments set out in the Programme and to report to the next meeting of the Council with a revised Strategic Business Plan.

Councillor Yuill moved as an amendment, seconded by Councillor Delaney:-

That the Council -

- (1) note the narrative on pages 8-10 of the policy statement;
- (2) agree the commitments on pages 11-16 of the policy statement;
- (3) further agree to:-
  - (a) deliver, with partners, 2,500 homes to rent by 2022 with the emphasis firmly on social housing;
  - (b) support the expansion of extra-curricular activities in Aberdeen's schools;
  - (c) seek to build closer links between our secondary schools, businesses, colleges and universities to improve connections and educational opportunities best suited to abilities and skills of our young people and adults returning to education;
  - (d) double the core grant funding Aberdeen's volunteer managed community centres receive from the Council from 2018/19, in recognition of the important role played in the life of local communities;
  - (e) work with the local community and others to secure the future of Hazlehead Swimming Pool;
  - (f) invest at least £5million annually in road and pavement repairs and resurfacing from 2018/19 onwards (more than doubling the 2017/18 budget) using the principle of right-first-time to improve the quality of repairs;

## Council Meeting, 23 August 2017

- (g) support measures to encourage safe walking and cycling and commit itself to investing 10% of the Council's transport budgets in walking and cycling;
  - (h) commit to building a new bridge over the River Dee, just upstream from the existing Bridge of Dee, and, to accommodate the additional traffic which will be generated by forthcoming housing developments, the dualing of the Lang Stracht;
  - (i) support the objectives of Aberdeen and Grampian Chamber of Commerce's manifesto for the 2017 Council elections;
  - (j) maintain and strengthen policies which protect Aberdeen's green belt and green wedges and in particular seek to avoid the coalescence of distinct communities; and
- (4) instruct the Chief Executive to review the Council's Strategic Business Plan in light of the commitments set out in the Programme, as agreed above, and the additional commitments as set out in (3) above, and to report to the next meeting of the Council with a revised Strategic Business Plan.

Councillor Flynn moved as a further amendment, seconded by Councillor Jackie Dunbar:-

That the Council -

- (1) note the content of the report and policy document issued by the current Administration;
- (2) acknowledge the content of the SNP Manifesto 2017, upon which 19 SNP members were elected, and agree to it; and
- (3) instruct the Chief Executive to review the Council's Strategic Business Plan in light of the commitments outlined in the SNP Manifesto 2017 and to report to the next meeting of the Council with a revised Strategic Business Plan.

#### **DECLARATION OF INTEREST**

**At this juncture, Councillor Cooke declared an interest by virtue of his membership of Aberdeen and Grampian Chamber of Commerce which had been referred to in Councillor Yuill's amendment. Councillor Cooke did not consider that the nature of his interest required him to leave the meeting.**

The Lord Provost highlighted that the meeting was approaching four hours in length and proposed that Standing Order 37.2 be suspended to enable the meeting to continue.

#### **The Council resolved:-**

to suspend Standing Order 37.2 to enable the meeting to continue.

There being a motion and two amendments, the Council first divided between the two amendments.



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On a division, there voted:-

For the amendment by Councillor Yuill (3) - Councillors Delaney, Greig and Yuill.

For the amendment by Councillor Flynn (18) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Flynn, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart and Townson.

Declined to vote (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

The Council then divided between the motion and the amendment by Councillor Flynn.

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment by Councillor Flynn (18) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Flynn, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart and Townson.

Declined to vote (3) - Councillors Delaney, Greig and Yuill.

**The Council further resolved:-**  
to adopt the motion.

### **CONVENTION OF SCOTTISH LOCAL AUTHORITIES (COSLA) - OCE/17/016**

**16.** With reference to Article 16 of the minute of its meeting of 17 May 2017, the Council had before it a report by the Chief Executive which sought a decision as to whether the Council should re-join COSLA.

**The report recommended:-**  
that the Council -

- (a) agree whether or not to re-join COSLA, and should the decision be to re-join:-
- (b) agree the five members to take the Council's places on the Convention; and
- (c) agree a Council nominee for each of the four COSLA Boards.

**The Council resolved:-**

- (i) to agree to re-join COSLA;
- (ii) to agree that 1 Conservative and Unionist, 1 Aberdeen Labour, 1 Independent Alliance, 1 SNP and 1 Liberal Democrat member shall take the Council's places on the Convention; and

## Council Meeting, 23 August 2017

- (iii) to agree that the Council nominees for the four COSLA Boards are:-
- Children and Young People - Councillor Wheeler
  - Health and Social Care - Councillor Duncan
  - Environment and Economy - Councillor Donnelly
  - Community Wellbeing - Councillor Lesley Dunbar

**COUNCIL TARGET OPERATING MODEL - OCE/17/015**

17. The Council had before it a report by the Chief Executive which proposed a review of the way in which Council Services were managed and delivered, being the "Council's Operating Structure", and made recommendations for the implementation of a new system of management and delivery known as the "Target Operating Model".

**The report recommended:-**

that the Council -

**(a) Target Operating Model**

- (i) agree the realignment of the key functions of the Council for the proposed Target Operating Model as detailed in section 5 of Appendix A, namely:-
- Customer
  - Commissioning
  - Operations
  - Resource Management;
- (ii) note that a programme of engagement with stakeholders, both within and outwith the Council, including trades unions, ALEOs and other partners would be undertaken as the detail of the Target Operating Model was developed;

**(b) Organisational Structure**

- (i) agree the First Tier structure (i) for the Target Operating Model as proposed in section 5 of Appendix A, namely:-
- Director of Customer
  - Director of Commissioning
  - Chief Operating Officer
  - Director of Resources;
- (ii) agree the proposed job profile and salary for each Director post as proposed in Appendix B;
- (iii) noting that responsibilities had only been identified under each proposed Director post at this stage, instruct the Chief Executive to develop further the senior management structure and report to Council at its meeting in December 2017 with recommendations for proposed portfolios and posts as appropriate;
- (iv) agree the revised recruitment and selection process outlined in paragraph 5.5 of the report for the appointments to the Director posts, suspending Standing Order 47 (2014) as required, with a view to the posts being filled on a permanent basis by 1 April 2018;

**(c) Transformational Portfolio**

- (i) agree the Transformation Portfolio, set out in Appendix C to address the three objectives of delivering up to £125million of benefits realisation (or

## Council Meeting, 23 August 2017

- savings) over five years (2018/19 to 2022/23); delivering the Council's digital strategy and delivering the Council's Target Operating Model by 2020/21;
- (ii) assuming agreement of (c)(i) above, agree the establishment of the Strategic Transformation Committee with the proposed Terms of Reference and membership detailed in Appendix D and delegate authority to that committee in terms of the same;
  - (iii) so as to facilitate (c)(ii) above, provide the Head of Legal and Democratic Services with delegated authority to update the Committee Orders of Reference, as he deems necessary, to provide for the establishment of the Strategic Transformation Committee and to set a timetable of monthly meetings for the Strategic Transformation Committee;
  - (iv) agree the establishment of a Transformation Fund through the release of £15million from the Council's reserves as outlined in paragraph 6.2 of the report and that its use be reported to the Finance, Policy and Resources Committee as part of the Council's financial statements each financial quarter;
  - (v) agree that the Council's reserves be restored as part of the future medium term financial strategy, as stated in paragraph 6.2 of the report, within a 5 year period;
- (d) Supporting Governance Framework
- (i) note the proposals for a supporting governance structure to underpin the Target Operating Model as outlined in section 6 of Appendix A;
  - (ii) instruct the Head of Legal and Democratic Services to report to the Council by its meeting in March 2018 seeking the necessary approvals for a governance framework to support the implementation of the Target Operating Model; this will include a Scheme of Governance setting out the Terms of Reference for the Council, its revised committees and sub-committees and appropriate delegations to officers within the revised structure and a revised Council diary for 2018/19; and
  - (iii) agree the distributive leadership principles set out in the Urban Governance discussion document within Appendix A and instruct the Chief Executive, the Council Leader and the Lord Provost, as the Council's senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council by its meeting in March 2018 with proposals in relation to:
    - co-ordinating Council civic, political and executive leadership structures;
    - establishing revised regional structures for discussion and interaction; and
    - developing partnership models with both governments and other stakeholders offering interaction at executive team level within the Council.

Councillor Laing moved, seconded by Councillor Lumsden:-

That the Council approve the recommendations contained within the report subject to the following changes:-

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- (b)(iv) agree the revised recruitment and selection process outlined in paragraph 5.5 of the report for the appointments to the Director posts, with a view to the posts being filled on a permanent basis by 1 April 2018, **on the basis that the final decision on appointments would be taken by an Appointment Panel, to be chaired by the Convener of the Finance, Policy and Resources Committee, comprising the members of the Strategic Transformation Committee in consultation with the Chief Executive;** and
- (c)(ii) agree the establishment of the Strategic Transformation Committee, **to be chaired by Councillor Laing,** with the proposed Terms of Reference and membership detailed in Appendix D and delegate authority to that committee in terms of same.

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

- (1) that the Council notes the content of the report and agrees that change is necessary within the organisation;
- (2) however, Council does not believe that the level of detail in the report provides the necessary assurances to members in relation to:-
  - (a) the structure of the organisation beyond a proposed Tier 1 team;
  - (b) how and where the £125million of savings over five years will be identified; and
  - (c) the level of information which will be afforded to elected members through a new committee structure to ensure that democratic oversight and scrutiny is improved;
- (3) furthermore, Council believes that:-
  - (a) the political and civic leadership roles should not be conflated as the role of Lord Provost should not be politicised;
  - (b) a Strategic Transformation Committee should not be formed due to the fact that it includes just Group Leaders and that all democratically elected members should be involved at Full Council meetings throughout the process, including through additional meetings of the Full Council if required;
  - (c) the appointment of any individual to the Council's Tier 1 or Tier 2 teams should only take place with the input of elected members through an appointment panel; and
  - (d) any new structure should include a senior post held by an educational professional with a specific remit for education; and
- (4) Council therefore instructs the Chief Executive, at the earliest opportunity, to provide a report to a meeting of the Full Council which addresses each of these points.

During the course of debate, Councillor Flynn had to leave the meeting due to personal circumstances. The Lord Provost stated that Councillor Greig, as seconder, would sum up for the amendment in the absence of Councillor Flynn.

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing,

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Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment (20) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart, Townson and Yuill.

Absent from the division (1) - Councillor Flynn.

**The Council resolved:-**  
to adopt the motion.

**In terms of Standing Order 29.7, Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart, Townson and Yuill intimated their dissent against the foregoing decision.**

## **COMMITTEE GOVERNANCE - COUNCIL DIARY 2018 AND COMMITTEE CHANGES - CG/17/091**

**18.** The Council had before it a report by the Head of Legal and Democratic Services which presented a proposed calendar of Council, Committee and Sub Committee meetings for January to March 2018 for approval, and proposed changes in respect of the Pensions Committee, Pensions Board and Communities, Housing and Infrastructure Committee.

**The report recommended:-**  
that the Council -

- (a) approve the proposed calendar of meetings to March 2018 as set out in Appendix 1;
- (b) note that a new Committee structure was expected to be effective from 1 April 2018 and that a calendar of meetings for April to December 2018 would be reported to Council in December 2017;
- (c) approve the change of composition to the Pensions Committee as set out at paragraph 3.5 of the report;
- (d) agree that Councillor Jennifer Stewart replace Councillor Donnelly, the Depute Provost, as Convener of the Pensions Committee;
- (e) note that Councillor John would replace Councillor Hunt on the Communities, Housing and Infrastructure Committee;
- (f) agree that Councillor John replace Councillor Hunt as Vice Convener of the Communities, Housing and Infrastructure Committee; and
- (g) note that Councillor Donnelly would replace Councillor John as the Aberdeen City Council representative on the Pensions Board.

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Councillor Boulton moved, seconded by Councillor Houghton:-

That the Council -

- (1) approve the amended diary for the period to 31 March 2018 as appended;
- (2) note that this means that Council meetings would now be held on Mondays and agree to change the date of the Council meeting scheduled for 13 December 2017 to Monday 11 December 2017;
- (3) note that the Planning Development Management Committee (Visits) meetings would revert to Thursdays;
- (4) agree that Councillor Boulton replace Councillor Avril MacKenzie on the Board of Aberdeen Performing Arts; and
- (5) to approve recommendations (b), (c), (d), (e), (f) and (g) contained within the report.

## Council Meeting, 23 August 2017

2018		JANUARY				2018	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day	
	1	2	3	4	5	6	
7	8 <u>SCHOOL TERM STARTS</u>	9	10	11	12	13	
14	15	16 Communities, Housing & Infrastructure Committee (2pm)	17	18 Planning Development Management Committee (10am)	19	20	
21	22	23	24 Licensing Board (10.30am)	25 Planning Development Management Committee (Visits) (am)  Education and Children's Services Committee (2pm)	26	27	
28	29 Elected Members Development Day	30 Integration Joint Board (10am)	31				

## Council Meeting, 23 August 2017

2018		FEBRUARY				2018	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day	
				<b>1</b> Finance, Policy & Resources Committee (2pm)	<b>2</b>	<b>3</b>	
<b>4</b>	<b>5</b>	<b>6</b> Licensing Committee (10am)	<b>7</b>	<b>8</b> Housing Cases Review Sub Committee (10am)  Petitions Committee (2pm)	<b>9</b>	<b>10</b>	
<b>11</b>	<b>12</b> MID TERM HOLIDAY	<b>13</b> IN SERVICE HOLIDAY	<b>14</b> IN SERVICE HOLIDAY	<b>15</b> Planning Development Management Committee (10am)	<b>16</b> Corporate Health & Safety Committee (10am)	<b>17</b>	
<b>18</b>	<b>19</b> Council Budget (2pm)	<b>20</b>	<b>21</b>	<b>22</b> Planning Development Management Committee (Visits) (am)  Audit, Risk & Scrutiny Committee (2pm)	<b>23</b>	<b>24</b>	
<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>				



## Council Meeting, 23 August 2017

2018

MARCH

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
				1	2	3
4	5 Council (10.30am)	6 Integration Joint Board - Budget Meeting (10am)	7	8	9	10
11	12 Elected Members Development Day	13	14 Guildry & Mortification Funds Committee (11am)	15	16 Pensions Committee & Board (10.30am)	17
18	19	20 Licensing Board (10.30am)	21 SDPA (2pm)	22 Planning Development Management Committee (10am)	23	24
25	26	27	28	29 <u>SCHOOL TERM ENDS</u>  Planning Development Management Committee (Visits) (am)	30 GOOD FRIDAY	31

## Council Meeting, 23 August 2017

Councillor Nicoll moved as an amendment, seconded by Councillor Jackie Dunbar:-

That the Council -

- (1) approve recommendations (a), (b), (c) and (d) contained within the report;
- (2) does not believe that Councillor John is a fit and proper person to be appointed as Vice Convener of the Communities, Housing and Infrastructure Committee due to his apparent views expressed on social media that it was 'quite ridiculous that she had to resign for telling hard truths that some don't want to hear' in respect of a statement on social media that a Shadow Minister had been driven out of Shadow Minister job for apparently writing 'Britain has a problem with British Pakistani men raping white girls'; and
- (3) therefore agree that the Administration should appoint a different Vice Convener at the earliest possible opportunity.

Councillor Yuill moved as a further amendment, seconded by Councillor Greig:-

That the Council does not make any changes to the dates of Council meetings.

#### **DECLARATION OF INTERESTS**

**At this juncture, Councillors Jackie Dunbar, Hutchison, Catriona MacKenzie and McRae declared interests as employees of Kevin Stewart MSP, who had been referred to in debate. None of the aforementioned Councillors considered that the nature of their interests required them to leave the meeting.**

**Councillor Samarai declared an interest as an employee of Mark McDonald MSP, who had been referred to in debate. Councillor Samarai did not consider that the nature of her interest required her to leave the meeting.**

Prior to summing up, Councillor Yuill agreed to withdraw his amendment as the content was subsumed within the amendment by Councillor Nicoll.

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment by Councillor Nicoll (20) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart, Townson and Yuill.

Absent from the division (1) - Councillor Flynn.

**The Council resolved:-**

to adopt the motion.

**GOVERNANCE REVIEW - UPDATE ON OUTSIDE BODIES POLICY - CG/17/083**

**19.** With reference to Article 16 of the minute of its meeting of 21 June 2017, the Council had before it a report by the Head of Legal and Democratic Services which provided an update on items that had been raised in relation to the provision of indemnity by the Council for Elected Members on Outside Bodies; a review of the Outside Bodies that did not have insurance in place; and the Outside Bodies that had failed to respond to the original requests for information.

**The report recommended:-**

that the Council -

- (a) approve the draft Policy on the Appointment of Elected Members to Outside Bodies as set out at Appendix 1 to the report;
- (b) proceed with the appointments of Elected Members to the Outside Bodies as shaded in green in Appendix 2 to the report;
- (c) proceed with the appointments of Elected Members to the Outside Bodies shaded in orange in Appendix 2 to the report;
- (d) appoint Elected Members to the Outside Bodies shaded in green in Appendix 3 to the report; and
- (e) agree to make no appointments to the Outside Bodies shaded in red and blue in Appendix 3 to the report and note that these Outside Bodies would be removed from the Outside Bodies Register until they had provided information required as per the Policy on the Appointment of Elected Members to Outside Bodies.

**The Council resolved:-**

- (i) to approve recommendations (a), (b), (c) and (e); and
- (ii) to appoint the following Elected Members to the Outside Bodies shaded in green in Appendix 3 to the report:-
  - Enterprise North East Trust Ltd. - Councillor Reynolds
  - Governors of Oakbank School Trust - 5 Administration members and 4 Opposition members. Administration members - Councillors Allan, Boulton, Donnelly, Laing and Lumsden
  - Middlefield Community Project Management Committee - three local members (Councillors Jackie Dunbar, Graham and McRae)
  - Mitchell's Hospital Trust - 1 Administration member and 1 Opposition member. Administration member - Councillor Grant

**GOVERNANCE REVIEW - TRUSTS UPDATE - CG/17/082**

**20.** The Council had before it a report by the Head of Legal and Democratic Services which sought approval for the reorganisation of the Trusts outlined in the Trust Register in Appendix A; and outlined and sought approval for the ongoing work to review, wind

## Council Meeting, 23 August 2017

up and/or amalgamate uneconomic or obsolete Trusts in the three phases outlined in the report.

**The report recommended:-**

that the Council -

- (a) acting in their capacity as trustees, instruct the Head of Legal and Democratic Services, following consultation with the Head of Finance, to take the necessary legal actions to reorganise the City of Aberdeen Council Guildry and Mortification Funds (charity number SC011857);
- (b) acting in their capacity as trustees of the Bridge of Dee Trust (charity number SC021297) and Bridge of Don Fund (charity number SC018551), agree to wind up the Bridge of Dee Trust and amalgamate its funds with the Bridge of Don Fund, and instruct the Head of Legal and Democratic Services, following consultation with the Head of Finance, to ensure that the necessary documentation was completed;
- (c) acting in their capacity as trustees of the Bridge of Don Fund, approve the making of a grant of £36,216 from the Bridge of Don Fund to Aberdeen City Council for use by Aberdeen City Archives, with the University of Aberdeen, for the transcription of late medieval burgh records project as detailed in Appendix B, and instruct the Head of Legal and Democratic Services, following consultation with the Head of Finance, to ensure that the necessary documentation was implemented;
- (d) acting in their capacity as trustees of the Lands of Skene (charity number SC018533) and Lands of Torry (charity number SC021299), instruct the Head of Legal and Democratic Services, following consultation with the Head of Finance, to take necessary legal actions to prepare constitutional documents for the Lands of Skene and Lands of Torry;
- (e) note the ongoing progress in winding up the Jack Wood Trust;
- (f) instruct the Head of Legal and Democratic Services following consultation with the Head of Finance, to investigate the various options for Phase 2 of the trust review which would involve the rationalisation of the Education Endowments Investment Fund (EEIF); and
- (g) instruct the Head of Legal and Democratic Services, following consultation with the Head of Finance, to review the remaining Trusts on the trust register and bring the Phase 3 proposals on winding up or amalgamating these to Council.

**DECLARATION OF INTEREST**

**At this juncture, Councillor Reynolds declared an interest as a previous member of the Grampian Japan Trust which he understood may not have been formally wound up. Councillor Reynolds did not consider that the nature of his interest required him to leave the meeting.**

**The Council resolved:-**

- (i) to approve the recommendations; and
- (ii) to instruct the Head of Legal and Democratic Services to (a) recirculate Appendix A to members highlighting the 16 funds within the EEIF which had

## Council Meeting, 23 August 2017

been registered as charities, however noting that these were identified as SC025063; and (b) check with Aberdeen City Archives whether they held any information on the Corporation Prize Fund and why it had not been used.

### **APPOINTMENT OF A CHAIRPERSON TO THE SPORT ABERDEEN BOARD - CG/17/092**

21. The Council had before it a report by the Head of Legal and Democratic Services which advised of the resignation of Mr Fred Dalgarno as the Chairperson of Sport Aberdeen and requested approval of the appointment of his replacement.

**The report recommended:-**

that the Council -

- (a) note the resignation of Mr Fred Dalgarno as a Director and Chairperson of the Sport Aberdeen Board; and
- (b) approve the appointment of Mr Colin Taylor as the new Chairperson of Sport Aberdeen.

**The Council resolved:-**

- (i) to approve the recommendations; and
- (ii) to pay tribute to Mr Dalgarno for the work he had carried out in relation to Sport Aberdeen.

### **AUDIT, RISK AND SCRUTINY COMMITTEE ANNUAL REPORT - OCE/17/007**

22. With reference to Article 10 of the minute of meeting of the Audit, Risk and Scrutiny Committee of 27 June 2017, the Council had before it, by way of remit, a report by the Chief Executive which presented the annual report of the Audit, Risk and Scrutiny Committee.

**The report recommended:-**

that the Audit, Risk and Scrutiny Committee -

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

The Audit, Risk and Scrutiny Committee had, amongst other things, approved the recommendations contained within the report.

**The Council resolved:-**

to note the annual report of the Audit, Risk and Scrutiny Committee.

### **TREASURY MANAGEMENT POLICY AND STRATEGY - CG/17/047**

23. With reference to Article 14 of the minute of meeting of the Finance, Policy and Resources Committee of 29 June 2017, the Council had before it, by way of remit, a

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report by the Head of Finance which provided an update on Treasury Management activities undertaken during financial year 2016/17.

**The report recommended:-**

that the Finance, Policy and Resources Committee -

- (a) consider and note the Treasury Management activities undertaken in the 2016/17 financial year as detailed in the report; and
- (b) refer the report to Council with a recommendation to note the Treasury Management activities undertaken in the 2016/17 financial year.

The Finance, Policy and Resources Committee had approved the recommendations.

**The Council resolved:-**

to note the Treasury Management activities undertaken in the 2016/17 financial year.

**DECLARATION OF INTEREST**

**With reference to Article 5 of this minute, Councillor Jackie Dunbar left the meeting prior to consideration of the following item of business.**

**COUNCIL FINANCIAL PERFORMANCE - QUARTER 1, 2017/18 - CG/17/084**

**24.** The Council had before it a report by the Head of Finance which provided the financial position of the Council as at quarter 1 (April - June 2017) and the full year forecast position for the financial year 2017/18.

**The report recommended:-**

that the Council -

- (a) note the following:-
  - (1) General Fund and HRA financial performance as detailed in Appendix 1;
  - (2) Common Good financial performance as detailed in Appendix 3;
  - (3) General Fund forecast revenue position as detailed in Appendix 2;
  - (4) HRA forecast revenue position as detailed in Appendix 2;
  - (5) General Fund five year capital position as detailed in Appendix 2;
  - (6) HRA forecast capital position as detailed in Appendix 2;
  - (7) Common Good forecast revenue position as detailed in Appendix 1; and
- (b) approve the following, further details of which are provided in Appendix 2:
  - General Fund Revenue
    - (1) the allocation of £130,000 from the Contingency budget to fund additional resources to respond to the Scottish Child Abuse Inquiry;
    - (2) the allocation of £50,000, initially from the Contingency budget, to fund the reburial of human remains at Mither Kirk on the understanding that other sources of funding would be investigated and if identified used to reimburse the General Fund;
    - (3) further to the confirmation by Council on 29 June 2017 of its commitment to the project, to agree to the use of the "De-Risk the Council" earmarked reserve to provide a £2million loan to Aberdeen Performing Arts for the

## Council Meeting, 23 August 2017

- redevelopment of the Music Hall and delegate authority to the Head of Legal and Democratic Services in consultation with the Head of Finance to agree the terms of the loan and associated legal agreements;
- (4) to instruct the Head of Finance to work with Services, using his influence as appropriate, to ensure the budget position agreed by Council was adhered to;

General Fund Capital

- (5) the inclusion of the JIVE (Joint Initiative for Hydrogen Vehicles across Europe) project in the programme with the current provisional figures, Gross Expenditure £7.2million, Gross Income £4.7million and Net Expenditure £2.5million to be funded by borrowing;
- (6) further to the agreement in principle by Council on 21 June 2017 to purchase Kingsmead Nursing Home, to agree the inclusion of the acquisition in the programme with delegated authority provided to the Head of Land and Property Assets in consultation with the Convener of Finance, Policy and Resources, the Head of Finance and the Head of Legal and Democratic Services to negotiate and conclude the purchase of the property;
- (7) further to the report to the Audit, Risk and Scrutiny Committee on 27 June 2017 on Capital Programme Governance and the actions contained therein, to provide delegated authority to the Interim Director of Communities, Housing and Infrastructure, in consultation with the Head of Finance, the Head of Legal and Democratic Services and the Convener of Finance, Policy and Resources to allocate funds for Project Management and Other costs from the Construction Inflation budget;

Common Good

- (8) the allocation of £20,000 funding to Celebrate Aberdeen;
- (9) the allocation of £2,000 funding from the International Twinning budget to the Aberdeen History Society;
- (10) the allocation of £56,000 for the Denis Law Freedom of the City event; and
- (11) the allocation of up to £1million capital funding for the proposed redevelopment of Aberdeen Science Centre, to be phased over financial years 2018/19 and 2019/20, with this being subject to the exploration of other funding sources thereby reducing the amount required from the Council, and with delegated authority to the Head of Legal and Democratic Services, in consultation with the Head of Finance to agree the terms associated with the funding.

**The Council resolved:-**

- (i) to approve the recommendations; and
- (ii) to request the Head of Finance to clarify the difference between the developer contributions of £11.7million referred to on page 213 of the report and developer contributions of £18.393million referred to on page 219 of the report and respond to Councillor Nicoll accordingly.

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## **RECRUITMENT TO ABERDEEN ECONOMIC POLICY PANEL - CHI/17/199**

**25.** With reference to Article 22 of the minute of its meeting of 15 March 2017, the Council had before it a report by the Interim Director of Communities, Housing and Infrastructure which sought approval to appoint three members to the Aberdeen Economic Policy Panel and advised of the Panel's immediate working priorities.

### **The report recommended:-**

that the Council approve the appointment of the three preferred candidates to the Panel as outlined in the report and note the immediate working priorities of the Panel.

Councillor Laing moved, seconded by Councillor Boulton:-

That the Council -

- (1) approve the recommendation contained within the report; and
- (2) agree that the Panel's annual economic report be forwarded to the Scottish Government Council of Economic Advisors who advise Ministers on how best to position Scotland amongst the world's most competitive economies, for information purposes.

Councillor Nicoll moved as an amendment, seconded by Councillor Jackie Dunbar:-

That the Council -

- (1) note the content of the report; and
- (2) instruct officers to take no further action meantime and instruct the Chief Executive to provide an alternative solution, possibly to include one which does not involve the remuneration of panel members to the meeting of Full Council on 11 October 2017.

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment (18) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart and Townson.

Declined to vote (2) - Councillors Greig and Yuill.

Absent from the division (1) - Councillor Flynn.

### **The Council resolved:-**

to adopt the motion.



Council Meeting, 23 August 2017

## **DECLARATION OF INTERESTS**

**In accordance with Article 5 of this minute, Councillors Boulton, Delaney and Macdonald left the meeting prior to consideration of the following item of business.**

## **UPDATE ON NEGOTIATIONS WITH PLACES FOR PEOPLE (SHAPING ABERDEEN HOUSING LLP APPROVED BUSINESS PLAN) - CHI/16/326**

**26.** With reference to Article 36 of the minute of its meeting of 15 March 2017, the Council had before it a report by the Interim Director of Communities, Housing and Infrastructure regarding the delivery of 1,000 affordable homes and the mechanism by which this could be achieved.

### **The report recommended:-**

that the Council approve the further 103 affordable homes in addition to the 897 proposed within the Shaping Aberdeen Housing LLP Business Plan reported to and approved by Council on 15 March 2017, and the mechanism of how this would be achieved.

### **The Council resolved:-**

to approve the recommendation.

## **WELFARE REFORM - CHI/17/198**

**27.** With reference to Article 9 of the minute of its meeting of 21 June 2017, the Council had before it a report by the Interim Director of Communities, Housing and Infrastructure which provided an update on Welfare Reform.

### **The report recommended:-**

that the Council -

- (a) note the update on Welfare Reform including the current position regarding Universal Credit and the Scottish Welfare Fund; and
- (b) note the information regarding the Social Security (Scotland) Bill being considered by the Scottish Parliament currently and this would be monitored by officers and the Welfare Matters Programme Board with further reports on this and devolved social security powers being provided as appropriate for future committees.

Councillor Lumsden moved, seconded by Councillor Graham:-

That the Council -

- (1) approve the recommendations contained within the report;
- (2) instruct the Chief Executive to write to the Secretary of State for Work and Pensions forwarding a copy of the report and the Council's anti-poverty strategy "towards a fairer Aberdeen that prospers for all" seeking clarity from the Secretary of State on how best the Council can help the most vulnerable in society who are struggling as a result of Welfare Reform;

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- (3) agree that the introduction of the 2016 Scotland Act provides the Scottish Government with wide ranging powers in relation to devolved welfare benefits;
- (4) note with huge disappointment that the SNP Government has asked the UK Government to retain control over certain benefits until 2020, effectively delaying the full transfer of welfare powers; and
- (5) instruct the Chief Executive to write to the Scottish Government's Social Security Minister Jeane Freeman forwarding a copy of the report and the Council's anti-poverty strategy "towards a fairer Aberdeen that prospers for all" seeking clarity from the Minister around points 3.3.3, 3.4.3 and 3.4.4 in the report, specifically around what mitigation and help, if any, the Scottish Government intend to provide to claimants now that the Scottish Government has devolved powers over Welfare Reform.

Councillor Jackie Dunbar moved as an amendment, seconded by Nicoll:-

That the Council -

- (1) approve the recommendations contained within the report; and
- (2) agree that due to the beneficiaries having to wait a minimum of six weeks for their first Universal Credit Payment, that this Council gives them assurances that (a) while their application is being processed that this Council will not actively pursue them for any rent or Council Tax arrears; and (b) instead the Council will use this time to actively support them and work with them to put in place manageable measures to address those arrears.

Councillor Yuill moved as a further amendment, seconded by Councillor Greig:-

That the Council approve a combined version of the motion and the amendment.

During the course of summing up, Councillor Lumsden agreed to incorporate Councillor Jackie Dunbar's amendment into his motion. As a result, Councillor Yuill agreed to withdraw his amendment.

On a division, there voted:-

For the motion (26) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Delaney, Lesley Dunbar, Duncan, Graham, Grant, Greig, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart, Wheeler and Yuill.

For the amendment by Councillor Jackie Dunbar (18) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Samarai, Sandy Stuart and Townson.

Absent from the division (1) - Councillor Flynn.

**The Council resolved:-**

to adopt the motion as follows:-

- (i) to approve the recommendations contained within the report;

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- (ii) to instruct the Chief Executive to write to the Secretary of State for Work and Pensions forwarding a copy of the report and the Council's anti-poverty strategy "towards a fairer Aberdeen that prospers for all" seeking clarity from the Secretary of State on how best the Council can help the most vulnerable in society who are struggling as a result of Welfare Reform;
- (iii) to agree that the introduction of the 2016 Scotland Act provides the Scottish Government with wide ranging powers in relation to devolved welfare benefits;
- (iv) to note with huge disappointment that the SNP Government has asked the UK Government to retain control over certain benefits until 2020, effectively delaying the full transfer of welfare powers;
- (v) to instruct the Chief Executive to write to the Scottish Government's Social Security Minister Jeane Freeman forwarding a copy of the report and the Council's anti-poverty strategy "towards a fairer Aberdeen that prospers for all" seeking clarity from the Minister around points 3.3.3, 3.4.3 and 3.4.4 in the report, specifically around what mitigation and help, if any, the Scottish Government intend to provide to claimants now that the Scottish Government has devolved powers over Welfare Reform; and
- (vi) to agree that due to the beneficiaries having to wait a minimum of six weeks for their first Universal Credit Payment, that this Council gives them assurances that (a) while their application is being processed that this Council will not actively pursue them for any rent or Council Tax arrears; and (b) instead the Council will use this time to actively support them and work with them to put in place manageable measures to address those arrears.

**CORPORATE PARENTING: ANNUAL UPDATE 2016-17 - ECS/17/040**

**28.** The Council had before it a report by the Director of Education and Children's Services which provided an annual update on the progress of the implementation of the Corporate Parenting responsibility under Part 9 of the Children and Young People (Scotland) Act 2014 for the benefit of care experienced children and young people.

**The report recommended:-**

that the Council -

- (a) agree that all Councillors should commit to attending a corporate parenting training session within the next twelve months;
- (b) note the Action Plan for the development of the Champions Board;
- (c) instruct the Lead Officer for Corporate Parenting to report back to Council in 2018 - this would ensure that all Councillors have a broad overview of the activities undertaken to ensure Aberdeen City Council is meeting its Corporate Parenting responsibilities ahead of the first report due to the Scottish Government; and
- (d) agree to continue to promote the corporate parenting agenda in Council business by raising awareness of the issues affecting care experienced young people and encouraging sustainable change for the benefit of our care experienced young people in the city.

**The Council resolved:-**

to approve the recommendations.

Council Meeting, 23 August 2017

## **BIG NOISE TORRY EVALUATION REPORT BY GLASGOW CENTRE FOR POPULATION HEALTH - ECS/17/039**

29. With reference to Article 15 of the minute of its meeting of 24 June 2015, the Council had before it a report by the Director of Education and Children's Services which provided a summary of the newly published evaluation report on the social and health impacts of Sistema Scotland's Big Noise programme in Torry by the Glasgow Centre for Population Health (GCPH).

### **The report recommended:-**

that the Council -

- (a) note the content of the report for information and assurance;
- (b) endorse the conclusions determined by GCPH on the analysis of the evaluation; and
- (c) agree that future Big Noise Torry progress be reported within a service update.

### **The Council resolved:-**

to approve the recommendations.

## **DECLARATION OF INTEREST**

**In accordance with Article 5 of this minute, Councillor Duncan left the meeting prior to consideration of the following item of business.**

## **UNISON ETHICAL CARE CHARTER - HSCP/17/079**

30. With reference to Article 9 of the minute of its meeting of 6 October 2016, the Council had before it a report by the Chief Officer for the Aberdeen Health and Social Care Partnership which provided an update on progress with the scoping and planning for the implementation of UNISON's Ethical Care Charter.

### **The report recommended:-**

that the Council note the ongoing and planned work in relation to the implementation of the Ethical Care Charter.

### **The Council resolved:-**

to approve the recommendation.

**The Lord Provost intimated that he had directed in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973, that the following item be considered as a matter of urgency to enable the Council to consider the matter without delay, however noted that Councillor Hutchison had submitted the notice of motion timeously in accordance with Standing Order 11.2.**

**NOTICE OF MOTION BY COUNCILLOR HUTCHISON**

**31.** The Council had before it the following notice of motion by Councillor Hutchison:-

“Council notes that a barrier to the lane between 42 and 44/48 King’s Crescent has been erected since late 2015 and that this was done without permission of the Council who are the land owners.

Council instructs the Interim Director of Communities, Housing and Infrastructure:-

- (1) that no attempt should be made to sell the lane between 42 and 44/48 King’s Crescent;
- (2) that proceedings to have the barrier removed from the lane should be commenced; and
- (3) that a report should be brought forward to the relevant committee on the possibility of this lane being adopted into the public road network or other options to improve the lane to an ‘adoptable’ standard.”

**The Council resolved:-**

to approve the notice of motion.

**In accordance with the decision recorded under Article 4 of this minute, the following item was considered with the press and public excluded.**

**COMPLAINTS REVIEW COMMITTEE - 31 MAY AND 13 JULY 2017 - CG/17/081**

**32.** The Council had before it a report by the Head of Legal and Democratic Services which presented the recommendations and minutes from the Social Work Complaints Review Committee meetings of 31 May and 13 July 2017.

**The report recommended:-**

that the Council approve the recommendations and note the minutes of the Social Work Complaints Review Committee meetings of 31 May and 13 July 2017.

**The Council resolved:-**

to approve the recommendation.

**- BARNEY CROCKETT, Lord Provost.**

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**COUNCIL**  
**BUSINESS STATEMENT**  
**11 OCTOBER 2017**

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

Reports which are overdue are shaded

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
1.	Council 02.03.16 Article 13	<p><b><u>Integration Joint Board (IJB) for Health and Social Care</u></b></p> <p>The Council instructed the Chief Executive to provide an update report to members on matters relating to the IJB that she considered to be of interest to them at the Council meetings of 17 August and 14 December 2016 and quarterly thereafter, such reports including financial monitoring information in relation to the IJB.</p>	<p>Quarterly reports to be received. The Council received the last report on 21 June 2017.</p> <p>A report is on the agenda for the Council meeting on 11 October 2017.</p>	Chief Executive	11.10.17
2.	Council 21.06.17 Article 22	<p><b><u>Equalities Outcomes and Mainstreaming Report</u></b></p> <p>The Council instructed the Head of Human Resources and Customer Service to report back to Council in further detail in connection with Appendix 2 and the number of employees with a disability subject to the disciplinary process, particularly with regard to frequency, possible patterns and appropriate training.</p>	<p>A report is on the agenda for the Council meeting on 11 October 2017.</p>	Interim Head of Human Resources	11.10.17

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
3.	Council 24.06.15 Article 13	<p><b><u>Local Authority Community Covenant</u></b></p> <p>The Council agreed to receive a report at a future meeting once the Scottish Government had reviewed the Scottish Veterans Commissioner's report <i>Transition in Scotland</i> and decided how it wishes to take its recommendations forward.</p>	A report is on the agenda for the Council meeting on 11 October 2017.	Chief Executive	11.10.17
4.	Council 23.08.17 Article 15	<p><b><u>Strategic Business Plan</u></b></p> <p>The Council instructed the Chief Executive to review the Council's Strategic Business Plan in light of the commitments set out in Stronger Together - Prosperity for Aberdeen 2017-2022, the Aberdeen City Council Conservative and Unionist Party, Aberdeen Labour and Independent Alliance Group Programme for Aberdeen City Council 2017-2022, and to report to the next meeting of the Council with a revised Strategic Business Plan.</p>	A report is on the agenda for the Council meeting on 11 October 2017.	Chief Executive	11.10.17
5.	Council 21.06.17 Article 18	<p><b><u>Fairer Aberdeen Fund</u></b></p> <p>The Council agreed that the Fairer Aberdeen annual report be submitted to the Council meeting for consideration, with the six month progress report issued as a Service Update in future.</p>		Interim Director of Communities, Housing and Infrastructure	11.12.17



<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
6.	Council 14.12.16 Article 23	<p><b><u>Berryden Corridor Improvements Scheme - Compulsory Purchase Order</u></b></p> <p>The Council instructed officers to report to a future meeting of Council to seek a resolution to make the Compulsory Purchase Order once the supporting documents are completed.</p>		Interim Director of Communities, Housing and Infrastructure	11.12.17
7.	Council 21.06.17 Article 21	<p><b><u>Air Quality Low Emission Zones</u></b></p> <p>The Council (1) instructed the Interim Director of Communities, Housing and Infrastructure to carry out a Low Emission Feasibility Study in accordance with the methodology detailed in technical guidance and prescribed timescales; (2) instructed officers to inform the Council of the study outcomes and recommendations at prescribed stages of the assessment process as detailed in the technical guidance; (3) noted the 'next steps' section explaining the feasibility study process and role of partner organisations; and (4) instructed the Interim Director of Communities, Housing and Infrastructure to bring a report back to Council detailing the outcome of the feasibility study with a view to members determining whether Aberdeen City Council should volunteer itself as an early adopter.</p>		Interim Director of Communities, Housing and Infrastructure	11.12.17

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
8.	Council 23.08.17 Article 17	<p><b><u>Council Target Operating Model</u></b></p> <p>The Council noted that responsibilities had only been identified under each proposed Director post at this stage and instructed the Chief Executive to develop further the senior management structure and report to Council at its meeting in December 2017 with recommendations for proposed portfolios and posts as appropriate.</p>		Chief Executive	11.12.17
9.	Council 23.08.17 Article 18	<p><b><u>Council Diary - 2018</u></b></p> <p>The Council noted that a new committee structure was expected to be effective from 1 April 2018 and that a calendar of meetings for April to December 2018 would be reported to Council in December 2017.</p>		Head of Legal and Democratic Services	11.12.17
10.	Council 15.03.17 Article 21	<p><b><u>Union Terrace Gardens</u></b></p> <p>The Council agreed to instruct the Head of Economic Development to submit a report to the first available Finance, Policy and Resources Committee with recommendations on the preferred contractor from the procurement exercise and the final costs of the scheme.</p>	<p>Planning approval needs to be obtained prior to the appointment of contractors. At its meeting of 20 September 2017, the Finance, Policy and Resources Committee, agreed to transfer this item to the Council Business Statement, as planning approval will not be sought until the meeting of the Planning Development Management Committee on 7 December 2017. Therefore, consideration of the programme and the appointment of a contractor at the Council meeting on 11 December 2017 would allow the project to move forward</p>	Head of Economic Development	11.12.17

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
			efficiently with works due to commence onsite in March 2018.		
11.	<p>Council 15.03.17 Article 13</p> <p>Council 23.08.17 Article 17</p>	<p><b><u>Committee Orders of Reference and Standing Orders/Governance Framework</u></b></p> <p>The Council, at its meeting on 15 March 2017, (1) noted that the new Standing Orders did not contain provisions equivalent to the existing Standing Orders 28 (Committees of the Council), 37 (General Delegations to Committees), 38 (Exclusions from Delegations) and 39 (Expenditure on Hospitality), and agreed that these would remain in force until such time as alternative Committee Orders of Reference were presented and the Council Travel Policy was amended; (2) agreed that the existing Committee Orders of Reference remain in force for the time being, with alternative proposals to be brought to Council in due course; and (3) agreed that "Part III - Officers of the Council" (with the exception of Standing Order 45 - Report by Chief Officers) of the existing Standing Orders also remain in force for the time being, with alternative proposals to be brought to Council in due course.</p> <p>The Council at its meeting on 23 August 2017, instructed the Head of Legal and Democratic Services to report to Council by</p>	A report on the Council's Scheme of Governance, which incorporates the Committee Orders of Reference, is scheduled for the Council meeting in March 2018.	Head of Legal and Democratic Services	05.03.18

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		its meeting in March 2018 seeking the necessary approvals for a governance framework to support the implementation of the Target Operating Model; to include a Scheme of Governance setting out the Terms of Reference for the Council, its revised committees and sub-committees and appropriate delegations to officers within the revised structure and a revised Council diary for 2018/19.			
12.	Council 23.08.17 Article 17	<p><b><u>Council Target Operating Model</u></b></p> <p>The Council agreed the distributive leadership principles set out in the Urban Governance discussion document and instructed the Chief Executive, the Council Leader and the Lord Provost, as the Council's senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council by its meeting in March 2018 with proposals in relation to:</p> <ul style="list-style-type: none"> <li>• co-ordinating Council civic, political and executive leadership structures;</li> <li>• establishing revised regional structures for discussion and interaction; and</li> <li>• developing partnership models with both governments and other stakeholders offering interaction at executive team level within the</li> </ul>		Chief Executive	05.03.18

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		Council			
13.	Council 15.03.17 Article 23	<b><u>Aberdeen Inward Investment Plan</u></b>  The Council agreed to receive annual updates on the Aberdeen Inward Investment Plan starting in May 2018.		Interim Director of Communities, Housing and Infrastructure	May 2018
14.	Council 23.08.17 Article 20	<b><u>Governance Review - Trusts</u></b>  The Council instructed the Head of Legal and Democratic Services, following consultation with the Head of Finance, to review the remaining Trusts on the trust register and bring the Phase 2 proposals on winding up or amalgamating these to Council.	Phase 2 of the reorganisation will commence after phase 1 has been completed, and will involve a large amount of work as each entry will need to be reviewed to ascertain how it is to be reorganised. There will be regular updates of phase 1 trusts prior to phase 2 commencing.	Head of Legal and Democratic Services	August 2018
15.	Council 23.08.17 Article 28	<b><u>Corporate Parenting</u></b>  The Council instructed the Lead Officer for Corporate Parenting to report back to Council in 2018 to ensure that all Councillors have a broad overview of the activities undertaken to ensure Aberdeen City Council is meeting its Corporate Parenting responsibilities ahead of the first report due to the Scottish Government.		Director of Education and Children's Services	August 2018

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**COUNCIL  
MOTIONS LIST**

**11 OCTOBER 2017**

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

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
1.	<p><b><u>Motion by Councillor Grant</u></b></p> <p>“Council notes First Aberdeen has announced the planned withdrawal of the X40 and 11 services from Kingswells with similar withdrawals having already been made right across the city. Notes that bus operators in Aberdeen appear to put profit before the needs of passengers who often rely upon buses to get to and from work.</p> <p>Agrees to instruct the Chief Executive to explore all options for Aberdeen City Council to facilitate the running of a bus service, those options to include the setting up of a company and/or working in partnership with an operator who already holds a PSV bus operator’s licence, and to report back to</p>	15.03.17	<p>The Council at its meeting on 15 March 2017 approved the terms of the motion.</p> <p>At its meeting of 21 June 2017, the Council resolved:-</p> <p>(i) to instruct the Interim Director of Communities, Housing and Infrastructure to report to the Communities, Housing Committee in August 2017 with a proposal for a revised Quality Partnership for public transport;</p> <p>(ii) to instruct the Interim Director of Communities, Housing and Infrastructure to report to the Finance, Policy and Resources Committee in September 2017 with options for dealing with gaps in the public transport network, where a need has been identified and for a decision</p>	<p>(i) A report on the Regional Quality Partnership for Public Transport was presented to the CH&amp;I Committee on 29 August 2017, as instructed;</p> <p>(ii) A report on the management of gaps in the Public Transport Network was presented to the FP&amp;R Committee on 20 September 2017, as instructed;</p> <p>(iii) The required procurement exercise and contract variation for Kingswells bus services has been undertaken. The X94 contract will be varied with the existing provider, Central Coaches, with the shuttle extended to provide two additional morning shuttle services around Kingswells at 5.05am and 6.10am, Monday to Friday.</p>	Interim Director of Communities, Housing and Infrastructure	December 2017 at the earliest

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
	Council in June 2017.”		<p>to be made;</p> <p>(iii) to instruct the Interim Director of Communities, Housing and Infrastructure to arrange for an appropriate procurement exercise to be carried out so as to seek a provider for an enhanced public bus service to Kingswells to extend the current service, to 6.00am to 11.00pm daily, Monday through Friday as soon as possible. Subject to timing requirements of the financial year 2017/18 in recognition of the exceptional circumstances impacting on those residents living in Kingswells. This will be on the understanding that the maximum cost of such enhanced public bus service will be £25,000 and will be funded from contingencies and that all relevant legal provisions are complied with, including with reference to state aid; and</p> <p>(iv) <b>to instruct the Interim Director of Communities, Housing and</b></p>	<p>The evening service will be operated by Stagecoach Bluebird and will operate an hourly service between Union Terrace and Kingswells Village from 19.40 to 23.33, Monday to Friday. Both services commenced operation on 14 August 2017;</p> <p>(iv) A letter was sent to the Scottish Transport Minister, by the interim Director of Communities, Housing and Infrastructure, as instructed, on 12 July 2017. There has been no response to date. There is also no update on the Scottish Government website with regards the progression of a Bill, as such until a response is received it is unclear when a draft bill may be issued and when there will be a consultation which would allow for a report back to full Council. Likelihood would be December at the earliest but this is dependent on the Scottish Government.</p>		



<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
			<p>Infrastructure to write to the Minister for Transport and the Islands, Humza Yousaf MSP, seeking clarity on the timescales for both the consultation with Aberdeen City Council regarding the Transport Bill and the publishing of the draft bill, and to report back to Council at the next available opportunity.</p>			

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**CYCLE 4 - COMMITTEE STATISTICS**

**The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings**

<b>Report Title</b>	<b>Committee date</b>	<b>Report author</b>	<b>Head of Service</b>	<b>Purpose of Report</b>	<b>Explanation if delayed or withdrawn</b>
AFC Kingsford Stadium (Planning)	11/10/2017	Daniel Lewis	Eric Owens	Planning Application	
Strategic Business Plan-Update	11/10/2017	Martin Murchie	Ciaran Monaghan	The report proposes revisions to the Council's Strategic Business Plan to reflect commitments and priorities set out within the Policy Statement "Stronger Together: Prosperity for Aberdeen 2017 – 2022" agreed by Council on 23rd August 2017	
IJB Quarterly Update	11/10/2017	Martin Murchie	Ciaran Monaghan	The report provides the Council with details of the arrangements put in place for governance of the Integration Joint Board (IJB)	
Equalities figures – responses to questions	11/10/2017	Keith Tennant	Morven Spalding	To report back to Council in further detail in connection with Appendix 2 of June 2017 report and the number of employees with a disability subject to the disciplinary process, particularly with regard to frequency, possible patterns and appropriate training	

Education and Children's Services Committee – External Appointment (Secondary School Parent Representative)	11/10/2017	Allison Swanson	Fraser Bell	The report brings before the Council details of nomination from Aberdeen City Parent Councils Forum of a replacement parent representative for secondary school on the Education and Children's Services Committee following the tenure of the current representative, Mr Rafferty, concluding.	
Resignation of Member of Aberdeen City Licensing Board and Duty to Elect New Member to the Board	11/10/2017	Lynn May	Fraser Bell	1.1 To advise elected members that Councillor Mason has resigned in his position as a member of the Aberdeen City Licensing Board; 1.2 To determine the number of members to sit on the current Licensing Board, ensuring that the total number is between 5 and 10 members; and 1.3 If the number is to remain at 9, to ask that members elect a new member of the Aberdeen City Licensing Board on 11th October 2017 under their statutory obligation to do so.	
Local Authority Community Covenant	11/10/2017	Ciaran Monaghan	Ciaran Monaghan	The Council agreed to receive a report at a future meeting once the Scottish Government had reviewed the Scottish Veterans Commissioner's report Transition in Scotland and decided how it wishes to take its recommendations forward	

<p>Adoption of Supplementary Guidance in support of the Local Development Plan - Greenferns Development Framework</p>	<p>11/10/2017</p>	<p>Laura Robertson</p>	<p>Eric Owens</p>	<p>1.1 This report outlines the Greenferns Development Framework OP28 and OP33 as well as the Loirston Development Framework OP59, OP60, OP53(part) OP61. These have both been prepared as strategies for the future development on the land identified in the Aberdeen Local Development Plan</p>	<p>14/09 Email from S Beattie to confirm that Greenferns will go in Oct and Loirston will go in Dec</p>
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**CYCLE 5 - COMMITTEE STATISTICS****The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings**

<b>Report Title</b>	<b>Committee date</b>	<b>Report author</b>	<b>Head of Service</b>	<b>Purpose of Report</b>	<b>Explanation if delayed or withdrawn</b>
CSWO Annual Report	13/12/2017	Bernadette Oxley	Bernadette Oxley	Annual report	
Berryden Corridor Improvements Scheme - Compulsory Purchase Order	13/12/2017	Mike Mathieson	Eric Owens	The Council instructed officers to report to a future meeting of Council to seek a resolution to make the Compulsory Purchase Order once the supporting documents are completed.	
Review of the Scheme for the Establishment of Community Councils	13/12/2017	Karen Finch	Fraser Bell	To review the Scheme for the Establishment of Community Councils, to include, the Scheme, the Boundaries and the introduction of a Complaints Procedure	

Air Quality Low Emission Zones	13/12/2017	Aileen Brodie	Eric Owens	<p>The Council (1) instructed the Interim Director of Communities, Housing and Infrastructure to carry out a Low Emission Feasibility Study in accordance with the methodology detailed in technical guidance and prescribed timescales; (2) instructed officers to inform the Council of the study outcomes and recommendations at prescribed stages of the assessment process as detailed in the technical guidance; (3) noted the 'next steps' section explaining the feasibility study process and role of partner organisations; and (4) instructed the Interim Director of Communities, Housing and Infrastructure to bring a report back to Council detailing the outcome of the feasibility study with a view to members determining whether Aberdeen City Council should volunteer itself as an early adopter.</p>	
Fairer Aberdeen Fund	13/12/2017	Susan Thom	Derek McGowan	<p>The Council agreed that the Fairer Aberdeen annual report be submitted to the Council meeting for consideration, with the six month progress report issued as a Service Update in future.</p>	
ESCO Report	13/12/2017	Terri Vogt	Eric Owens	<p>The purpose of the report is to present the business case for ACC to establish an ESCO as an arm's length organisation following from a recommendation made at Full Council on the 17th August 2016.</p>	Moved to Decembers meeting

Adoption of Supplementary Guidance in support of the Local Development Plan - Loirston Development Framework"	13/12/2017	Laura Robertson	Eric Owens		
Council Target Operating Model	13/12/2017	Ciaran Monaghan for Angela Scott	Angela Scott		
Council Diary - 2018	13/12/2017	Stephanie Dunsmuir	Fraser Bell		



## GUILDRY AND MORTIFICATION FUNDS COMMITTEE

ABERDEEN, 29 August 2017. Minute of Meeting of the GUILDRY AND MORTIFICATION FUNDS COMMITTEE. Present:- Councillor Reynolds, Master of Mortifications, Convener; Councillor Barney Crockett, the Lord Provost; Councillor Wheeler (as substitute for Councillor Mason) and Mr Colin G Taylor, Lord Dean of Guild.

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=419&MIId=4432&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.**

### MINUTE OF PREVIOUS MEETING AND VALEDICTORY

1. The Committee had before it the minute of its previous meeting of 1 March 2017.

The Convener expressed his thanks to former Councillor Finlayson, Master of Mortifications for his time and effort as Chairperson.

**The Committee resolved:**

to approve the minute and concur with the remarks of the Convener.

### LORD DEAN OF GUILD REPORT

2. The Committee had before it a paper by the Lord Dean which (1) updated the Committee on progress with the Guildry Awards; (2) provided an update on progress with the proposed submission to OSCR; and (3) contained a request to fund Burgess regalia in line with previous practice.

**The Committee resolved:**

to note the updates provided and approve in principle the request for funding for Burgess regalia.

### REVIEW OF ALLOWANCES

3. The Committee had before it a paper by the Head of Finance which (a) provided information concerning (1) the amount of allowances paid from the Guildry fund to Burgesses of Guild, widows and widowers of Burgesses and children of Burgesses from 2007 to 2016; and (2) the number of people receiving allowances for the same period;

**GUILDRY AND MORTIFICATION FUNDS COMMITTEE**

29 August 2017

and (b) proposed that the allowances be increased by either 3% or 5% rounded up to the nearest £5, backdated for 2017/18.

**The Committee resolved:**

to recommend to Council that the following increases (5%) in annual allowances be approved backdated from 1 May 2017:-

Guildry Fund Allowance	Present Allowance	Proposed Allowance
Burgesses	£2,050	£2,155
Widows / Widowers of Burgesses	£2,050	£2,155
Children of Burgesses	£1,905	£2,000

**LANDS OF SKENE, SURPLUS HOUSES**

4. The Committee had before it, for information, a draft report by the Interim Director of Communities, Housing and Infrastructure which was due to be considered at the meeting of the Finance, Policy and Resources Committee of 20 September 2017.

**The Committee resolved:**

to note the content of the report.

**DATE OF NEXT MEETING**

5. The Committee were advised that following changes to the Council diary, the next meeting of the Committee could revert to 1 March 2018 if preferred.

**The Committee resolved:**

to concur with the proposed meeting date of 1 March 2018 at 11.00am.

- **John Reynolds, Master of Mortifications, Convener.**

**GILDREY AND MORTIFICATION FUNDS COMMITTEE**  
29 August 2017

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	11 <sup>th</sup> October 2017
REPORT TITLE	Strategic Business Plan - Update
REPORT NUMBER	OCE/17/021
LEAD OFFICER	Angela Scott
REPORT AUTHOR	Martin Murchie

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### **1. PURPOSE OF REPORT:-**

The report advises of revisions to the Council's Strategic Business Plan to reflect commitments and priorities set out within the Policy Statement "Stronger Together: Prosperity for Aberdeen 2017 – 2022" agreed by Council on 23<sup>rd</sup> August 2017.

### **2. RECOMMENDATION(S)**

That the Council notes the amended Strategic Business Plan.

### **3. BACKGROUND/MAIN ISSUES**

- 3.1 The Council's Strategic Business Plan 2017/18 was considered by the Council at its meeting of 22<sup>nd</sup> February 2017. The Plan translates the Council's vision into objectives and targets, aligning these to Community Planning Aberdeen's Local Outcome Improvement Plan and putting them in the context of delivery through Transformation Programmes.
- 3.2 The Council agreed a Policy Statement - "Stronger Together: Prosperity for Aberdeen 2017 – 2022" on 23<sup>rd</sup> August 2017. Officers have now reflected each of the policy commitments and priorities from the Policy Statement within an updated Strategic Business Plan, which is attached as Appendix A to this report.

### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from this report. Any financial implications arising from policy priorities identified in the

Strategic Business Plan will be costed and reported appropriately. Finance, and resources management, is also a key element of the governance arrangements detailed in the Strategic Business Plan.

## **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising directly from this report.

## **6. MANAGEMENT OF RISK**

6.1 Any significant risks will be identified and managed as appropriate. The report includes details of the system of risk management as well as identified financial risks.

## **7. IMPACT SECTION**

7.1 The Local Outcome Improvement Plan themes of Economy, People, Place and Technology are evident throughout the Business Plan.

## **8. BACKGROUND PAPERS**

“Stronger Together: Prosperity for Aberdeen 2017 – 2022

## **9. APPENDICES**

Revised Strategic Business Plan 2017/18

## **10. REPORT AUTHOR DETAILS**

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**ABERDEEN CITY COUNCIL**

**STRATEGIC BUSINESS PLAN  
REFRESH 2017-2018**

**Contents:**

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## 1. INTRODUCTION

Aberdeen City Council is a leading partner of Community Planning Aberdeen which has set a vision for Aberdeen City:-

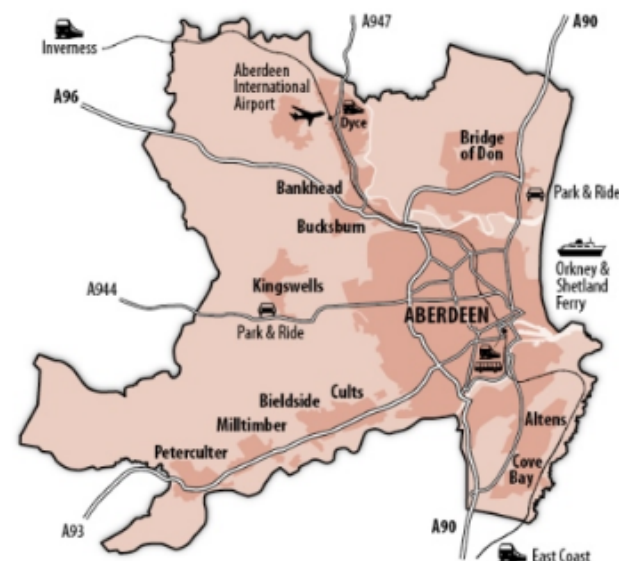
***To ensure the people and place prosper and to protect the people and place from harm***

This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish.

The North East Region is a high performing regional economy. Our success has been driven largely by the opportunities in the oil and gas sector, and by a number of other strong performing sectors. However, the level of investment in the public infrastructure has struggled to keep pace with the demands being placed on it by a fast growing economy and industry investment.

Since the end of 2014, the local economy has suffered as a result of the global oil price decline. Business has slowed and, while this downturn is not the first of its kind, it highlights a growing and urgent need to diversify the local economy to ensure economic sustainability.

Some of the most affluent areas of Scotland are within Aberdeen City, but equally some of Scotland's most deprived areas are within the City boundaries. Overall, headline levels of deprivation remain low, however almost 30% of households in Aberdeen are in fuel poverty, 18% of children in Aberdeen are living in poverty and the majority of those children are living in a working household.

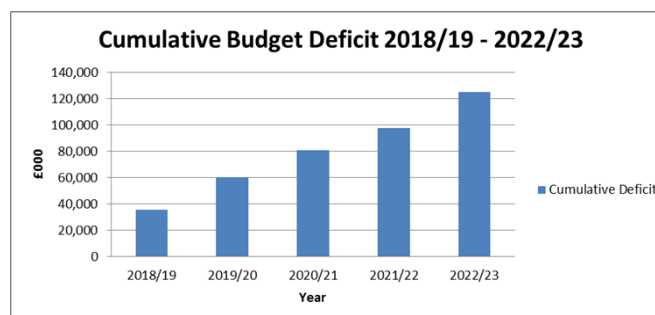


This City vision will be delivered against a backdrop of changing and increasing demand for public services. By 2037 the number of people over 65 in Aberdeen City is projected to rise by 56%. An increase is also projected in the number of school age children.

This is a time of profound change for public services in Scotland. This includes the increasing role which the Council plays as a key partner in planning and delivering more integrated policy and services with our partners through the Aberdeen Community Planning Partnership (CPP). During 2016 the CPP replaced its existing Single Outcome Agreement with a new Local Outcome Improvement Plan (LOIP). It is important that the Council's Strategic Business Plan is fully aligned to the LOIP. The policies of the Scottish and UK Governments will also have a significant impact on our plans for the years ahead, as well as developments across the wider Aberdeen City Region. Some of the key changes which will influence the future role, functions and priorities of the Council are:

- Aberdeen CPP's Local Outcome Improvement Plan, to which this Plan is fully aligned
- An anticipated Scottish Local Government Bill which forms part of the Scottish Government's "Programme for Government"
- Proposals for the establishment of a regional education model
- Involvement and empowerment of local communities in design and delivery of services as a result of the Community Empowerment Act
- A review of national, regional and local arrangements for enterprise and skills

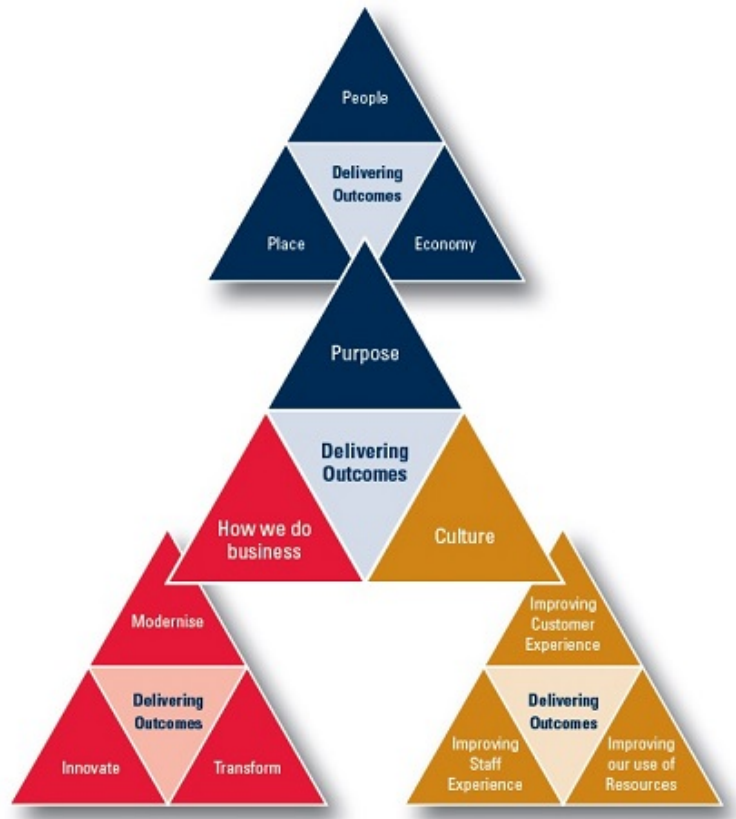
The Council's Policy Statement (08/17) includes the stated intention to campaign for the reform of local government finance, including Business Rates; the replacement of the Council Tax; exploring the viability of new levies and the scope for Council's to have greater control over existing taxes. Within the existing arrangements the Council faces a budget shortfall of £125m over the next five years.



In addition, following Aberdeen City Council's innovative approach for financing capital programmes through the issue of a Bond on the London Stock Exchange, the Council is required by legislation to be highly structured and commercially focused in its financial planning and management, in particular with regard to issues which may have a detrimental effect on the ability of the Council to meet its debts.

## Shaping Aberdeen

To realise our ambitions in this challenging environment the Council has begun a programme of change called “Shaping Aberdeen” and it has 3 parts:



### ***Our purpose - What Our Business is***

To ensure the alignment of all Council strategies and plans to the LOIP’s vision, as well as ensuring clear delivery plans for the Council’s own set of strategies and priorities.

### ***How do we do business?***

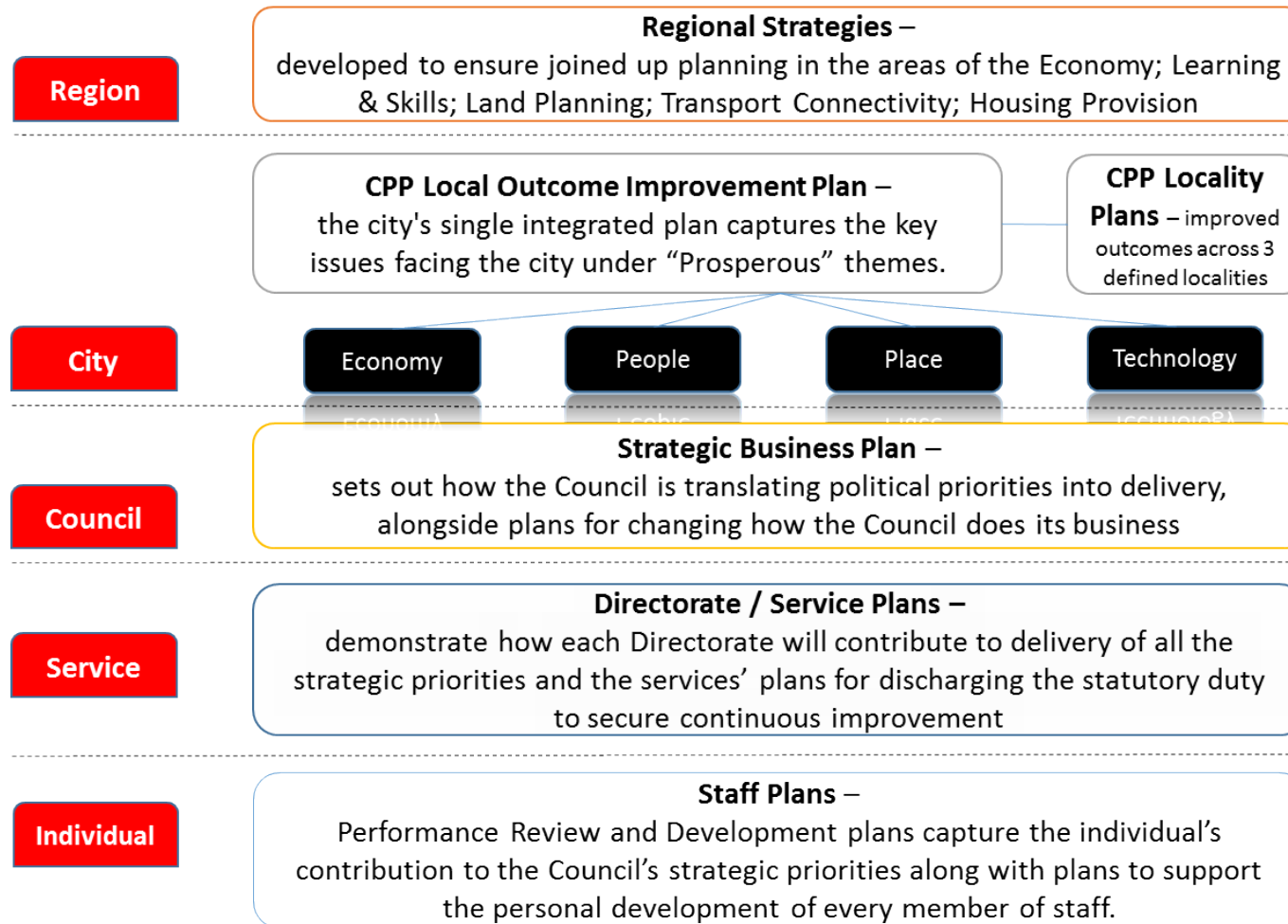
The modernisation and transformation of how we deliver our services through making best use of technology.

### ***How we behave as an organisation?***

Capable, confident, engaged and positive *staff* who deliver excellent *customer* service and consciously make best use of our *resources*. An organisation that maintains its focus on its customers, its staff and how it uses the resources available to it.

## 2. THE “GOLDEN THREAD”

As noted above, the Council needs to operate across different planning levels from the North East region to individual localities, such as Torry, whilst internally planning from the corporate level to individual members of staff.



### 3. SHAPING ABERDEEN - OUR PURPOSE – WHAT OUR BUSINESS IS

Our Purpose is to support the prosperity of the city's:-

- *Economy*
- *People*
- *Place*

This is enabled by the use of *technology*.

The Council's Strategic Priorities for 2017/18, therefore, comprise identifiable priorities for the Council within:-

- The CPP's Local Outcome Improvement Plan (LOIP)-**  
The LOIP has been developed by Community Planning Aberdeen as a shared, city-wide plan for improvement. It provides a clear blueprint for collaborative actions to tackle the challenges facing the City.
- "Stronger Together - Prosperity for Aberdeen 2017-2022".** *The Council's Policy Statement which was agreed in August 2017.*
- CPP Locality Plans** – These set out priorities for areas of socio-economic disadvantage and these will be reflected within Directorate and Service Plans.



This Strategic Business Plan sets out how the Council is translating these strategic priorities into the delivery of positive outcomes for the City and its communities. The remainder of this Strategic Business Plan demonstrates how the Council will translate these priorities into delivery, alongside plans for changing how the Council does its business.

### 3.1 Prosperous Economy

The North East of Scotland is one of the most prosperous regions in the UK. There have been a number of challenges to accommodating this growth historically and in looking at the region's economic development, Aberdeen needs to be at the heart of a city region that competes with other similar cities not just in Scotland and the UK, but internationally.

Economic activity in the North East is high. Gross Value Added per head is £36,242, the second highest in the UK and 65% higher than the Scottish average. There are significant opportunities to sustain and grow activity in both the short and longer term. The immediate focus is on maximising economic recovery from remaining oil and gas reserves in the UK Continental Shelf while the City we identify ways to further develop the North East as an international oil & gas research and development centre.

Key to this transition will be retention of the talent and transferable skills that currently exist within our businesses and educational institutions. In 2014 Aberdeen was ranked 2nd among the UK's 63 largest cities in terms of the number of patents per 1,000 population, testimony to a variety of internationally significant research centres such as the National Subsea Research Institute, the Rowett, the Marine Lab & James Hutton Institute.

It is also important that expertise continues to be retained and developed within our schools, college and universities to encourage, grow and attract more world-leading innovation in this region. Two leading research universities are located in Aberdeen and provide a highly skilled workforce in applied sciences, technology and engineering.

#### **National and Regional Legislative and Policy Context**

A number of legislative and policy initiatives will impact on how these priorities are delivered. These include:-

- Brexit
- Increasing devolved powers for the Scottish Parliament to raise and vary taxation
- National review of the national, regional and local arrangements for enterprise and skills
- Proposals for a devolved employment support programme
- National Review of business rates
- Air Departure Tax (Scotland) Bill
- Decommissioning Action Plan
- Oil & Gas Transition Training Fund
- A revised "Tourism Scotland 2020 Strategy"
- Manufacturing Strategy / Circular Economy Strategy

**Council Contribution**

The Council has a lead role in working with partners to deliver a “Prosperous Economy” through fully implementing the commitments made in the LOIP. Our corporate priorities for 2017/18 are outlined below.

**Improvement Outcome 1 - Investment in infrastructure**

Infrastructure is critical for the City to remain an internationally competitive business environment and to secure a long term economic future - transport connectivity, information and communications technologies, business land and property and housing are key. We will seek to fast track development of infrastructure through the City Region Deal with the UK and Scottish Governments and will open negotiations to secure funding for a second Aberdeen City Region Deal. We are committed to investing in an infrastructure that caters for the needs of a high performing international city economy – roads with capacity to cope with the demands of business, extensive air and sea links, digital connectivity to develop competitive business, and a competitive and accessible public transport system. We will support efforts to develop the Energetica corridor and review the Council’s industrial estate to ensure it supports the Regional Economic Strategy including realising the non-oil and gas economic potential of the City.

Aberdeen City Council Objectives	How We Will Measure Success
We will prioritise development of those intervention activities in the Aberdeen City Centre Masterplan, including the redesigned Union Terrace Gardens, that deliver the biggest economic impact	<ul style="list-style-type: none"> <li>• Increase the sqm of enhanced and new public space and reclaimed streets for pedestrians in the City centre</li> <li>• Increase the sqm of upgraded retail and leisure development, new office development and new hotels in the City Centre</li> <li>• Footfall in the City Centre and Aberdeen’s Business Improvement District</li> <li>• Increase % of people accessing city centre using travel other than car.</li> </ul>
We will refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport, including the viability of a council owned bus company	<ul style="list-style-type: none"> <li>• Measures will be identified through the refreshed local transport strategy</li> </ul>

Aberdeen City Council Objectives	How We Will Measure Success
<p>We will refresh the City's Local Housing Strategy, keep rents affordable and ensure future housing developments address the needs of a changing population. We will link the Strategy to broad City priorities, including improving health and social care; giving children the best start in life</p> <p>We will build new council houses and work with partners to provide more affordable homes</p> <p>We will consider viability of expanding "Places for People", a joint venture model to deliver 'private rented sector' homes regionally</p>	<ul style="list-style-type: none"> <li>• Increase the sqm of new residential dwellings in the City centre.</li> <li>• Number of new build houses per year</li> <li>• Number of affordable houses built annually</li> </ul>
<p>We will develop a plan to incentivise bringing underused space above shops and long term empty retail units into residential use</p>	<ul style="list-style-type: none"> <li>• Increase % occupancy in city centre premises</li> </ul>
<p>We will secure significant improvements in the city's green/active travel (walking, cycling) network</p>	<ul style="list-style-type: none"> <li>• % of people cycling as main mode of travel</li> <li>• Increase in satisfaction levels with city's green spaces</li> </ul>
<p>We will develop new ways of dealing with waste</p>	<ul style="list-style-type: none"> <li>• % of household waste that is recycled</li> </ul>
<p>We will collaborate in the development of an Inward Investment Plan that looks at how alternative financial models which can be used to invest in/deliver regional priorities of broadband.</p>	<ul style="list-style-type: none"> <li>• % of premises in receipt of superfast broadband</li> </ul>
<p>We will provide 5 year certainty in the supply of available land (Delivery of x,000 units)</p>	<ul style="list-style-type: none"> <li>• supply of derelict and vacant land</li> </ul>

## Improvement Outcome 2 - Innovation

Innovation is a vital driver of long-term sustainable economic growth. The City Region Deal sets out investment hubs for Innovation in the Oil & Gas, Agri-Food & Nutrition and Life Sciences sectors. Through linking this investment in innovation to learning within the city, the Council has a key role to play in supporting this. We will support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal and link our schools to the centres. We will also support the activities of, and access to, Business Gateway and "Elevator" to help businesses in Aberdeen. The city also boasts Europe's largest fuel cell bus fleet and Scotland's first facility for hydrogen production and the Council will continue to support a low carbon fleet.

Aberdeen City Council Objectives	How We Will Measure Success
<p>We will link innovation in "tele-health" and "tele-care" to local economic development</p>	<ul style="list-style-type: none"> <li>• % increase in citizens receiving care in the home</li> </ul>
<p>We will work with European and National Funding programmes to improve renewable energy infrastructure and build up our existing strength in hydrogen technology</p>	<ul style="list-style-type: none"> <li>• Number of hydrogen buses</li> </ul>



Aberdeen City Council Objectives	How We Will Measure Success
We will invest in a Fleet Replacement Programme (Inc. Zero Waste Strategy Fleet)	<ul style="list-style-type: none"> <li>• % of Council fleet low carbon vehicles</li> </ul>
We will consolidate, easy to navigate support for businesses in one place and:- <ul style="list-style-type: none"> <li>• Establish a business development fund to support small business</li> <li>• Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• No. of loans</li> <li>• No. of jobs supported</li> </ul>

### Improvement Outcome 3 - Inclusive Economic Growth

While the high wages and salaries on offer in the oil and gas sector have attracted people into the region, this has caused recruitment challenges in other sectors, while a lack of affordable housing and income inequalities has led to people living away from key employment centres in the city. Through the objectives below the Council’s aims to ensure that the benefits of economic prosperity and felt by all of the city’s citizens.

Aberdeen City Council Objectives	How We Will Measure Success
We will refresh the City’s Local Housing Strategy and link this to broad City priorities, including improving health and social care; giving children the best start in life	<ul style="list-style-type: none"> <li>• Number of new build houses per year</li> <li>• Number of affordable houses built annually</li> </ul>
We will consider viability of expanding “Places for People”, a joint venture model to deliver ‘private rented sector’ homes regionally	
We will work with partners and the community to develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate diverse culture and creative offerings	<ul style="list-style-type: none"> <li>• Increase tourists to Aberdeen</li> </ul>
We will develop and implement Locality Plans for those communities experiencing socio economic disadvantage, spreading them across the City in conjunction with communities	<ul style="list-style-type: none"> <li>• % of adults agreeing that they can influence decisions affecting their local area</li> </ul>
We will support the implementation of “Developing the Young Workforce”, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects	<ul style="list-style-type: none"> <li>• Accreditation achieved</li> <li>• Increase in % of learners entering a positive and sustained destination after leaving school.</li> </ul>
We will deliver actions in the Regional Skills Strategy	<ul style="list-style-type: none"> <li>• % of Regional Skills Strategy actions implemented</li> </ul>
We will develop a specific ‘economic footprint’ action plan across directorates with a focus on ensuring that community benefit from major developments is maximised and that community benefit clauses deliver against Locality Plans for Torry, the wider Northfield area and Woodside, Tillydrone and Seaton	<ul style="list-style-type: none"> <li>• Number of residents from target areas accessing opportunities (work experience / apprenticeship / job) through community benefit clauses</li> </ul>
We will reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant	<ul style="list-style-type: none"> <li>• % of households in fuel poverty</li> </ul>
We will support community led efforts to develop community owned energy solutions	

**Improvement Outcome 4 - Internationalisation**

Internationalisation supports growth, innovation and productivity and is a key characteristic of successful regional economies. Internationalisation is already at the heart of the Aberdeen City Region, and is a driving force for the internationalisation strategy for the whole of Scotland. We want to build on our track record as one of the most international regions in the UK and the Council has committed to significant investment designed to make Aberdeen an even more attractive place to visit and invest in. We will review the Regional Economic Strategy to ensure that it maximises Aberdeen’s economic potential post Brexit and ensure the city’s interests are fully represented in all consultations on the United Kingdom’s interests in leaving the European Union.

Aberdeen City Council Objectives	How We Will Measure Success
We will deliver the £330m new Aberdeen Exhibition & Conference Centre and support the establishment of a new operator	<ul style="list-style-type: none"> <li>• Successful delivery of AECC</li> </ul>
We will deliver a £30m refurbishment of Aberdeen Art Gallery in 2017 as well as completing the refurbished Music Hall, Provost Skene’s House and Thomas Blake Glover House	<ul style="list-style-type: none"> <li>• Increase footfall at the Art Gallery</li> </ul>
We will deliver “Aberdeen 365”, an annual calendar of headline and feature events	<ul style="list-style-type: none"> <li>• No. of events and no. of tourists</li> </ul>
We will work towards submitting a city bid to become UK City of Culture in 2025	<ul style="list-style-type: none"> <li>• Aberdeen is UK City of Culture</li> </ul>
We will support the development of the City harbour expansion plan and work collaboratively to maximise tourism opportunities, including attracting high value cruises	<ul style="list-style-type: none"> <li>• Successful delivery of the harbour development</li> </ul>
<p>We will deliver year one priorities from the Aberdeen Inward Investment Plan [note: scheduled for consideration by Council on 15th March 2017]</p> <p>We will continue to develop a diverse range of international trade links to support the export potential of Aberdeen companies</p>	<ul style="list-style-type: none"> <li>• Number of Foreign Direct Investments in to Aberdeen</li> <li>• Number of jobs created by Foreign Direct Investments</li> <li>• Number of out- and in-bound trade missions delivered</li> </ul>

**Prosperous Economy - Committed Capital Projects - (Draft 17/18 Budget)**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>❖ Aberdeen Exhibition &amp; Conference Centre</li> <li>❖ City Centre Regeneration</li> <li>❖ Access from the North / 3rd Don Crossing</li> <li>❖ Aberdeen Western Peripheral Route</li> <li>❖ Strategic Land Acquisition</li> <li>❖ CATI - South College Street</li> <li>❖ CATI - Berryden Corridor (Combined Stages 1, 2 &amp; 3)</li> </ul> | <ul style="list-style-type: none"> <li>❖ Cycling Walking Safer Streets</li> <li>❖ Nestrans Capital Grant</li> <li>❖ Planned Renewal &amp; Replacement of Roads Infrastructure*</li> <li>❖ City Deal: Strategic Transport Appraisal</li> <li>❖ City Deal: Aberdeen Harbour Expansion Project</li> <li>❖ Sustrans Active Travel Infrastructure Fund</li> <li>❖ Art Gallery Redevelopment - Main Contract (HLF)</li> </ul> |
|--|---|

❖ A96 Park & Choose / Dyce Drive Link Road

\* Council Policy Statement commits to extra funding to resurface damaged roads and pavements throughout the City

## 3.2 Prosperous People

### i. **Children are the Future**

Our ambition is to support every child, irrespective of their circumstances, to grow, develop and reach their full potential. We want Aberdeen to be a city where there is equality of outcomes and opportunities for all our children. Our priorities reflect the importance we place on supporting equity of access to education, supporting families to provide the best care they can for their children. We will also invest in the health, including mental health, of our children and young people.

Aberdeen City offers rich opportunities for all children and young people to achieve and become successful, responsible, confident and contributing adults. Through implementing future focused engagement and participation strategies across Aberdeen City, we will continue to ensure that children and young people are respected and included citizens in their city.

### **National and Regional Legislative and Policy Context**

A number of legislative and policy initiatives will impact on how these priorities are delivered. These include:-

- Establishment of regional education model
- Carers (Scotland) Act 2016
- Double the provision of free early learning childcare by 2020
- National Standardised Assessments
- Child Poverty Bill
- Provision of universal free school meals
- Additional qualified teacher or childcare graduate for nurseries in the most deprived areas
- Child Protection Improvement Programme
- Developing the Young Workforce Strategy

## Council Contribution

The Council has a lead role in working with partners to deliver and fully implement the priority commitments made in the LOIP. Our corporate priorities for 2017/18 are shown below.

### Improvement Outcome 1 - Children have the best start in life

The period from conception through to age two is the most critical period in a child's life. During infancy and early childhood, children are flooded with new experiences that impact on their brain development, and there is an opportunity for us to support children to grow and to ensure that healthy and positive habits are formed from a young age.

Aberdeen City Council Objectives	How We Will Measure Success
We will expand early learning and child care, and out of school care, working with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes	<ul style="list-style-type: none"> <li>• Increase number of available early learning and childcare places: City wide (aim to meet 100% of demand by 2020/21)</li> </ul>
We will ensure continued quality of childcare provision	<ul style="list-style-type: none"> <li>• Maintain % of Early Learning and Childcare Inspections at 100%</li> <li>• Increase Proportion of Positive inspection Outcomes</li> <li>• Increased satisfaction of parents with ELCC services</li> </ul>
We will expand the provision of school holiday meals to primary school children	
We will deliver workforce development and expansion within early learning and childcare services	<ul style="list-style-type: none"> <li>• Improve Recruitment [Increase in number of staff entering early learning and childcare sector] Data based on a Training Needs analysis</li> <li>• Increase in number of staff undertaking qualifications to improve quality and meet SSSC requirements</li> </ul>
We will expand Me2 programme to support Looked After 2 year olds	<ul style="list-style-type: none"> <li>• Increase the no. of places available with a view to meeting 100% of demand</li> </ul>
We will ensure that the Council shows how the impact on children has been considered in all strategic planning and decision making	<ul style="list-style-type: none"> <li>• Strategies and plans identify impact on children</li> </ul>

## Improvement Outcome 2 - Children are safe and responsible

Everyone has a responsibility to keep children and young people safe from harm, and no single agency can do this alone. Children need to be kept safe from harm in order to thrive and reach important developmental milestones, and to ultimately become responsible and contributing citizens. Keeping children safe means more than ensuring their physical safety; looking after their emotional and mental well-being is equally important.

Aberdeen City Council Objectives	How We Will Measure Success
We will implement Reclaiming Social Work	<ul style="list-style-type: none"> <li>• Reduce the number of young people in out of Authority Places</li> <li>• Ensure CP re-registration rates will be in line with the national average (rate per 1000 pop aged 0-16)</li> </ul>
We will implement of Getting it Right For Every Child in line with the requirements of the Children and Young People (Scotland) Act 2014	<ul style="list-style-type: none"> <li>• Increase in % of children's plans assessed as good</li> <li>• Monthly Reviews of Children's Plans</li> </ul>
We will improve in early intervention supports for offenders / victims and parents and promote diversion activities for young people with enhanced focus on our 3 locality areas	<ul style="list-style-type: none"> <li>• Reduce exclusion rates (per 1000 pupils)</li> <li>• Increase no. young people and adults engaged in diversionary activity programmes</li> </ul>
We will implement the recommendations of the Good Governance Institutes review of Public Protection as they relate to Aberdeen City including strengthening democratic oversight of local child and adult protection arrangements	<ul style="list-style-type: none"> <li>• % of recommendations due which are fully implemented</li> </ul>
We will implement the requirements of the Carers (Scotland) Act as it relates to children and families	<ul style="list-style-type: none"> <li>• Compliance with requirements</li> </ul>

### Improvement Outcome 3 - Children are respected, included and achieving

Every child has a right to be treated with respect and dignity at all times, regardless of their age, gender, ethnicity or background. They all reserve the right to express their views on matters that directly affect them and to have those views listened to and considered. A child or young person who feels respected and included is one who is more likely to succeed in life. It is also important for children to feel that they are part of a supportive community that helps them to achieve their potential.

Aberdeen City Council Objectives	How We Will Measure Success
We will deliver improvement and close the gap in education while working with partners across the city	<ul style="list-style-type: none"> <li>• Reduce Attainment Gap between highest and lowest achieving 20% (Tariff Scores)</li> <li>• Reduce exclusion gap between the highest and lowest achieving 20%</li> <li>• Reduce the attendance gap between the highest and lowest achieving 20%</li> <li>• Increased LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above)</li> </ul>
We will promote LGBT+ inclusive education	<ul style="list-style-type: none"> <li>• % of teachers improving awareness of equality and diversity through CPD</li> </ul>
We will fund new classroom assistants to support both teachers and pupils and lobby the Scottish government for support with teacher recruitment including teacher training	<ul style="list-style-type: none"> <li>• Increased number of students completing teacher training at University of Aberdeen</li> </ul>
Promote Youth Democracy and Political Literacy, in accordance with ICS Participation Strategy	<ul style="list-style-type: none"> <li>• Increase no. of established forums whereby young people can participate in youth democracy</li> </ul>
All young people with Additional Support Needs are educated in their local community in line with 'Aberdeen City Inclusion Review' recommendations	<ul style="list-style-type: none"> <li>• Percentage of pupils identified as having an additional support need educated in their local community.</li> <li>• Reduction in Number of young people with ASN being transported</li> <li>• Decrease no. of LAC educated out with the local authority (snapshot June 16, subject to variances in total LAC population size)</li> </ul>
Partnership working to evaluate and deliver targeted support to schools and their local communities	<ul style="list-style-type: none"> <li>• Improve Proportion of Positive School Inspection Outcomes (Quality Indicators/</li> </ul>



Aberdeen City Council Objectives	How We Will Measure Success
	Primary and Secondary School Combined)
We will explore how the approaches of the Sistema project can be shared and spread across the City	<ul style="list-style-type: none"> <li>• Increased attainment and achievement by pupils from Torry Community.</li> </ul>

**Prosperous People - Committed Capital Projects- (Draft 17/18 Budget)**

- ❖ Orchard Brae School, Centre of Excellence (formerly ASN)
- ❖ Lochside Academy, – ICT and Infrastructure
- ❖ New Milltimber Primary
- ❖ Kingsfield Childrens Home
- ❖ Stoneywood Primary
- ❖ Tillydrone Primary School
- ❖ Torry Primary School and Hub

\* Council Policy Statement commits to Orchard Brae Centre of Excellence and Lochside Academy in Cove

## ii. People are Resilient, Included and Supported When in Need

All people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the city. All citizens are equally entitled to enjoy these aspirations, and it is recognised that people may, at times become vulnerable. People sometimes need others to support their achievement of a full, active, safe citizenship.

Ensuring that Aberdeen is a place where everyone feels safe, supported and included is important to the wellbeing of people and communities, as well as the overall reputation of the city. The quality and design of a place can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Issues such as wellbeing and quality of life, physical and mental health, social and cultural life, carbon emissions and energy use are all influenced by the quality of the environment.

Each of Aberdeen's community planning partners will focus on delivering tangible improvement in these areas and the LOIP identifies primary and secondary drivers as well as improvement measures and targets.

### National and Regional Legislative and Policy Context

A number of legislative and policy initiatives will impact on how these priorities are delivered. These include:-

- Potential regional approach for carers and cared for people
- Strategy for families with disabled children
- Framework and standards in social work education
- Social Security Bill and establishment of a new "Social Security Agency"
- Community Justice Strategy
- Refresh the national strategy for housing for Scotland's older people
- 10 year Mental Health Strategy
- Carers Act
- Dementia Strategy
- Diet and Obesity Strategy

## Council Contribution

The Council has a lead role in working with partners to protect people from harm and support them to be resilient and independent through fully implementing the commitments made in the LOIP. Our corporate priorities for 2017/18 are shown below.

### Improvement Outcome 1 - People and communities are protected from harm

We all have a responsibility to keep vulnerable adults safe from harm. Everyone has the right to live in safety, and the Council, with its partners, have a duty to safeguard people's health, wellbeing and human rights. There are many causes of vulnerability and adults can, at any time, become vulnerable. Adults can become vulnerable when they lack the ability to take care of themselves, or unable to protect themselves against harm. We will work with partners to understand and proactively respond to available intelligence to identify those with increased likelihood of requiring support, by using business intelligence. Following the de-registration of a local care home, we will explore the role of Bon Accord Care as a stabiliser within this supply chain for care homes.

Aberdeen City Council Objectives	How We Will Measure Success
We will advance equality and reduce harm, harassment and abuse towards those individuals at risk/ potential risk	<ul style="list-style-type: none"> <li>• Increase the number of people and families who may be at risk that are identified for support</li> </ul>
We will provide intensive family intervention support to families with complex and multiple needs through the provision of a Priority Families Service, supporting reducing inequalities	<ul style="list-style-type: none"> <li>• Number of families assessed as having 3 or more improved outcomes 6 months following conclusion of the support.</li> </ul>
We will raise awareness of factors that can improve personal and community resilience, health and wellbeing, including appointing a mental health champion	
We will work in partnership to strengthen resilience and capacity of people who are at risk of homelessness to maintain stable living arrangements	<ul style="list-style-type: none"> <li>• Reduce repeat homelessness (within 12 months)</li> <li>• Increase % of households previously homeless that have sustained their tenancy for more than 1 year</li> </ul>

**Improvement Outcome 2 - People are supported to live as independently as possible**

Sometimes people need more support than others to maintain or improve their quality of life. There are a range of services which play an important role in helping people with additional care and support needs to live as independently as possible and connect to their communities.

Aberdeen City Council Objectives	How We Will Measure Success
We will enable people to direct their own care and support as far as is reasonably practicable	<ul style="list-style-type: none"> <li>• Number of people directing their own care and support as % of completed single shared assessments confirming eligibility</li> <li>• Establish the use of the Link App and measure increase in the utilisation of the app</li> </ul>
We will develop self-management options/resources e.g. education, information, peer support, person centred staff and services, technology and carer support	<ul style="list-style-type: none"> <li>• Increase in % of individuals able to look after their health very well or quite well.</li> </ul>

**Prosperous People - Committed Capital Projects (Draft 17/18 Budget)**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>❖ SIP New Build Housing Programme</li> <li>❖ Tillydrone Community Hub</li> <li>❖ Station House Media Unit Extension</li> <li>❖ Investment in Tenanted Non-Residential Property Portfolio</li> </ul> | <ul style="list-style-type: none"> <li>❖ Refurbish Throughcare Facility - 311 Clifton Road</li> <li>❖ Social Care Facilities – Burnside</li> <li>❖ Private Sector Housing Grant (PSHG)</li> </ul> |
|--|---|

### 3.3 Prosperous Place

The quality and design of a place can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Embracing the opportunities presented by community empowerment legislation will enable communities to have a greater influence on their built environment and greenspace, and on the services delivered in their neighbourhood.

The environment is integral to the quality of life enjoyed in Aberdeen City and is vital in encouraging the wellbeing of citizens. Aberdeen has an established green heritage and is held in high regard across the UK as an “in-bloom” destination. Good quality, attractive green spaces and air quality promote exercise and improve people’s health and overall quality of life.

Each of Aberdeen’s community planning partners will focus on delivering tangible improvement in these areas and the LOIP identifies primary and secondary drivers as well as improvement measures and targets.

#### **National and Regional Legislative and Policy Context**

A number of legislative and policy initiatives will impact on how these priorities are delivered. These include:-

- Ongoing national commitment to affordable housing
- Circular Economy and Zero Waste Bill
- Review of Planning System
- Climate Change Bill and Climate Change Plan and Energy Strategy
- Development of a new National Transport Strategy and review of Strategic Transport Projects Review
- Low Carbon travel and Transport Programme
- Community Empowerment Act
- Council flood risk strategies

## Council Contribution

The Council has a lead role in working with partners to improve Aberdeen as a “Prosperous Place” through fully implementing the commitments made in the LOIP. Our corporate priorities for 2017/18 are shown below.

### Improvement Outcome 1 - Safe and resilient communities

A fundamental sense of safety and wellbeing has the greatest impact on people’s lives and builds community empowerment and resilience. Preventing crime and antisocial behaviour continues to be a priority for the Council working in partnership, but climate change and extreme weather events also pose a significant risk of harm to our communities and businesses. We will develop an energy strategy for the City and, if possible, the region which will consider the viability of local energy company. In light of the tragic events at Grenfell Tower, we will act on any recommendations which arise from the public inquiry.

Aberdeen City Council Objectives	How We Will Measure Success
We will implement the recommendations of the self-assessment framework for civil contingency responders	<ul style="list-style-type: none"> <li>• % of actions due which have been fully implemented</li> </ul>
We will explore a property level flood protection scheme for domestic properties	
We will implement local partnership boards as a key element of effective locality planning We will look to promote diversion activities for youths and adults in our city with enhanced focused on our 3 locality areas	<ul style="list-style-type: none"> <li>• % of local partnerships in place</li> </ul>
Proactively investigate youth annoyance and antisocial behaviour	<ul style="list-style-type: none"> <li>• Reduce the number of antisocial behaviour incidents reported to: Council – Anti-social behaviour</li> <li>• Increase the no. of young people engaged in diversionary activity programmes who take on a coaching or volunteering role within their communities.</li> </ul>
We will work with partners to develop a safe culture around alcohol consumption and its effect on the City and residents	<ul style="list-style-type: none"> <li>• Increase no. of participants in Best Bar None and Unight to promote responsible drinking</li> </ul>
We will participate in efforts to raise public awareness around the issue and impact of Domestic Abuse	<ul style="list-style-type: none"> <li>• Increase no. Awareness raising events tackling Domestic Abuse at which Aberdeen City Council participates.</li> </ul>
We will participate in enhanced partnership working, including promoting diversion activities for	<ul style="list-style-type: none"> <li>• Increase % of people feeling very or fairly safe</li> </ul>

Aberdeen City Council Objectives	How We Will Measure Success
youths and adults, to prevent and reduce crime and the subsequent fear/perception of crime across Aberdeen City	when walking alone in their Neighbourhood

## Improvement Outcome 2 - People Friendly City

As our population continues to grow and diversify, it is imperative that our city is built so it benefits people, the environment and the economy. This means building a city where all have the opportunity to enjoy the natural environment that can improve health, reduce stress and increase life expectancy.

Aberdeen City Council Objectives	How We Will Measure Success
We will support the design of our built environment with older people in mind, working to achieve dementia friendly city standards	<ul style="list-style-type: none"> <li>• Achieve Older people friend status using the Design of Streets with Older People in Mind Toolkit</li> </ul>
Build a child friendly city to ensure that the best interests of the child is a primary consideration	<ul style="list-style-type: none"> <li>• Achieve UNICEF Child Friendly City status (pilot project, criteria to be confirmed)</li> <li>• Increase % schools recognised by UNICEF as Rights Respecting School</li> </ul>
We will ensure that all Aberdeen City Council’s “family” group support the participation in health and fitness activities for all	<ul style="list-style-type: none"> <li>• Ensure all public swimming pools and fitness gyms are accessible for people with a disability</li> </ul>
We will lead the creation of a new place based community on a 3000 unit housing development, to include a Learning Hub to deliver education, social and health, sports and leisure facilities for all ages	<ul style="list-style-type: none"> <li>• Improvement measures emergent – place shaping and planning by public partners is developing in a very different way from the past</li> </ul>
We will extend our friends of parks groups and environmental walkabouts to encourage communities to get involved in improving their local environment through	<ul style="list-style-type: none"> <li>• Increase in no. of people involved in friends of parks groups</li> <li>• Increase in no. of people involved in environmental walkabouts</li> <li>• Increase in number of asset transfer requests</li> <li>• Maintain level of Britain in Bloom or Beautiful Scotland awards achieved</li> <li>• Increase number of ‘It’s your neighbourhood’</li> </ul>

Aberdeen City Council Objectives	How We Will Measure Success
	awards achieved’ • Increase in volunteers involved in Britain in bloom and other environmental opportunities
We will support an “Alive after 5” economy by ensuring supportive car parking availability and charges	

**Prosperous People - Committed Capital Projects - (Draft 17/18 Budget)**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>❖ Energy from Waste (EfW) Procurement and Land Acq</li> <li>❖ Anaerobic Digestion Plant</li> <li>❖ Investment in Waste Collection</li> <li>❖ Co-mingled MRF &amp; Depot</li> <li>❖ Energy from Waste (EfW) Construction &amp; Torry Heat Network</li> <li>❖ Street Lighting LED Lanterns (PACE 5 Year programme)</li> </ul> | <ul style="list-style-type: none"> <li>❖ Fleet Replacement Programme (inc Zero Waste Strategy Fleet)</li> <li>❖ Flood Prevention Measures: Flood Guards Grant Scheme</li> <li>❖ Flood Prevention Measures: Bridge of Dee Court</li> <li>❖ Flood Prevention Measures: Millside &amp; Paddock Peterculter</li> <li>❖ Flood Prevention Measures: Inchgarth Road</li> <li>❖ Street Lighting</li> </ul> |
|--|--|



## 3.4 Enabling Technology

Digital technologies are transforming how we deliver public services, allowing communities to engage in different ways and providing more opportunities for businesses. A key to this is world class connectivity. Aberdeen is behind the best connected regions for most indicators. Through this plan we will address this shortfall. We will also exploit the use for data, stimulate innovation and ensure that our people have digital skills.

Each of Aberdeen's community planning partners will focus on delivering tangible improvement in these areas and the LOIP identifies primary and secondary drivers as well as improvement measures and targets.

### National and Regional Legislative and Policy Context

Legislative and policy initiatives which impact on how these priorities are delivered include:-

- Commitment to 100% super-fast broadband
- New Digital Strategy

### Council Contribution

The Council has a lead role in working with partners to make Aberdeen a city where citizens, businesses and communities are supported by world class digital infrastructure through implementing the commitments made in the LOIP. Our corporate priorities for 2017/18 are shown below.

#### Improvement Outcome 1 - *Digital Connectivity*

High speed, ubiquitous connectivity is at the heart of building a smart city and supporting communities. Ensuring that communities and businesses can access ultrafast fibre and world class wireless is critical to prosperity and protection in the city.

Aberdeen City Council Objectives	How We Will Measure Success
We will continue to assess the digital needs of the region and, with our partners, implement the "Being Digital" strategy to ensure the City has the required infrastructure to support citizens, businesses and visitors connect easily from their homes or other locations	<ul style="list-style-type: none"> <li>• % of households have superfast broadband.</li> <li>• % Businesses have access to ultrafast broadband.</li> <li>• Attract public and private sector investment in digital infrastructure</li> <li>• % of free Wifi across the city</li> <li>• % coverage of boosted 4G coverage and 5G capability across the city.</li> </ul>

## Improvement Outcome 2 - *Data*

Public sector partners need to improve data quality, apply standards for its collection, recording and storage, and implement the means to share data securely. We can then apply data science techniques so that we can understand complex inter-connectedness of service provision, predict demand and impact, and rationalise how we collaborate for outcomes, and develop policy, at a city regional level.

Aberdeen City Council Objectives	How We Will Measure Success
We will build common data standards across public sectors organisation	<ul style="list-style-type: none"> <li>Secure internationally recognised standards accreditation</li> </ul>
We will lead the provision of a secure shared data platform for use by all partners and businesses	<ul style="list-style-type: none"> <li>Deliver a regional data platform</li> </ul>
We will improve our capture, sharing and use of data	

## Improvement Outcome 3 - *Digital Innovation*

Aberdeen will develop as a city which is known for excellence in digital innovation. This will build on existing skills and capacities, and will involve all actors in the city. This programme will have an ambitious span: from designing the urban environment to developing solutions to address the challenges of tele-medicine for an aging population.

Aberdeen City Council Objectives	How We Will Measure Success
We will link innovation in “tele-health” and “tele-care” to local economic development	<ul style="list-style-type: none"> <li>% increase in citizens receiving care in the home.</li> </ul>
We will participate in the development of a state of the art dashboard to provide community with information on assets, alerts, groups and networks	<ul style="list-style-type: none"> <li>Dashboard fully operational</li> </ul>
Aberdeen City Council’s “family group” will develop applications that can be used to help those most in need	<ul style="list-style-type: none"> <li>Number of ACC community applications released each year</li> </ul>

## Improvement Outcome 4 - *Digital Skills and Education*

It is essential to the city’s future that our citizens, workforce and decision makers have the skills and confidence to exploit digital technologies, make intelligent decisions, and interact using modern tools and platforms.

Aberdeen City Council Objectives	How We Will Measure Success
We will provide appropriate training to ensure that Aberdeen City Council employees have the right skills to work in a modern business environment	<ul style="list-style-type: none"> <li>% of ACC employees with a standards level of digital skills</li> </ul>

Aberdeen City Council Objectives	How We Will Measure Success
We will develop opportunities with the Council for placement for students in ICT, Data science and related disciplines and encourage skills transfer	<ul style="list-style-type: none"> <li>• % of school leavers and students who have high levels digital skills</li> </ul>

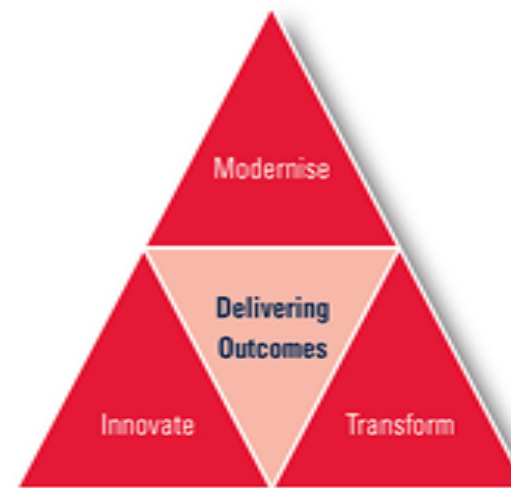
**Enabling Technology - Committed Capital Projects - (Draft 17/18 Budget)**

- ❖ Accelerate Aberdeen (City Broadband)
- ❖ City Deal: Digital Infrastructure
- ❖ Technology Investment Requirements & Digital Strategy

## 4. SHAPING ABERDEEN - HOW WE DO BUSINESS

With challenging budgets for the public sector, much more emphasis is being placed on achieving more with fewer resources and in delivering outcomes not just outputs. The council now also operates under an additional regulatory framework, having been listed on the London Stock Exchange. These factors, coupled with a legislative and institutional landscape that is set to change dramatically over the next few years, demand that the organisation changes and adapts in order to deliver its strategic agenda and to meet the growing needs of its residents and communities. By **innovating** and **transforming** how it does business, the Council can make a real difference to the lives of citizens through increasingly **modern** services, even within this changing and more challenging environment.

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



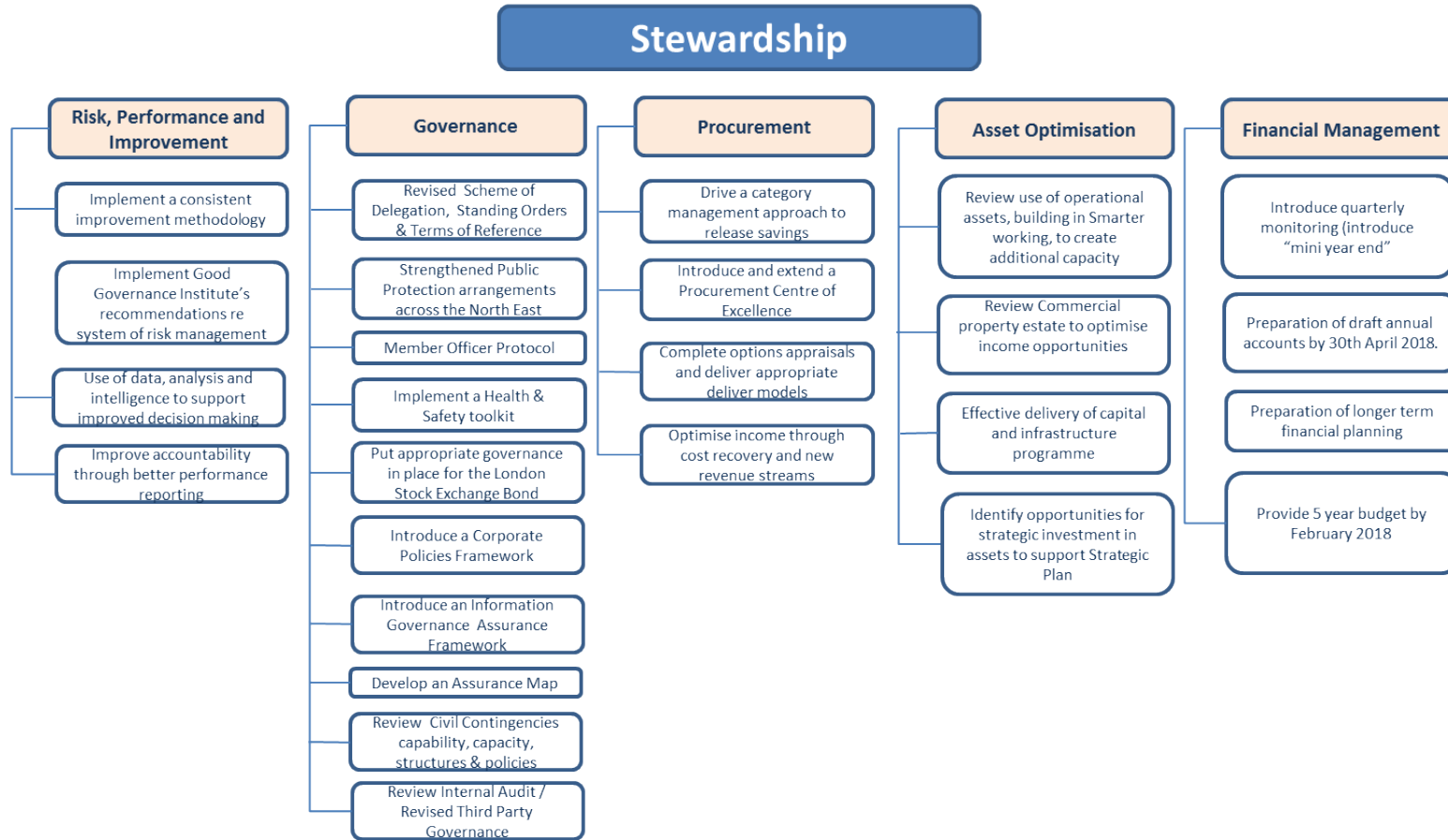
Our change journey has already begun, with many of our individual services adapting to meet either legislative or regulatory change, or increasing demand. It's also true that some of the changes underway are to ensure that the organisation is better governed and managed. It's fair to say that much of the change already underway within the organisation is really focused on making our existing functions, activities and processes either better, smaller, bigger or faster. Whilst important to be engaged in these activities, it could be argued that this is improvement of “business as usual” as distinct from real transformational change.

So in our change “road map” we need to make distinction between 3 tiers of change.

- Tier1 - Changes which contribute to better stewardship across the organisation - “Business as Usual”
- Tier 2 - Changes which secure improvement - “Business as Usual”
- Tier 3 - The “art of the possible” - Real Transformation

## Tier 1 – Improving the Stewardship of Aberdeen City Council

During 2016/17 and continuing into 2017/18 we have, and will continue to, invest significant effort in improving the overarching internal governance framework operating across the Council and this has extended to a deep dive into the system of risk management and the performance management system. In addition, there has been a significant overhaul of the governance over the Council’s buying of goods and services as well as examining the governance arrangements in place over the Council’s assets.



## 1. Risk, Performance and Improvement

During 2016/17 the Council commissioned The Good Governance Institute to conduct an independent evaluation of our system of Risk Management and put in place an improvement plan; adopted a new Performance Management Framework; and developed a consistent methodology for improvement. The focus in 2017/18 will be on further strengthening our arrangements from these foundations.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Silo approach to planning, internally and externally</li> <li>• Non-SMART plans</li> <li>• Focus on activity rather than on improvement</li> <li>• Inconsistent performance reporting internally</li> <li>• Poor public performance reporting</li> <li>• Insufficient dynamic risk management</li> </ul>	<ul style="list-style-type: none"> <li>• New Performance Management Framework approved</li> <li>• Corporate implementation of the Framework begun</li> <li>• “Golden Thread” strengthened through integrated planning</li> <li>• Improvement built in to plans</li> <li>• Consistent Improvement Methodology designed</li> <li>• Training on improvement delivered</li> <li>• External Review of system of risk and an improvement plan in place</li> <li>• Performance Review and development for staff further rolled out and aligned with strategic priorities</li> <li>• Commissioned development of an organisation wide assurance map</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement systematically delivered to deliver strategic priorities</li> <li>• Robust risk management system, with a well-defined risk appetite</li> <li>• Proportionate assurance from arms-length bodies</li> <li>• Robust scrutiny of performance at all planning and delivery levels (internal and external)</li> <li>• Staff performance appraisals undertaken in line with corporate expectations</li> </ul>

## 2. Governance

The council adopts seven principles of good governance which guide our internal frameworks for governance and form the basis of how we undertake our annual governance review. These are principles agreed between the International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance & Accounting, and will form the basis of our Local Code of Governance, to be renewed in March 2017. These provide a framework for comprehensive governance review and renewal, supported with a Governance Review Improvement Plan. The Framework explains that acting in the public interest requires compliance and good practice in each key area:

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Outdated and lengthy constitutional documents</li> <li>• Low awareness of governance, risk of governance failure across the Council</li> <li>• Low clarity on Committee reporting procedures</li> <li>• Lack of understanding of member-officer roles and responsibilities</li> <li>• Extensive support to outside bodies and trusts and a lack of clear guidance to elected members on their appointments</li> <li>• Heavy scrutiny of arms-length organisations, "one size fits all" approach</li> <li>• Lack of co-ordination member development/induction</li> <li>• Compliance driven Internal Audit function</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA supported assessment of governance and financial management</li> <li>• Good Governance Institute endorsed risk management Improvement Plan</li> <li>• Streamlining Trusts and reviewing appointments to Outside Bodies</li> <li>• Assessing options for arms-length assurance model</li> <li>• Implementing streamlined Committee reporting procedures and Plain English Standing Orders, reviewing Scheme of Governance (Officer Delegations and Committee Terms of Reference)</li> <li>• Member-Officer Relations Protocol nearing completion</li> <li>• Considering the implications of a Bond on our governance</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA Mark of Excellence in Governance</li> <li>• Council endorsed Governance Review Improvement Plan</li> <li>• Risk appetite statement and robust risk management system</li> <li>• Proportionate assurance from arms-length bodies</li> <li>• Clarity on member-officer roles and responsibilities</li> <li>• Robust governance around Bond</li> <li>• Streamlined trusts and outside bodies and policy on appointments representing best value for the Council</li> <li>• Good governance embedded across all services and supported through Governance Training Programme</li> <li>• Annual review of Committee effectiveness</li> </ul>

Elected members and officers are working together, and in partnership with CIPFA, to implement a Governance Review Improvement Plan. This will be a comprehensive and wide-ranging programme of work to ensure that robust governance arrangements are in place. These will be kept under continual review, thus providing assurance internally and to external sources that the organisation's systems, processes and procedures support strong governance and are well embedded in our culture and values. Over the next 12-18 months we will be working towards being awarded CIPFA's Mark of Excellence, demonstrating excellence against all seven IFAC/CIPFA governance principles.

### 3. Procurement

The Council has in excess of 1300 live contracts and actively works with a supply chain of almost 6K providers. Our spend with these suppliers is circa £280M pa. We are now in a formal collaborative partnership with Aberdeenshire and Highland Councils for strategic commissioning activities with a collective spend of almost £1BN pa.

This significant contract leverage allows us to influence markets more strategically whereby we can actively test and benchmark how our Services compare to other partners and the other sectors. This will enable a more commercial mindset when specifying our needs and will challenge the norm as to who is placed to deliver contracts to the end consumers.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Devolved and siloed approach to procurement</li> <li>• Fragmented advice and support focused on traditional exercise</li> <li>• Incomplete contract register</li> <li>• Gaps in governance compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Category management approach to service</li> <li>• Formal collaboration in a shared service with Aberdeenshire and Highland Councils</li> <li>• One stop shop for commercial expertise incorporating commercial hub, commercial solicitor, Programme Management Office</li> <li>• Full purchase to pay cycle</li> <li>• An integrated shared service for social care commissioning with Aberdeenshire council and the Integrated Joint Board</li> </ul>	<ul style="list-style-type: none"> <li>• Recognised as a centre of excellence for commercial and procurement services across the Public sector in north Scotland</li> </ul>



#### 4. Asset Optimisation

The way we use our property assets in the future will not only enable change in the way we work, but will deliver a significant financial contribution and potentially leverage in further investment and economic development. Our capital and infrastructure programme over the next five years represents an investment of close to £1bn and we have already developed a robust governance framework around that programme to ensure effective delivery to time and budget. We will look at alternative delivery models, potentially working with public and private sector partners to secure the most effective means of delivering our assets strategy. Similarly, we will seek to consolidate, share and develop our assets across the whole of the public sector, delivering efficiencies, better service provision and an opportunity to align property assets more effectively to the wider place agenda.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Lack of overall asset management strategy</li> <li>• Fragmented approach to asset management</li> <li>• Capital programmes developed and delivered in isolation</li> <li>• Inconsistent programme management</li> <li>• Incomplete asset register with limited suitability data</li> <li>• Suboptimal approach to income generation from commercial estate</li> <li>• Limited cross public sector co-ordination of assets</li> <li>• Lack of housing development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management strategy in development</li> <li>• Full review of Capital and infrastructure programme undertaken with action plan in place</li> <li>• Robust programme management and governance of capital and infrastructure programme in place</li> <li>• Asset register complete, including detailed condition and suitability data</li> <li>• Review of opportunities for increased income from commercial property estate undertaken</li> <li>• Delivery of joint venture to deliver housing in the City on Council land</li> </ul>	<ul style="list-style-type: none"> <li>• Review options for alternative delivery models across our asset base</li> <li>• Deliver c£1bn capital programme to time and budget</li> <li>• Increased sharing of public sector assets</li> <li>• Review opportunities for investment in strategic assets to support Community Plan</li> <li>• Optimise income opportunities from commercial property estate</li> <li>• Delivery of housing opportunities throughout the City</li> </ul>


## 5. Financial Management

In its credit opinion report of 24th October 2016, Moody's Investors Service reported that Aberdeen City Council's "internal governance and scrutiny is strong, supported by recent assessments from the Accounts Commission." This assessment gives us confidence in our financial management, but we continue to plan and deliver continuous improvement.


Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Preparing for longer term financial planning</li> <li>• Segregated budget monitoring of accounts teams</li> <li>• Annual budget setting</li> <li>• Monthly reporting to committee</li> <li>• Draft annual accounts presented to Audit, Risk &amp; Scrutiny Committee by 30<sup>th</sup> June</li> <li>• Audited annual accounts presented to Audit, Risk &amp; Scrutiny Committee by 30<sup>th</sup> September</li> </ul>	<ul style="list-style-type: none"> <li>• High level 35 year projections currently produced</li> <li>• Small scale integration of systems</li> <li>• Holistic annual financial position</li> <li>• Preparation for revised reporting</li> <li>• Preparations made for accelerated process</li> <li>• Preparations made for accelerated process</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of budgeting to have fully integrated long term financial planning</li> <li>• Fully integrated accounting team</li> <li>• 5 year balanced budget including setting of taxes, fees and charges</li> <li>• Quarterly reporting, including a mini year end process</li> <li>• Draft annual accounts presented to Audit, Risk &amp; Scrutiny Committee by 30<sup>th</sup> April</li> <li>• Audited annual accounts presented to Audit, Risk &amp; Scrutiny Committee by 30<sup>th</sup> September</li> </ul>

## Tier 2 – Performance Improvement


Tier 2 of our change improvement journey is performance improvement through change to our operating model. The Target Operating Model (TOM) will build on the strengths of initiatives already in-flight through our ongoing modernisation, and define how we do business in the future. The principles of the target operating model are:-



**Consolidation...**  
Bringing together common activities to do them in a standard and simplified way




**Outcomes driven...**  
Decision-making processes in which outcomes drive service decisions, with appropriate evidence and risk




**Agility...**  
Shifting to fewer specialisms and larger resource pools to enable more flexible responding to demand




**Business intelligence**  
Capturing data in more joined up ways to allow better resource decisions




**Enabling others...**  
Customers and staff doing more themselves / in their communities with less direct professional advice until it is needed



**“Intelligent Client”...**  
Mature, dialogue based relationship between the service and the customer – including with members



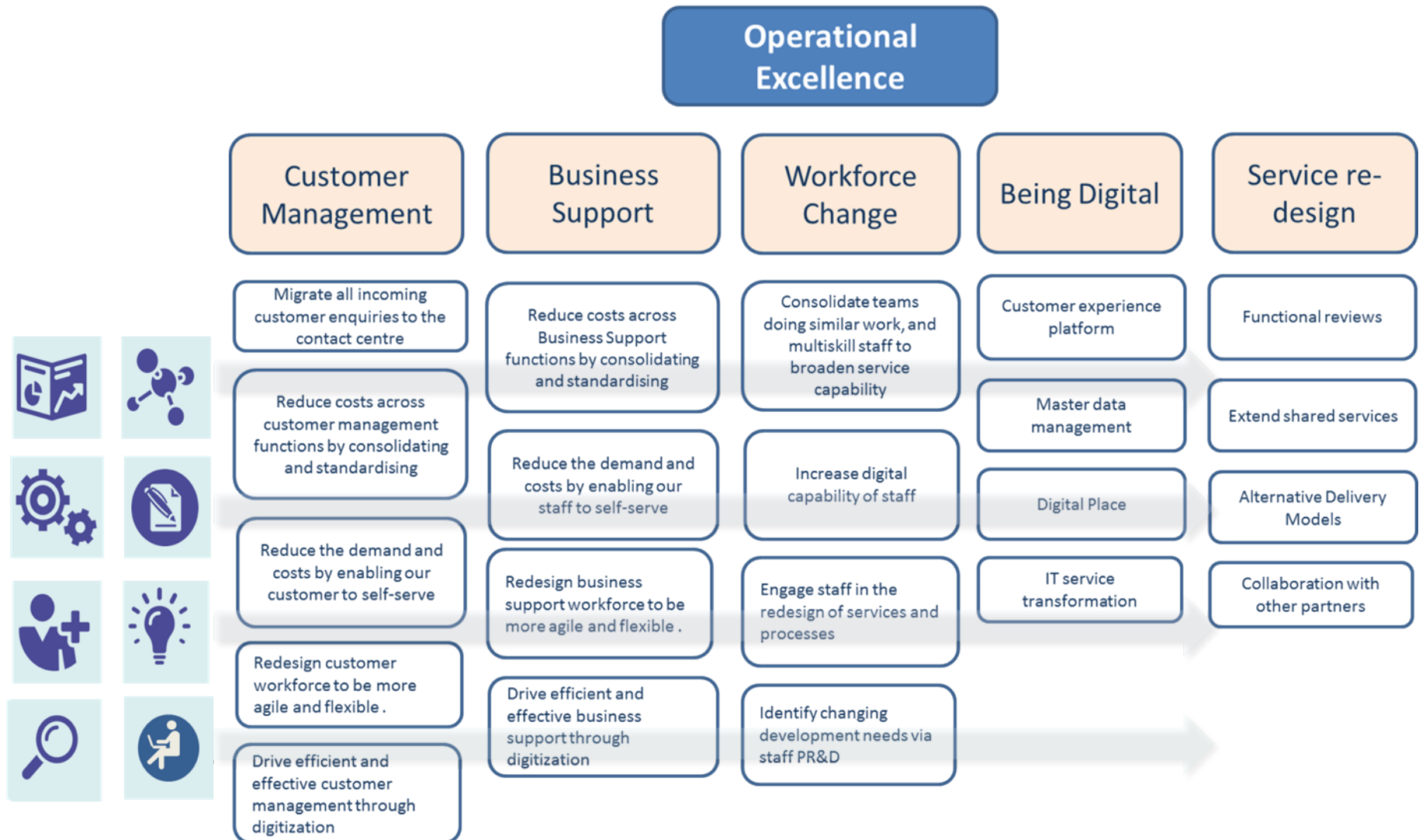
**Service level selection...**  
Conscious choices about service levels and prioritisation of activity



**Empowerment**  
Reduction in governance groups in favour of more personal ownership of decisions

The aggregation and simplification of common processes and functions, and increased self-service for staff and customers enabled through our digitisation programme, and a workforce plan to upskill and empower our workforce.

The work programmes planned for 2017/18 are shown below:



## 1) Customer Management

Consolidating our customer management activities across the whole organisation will improve the customer and staff experience as well as delivering significant efficiencies. This relates to management of both external and internal customers. Simultaneously, we will seek to reduce the need for customers to contact us in the first place, by using feedback and customer information to improve services, but also by enabling customers to self-serve through our digitisation programme.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Poor customer handling performance across customer service function</li> <li>• No customer service ethos or culture across the organisation, and only partially within customer service teams</li> <li>• Incoming customer contact very fragmented with multiple direct dial numbers and services picking up routine customer enquiries</li> <li>• Contact centre only receiving c30% of incoming calls to Council</li> <li>• Website with limited and sometimes outdated information, and poor transactional capability</li> <li>• Multiple internal customer helpdesks, doing similar work across a number of services</li> <li>• Contact centre teams relatively specialised around specific services</li> </ul>	<ul style="list-style-type: none"> <li>• Call handling performance improvements achieved and resourcing issues addressed</li> <li>• Customer charter launched across whole organisation to set standards for customer service</li> <li>• Launched "Voice of the customer" programme to ensure customer feedback and intelligence is fed into developing service delivery and improvement plans</li> <li>• Business cases being developed for increased service migration into the contact centre</li> <li>• Website platform developed and content being populated</li> <li>• Key transactions in process of being mapped</li> </ul>	<ul style="list-style-type: none"> <li>• Performance focussed upon customer experience and query resolution</li> <li>• All incoming customer contact routed via Contact Centre</li> <li>• Internal helpdesks consolidated to create internal customer management function</li> <li>• Reduced demand on internal helpdesks through increasing self service for staff</li> <li>• Multiskilled teams enabling more flexible resourcing across the customer management function</li> <li>• Reduced demand for direct customer contact through ability to transact and self-serve online</li> <li>• Explore provision of customer service for other public sector organisations</li> <li>• Re-design back office services to account for reduced workload, enabling them to focus on specialist service functions rather than customer management</li> </ul>

## 2) Business Support

The recent activity analysis undertaken in conjunction with PwC identified a disproportionate amount of time and resource being spent on administrative and business support functions across the whole organisation. This work is very similar in nature, but provided in different ways, and without any consistency across the piece. Similarly, staff engaged in these activities have been frustrated by lack of consistent systems, processes and lack of development opportunities.

We will seek to consolidate, simplify and standardise much of this work, potentially bringing resources together, to drive improvements and consistency in service delivery, a better use of existing resources, whilst also improving the staff experience through potentially more varied workload and development opportunities.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Business support very fragmented and has evolved to meet individual service area needs</li> <li>• Despite Increasing digitisation the need for administrative/business support has not diminished</li> <li>• A culture that expects tailored and dedicated administrative support</li> <li>• Little consistency of processes, systems and capability across the piece</li> <li>• Limited development opportunities for staff in business support functions</li> <li>• Significantly higher resources allocated to business support than comparator authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing digitisation enabling staff and managers to self serve should reduce demand for business support</li> <li>• Business cases in development for standardisation and consolidation of business support functions and processes across the council</li> <li>• Training and development of staff and managers being developed to facilitate different ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced demand for dedicated administrative resource through increased management self service</li> <li>• Reduced demand through increased staff self service</li> <li>• Consolidation of remaining business support function to better allocate the resources available and improve staff development and progression opportunities</li> <li>• Standardisation of remaining business support processes to ensure efficiency and better use of resources</li> <li>• Re-design back office services to account for reduced workload, enabling them to focus on specialist service functions</li> <li>• Proportion of time/resource spent on Business and administrative functions below the average for comparator authorities</li> </ul>

### 3) Workforce Change

Some of the changes outlined above, along with increasing commercialisation and digitisation of our business, will inevitably reduce the volume of work in some areas, and demand a different skill set in others. An increasingly agile and flexible workforce, enabled through better technology, and engaged in the development of the business will be a key feature going forward.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Staff aligned to specific functions and often narrow remit with little development opportunity</li> <li>• Staff engagement has been poor with little involvement in the development of their service</li> <li>• Staff often frustrated by cumbersome processes and systems</li> <li>• PR&amp;Ds not routinely conducted across the whole organisation, hindering staff development and engagement</li> <li>• Digital skills of staff inconsistent often constraining further service development</li> </ul>	<ul style="list-style-type: none"> <li>• Staff engagement has increased from 21% in 2014 to 48% in 2016 on Employee Opinion Survey</li> <li>• Staff experience programme has identified development programmes for staff at all levels</li> <li>• PR&amp;Ds more consistently conducted across the organisation, although still room for improvement</li> <li>• Staff enabled through more flexible working practices – Smarter working- and better IT</li> <li>• Improved Internal communications have provided greater access to information for staff and greater engagement and understanding of the council's business and strategy as a result</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-skilled and flexible workforce, enabled through IT, and able to adapt to a continually changing environment</li> <li>• PR&amp;Ds routinely conducted for all staff, enabling better development planning</li> <li>• Staff engagement 100% in 2018</li> </ul>

#### 4) Being Digital

The digital world continues to transform the way we live our lives: the way we shop, socialise, travel and work. It has changed the way we look for information about public services, and altered our expectations about how we can engage, access and influence services. This has led to an exponential change in audience expectations. Technology is now transforming businesses and disrupting traditional ways of working.

We need a new approach to technology. The core strategy is to provide a digital platform that is focussed on our customers and staff and is driven by data. It will be based on an open architecture approach, enabled by good information and data management and anchored by a modern infrastructure.

The creation of the digital platform will require leadership and governance. We need to develop principles and adopt standards that bring consistency to the development of the digital platform, while at the same time allowing room for pragmatism.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• 4% of Council services fully digital</li> <li>• 42% of staff satisfied with technology</li> <li>• £0 savings</li> </ul>	<ul style="list-style-type: none"> <li>• 10% of Council services fully digital</li> <li>• 62% of staff satisfied with technology</li> <li>• £1m savings</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of Council services fully digital</li> <li>• 75% of staff satisfied with technology</li> <li>• £5m savings</li> </ul>



## 5) Service Re-design

Increasing financial pressures and changing customer demand have also prompted the need for more fundamental reviews of how we deliver some services and functions. Similarly, successful case studies from elsewhere suggest that there may be alternative delivery models that may be appropriate and suitable for some of the council's services. We will look at a number of cross cutting functional areas, initially reviewing our current performance and cost model against comparable benchmarks. We will then conduct an options appraisal to identify whether there are better solutions available based upon customer service quality, cost and service resilience. In order to gain benefits of scale, some of these options may well involve some form of collaboration with either public or private sector partners.

Where we were...	Where we are...	Where we're going...
<ul style="list-style-type: none"> <li>• Mainly traditional, direct delivered service models</li> <li>• Some Arms Length External Organisations delivering frontline services</li> <li>• Very few shared services with other councils or public sector partners</li> <li>• Little appetite for engagement or collaboration with the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Shared Commercial and Procurement Service with Aberdeenshire now extended to include the Highland Council</li> <li>• ALEOs established and operating effectively across Sport and Culture, and Adult Social Care</li> <li>• Integrated Health and Social Care</li> </ul>	<ul style="list-style-type: none"> <li>• Explore alternative delivery models for key functional areas, including Fleet services and transport, facilities management and stores</li> <li>• Identify opportunities to build on existing shared service arrangements</li> <li>• Identify key potential partners with experience of different delivery models elsewhere, from whom we can learn and potentially develop a collaborative relationship in the future</li> </ul>

### **Tier 3 - Radical Transformation – The Art of the Possible**

Tier 3 demands that we think the unthinkable to deliver radical transformation, in particular, in the Council's relationship with citizens; in our use of data and technology; and, fundamentally, in the attitudes, values, beliefs and behaviours of the organisation and its workforce. But the unthinkable must support the type of council we imagined ourselves becoming.

#### *Imagine Aberdeen City Council as a Council .....*

- *that is focused on preventing harm to the place, economy and people rather than treating the harm.*
- *that nurtures, supports and enables its citizens and customers rather than a council that breeds dependency on it.*
- *that uses technology to deliver services instead of simply using it to digitize our customer and staff transactions with the council.*
- *that wants a relationship with its customers based on understanding and anticipating needs and supporting customers to meet those needs not necessarily through the council, rather than a transactional relationship.*
- *that is outward looking and plays a lead role in regional and city place planning.*
- *that encourages communities to take control and devolves decision making rather than a council that keeps control.*

To become the council captured in the “Imagining Statements” will require radical thinking. New ideas will emerge and evolve all the time. As an illustration some of the examples being explored now include:-

- **Internet of Everything** - people and things are connected digitally through sensors and smart devices;
- **Automation** - people, processes and things are automated and are intelligent. Transactional services will no longer exist as they are dealt with automatically.
- **Data** - Data drives our decisions now and into the future through analytics. The council will be smaller, smarter and a data custodian. There will be no concept of the office; Virtual classrooms and virtual offices; Data is the key asset not buildings.
- **Platforms** - Communities, and businesses, have real time data and platforms where communities can collaborate, source and decide themselves.
- **Economy** - New economic models such the shared and circular economies that fundamentally change how we consume products and services.

All these together will transform how our citizens and communities interact with each other and with the Council and will drive a self-sufficient culture and empower communities to make their own decisions. As we sit here in 2017 these might seem unimaginable, but remember just 25 years ago the internet, e-mail and mobile phones were unimaginable.

## RADICAL TRANSFORMATION - THE “ART OF THE POSSIBLE”



IMAGINE THE FUTURE COUNCIL

### Creating the Culture for Change and Innovation

As this Plan makes clear, the Council is confident in its plans for improving stewardship (Tier 1 change) and delivering performance improvement (Tier 2 change). But we are, naturally, less confident in the future, which will always be uncertain. However, we must be ready, willing and able to engage with the “Art of the Possible”.

So if we agree the “Art of the Possible” is something we should strive for, we need to know how we’ll get there and to be able to get there.

We must become ever more **innovative**, looking for better and new ways to serve our customers. This will demand different ways of thinking. We must learn from best practice and be willing to take risks.

The “Art of the Possible” will only become a reality if we create the right environment and culture where innovation is continuously driven through people.

The most recent Employee Opinion Survey highlighted some positive signs, which gives us confidence that staff are becoming more engaged and the prevailing culture more supportive of change, but there are also areas where a significant shift is needed to release the dynamic innovation required to see and grasp the “Art of the Possible”. These areas included the level to which staff feel trust to “get on and do a good job” – which is fundamental to having empowered, engaged and innovative workforce.

More details of the plans to change how we behave are given in the following section.

## 5. SHAPING ABERDEEN - HOW WE BEHAVE AS AN ORGANISATION

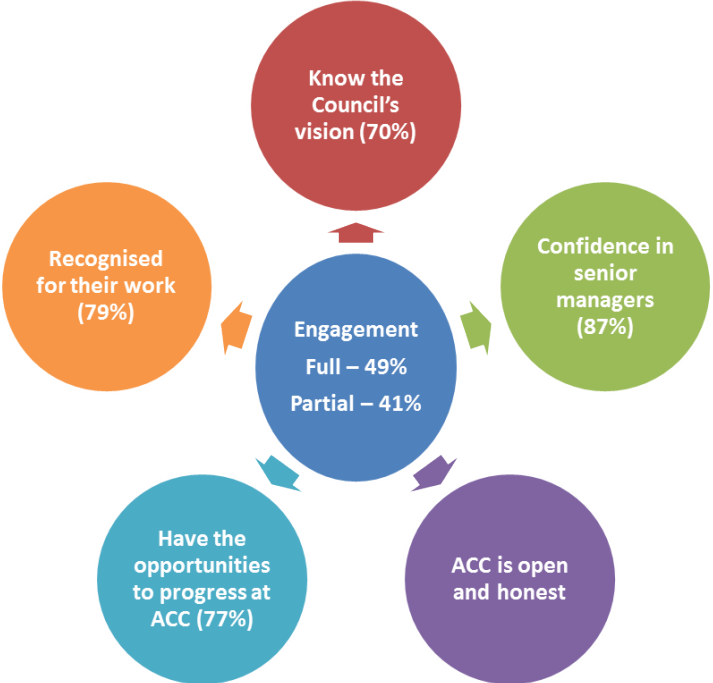
Our culture is about how we behave in pursuit of our purpose. It's about our attitudes, values, beliefs and behaviours. The culture triangle (below) shows focus on customer and staff supported by good use of resources – known as the triple aim. At all times we need to ensure that these 3 aims are in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



It is widely understood that organisational culture is a far more significant determinant of success than structures and processes. A supportive culture will be a crucial enabler of the radical transformation of the Council. Key to the positive culture which influences attitudes, values, beliefs and behaviours will be effective employee engagement. It is undeniable the positive impact an engaged workforce can have on organisational success.

How any workforce feels about their place of work will materially affect the performance of that organisation and engagement with staff will be built into the Council's programmes of change and transformation. The Council's recent Employee Opinion Survey showed an increasing percentage of staff feel engaged or partially engaged, but more is required and further actions are described below.

The Survey also revealed the inter relationship between engagement and a number of other factors, with engagement being driven up or down depending on the experiences that staff have in the workplace. For example, as high as 87% of staff who have confidence in Senior Managers are defined as engaged, as are 81% of staff who feel that ACC is open and honest. We will focus on improving these factors to improve the levels of engagement.



## Our Organisational Culture Journey

### Customer Experience

Our ambition is to deliver a future where customers of Aberdeen City Council can access information and services quickly and easily, where and when they want, however they choose, and in a manner that suits their needs. We will work to make all service provision consistent, co-ordinated, proactive and accountable where a 'first time fix' has become the norm. Our staff will be increasingly highly trained and able to identify if customers need extra help or advice and will always help to resolve complex enquiries and take personal responsibility for them. We intend that our Customer Service is recognised as a high performing delivery unit within the industry and is recognised as the symbol for 'quality, performance and engagement'.

Objectives	2017/18 Activity
<ul style="list-style-type: none"> <li>To achieve an embedded customer service culture which will drive how we deliver both public facing and internal services</li> </ul>	<ul style="list-style-type: none"> <li>Deliver on the 'Being the Best' vision and develop a corporate customer management centre</li> <li>Positively influence the knowledge, skills and behaviour of all staff to improve customer experience</li> <li>Launch the Customer Service Charter and Standards to the public of ACC</li> </ul>
<ul style="list-style-type: none"> <li>To engage with customers to allow us to develop joined up from their 'voice' and use insight to make business decisions</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the Customer feedback team by developing a true 'Voice of the Customer' focus which allows for insight and richer analysis</li> <li>Develop improvement plans across all services which demonstrate how these have been informed by customer feedback including avoidable contact</li> </ul>
<ul style="list-style-type: none"> <li>To improve the way we interact with our customers by making it easier and quicker for them to get the services they need and want and to meet increasing expectations to access council services digitally</li> </ul>	<ul style="list-style-type: none"> <li>Implement our 'Customer Experience Platform' and enhance our digital capabilities</li> </ul>

## Staff Experience

We recognise the importance of an engaged workforce and the impact of engagement on productivity, commitment and innovation and so we base our internal culture on the 4 pillars of engagement. 1) Strong leadership – a clear direction where everyone understands the Shaping Aberdeen vision, knows how they contribute to it and has the capability to deliver their contribution; 2) managers who understand the importance of engagement and who know how to engage their teams; 3) means by which employees have a voice – where they're informed, consulted with and given the opportunity to have their say; and 4) integrity – where we can demonstrate that what we say we value is what people experience on a daily basis.

As a measure of engagement we carry out a biennial Employee Opinion Survey. The 2016 Survey indicates an upward trajectory in engagement with a response rate rising from 21% (2014) to 48% (2016) and an engagement score rising from 42% (2014) to 49% (2016). Of the 41 comparable questions between the 2014 and 2016 surveys, the % of positive responses had increased in 32 questions, remained the same for 7 and deteriorated in only 2 areas. In addition, in terms of benchmarking with external comparator organisations, the council scores significantly higher on 12 measures including levels of morale within teams, opportunities to progress, access to training and development opportunities and senior managers' responsiveness.

These are all positive moves in the right direction, at the same time we recognise that there is still significant work to be done to maintain and increase levels of engagement, particularly in light of the financial challenges the council is facing.

2017/18 Objectives	2017/18 Activity
<ul style="list-style-type: none"> <li>Strengthen <b>leadership</b> by improving clarity of vision, expectation and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Continue the roll out of the Shaping Aberdeen vision – focusing specifically on hard to reach groups and on introducing a quarterly newsletter to update employees on key activities in the areas of purpose, culture and how we do business</li> <li>Introduce a management/ leadership capability framework</li> <li>Embed accountability for culture through the inclusion of core objectives and managers' engagement scores as part of their PR&amp;D</li> <li>Introduce a mechanism for identifying core policies applicable to roles and for providing assurance that employees understand the key messages within those policies</li> </ul>
<ul style="list-style-type: none"> <li>Improve levels of trust and empowerment by increasing managers' skills and confidence in managing in an <b>engaging</b> way</li> </ul>	<ul style="list-style-type: none"> <li>Further develop the behavioural framework for managers and employees to help shape the culture of the council</li> <li>Ensure our ongoing development programmes support the behavioural and capability frameworks</li> <li>Continue to review and develop the council's PR&amp;D system specifically in terms of the soft skills required to motivate performance and facilitate development</li> </ul>



<ul style="list-style-type: none"> <li>• Demonstrate we are listening to the <b>voice</b> of employees</li> </ul>	<ul style="list-style-type: none"> <li>– Review the outcomes of the 2016 Employee Opinion Survey and involve staff in appropriate action to address any issues; implement actions arising and report these to staff on a regular basis using ‘you said, we did’ format</li> <li>– Continue to develop the Ideas Hub and other means for employees to input their ideas and suggestions</li> <li>– Explore the extension of volunteering opportunities to involve and develop staff</li> <li>– Develop opportunities for staff to progress within the council through good workforce planning</li> </ul>
<ul style="list-style-type: none"> <li>• Increase levels of trust by demonstrating <b>integrity</b> in what we say we value and what we do in practice</li> </ul>	<ul style="list-style-type: none"> <li>– Complete the review of how we attract, recruit and promote staff to ensure this is in line with cultural fit as well as technical skills</li> <li>– Further develop how we induct new employees to reinforce our behaviours, values and expectations, with a specific focus on customer service</li> <li>– Continue to develop the Aspire programme to identify future leaders who share our values and aspirations and who demonstrate the qualities we seek</li> <li>– Review our policies to ensure they are fit for purpose and support our culture</li> <li>– Implement the Member-Officer protocol to ensure constructive relationships between political and operational groups</li> </ul>

## Best Use of Resources

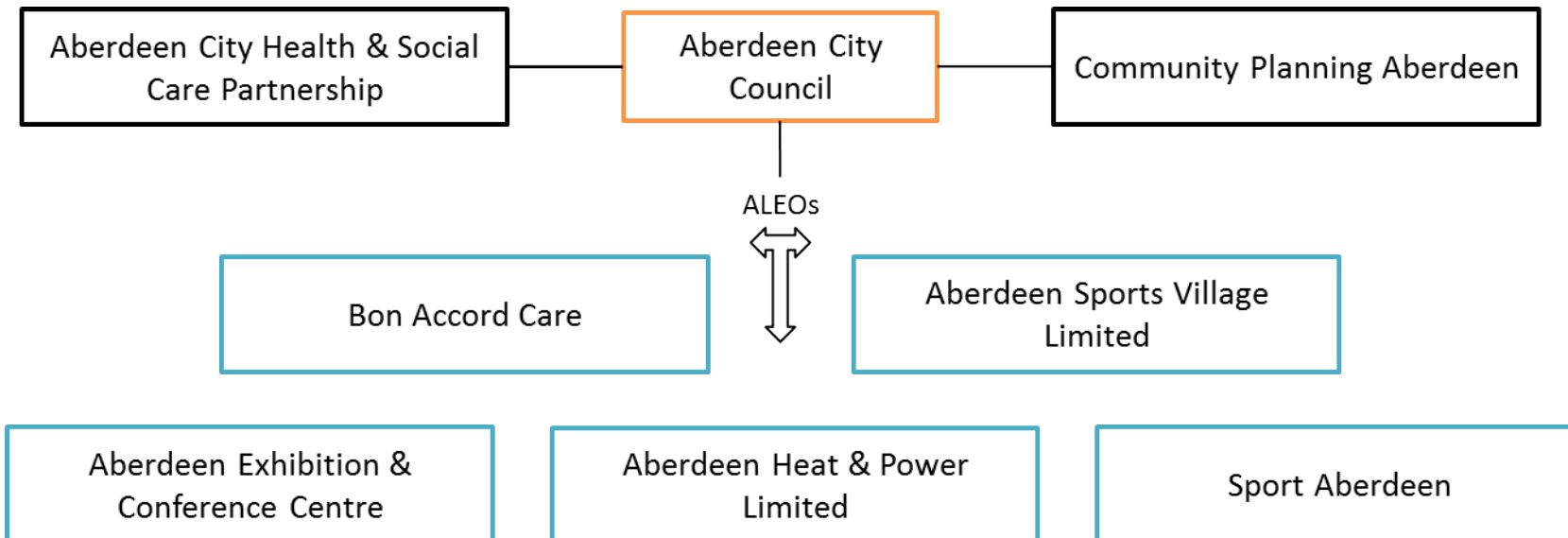
With challenging budgets for the public sector, we need to achieve more with fewer resources and focus on delivering outcomes not just outputs. Despite budget constraints councils are still expected to meet the growing needs of their residents and their communities. Through modernising and innovating the council can make best use of the resources available and make a real difference to the lives of customers and communities. Our aim is to create a strong culture which consistently focuses on positive outcomes for our customers, both now and in the future. Our culture will promote working together with our colleagues, our partners and service users, to bring a joined-up approach to local services that deliver more for less, including cross public, private and voluntary sector working. We will demonstrate sound governance whilst becoming increasingly innovative and imaginative, including through attracting funding and resources from different source to the benefit of the City.

Objectives	2017/18 Activity
We will improve ownership and accountability for our business	<ul style="list-style-type: none"> <li>• We will introduce a comprehensive financial competency framework</li> <li>• We will run more Use of Resources Training increasing financial literacy and business ability</li> <li>• We will fully implement London Stock Exchange requirements for financial governance</li> <li>• We will increase awareness of value for money and social responsibility</li> </ul>
We will make the running of our business more efficient	<ul style="list-style-type: none"> <li>• We will further improve our capacity and skills in the delivery of major projects</li> <li>• We will ensure a required reduction in overall staffing levels is managed effectively and sensitively, providing support through workforce planning to reskill staff where possible</li> <li>• We will implement the findings of the financial management review</li> <li>• We will achieve faster financial closedown and make further process improvements</li> <li>• We will strengthen the work of a 'Business Task Force' using business partners from across Corporate Governance</li> </ul>
We will make good business decisions	<ul style="list-style-type: none"> <li>• We will review our decision making on capital investments based on full benefits realisation</li> <li>• We will strengthen accountability, ownership and data use in the budget process</li> <li>• We will revisit the approach to outcome budgeting to support improved prioritisation</li> <li>• We will continue to improve the use of data in decision making</li> </ul>
We will connect our business	<ul style="list-style-type: none"> <li>• We will continue to explore shared services with other organisations</li> <li>• We will continue to make connections with other organisations through national bodies</li> <li>• We will grow networking opportunities for individuals and teams of staff</li> <li>• We will develop cross organisational programmes of work</li> </ul>
We will strengthen the future of our business	<ul style="list-style-type: none"> <li>• We will respond to the impact of change on our business</li> <li>• We will strengthen succession planning for key roles</li> <li>• We will develop the approach to Medium and Long-Term planning</li> </ul>

	<ul style="list-style-type: none"> <li>• We will strengthen the approach to environmental sustainability</li> </ul>
We will grow our business	<ul style="list-style-type: none"> <li>• We will grow our opportunities to generate investment income</li> <li>• We will strengthen our commercial strategy</li> <li>• We will develop our knowledge of the markets in which we operate</li> </ul>
We will increase the impact of our business in the community	<ul style="list-style-type: none"> <li>• We will work towards the devolution of 1% of the Council's budget to community controlled participatory budgeting</li> <li>• We will strengthen relationships with Arms-Length External Organisations and third parties</li> <li>• We will scope more projects to use our resources to better effect to drive community empowerment.</li> </ul>

## 6. Delivery Through our Commissioning Intentions

Aberdeen City Council operates in a complex environment, where both planning and delivery are undertaken through a variety of different statutory and elective models. These include the Council’s key role as a partner of Community Planning Aberdeen; its relationship with Aberdeen City Health & Social Care Partnership, which is responsible for the integration of the City’s adult health and social care services; and the delivery of certain services through wholly owned, or part-owned Arm’s Length External Organisations (ALEOs). This current “structure” is reflected below.



As outlined throughout this report, in particular in section 4 above “Shaping Aberdeen: How We Do Business”, the Council is committed to a programme of transformation, through which the delivery models for public services will be examined in the light of a renewed approach to commercialisation; our ambition to increase the role and stake which communities have within the planning and delivery of services; and the opportunities afforded by a modern approach to workforce and digitalization.

A creative approach to commissioning will support this transformation. The Council currently has in excess of 1,300 live contracts, (with a supply chain over 6,000 providers), which support and improve the delivery of all of our services. Our supplier spend is c.£280M pa. and we are now in a collaborative partnership with Aberdeenshire and Highland Councils to maximise a combined buying leverage of almost £1B pa. Almost half of that spend is commissioned with the same c1,000 suppliers for the same good and services. We are therefore in a strong position to influence marketplaces through innovate commissioning models.

Commissioning also provides visibility of our strategic needs and is invaluable as a source of business intelligence to act as a trigger point to constructively challenge:

- Our services and how they are currently delivered
- Service performance, cost and perception
- Future demand and horizon scanning
- Opportunities for change

As shown above, we have a number of working ALEOs, but a creative approach to commissioning extends the possibilities much more broadly to include other options and enhance the current provision. Such options for delivery could include:

1. In-house services – running these better and more efficiently, learning from where this has been demonstrated in the Council already and with a ‘Lean’ approach currently being tested;
2. In-sourcing of services currently contracted out;
3. Shared services – both provided by us and provided for us;
4. Outsourced services – including an interest in different approaches to commissioning (by outcomes, by payment by results, by measuring social value) to encourage preventative services and demand reduction;
5. Services delivered in partnership and integrated services;
6. Arms-Length External Organisations and Trading Operations to enable more commercial practice and sustainability of service;
7. Community-run services;
8. Opportunities for new place-based approaches with partners arising from the new local Community Partnerships;
9. Stopping services (with the framework from the Accounts Commission recommended for use alongside impact assessment); and
10. Commercial opportunities.

## **7. Resources Needed (Revenue and Capital)** (The below is indicative at this stage and subject to Council setting a 2017/18 budget)

In 2016/17, Aberdeen City Council became the first local authority in Scotland to be awarded a credit rating. In its credit opinion report of 24<sup>th</sup> October 2016, Moody's Investors Service reported that Aberdeen City Council's "internal governance and scrutiny is strong, supported by recent assessments from the Accounts Commission."

The financial model prepared as part of the bond issue included a long term, 35-year financial assessment. This assessment shows the impact of potential movements in funding and expenditure. The significance of this analysis is to ensure that the Council has appropriate strategic plans in place to continue to deliver services to its customers.

This position of strength will allow the Council to meet the growing needs of the city's residents and communities, with confidence, even against the background of cost pressures and reductions in funding.

The Council's budget 2017/18 budget includes a 5 year programme of capital investment to supports the prosperity of the city's economy, people and the place.

**i. General Fund Revenue Budget Indicative 5 Year Budget**

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Gross Expenditure		683,653	699,324	714,513	728,595	741,741
Gross Income		(226,754)	(227,321)	(227,887)	(228,454)	(229,020)
External Funding		(421,459)	(411,899)	(405,721)	(402,622)	(402,400)
Net (Surplus)/Deficit		35,440	60,104	80,905	97,519	110,321
Transformation Investment		7,000	8,000			15,000
Use of Reserves		(7,000)	(8,000)			
Potential (Surplus) Deficit		35,440	60,104	80,905	97,519	125,321

**ii. Non Housing Capital Programme Indicative 5 Year Budget**

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Projected Spend	191,083	226,876	217,484	151,188	91,765	42,537
Funding (Project Funding Streams, Capital Receipts, Capital Grant and Other Financing.)	191,083	(226,876)	(217,484)	(151,188)	(91,765)	(42,537)

**iii. Housing Revenue Account Indicative 5 Year Budget**

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Projected Spend		88,227	90,749	93,348	96,023	98,780
Funding		(88,727)	(91,249)	(93,848)	(96,523)	(99,280)
Projected Surplus		(500)	(500)	(500)	(500)	(500)

## **Workforce**

Our ability to deliver on our strategic aspirations and ambitions for the city will, to a large extent, be determined by the fitness for purpose of our workforce. In this regard we believe that our future workforce will require to be smaller, more highly trained, more engaged and more flexible. Succession planning within the organisation will become more structured in order to provide a continuous supply of highly able and motivated individuals who have been developed in line with our key strategic and operational objectives e.g. ensuring that levels of digital competency and commercial awareness are sufficient for our purposes.



## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	11 <sup>th</sup> October 2017
REPORT TITLE	Aberdeen City Integration Joint Board
REPORT NUMBER	OCE/17/022
LEAD OFFICER	Angela Scott
REPORT AUTHOR	Martin Murchie

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### **1. PURPOSE OF REPORT:-**

The report provides the Council with details of the arrangements put in place for governance of the Integration Joint Board (IJB).

### **2. RECOMMENDATION(S)**

That the Council notes the content of this report.

### **3. BACKGROUND/MAIN ISSUES**

- 3.1 The Council has instructed the Chief Executive to provide quarterly reports to members on matters relating to the IJB that she considers to be of interest to them at Council meetings, such reports including financial monitoring information in relation to the IJB.

#### **3.1.2 Purpose and Strategic Planning**

- 3.1.2.1 The Board agreed at its meeting on 15 November 2016 that the first review of the Strategic Plan be carried out between June and September 2017. The Partnership has recently appointed a Head of Strategy & Transformation and a Lead Strategy and Performance Manager. A Strategic Planning Group meeting is scheduled in October 2017 to begin work to refresh the Plan for April 2019. The Council will be consulted on this review and attention should be given to, amongst other key areas, the alignment of the Strategic Plan to Community Planning Aberdeen's Local Outcome Improvement Plan.

Locality Leadership Groups have been established and will continue to implement and develop the Partnership's four locality areas and their plans.

It is envisaged that the Partnership will produce its locality plans in late 2017.

### **3.1.3 Board Governance**

3.1.3.1 As previously reported, the Board engaged the **Good Governance Institute (GGI)** to provide support identifying and delivering the key governance requirements, including:-

- a methodology for assessing board effectiveness and establishment of a baseline using a maturity matrix;
- production of a Board Assurance and Escalation Framework;
- improvement and definition of the Board's organisation, behaviours, dynamics and sense of strategic purpose.

GGI remain engaged and have made recommendations for the further development of governance arrangements.

A review of the Board's Standing Orders is underway and is expected to be submitted to the Board meeting in October 2017.

3.1.3.2 At the Board meeting in June, 2017, **Councillors** Cooke and Duncan were appointed as voting members of the Audit and Performance Systems Committee; and Councillors Donnelly and Samarai as voting members of the Clinical and Care Governance Committee. Councillor Donnelly was appointed Chairperson of Clinical and Care Governance Committee.

3.1.3.3 As part of its normal operations, the IJB is subject to **independent assurance** through the Care Inspectorate; Healthcare Improvement Scotland; the Health and Safety Executive; as well as its external auditors. All relevant external independent assurance reports will be reported to the Council.

3.1.3.4 The Board has established an **Integration and Transformation Programme Board** to consider priorities agreed by the Board in its Transformation Programme.

3.1.3.5 The Board has agreed a **developmental timetable** for IJB and Committee members in 2017/18. The development programme includes knowledge of financial governance, scrutiny, risk management and the Board's duties in relation to community justice. The timetable will be updated throughout the year.

### 3.1.4 Reserved and Delegated Powers

- 3.1.4.1 Aberdeen City Council and NHS Grampian have delegated a range of statutory functions in respect of health and social care to the IJB. It is important to note that these functions have been delegated and not transferred. This means that the statutory accountability for the functions still remains with the Council and NHS Grampian, under the direction of the IJB.
- 3.1.4.2 Work is ongoing with officers within Legal and Democratic Services to make suitable amendments to ACC's **Scheme of Delegation** which shall address operational and statutory delegations to officers in order to fulfil the delivery of the Integration of health and social care agenda. The Board have been advised that the Scheme will be "aligned" to the development of Aberdeen City Council's revised Scheme of Delegation, which, as Members will be aware, is being reviewed as part of a comprehensive review of the Council's governance arrangements. This review will provide clarity on the nature and applicability of ACC's Scheme of Delegation to the role of Chief Officer and her executive team. A report will be tabled to the IJB at the conclusion of the review of the Scheme, which will clarify the remit and responsibilities of the Chief Officer, Head of Operations and the Chief Financial Officer in respect of the operational management and deliverability of the integrated services.
- 3.1.4.3 Legislation requires the IJB to set out a mechanism for implementing the Strategic Plan and this takes the form of **Directions** from the IJB to Aberdeen City Council and NHS Grampian which set out the services and functions to be delivered by each organisation and the associated budget for this.
- 3.1.4.4 It is the responsibility of the Chief Officer to ensure that the IJB Directions are made in accordance with the legislative framework and regulations which apply to NHS Grampian and Aberdeen City Council and that they are, consequently, legally competent. A process for issuing and tracking Directions has been set out and is operational.

### 3.1.5 Financial Governance

#### 2016/17

- 3.1.5.1 The Audit and Performance Systems Committee, at their meeting in August, 2017, considered both the:-
- **Annual Audit Report** to the Members of Aberdeen City Integration Joint Board and the Controller of Audit for the year ended 31 March 2017; and
  - Integration Joint Board's **Audited Annual Accounts for 2016/17** (including the Annual Governance Statement).

- 3.1.5.2 The accounts for the year ended 31 March 2017 showed usable reserves of £10,417,474 which was largely made up of additional funding from the Scottish Government for integration and change projects. These were in reserve largely as a result of timing from receipt of funds against change programmes. Funding has now been committed to be used in 2017/18.
- 3.1.5.3 The Board agreed a **reserves strategy** and during the 2017/18 budget process agreed to hold back as earmarked reserves £2.5 million as a risk fund and £500,000 to replace equipment. The intention of the risk fund is to cover the IJB should some of the budget risks identified in the setting of the budget change over the financial year. This equates to 1% of the mainstream budget and if necessary will be available to support the health and social care services indicated in the strategic plan. The reserves policy is supported by the Director of Finance of NHS Grampian and the Section 95 Officer of the Council.

### **2017/18**

- 3.1.5.4 The Board held a Special Meeting on 7<sup>th</sup> March 2017 following confirmation of the funding delegated by both the Council and NHS Grampian for **2017-18**.
- 3.1.5.5 The Board were advised of the following budget pressures for 2017/18:-

	£'000
Staff Increments and Pay Awards	2,206
Apprenticeship Levy (0.5%)	415
Bon Accord Care (pay and non-pay Inflation)	255
Prescribing	559
Hosted Services Budget Pressures	522
Energy and Business Rates increases	31
Aberdeen City Council (share of £80m)	3,090
<b>Total Budget Pressure</b>	<b>7,078</b>

- 3.1.5.6 Budget savings of £4,837,000 were identified, reducing the budget gap for 2017/18 to £2,241,000.
- 3.1.5.7 The IJB has significant Integration and Change funding available to help transform the services provided. In 2017/18 these are likely to amount to £28m of which £17m has been provisionally allocated. The IJB agreed to balance the budget deficit by using £2,241,000 from the "Integration and Change Budget".

### Position for period to end June 2017

- 3.1.5.8 The Board received a financial update on 15<sup>th</sup> August 2017 summarising revenue budget performance for the period to end June. The Board were

advised that an adverse financial position of £1,228,000 existed for the 3 month period to the end of June 2017. Based on these results, a forecasted year-end position showed a **projected overspend of £4,518,000** on mainstream budgets.

- 3.1.5.9 The Board were advised that budget holders were looking at areas where further efficiencies could be found and that use of Transformation Funding may have to be considered, as in 2016/17, to meet mainstream budgeting pressures.

The Board agreed to schedule a workshop of the Audit and Performance Systems Committee during September to address the financial issues prior to the next Board meeting on 31<sup>st</sup> October 2017. They also requested that a risk register be developed focussing on the deliverability of the budget recovery plan.

The Integration Scheme makes provision that for any overspend which cannot be recovered or funded from uncommitted reserves both partners, or one partner, can make a one off payment to be recovered from their baseline payment to the IJB in the next financial year.

- 3.1.5.10 The Chief Finance Officer (CFO) of the IJB will be responsible for developing the **financial strategy** of the IJB including the production of its Medium Term Financial Plan to link to the IJB's Strategic Plan.

- 3.1.5.11 As part of the IJB's budget process the Board agreed a contract level for Bon Accord Care, a wholly owned subsidiary of the Aberdeen City Council.

	£'000
2016/17 Contract Level	26,150
Pay Inflation	224
Incremental Drift	161
General Inflation	23
Postages	9
Apprenticeship levy	112
2016/17 Budget Gap	286
Adjustment to Childrens Services	(116)
Savings required	(560)
<b>2017/18 Contract Level</b>	<b>26,289</b>

At their meeting in August 2017 the Board considered an exempt report which advised that the Council's current 5 year contract with Bon Accord Care is due to expire on the 31st July 2018 and that a new contract will require to be entered into, in order to ensure clarity on the scope of the services after this date. The work to specify the future contract is now underway with officers of the Council.

### 3.1.6 System of Risk Management

3.1.6.1 The Board most recently considered the Partnership's Strategic Risk Register at their meeting of 15<sup>th</sup> August 2017. The Register recorded 4 risks graded as "High". These are:-

- **Risk of significant market failure in Aberdeen City** - Amongst the mitigation noted is the development of a provider forum to support relationship and market management and the setting aside of a risk fund. However, the Register notes that market or provider failure can happen quickly despite good assurances being in place;
- **Risk of IJB financial failure with demand outstripping available budget and that the IJB cannot deliver on priorities and statutory work, and that it projects an overspend** - This is mitigated by the Board's Reserve Strategy and financial monitoring and budget setting. Budgetary pressure in 2016/17 was partially balanced by transferring monies allocated for Transformation. As noted elsewhere in this report, there is further pressure forecast for the 2017/18 budget.
- **Risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care** - The Register records that a communications strategy and action plan are in place and that locality leadership groups are building relationships with communities and stakeholders.
- **Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system** - The Register notes that a review of the transformation programme and governance arrangements is being undertaken.

3.1.6.2 In addition to these "High" risks, 7 "Medium" rated risks are recorded on the Register.

3.1.6.3 It remains a responsibility of the Council, through its Audit, Risk & Scrutiny Committee, to assess risks and commission internal audit reviews on the control environment for the delivery of adult social care. Such reviews included within Aberdeen City Council's Internal Audit Plan 2017/18 are:-

- Social Work Payroll
- Financial Assessments
- Care Management
- Social Work Transport

3.1.6.4 At their meeting in August 2016, the Council agreed that the conveners of audit committees from Aberdeen City Council; Aberdeenshire Council; and the IJB should come together to avoid duplication of effort, whilst ensuring

that both parent bodies receive necessary assurances. An initial meeting was held which discussed what internal audit reports the IJBs wished produced by NHS Grampian's internal auditors. A further meeting is being arranged to continue these discussions.

- 3.1.6.5 The Board received an update on the situation which developed at **Kingsmead Nursing Home** in April 2017. This was the subject of an exempt report to the Council on 21<sup>st</sup> June 2017. The Board approved a Direction to the Council relating to the continuity of service and quality of care.
- 3.1.6.6 A further report will be submitted to the Board in February 2018 indicating the future plans for Kingsmead Nursing Home. As noted elsewhere in this report market failure remains a high risk on the Strategic Risk Register for the Partnership.
- 3.1.6.7 The Board meeting on 15<sup>th</sup> August 2017 considered a report which gave details of **winter/surge planning** for the 2017/18 period. Learning and development points from 2016/17 included management of discharges and discharges including the extension of the integrated discharge hub and the successful use of interim care home beds; further strengthening communication and engagement; and workforce planning. Winter Planning for 2017/18 is underway and both City specific plans and the full NHS Grampian winter/surge plan will be subject to table-top testing prior to being finalised.

### **3.1.7 Information Governance**

- 3.1.7.1 A Joint Information Sharing Group has endorsed a proposed Data Sharing Agreement with National Services Scotland (NSS). Operational staff within the Health and Social Care Partnership are identifying the data streams/ sharing and will report back as it progresses.

### **3.1.8 Clinical Care Governance**

- 3.1.8.1 The **Clinical and Care Governance Committee** provides assurance to the IJB in relation to the quality and safety of services planned and/or delivered by the IJB. Its key role is to ensure that there are effective structures, processes and systems of control for the achievement of the IJB's priorities, where these relate to regulatory compliance, service user experience, safety and the quality of service outcomes. To support this role, the CCGC is informed by the clinical and care governance arrangements in place across NHS Grampian and Aberdeen City Council.
- 3.1.8.2 It also assures the IJB that services respond to requirements arising from regulation, accreditation and other inspections' recommendations. The Committee will consider and approve high value clinical and care risks, consider the adequacy of mitigation, the assurance provided for that

mitigation and refer residual high risks to the Board. It has a key role in assuring the Board that learning from governance systems across services, including learning arising from incidents, complaints and identified risks, is shared and embedded as widely as possible.

3.1.8.3 The Clinical and Care Governance Committee is monitoring the implementation of recommendations from the **Joint Inspection of Adult Health and Social Care Services** in Aberdeen City Health and Social Care Partnership (ACHSCP) report, which was completed in January 2017. A report on progress with actions is anticipated at the October 2017 meeting of the Committee.

3.1.8.4 The Clinical and Care Governance Committee receives, on a quarterly basis, details of any governance issues or concerns that the **Clinical & Care Governance Group** agreed should be escalated to the committee. Governance data reported to the Committee includes:-

- NHS Adverse Events
- NHS Feedback Report
- Social Work Governance Data, inc. Health and Safety Update

The Committee currently meets in private and details of these reports are exempt from publication.

3.1.8.5 At its June 2017 meeting the Committee considered a report on issues in the Mental Health and Learning Disabilities (MH&LD) services relating to the current staffing position across both delegated services within ACHSCP and within those Acute services under the direct management of NHS Grampian. The Committee instructed that an action plan be developed to address the issues and progress be reported to each future meeting.

3.1.8.6 Other matters to be considered by the Committee in October 2017 include:-

- Delayed Discharge performance
- The Winter Plan 2017/18

3.1.8.7 In 2016 both the Council and the Board signed up to **UNISON's Ethical Care Charter** and report was considered by the Board in August 2017 setting out progress with implementing the Charter. An Ethical Care Charter working group has been established to develop the action plan, scope the potential impacts and establish clear timescales for implementation. The report gives an initial indication of adherence to the detailed requirements of the Charter and attaches a Draft Ethical Care Charter Action Plan which identifies further actions. The Board have instructed that further reports to be presented on a six monthly basis detailing the progress made in implementing the Charter.



### 3.1.9 System of Performance Management

- 3.1.9.1 The **Audit and Performance Systems Committee** performs the role of reviewing and reporting on the effectiveness of the governance structures and systems in place and on the quality of the assurances the Board receives. It has a moderation role in relation to the consistency of risk assessment. It also has oversight of information governance issues.
- 3.1.9.2 Progress on implementing the Framework for Performance, Governance and Improvement was reported to the Board in January 2017 and a further report has been requested by the Board for their meeting on 31<sup>st</sup> October 2017.
- 3.1.9.3 It is planned that the Audit and Performance Systems Committee will be the main recipient of all performance data and intelligence and that decisions on exception reporting to Board level will be taken by this committee.
- 3.1.9.4 The Board considered a report at its 15<sup>th</sup> August 2017 meeting which provided an update on **transformational activity** and sought approval to incur expenditure as follows:-

<b>Project</b>	<b>Approved Expenditure</b>
Enhanced Carers Support Service	£189,532 (total for two years)
THInC project (Transport Project)	£73,775 (Change Control only)

The Board approved both projects and the associated Direction issued to the Council is attached as Appendix A to this report.

In addition, the Board at the same meeting in August, 2017, considered and approved a report and a Direction (attached as Appendix B to this report) which requested funding to continue the provision of thirteen care home beds dedicated to supporting discharge out of hospital at a total cost of £417,944. Wider commissioning work which the Partnership is currently undertaking will incorporate the needs and demands for interim care home beds in the longer term, post the 24 month period agreed for these interim beds.

- 3.1.9.5 The Transformation programme is overseen by the **Integration and Transformation Programme Board**. The Transformation Programme includes the following priority areas for strategic investment:
- Acute Care at Home
  - Supporting Management of Long Term Conditions – Building Community Capacity
  - Modernising Primary and Community Care
  - Culture Change/ Organisational Change
  - Strategic Commissioning and Development of Social Care

- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)
  - Delayed Discharge
- 3.1.9.6 These programmes, consisting of a range of individual and linked projects, seek to support the delivery of the objectives and aspirations as set out in the Strategic Plan.
- 3.1.9.7 At its June 2017 meeting the Board agreed to task the Audit and Performance Systems Committee with providing ongoing assurance to the Board that the business cases for transformation projects were developed through a thorough and robust process.
- 3.1.9.8 Subsequently, the Audit and Performance Systems Committee at its August 2017 meeting received a “**Transformation Progress Highlight Report**” across the six priority work streams, covering the period from April 2017 to July 2017. The highlight report showed income and projected spend, whilst indicating that benefits realisation, including savings, would be reported in future reports. The Committee were also advised of governance arrangements for the transformation programme. Individual business cases have not yet been reviewed by the Committee.
- 3.1.9.9 A programme management approach has been adopted across transformation portfolio. This approach seeks to ensure progress while managing the natural tensions that will exist between corporate strategy, change processes, and business as usual operations. The programme governance structure has been established to support the development and delivery of transformation at pace and at scale. This includes the Executive Programme Board which is tasked with providing overall direction to the complex programme of activities, in line with agreed strategy and policy. Three further Programme Boards, including a broad range of stakeholders, are in place to support progression at pace. Working Groups ensure progress on agreed portfolio projects, including supporting the development of business cases and specific projects which are delivered by Project Teams.
- 3.1.9.10 Regular one to one meetings between Joint Accountable Officer (Chief Officer) and ACC and NHS Grampian CEOs continue and are attended by the Council’s S95 Officer where the financial and non-financial performance of the IJB is reviewed.
- 3.1.10 Procurement Governance**
- 3.1.10.1 It has been previously reported that a commissioning plan was to be developed in the second quarter of 2017 and a draft **Strategic Commissioning Implementation Plan** was presented to the Board on 15<sup>th</sup> August 2017.

3.1.10.2 The draft Plan states that its key intention is to shift the balance of care from institutional models to enhanced, community based models of care, increasing the need for community based services providing support to stay at home and effective services at times of transition. This will require a change in the way resources are deployed and in what services are commissioned and facilitated. The draft Plan, therefore, sets out commissioning intentions in relation to:-

- Care at home
- Residential care for older people and people with physical disabilities
- Residential care for people with a learning disability
- Residential care for people with mental health needs
- Intermediate care
- Out of Hours & Responder Service
- Reablement service

3.1.10.3 The draft Plan also incorporates a Market Facilitation Statement suggesting how best to support the resilience, sustainability and quality of the commissioned provision. A market facilitation steering group has been established to oversee the development of key principles and activities to underpin commissioner/ provider relationships and activities to support the reshaping of existing care models.

3.1.10.4 The Board approved the draft Plan for circulation and agreed to reconsider it following that consultation at their meeting in December 2017.

3.1.10.4 The Board considered a report in August 2017 proposing ending the existing Framework arrangement for **Support for People with a Learning Disability** and retendering this to, amongst other changes, reflect differential rates for complex care and support market sustainability. The results of the tender process will be reported in early 2018. The report indicates that it is viewed that payment of fair market rates as highlighted for Standard and Enhanced Care are feasible within the current budget. A formal Direction has been issued by the Chief Officer to Aberdeen City Council in this respect and is attached as Appendix C.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications arising directly from this report. Finance is, however, a key element of the governance arrangements of which this report provides details. Any financial implications resulting from addressing financial governance issues of the IJB will be reported at the appropriate time.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising directly from this report.

## 6. MANAGEMENT OF RISK

- 6.1 Any significant risks will be identified and managed as appropriate. The report includes details of the system of risk management as well as identified financial risks.

## 7. IMPACT SECTION

**Economy** - None directly.  
**People** - None directly.  
**Place** - None directly.  
**Technology** - None directly.

## 8. BACKGROUND PAPERS

None.

## 9. APPENDICES

Appendix A - Direction – Transformation Decisions Required (enhanced carers support)

Appendix B - Direction – Interim Beds (renewal of funding)

Appendix C - Direction – Learning Disability Framework

## 10. REPORT AUTHOR DETAILS

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## INTEGRATION JOINT BOARD

### DIRECTION

ISSUED UNDER S26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT  
2014

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The **Aberdeen City Council** is hereby directed to deliver for the Board, the services noted below in pursuance of the functions noted below and within the associated budget noted below.

Services will be provided in line with the Board's Strategic Plan and existing operational arrangements pending future directions from the Board.

**Approval from IJB received on:-** 15 August 2017

**Description of services/functions:-** Enhanced Carer Support Service. A high level description of this project is set out in the attached Project Summary and a detailed Business Case is also attached.

**Reference to the integration scheme:-** This project will contribute to the delivery of functions delegated by the Local Authority to the Integration Joint Board: Duty of local authority to provide information to carer, duty of local authority to take into account abilities of carer; support for adult carers (in relation to Social Care Self Directed Support).

**Link to strategic priorities (with reference to strategic plan and commissioning plan):-** This direction seeks to support delivery of the following strategic priorities:

- Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.
- Support and improve the health, wellbeing and quality of life of our local population.
- Promote and support self-management and independence for individuals for as long as reasonably possible.
- Value and support those who are unpaid carers to become equal partners in the planning and delivery of services, to look after their own health and to have a quality of life outside the caring role is so desired.
- Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing.
- Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities.

**Timescales involved:-**

Start date:- 1 October 2017

End date:- 31 March 2019

**Associated Budget:-**

Details of funding source:- Integration and Change Fund.

- Up to £191, 528 (total for two years)

Availability:- Confirmed

**INTEGRATION JOINT BOARD****DIRECTION**

ISSUED UNDER S26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT  
2014

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The **ABERDEEN CITY COUNCIL** is hereby directed to deliver for the Board, the services noted below in pursuance of the functions noted below and within the associated budget noted below.

Services will be provided in line with the Board's Strategic Plan and existing operational arrangements pending future directions from the Board.

**Related Report Number:-** HSCP.17.069

**Approval from IJB received on:-** 15<sup>th</sup> August 2017

**Description of services/functions:-**

Provision of Nursing Care Home beds (13) specifically reserved to support the flow of patients/clients out of hospital in-patient care, and/or prevent admission to hospital.

**Reference to the integration scheme:-**

The direction will support the evidencing of the Partnerships commitment to the following Health and Wellbeing Outcomes (referenced in the Integration Scheme):

- People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- Resources are used effectively and efficiently in the provision of health and social care services.

**Link to strategic priorities (with reference to strategic plan and commissioning plan):-**

This direction seeks to support delivery of the following strategic priorities:

- Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our

citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.

- Support our staff to deliver high quality services that have a positive impact on personal experiences and outcomes.

**Timescales involved:-**

Start date:- 1<sup>st</sup> December 2017

End date:- 30<sup>th</sup> November 2019

**Associated Budget:-**

Details of funding source:- Dedicated Delayed Discharge Budget/Funding

- Year 1 - £397, 944.04
- Year 2 - £397, 944,04 (*noting there may be a degree of adjustment required depending on the outcome of National Care Home Contract negotiations*)

Availability:- YES



## INTEGRATION JOINT BOARD

### DIRECTION

ISSUED UNDER S26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT  
2014

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The **ABERDEEN CITY COUNCIL/NHS GRAMPIAN** is hereby directed to deliver for the Board, the services noted below in pursuance of the functions noted below and within the associated budget noted below.

Services will be provided in line with the Board's Strategic Plan and existing operational arrangements pending future directions from the Board.

**Related Report Number: - HSCP/17/068**

**Approval from IJB received on:-**

**Description of services/functions:** - The commissioning of Supported Living services (inclusive of separate Lot for enhanced/complex care) and Training & Skills Development services (in partnership with Aberdeenshire HSCP) through the commissioning of 2 separate Framework arrangements for people with a Learning Disability.

**Reference to the integration scheme:-**

Services: - services listed in Annex 2, Part 2 of the Aberdeen City Health and Social Care Integration Scheme.

Functions: - functions listed in Annex 2, Part 1 of the Aberdeen City Health and Social Care Integration Scheme.

**Link to strategic priorities (with reference to strategic plan and commissioning plan):-**

- Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.
- Promote and support self-management and independence for individuals for as long as reasonably possible.
- Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing.
- Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities.

**Timescales involved:-**

Start date: - no later than 1<sup>st</sup> April 2018

End date: - 31<sup>st</sup> December 2019

**Associated Budget:-**

Details of funding source: - Current Learning Disability Budget

Availability: - Current Budget of £12.58 million is to be utilised for commissioning care described as Supported Living, which falls under the scope of the report

## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	11 October 2017
REPORT TITLE	Resignation of Member of Aberdeen City Licensing Board and Duty to Elect New Member to the Board
REPORT NUMBER	CG/17/117
CG LEAD OFFICER	Fraser Bell
REPORT AUTHOR	Lynn May

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### **1. PURPOSE OF REPORT:-**

- 1.1 To advise elected members that there is now a vacancy in the membership of the Aberdeen City Licensing Board, due to the resignation of Councillor Mason MSP, the Council therefore has a Statutory duty to elect a new member.

### **2. RECOMMENDATION(S)**

- 2.1 That the Council:-
- (a) note Councillor Mason MSP's resignation from Aberdeen City Licensing Board; and
  - (b) elect a new member to the Aberdeen City Licensing Board to fill the vacancy created.

### **3. BACKGROUND/MAIN ISSUES**

- 3.1 The Licensing (Scotland) Act 2005 (hereafter referred to as the 2005 Act), provides that the Council must, at their first meeting after each ordinary election of the council, hold an election of Members to the Licensing Board. Such Members must be Councillors.
- 3.2 The Council considered a report at their Statutory meeting on 17 May 2017 and in accordance with the 2005 Act agreed to elect 9 Members to the Licensing Board. One of the nine elected Board members was Councillor Mason MSP. A new member now requires to be elected to fill the vacancy created in order to restore the Licensing Boards membership back to 9.

- 3.3 A member of a Licensing Board generally holds office from the day of their election by the Council until the day of the next election of members by the Council, after each ordinary Council election, unless they cease to be a councillor or become disqualified from being a member of the Board. The 2005 Act states that a councillor is disqualified from election as and from being a member of a Licensing Board if the councillor is:-
- a premises licence holder,
  - an employee of a premises licence holder and works as such in licensed premises,
  - a director or other officer of a company so engaged, or
  - an employee or any person so engaged and works as such in that business.
- The Council may also, in terms of the 2005 Act, remove a member of the Licensing Board from office if the member is unfit by reason of mental or physical inability.
- 3.4 In terms of the 2005 Act a member of a Licensing Board may at any time resign by giving notice to the Clerk to the Board. Councillor Mason MSP has given such notice to the Head of Legal and Democratic Services who acts as Clerk to the Licensing Board.
- 3.5 In terms of the 2005 Act where there is a vacancy in the membership of the Licensing Board, the Council must at their first meeting after the vacancy arises, hold an election to fill the vacancy.
- 3.6 The 2005 Act requires that each Licensing Board member must, within 3 months of being elected or re-elected undertake training. They must produce to the Clerk to the Board their Scottish Licensing Board Members' Certificate (SCLBM) within 4 months, and cannot take part in any Board proceedings until they have done so.
- 3.7 Should a member fail to successfully complete the training and produce their training certificate within the 4 month period, the member ceases to hold office as a member of the Board.
- 3.8 The Board meets on an 8 week cycle. Additional meetings of the Board may be called by the Convener in certain circumstances.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The cost of training for the new member of the Licensing Board will be met from the Licensing Budget.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Council has a statutory duty to establish and elect members to the Licensing Board. If a vacancy arises in the membership of the Board the Council has a duty to hold an election, at the first meeting after the vacancy

arises, to fill the vacancy. Failure to fill the vacancy would mean that the Council would not be compliant with the requirements of the Licensing (Scotland) Act 2005. If members decide not to elect a replacement, the Board would consist of 8 members, which is still compliant with the legislation.

## **6. MANAGEMENT OF RISK**

- Financial

6.1 Implications as per paragraph 4.1 of this report.

- Employee

6.2 There is no risk to employees arising from the recommendations of this report.

- Customer/Citizen

6.3 There is no risk to customers/citizens arising from the recommendations of this report.

- Environmental

6.4 There is no risk to the environment arising from the recommendations of this report.

- Technological

6.5 There is no risk to technology arising from the recommendations of this report.

- Legal

6.6 Implications as per paragraph 5.1 of this report.

- Reputational

6.7 There is no risk of reputational damage to the Council from the recommendations of this report.

## **7. IMPACT SECTION**

### **Economy**

7.1 There will be no impact on the economy arising from the recommendations.

### **People**

- 7.2 An Equality and Human Rights Impact Assessment was not necessary as the report has no impact in terms of the public sector equality duty or people with protected characteristics.

**Place**

- 7.3 There will be no impact on the place arising from the recommendations.

**Technology**

- 7.4 There will be no impact on technology arising from the recommendations

**8. BACKGROUND PAPERS**

- 8.1 None

**9. APPENDICES**

- 9.1 None

**10. REPORT AUTHOR DETAILS**

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	11 October 2017
REPORT TITLE	Education and Children's Services Committee – External Appointment (Secondary School Parent Representative)
REPORT NUMBER	CG/17/116
DIRECTOR/HOS	Fraser Bell
REPORT AUTHOR	Allison Swanson

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### **1. PURPOSE OF REPORT**

- 1.1 The report brings before the Council details of the nomination from Aberdeen City Parent Councils Forum of a replacement parent representative for secondary school on the Education and Children's Services Committee following the tenure of the current representative, Mr Rafferty, concluding.

### **2. RECOMMENDATIONS**

It is recommended that the Council -

- (a) approve the appointment of Mr Colm O'Riordan as the secondary school parent representative; and
- (b) note that Mr Anthony Rafferty would be a substitute member for both the primary and secondary parent representatives on the Education and Children's Services Committee.

### **3. BACKGROUND/MAIN ISSUES**

#### **3.1 External Members on Education and Children's Services Committee**

- 3.1.1 The Council currently has appointed to its Education and Children's Services Committee seven external members under the provisions of the Local Government (Scotland) Act 1973 Section 124 (as amended). The Council made appointments to these positions at its statutory meeting on 17 May 2017.
- 3.1.2 The Aberdeen City Parent Councils Forum has advised that the tenure of the current parent representative for secondary school, Mr Rafferty, has

concluded and the Forum has subsequently selected Mr Colm O'Riordan as the replacement representative. The Council is asked to agree the appointment of Mr O'Riordan.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The financial implications associated with this report are minimal. Each external member requires to undertake a PVG Scheme check. Each application to the PVG Scheme costs £59 for new members and £18 if they are existing members staying within the same group. Checks for external members will be processed by HR in line with the procedure for dealing with PVG checks for Elected Members.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Council has agreed that the Education and Children's Services Committee membership contain two teacher and two parent representatives with full voting rights. If the Council fails to appoint a parent and teacher representative, it will be negating a previous decision.

#### **6. MANAGEMENT OF RISK**

##### **6.1 Financial**

- 6.1.1 There are no financial risks associated with this report.

##### **6.2 Employee**

- 6.2.1 There are no risks to employees associated with this report.

##### **6.3 Customer / Citizen**

- 6.3.1 There are no risks to customers / citizens associated with this report.

##### **6.4 Environmental**

- 6.4.1 There are no environmental risks associated with this report.

##### **6.5 Technological**

- 6.5.1 There are no technological risks associated with this report.

##### **6.6 Legal**

- 6.6.1 There are no legal risks associated with this report.



## **6.7 Reputational**

- 6.7.1 There are no reputational risks associated with this report, however if the Council fails to appoint replacement teacher and parent representatives, it will be in breach of its previous decision that the two external teacher and parent members be full members of the Education and Children's Services Committee.

## **7. IMPACT SECTION**

### **7.1 Economy**

- 7.1.1 There will be no impact on economy arising from the recommendations.

### **7.2 People**

- 7.2.1 The report may be of interest to the public as it seeks the appointment of an external secondary school parent representative.
- 7.2.2 An Equality and Human Rights Impact Assessment is not required as the proposal does not disproportionately impact on persons with protected characteristics compared to persons without such characteristics.

### **7.3 Place**

- 7.3.1 There will be no direct impact on the environment or the community arising from these recommendations.

### **7.4 Technology**

- 7.4.1 There will be no impact on technology arising from the recommendations.

## **8. BACKGROUND PAPERS**

- 8.1 None.

## **9. APPENDICES**

- 9.1 None.

## **10. REPORT AUTHOR DETAILS**

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COMMITTEE	Council
DATE	11 October 2017
REPORT TITLE	Equality figures - responses to questions
REPORT NUMBER	CG/17/115
DIRECTOR/HOS	Morven Spalding
REPORT AUTHOR	Keith Tennant

**1. PURPOSE OF REPORT:-**

- 1.1 The purpose of this report is to provide Council with responses to the questions asked at the Council meeting of 21 June 2017 in relation to the equality figures on the number of disciplinary cases involving employees with a disability.

**2. RECOMMENDATION(S)**

- 2.1 It is recommended that Council notes the responses in relation to the equality figures on the number of disciplinary cases involving employees with a disability.

**3. BACKGROUND/MAIN ISSUES**

- 3.1 At the Council meeting of 21 June 2017 some questions were asked in relation to the equality figures, which had been included in the Council's Equality Outcomes and Mainstreaming Report 2017-2021, on the number of disciplinary cases involving employees with a disability, particularly with regard to frequency, possible patterns and appropriate training. The responses to the questions asked are shown below.

- 3.2 Further details were requested in relation to the 2016 figure of disabled employees who were subject to the disciplinary procedure (as was detailed in the Council's Equality Outcomes and Mainstreaming Report 2017-2021). The details are as follows:-

2016 figures

- 3.21 There were 14 employees with a disability who were subject to the disciplinary procedure in 2016 out of 148 disciplinary cases in total (which is 9.5% of

cases). This compares to a figure of 2.9% of disabled employees in the workforce (comprising 245 employees).

- 3.22 The 14 disciplinary cases involving employees with a disability have been looked into. Some of these employees received a disciplinary sanction following investigation under the procedure. In a certain number of the cases the nature of the employee's disability was presented as a factor for consideration in terms of their conduct and in all these cases this appears to have been taken into account and has resulted in the employee receiving a sanction deemed as appropriate.

#### 2016 Patterns

- 3.23 The majority of the 14 cases (10) were in the Communities, Housing and Infrastructure (CH&I) Directorate. This may be expected as CH&I is a particularly large directorate and the vast majority of employees are manual front line workers in roles where historically there has been a higher incidence of conduct matters arising. Within CH&I, whilst there is a proportionately higher number of disciplinary investigations carried out compared to the other Directorates, the majority of these are for minor misconduct. Many of these are for unauthorised absences and all of these received either an oral warning or no sanction (being dealt with by training or counselling), unless repeated misconduct was evident.
- 3.24 There is a slightly higher proportion of employees in CH&I with a disability, particularly learning disabilities, with many of the positions not requiring qualifications or a high degree of literacy skills, and the Services have been proactive and supportive towards employment of people with this type of disability. Additional training has been sourced and delivered to a number of teams in CH&I to assist in this regard, particularly to enable managers to make reasonable adjustments where required and communicate effectively with employees e.g. the running of equality and diversity 'Pit Stop' sessions and training related to learning disabilities.
- 3.25 In relation to the 14 cases, there was no evidence identified that any of the employees have been subjected to disciplinary action as a direct result of their disability. Where there may have been an indirect link to a disability, this appears to have been taken into account and appropriate reasonable adjustments have been made.

#### Actions for HR teams

- 3.26 Going forward, the HR teams will be asked to remain vigilant when advising on disciplinary cases to help ensure that any disability is taken into account and appropriate reasonable adjustments are made to ensure both a fair outcome and improvement in the employee's conduct. Also, HR and the disability equality group in particular will continue to promote a culture where employees feel comfortable disclosing a disability to avoid unnecessary disciplinary action being taken. In general the HR teams will be reminded of the Equality Act duty for employers to make reasonable adjustments for employees with a disability.

### Figures for 2013-2015

- 3.3 At the Council meeting on 21 June 2017, a question was asked about the figures for past years. For the three years 2013 to 2015 the figures are as follows:-
- 3.31 In 2013, there were 6 employees with a disability who were subject to the disciplinary procedure (out of 141 discipline cases in total) which is 4.3% of cases. This compares to a figure of 2.9% of disabled employees in the workforce (comprising 250 employees).
- 3.32 In 2014, there were 6 employees with a disability who were subject to the disciplinary procedure (out of 122 discipline cases in total) which is 4.9% of cases. This compares to a figure of 2.9% of disabled employees in the workforce (comprising 250 employees).
- 3.33 In 2015, there were 10 employees with a disability who were subject to the disciplinary procedure (out of 124 discipline cases in total) which is 8.1% of cases. This compares to a figure of 2.9% of disabled employees in the workforce (comprising 242 employees).

### Figures for first 6 months of 2017

- 3.34 It should be noted that in the first 6 months of calendar year 2017 there have been 6 employees with a disability who were subject to the disciplinary procedure (out of 85 discipline cases in total) which is 7.1% of cases. This compares to a figure of 2.9% of disabled employees in the workforce (comprising 250 employees).

### Training available

- 3.4 A question was asked about equalities training for employees in the Council. The details are as follows (which includes training in relation to disability and employment):-
- 3.41 In relation to training on diversity and equality, there are two computer-based on-line courses available, one for managers and the other for employees. This also forms part of the recruitment and selection training. In addition, the e-induction course has an element on diversity and equality. An equality and diversity 'Pit Stop' session is also available and is run periodically (or on specific request by a Service) comprising the showing of a DVD of equality scenarios covering discrimination and harassment followed by a discussion with delegates. A 'Pit Stop' session covering unconscious bias is also available.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications arising from the recommendation in this report.

## **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the recommendation in this report.

## **6. MANAGEMENT OF RISK**

### **6.1 Financial**

Financial risk has been considered and there is no risk identified.

### **6.2 Employee**

Employee risk has been considered and there is no risk identified.

### **6.3 Customer / citizen**

Customer risk has been considered and there is no risk identified.

### **6.4 Environmental**

Environmental risk has been considered and there is no risk identified.

### **6.5 Technological**

Technological risk has been considered and there is no risk identified.

### **6.6 Legal**

Legal risk has been considered and there is no risk identified.

### **6.7 Reputational**

Reputational risk has been considered and there is no risk identified.

## **7. IMPACT SECTION**

### **7.1 Economy**

There are no identified Economic impacts associated with this report.

### **7.2 People**

There are no identified People impacts associated with this report.

### **7.3 Place**

There are no identified Place impacts associated with this report.

### **7.4 Technology**

There are no identified Technology impacts associated with this report.

## **8. BACKGROUND PAPERS**

- 8.1 The ACC Employee Information contained in Equality Outcomes and Mainstreaming Report 2017-2021 was referred to in the preparation of this report which is under the link:-

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=75321&slD=28838>

## **9. APPENDICES**

- 9.1 There are no appendices associated with this report.

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COMMITTEE	Council
DATE	11 <sup>th</sup> October 2017
REPORT TITLE	Local Authority Community Covenant
REPORT NUMBER	OCE/17/023
LEAD OFFICER	Chief Executive
REPORT AUTHOR	Head of Service, Office of Chief Executive

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## 1. PURPOSE OF REPORT

This report provides an update to the Council on Aberdeen's Local Authority Community Covenant with the Armed Forces Community.

## 2. RECOMMENDATIONS

That the Council resolves:-

- i. To note the content of the report; and
- ii. To instruct the Chief Executive to work with relevant groups representative of the armed forces community and its interests, the business community and Community Planning Partners to develop a refreshed Armed Forces Covenant for the City, delegating authority to the Chief Executive to sign the Covenant along with the Lord Provost on behalf of the Council.

## 3. BACKGROUND

- 3.1 At its meeting on 22<sup>nd</sup> August 2012 the Council approved a motion by the then Lord Provost in the following terms:-

That this Council works with the armed forces, veterans' groups, health and social care providers, the business community and other local bodies to develop a Community Covenant for Aberdeen.

- 3.2 The then Lord Provost and the then Chief Executive signed the resulting Community Covenant on behalf of the Council on 30<sup>th</sup> January 2013. The other signatories to the Covenant are Aberdeen's Armed Forces Community, the Highland Reserve Forces and Cadets Association, Veterans Scotland, Royal British Legion Scotland, Combat Stress, SaBRE Supporting Britain's Reservists and Employers, NHS Grampian and Jobcentre Plus.

3.2 At its meeting on 20<sup>th</sup> August 2014 the Council had before it a notice of motion by former Councillor Ross Thomson in the following terms:-

That this Council:-

- i. Restates its commitment to the Local Authority Community Covenant which ensures that Aberdeen City Council supports the local armed forces community;
- ii. recognises the enormous contribution that the armed forces and their families make and the sacrifices that the armed forces and their families make every day for the safety and security of our country;
- iii. to recognise the contribution made by our armed forces, agrees to request a report examining what more Aberdeen City Council can do to support our armed forces and veteran community across the services it provides;
- iv. instructs officers to engage with neighbouring authorities on their allocation of housing to members of the armed forces;
- v. instructs officers to meet with Legion Scotland and to establish a protocol for an ongoing relationship between the Council, Legion Scotland and other pertinent organisations; and
- vi. congratulates and welcomes the Armed Services Advice Project (ASAP) provided by the Scottish Citizens Advice Bureau which is the focal point for the City's armed forces community for access to advice, information and support.

3.3 With reference to point iv) above, the meeting of the Communities, Housing and Infrastructure Committee on 28<sup>th</sup> October 2014 received a report from the Director of Communities, Housing and Infrastructure (CHI/14/033) that provided members with information on the Council's housing policy in relation to armed forces personnel.

3.4 At its meeting on 24<sup>th</sup> June 2015, the Council considered a report by the Chief Executive (OCE/15/023) that provided members with an update on a meeting convened by the then Lord Provost in his role as the Council's Veterans Champion with former Councillor Thomson, Major Bill Austin of Aberdeen Universities' Officer Training Corps and Kate Dean of the Armed Services Advice Project.

3.5 The discussion focussed on three main areas where support to those leaving the armed forces might be of assistance – jobs, housing and wellbeing. In addition it was recognised that a key prerequisite ahead of identifying what support might be offered would be an accurate assessment of the numbers of individuals and their families likely to be looking to settle in Aberdeen in any given period.

3.6 Improved signposting and marshalling of information regarding sources of potential assistance within and outwith the Council was also agreed to be likely to be helpful.

3.7 At the time of the meeting Scottish Government officials had embarked on a programme of activity to refresh the 2012 policy document *Our Commitments: Scottish Government Support for the Armed Forces Community in Scotland*.

It was agreed that a further report be brought to Council once the Scottish Government's position was known.

- 3.8 The Scottish Government published *Renewing Our Commitments* in 2016 which both reviewed progress made since 2012 and set out a range of priorities to be addressed in i) jobs, skills and employability; ii) cohesion and integration; and iii) ensuring no disadvantage in particular in relation to mental and physical healthcare provision and housing.
- 3.9 Earlier this year Forces in Mind Trust and the Local Government Association published a second edition of the report *Our Community – Our Covenant: Improving the delivery of local Covenant pledges* which includes a number of recommendations to the LGA, COSLA, Government and Councils. In addition it offers a toolkit to support councils in reviewing and refreshing their Covenant.
- 3.10 The Ministry of Defence published updated guidance for local authorities on the Armed Forces Covenant during the summer this year incorporating points from the above report. All local authorities in Great Britain have an Armed Forces Covenant in place.
- 3.11 In addition, since the signing of Aberdeen City's Local Authority Community Covenant, Scotland's Veterans Commissioner has published three reports on topics of relevance to the veterans community i) *Transition in Scotland*; ii) *Housing Information* and iii) *Employability, Skills and Learning*.
- 3.12 Given all of the above and given that it is some five years since the development of the Council's Local Authority Community Covenant, it would seem to be appropriate to take the opportunity to work with partners to produce a refreshed Armed Forces Covenant. The renewed Covenant would be developed in the context both of the City's Local Outcome Improvement Plan and the Council's Target Operating Model.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from the recommendations of this report. Financial implications flowing from any commitment made within a refreshed Armed Forces Covenant would be addressed in reports relevant to that commitment.
- 4.2 The Covenant Fund, administered by the Ministry of Defence, has an annual budget of £10 million available through application to support the delivery of projects addressing specific priorities relevant to the armed forces community.

#### **5. LEGAL IMPLICATIONS**

- 5.1 There are no specific legal implications arising from the recommendations of this report.

## **6. MANAGEMENT OF RISK**

- 6.1 The report recommends the renewal of the existing Aberdeen City Local Authority Community Covenant, in refreshing the commitments set out in the Covenant officers and representatives of partners and stakeholders will be mindful of the financial constraints within which they must operate and will so mitigate any financial risk arising for the Council.
- 6.2 In relation to customer/citizen risks it will be necessary in revising the Covenant to be clear that the principles that underlie it are i) that the Armed Forces Community should not face disadvantage compared to other citizens in the provision of public services and ii) that special consideration is appropriate in some cases for those who have given the most, such as the injured or bereaved. The Covenant should not mean that others are disadvantaged.
- 6.3 As noted above, all local authorities in Great Britain have an Armed Forces Covenant in place. In taking a decision to refresh the Aberdeen City Local Authority Community Covenant after some five years there is an opportunity to mitigate any reputational risk from the Covenant becoming outdated or irrelevant.

## **7. IMPACT SECTION**

### **7.1 Economy**

Members of the armed forces community have a valuable contribution to make to the economy of the City and the refreshed Armed Forces Covenant will address how best to ensure they have the opportunity to make that contribution.

### **7.2 People**

The Armed Forces Covenant is based on the premise that those who serve or have served and their families deserve respect, support and fair treatment. They should face no disadvantage compared to other citizens in the provision of public and commercial services. The refreshed Covenant will seek to continue the application of this ethos in Aberdeen.

### **7.3 Place**

There are unlikely to be any direct environmental implications from the refreshed Covenant.

### **7.4 Technology**

As mentioned earlier in the report, the renewal of the Covenant will be undertaken within the context not only of the City's Local Outcome Improvement Plan and the delivery of its priorities but also in the context of the Council's Target Operating Model. As a result, wherever possible a digital

means of delivery will be identified in relation to the commitments set out in the Covenant.

**8. BACKGROUND PAPERS**

[Our Commitments: Scottish Government Support for the Armed Forces Community in Scotland](#)

[Renewing Our Commitments](#)

[Our Community - Our Covenant](#)

[Armed Forces Covenant: A Guide for Local Authorities](#)

**9. APPENDICES**

None.

**10. REPORT AUTHOR DETAILS**

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## ABERDEEN CITY COUNCIL

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COMMITTEE	Council
DATE	11 October 2017
REPORT TITLE	Consultation of Supplementary Guidance in support of the Local Development Plan - Greenferns Development Framework
REPORT NUMBER:	CHI/17/234
DIRECTOR	Bernadette Marjoram (Interim)
REPORT AUTHOR	Laura Robertson

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### **1 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek approval for the Greenferns Development Framework (Aberdeen Local Development Plan 2017 sites OP28 and OP33) to be issued for public consultation over a 6 week period.

### **2 RECOMMENDATION(S)**

- 2.1 It is recommended that the Council:
- (a) Approves the Draft Greenferns Development Framework for public consultation over a six week period; and,
  - (b) Instructs the Interim Director of Communities, Housing and Infrastructure to report the results of the public consultation and any proposed revisions to the Draft Development Framework to the next Council Meeting.

### **3 BACKGROUND/ MAIN ISSUES**

#### **3.1 Greenferns Development Framework**

- 3.1.1 The Greenferns Development Framework has been produced by Optimised Environments Ltd (OPEN) on behalf of Aberdeen City Council and Places for People.

- 3.2 The Greenferns Development Framework 2010 was previously Supplementary Guidance under the Aberdeen Local Development Plan

(ALDP) 2012. When the ALDP (2017) was adopted this Framework was deemed to be out of date and as such was not carried forward as a Supplementary Guidance under this plan. The requirement for it to be adopted as Supplementary Guidance is within the plan.

3.3 The Greenferns Development Site is located to the west of Aberdeen. The site is allocated for 1470 houses and 10 hectares of employment land.

### 3.4 **Changes since the previous Supplementary Guidance.**

3.4.1 There are 5 main changes that have been made to this Development Framework:

- Provision of land for Enermech (industrial land) to remain in current site around Bucksburn House and land for future expansion.
- Inclusion of the new school site, off Howes Road within the layout.
- Inclusion of non-residential land uses within the neighbourhood centre.
- Review of the location of the proposed neighbourhood centre within the layout.
- Review of the proposed densities and phasing strategy.

### 3.5 **Consultation**

3.5.1 OPEN carried out a consultation event on 22 August 2017 to allow the community and stakeholders to view plans, ask questions and comment on the proposals. A section will be added to the Development Framework highlighting how the comments have been taken on board.

3.6 This report is requesting authority to carry out a statutory consultation for a 6 week period, starting Friday 13th October 2017 until Friday 24<sup>th</sup> November at noon.

## 4 **FINANCIAL IMPLICATIONS**

4.1 The design team have met the cost for the preparation of the development frameworks including all consultation and engagement to date. The proposals will result in efficiencies in the determination of future planning applications related to the development frameworks, leading to a reduction in Council staff time to assess future detailed proposals.

4.2 The costs associated with the proposed six week statutory consultation exercise will be met within existing budgets.



- 4.3 The Greenferns site is owned by Aberdeen City Council. As such the Council has a financial interest in the Planning designation and future development of the site.

## **5 LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report.

## **6 MANAGEMENT OF RISK**

### **6.1 Financial**

- 6.1.1 Approving the Development Framework will contribute to efficiencies in determining future planning applications and a reduction in Council staff time to assess future detailed proposals. By encouraging acceptable forms and uses of new development to be agreed publicly, it allows more informed decision making to be made earlier, saving time and resources for staff, applicants and the public.

- 6.1.2 The Development Framework reduces the risk of piecemeal and inappropriate development in the site area. Mixed use development and the efficient use of land will contribute towards the Council's aim of promoting sustainable economic development.

### **6.2 Employee**

- 6.2.1 There are no employee risks associated with this report.

### **6.3 Customer/citizen**

- 6.3.1 The Development Framework contributes towards a higher rate of new house building in the City, including over 25% affordable housing provision in accordance with the Aberdeen Local Development Plan.

### **6.4 Environmental**

- 6.4.1 A Strategic Environmental Assessment has been undertaken on the Greenferns site as part of the preparation for the Aberdeen Local Development Plan. An SEA screening will be carried out on the Development Framework prior to reporting consultation responses back to Council.

### **6.5 Technological**

- 6.5.1 There are no technological risks associated with this report.

### **6.6 Legal**

6.6.1 There are no legal risks associated with this report.

## 6.7 **Reputational**

6.7.1 The Council have engaged with the community and stakeholders on the development of the Development Framework.

## 7 **IMPACT SECTION**

### 7.1 **Economy**

7.1.1 The retention of Enermech onsite is a positive contribution to the economy. The introduction of a small neighbourhood centre will

### 7.2 **People**

7.2.1 The provision of at least 25% affordable housing onsite along with additional facilities within the commercial area will be positive for exciting and potential residents.

### 7.3 **Place**

7.3.1 By going through the masterplanning process, place has been put at the top of the agenda. The Development Framework considers context, identity and connection and how the development will fit together as a whole.

7.3.2 The Framework states “the pressure on the delivery of housing needs to be balanced with the delivery of a meaningful place, with a clear identity and an attractive proposition for a wide audience of potential inhabitants. Though a residential led master plan, there needs to be a clear structure and mix of uses balanced within the overall framework, catering for business, education, leisure, retail, health care as well as residential uses. If this is not achieved Greenferns will become a single use enclave on the edge of the city.”

7.3.3 The site has carefully been considered as part of the Masterplan process, the retention and enhancement of tree belts, boundary walls, provision of open spaces and path networks all make an important contribution to place. The provision of SuDS within the site is also an important resource for biodiversity, sustainable treatments of surface water run-off and visual amenity.

### 7.4 **Technology**

7.4.1 N/A

## 8 BACKGROUND PAPERS

### Aberdeen Local Development Plan 2017

[http://www.aberdeencity.gov.uk/planning\\_environment/planning/local\\_development\\_plan/pla\\_local\\_development\\_plan.asp](http://www.aberdeencity.gov.uk/planning_environment/planning/local_development_plan/pla_local_development_plan.asp)

### Draft Greenferns Development Framework

[http://www.aberdeencity.gov.uk/planning\\_environment/planning/planning\\_sustainable\\_development/pla\\_planningbriefs.asp](http://www.aberdeencity.gov.uk/planning_environment/planning/planning_sustainable_development/pla_planningbriefs.asp)

## 9 APPENDICES

None

## 10 REPORT AUTHOR DETAILS

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