

Public Document Pack



To: Councillor Lumsden, Convener; Councillor Graham, Vice Convener; and Councillors Allard, Cameron, Councillor Donnelly, the Depute Provost, Jackie Dunbar, Flynn, Houghton, John, Laing, Macdonald, Catriona Mackenzie, Nicoll, Reynolds, Sellar, Townson and Yuill.

Town House,
ABERDEEN 25 January 2018

FINANCE, POLICY AND RESOURCES COMMITTEE

The Members of the **FINANCE, POLICY AND RESOURCES COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 1 FEBRUARY 2018 at 2.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

- 1.1 Members are requested to determine whether any urgent business be considered

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

- 3.1 Declarations of Interest (Pages 5 - 6)

REQUESTS FOR DEPUTATION

- 4.1 Requests for Deputation

MINUTES OF PREVIOUS MEETINGS

- 5.1 Minutes of Previous Meetings of 1 December 2017 and Reconvened Meeting of 6 December 2017 - for approval (Pages 7 - 38)

COMMITTEE BUSINESS STATEMENT AND COMMITTEE TRACKER

- 6.1 Committee Business Statement (Pages 39 - 48)

- 6.2 Committee Tracker (Pages 49 - 56)

NOTICES OF MOTION

- 7.1 Joint Notice of Motion by Councillors Flynn and Nicoll - Land Adjacent to Gateway Business Park, Cove

Instructs officers to suspend the proposed sale of land adjacent to the Gateway Business Park, Cove (OP53)

Instructs officers to engage with members of the local community regarding the land which they would require from OP53 in order to work towards their aim of providing a community-based sport facility in the area – as per the spirit of the Community Empowerment (Scotland) Act 2015.

That the outcome of these discussions, as well as any legal and financial implications, be reported back in two cycles to the appropriate Committee in the new Committee Structure.

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8.1 There are no reports under this heading.

FINANCE, PERFORMANCE, RISK AND SERVICE WIDE ISSUES

- 9.1 Corporate Governance Service Outcome Improvement Report - CG/17/151 (Pages 57 - 100)

- 9.2 Corporate Governance Financial Performance - Quarter 3, 2017/18 (Pages 101 - 108)

- 9.3 Council Financial Performance - Quarter 3, 2017/18 (To Follow)
- 9.4 Small Financial Assistance Grants & Gala Funding 2017/18 - CG/17/153
(Pages 109 - 114)
- 9.5 Corporate Child Protection Policy and Procedure - ECS/18/007 (Pages 115 - 124)

GENERAL BUSINESS

- 10.1 Visit Aberdeenshire - 12 month Progress Report - CHI/17/272 (Pages 125 - 142)
- 10.2 Commercial Waste Containers Revised Policy - CHI/17/265 (Pages 143 - 150)
- 10.3 Low Carbon Travel Transport Fund - CHI/17/315 (Pages 151 - 158)
- 10.4 Lochside Academy Supported Bus Service for Cove – Fare Structure - CHI/17/317 (Pages 159 - 164)
- 10.5 External Partnership Activity - CHI/17/320 (Pages 165 - 176)
- 10.6 Towards a Fairer Aberdeen – Provision of Meals to Children During School Holidays - CHI/17/322 (Pages 177 - 182)
- 10.7 Aberdeen in Colour – A Creative Lighting Strategy and Implementation Plan for Aberdeen City Centre - OCE/17/028 (Pages 183 - 286)
- 10.8 Disposal of Former Victoria Road School - CHI/17/312 (To Follow)
- 10.9 Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress - ECS/18/012 (Pages 287 - 294)
Please note that an exempt appendix relating to this report is contained within the Exempt/Confidential Section of this agenda.

EXEMPT / CONFIDENTIAL BUSINESS

- 11.1 Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress - Exempt Appendix - ECS/18/012
(Pages 295 - 298)
- 11.2 Pension Fund Guarantee Request - CG/17/155 (Pages 299 - 308)

- 11.3 Human Capital Management - CG/18/001 (Pages 309 - 322)
- 11.4 Dyce Learning Centre Improvements - CHI/17/321 (Pages 323 - 328)
- 11.5 Ferryhill Engine Shed Lease - CHI/17/127 (Pages 329 - 334)
- 11.6 Langdykes Road - Proposed Ground Lease - CHI/17/313 (Pages 335 - 342)
- 11.7 Disposal of Former St Peter's Nursery, Spital - CHI/17/318 (Pages 343 - 354)

EHRIA's related to reports on this agenda can be viewed at
[Equality and Human Rights Impact Assessments](#)

To access the Service Updates for this Committee please use the following link:
<https://committees.aberdeency.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=13450&path=0>

Website Address: www.aberdeency.gov.uk

Should you require any further information about this agenda, please contact Mark Masson, tel. 01224 522989 or email mmasson@aberdeency.gov.uk

Agenda Item 3.1

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.

This page is intentionally left blank

FINANCE, POLICY AND RESOURCES COMMITTEE

ABERDEEN, 1 December 2017. Minute of Meeting of the FINANCE, POLICY AND RESOURCES COMMITTEE. Present:- Councillor Lumsden, Convener; Councillor Graham, Vice-Convener; and Councillors Allan (as substitute for Councillor Macdonald for article 9 and substitute for Councillor Laing for article 16), Allard, Cameron, Flynn, Houghton, Hutchison (as substitute for Councillor Allard for article 16), John, Laing, Macdonald, Catriona Mackenzie, McLellan (as substitute for Councillor Jackie Dunbar), Nicoll, Reynolds, Sellar, Townson, Wheeler (as substitute for Councillor Donnelly) and Yuill.

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=146&MI d=4336&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.

DETERMINATION OF URGENT BUSINESS

1. The Convener had determined that the following item of business be considered as a matter of urgency in terms of section 50(B)(4)(b) of the Local Government (Scotland) Act 1973:-

- item 8.15 (Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress).

The Committee Resolved:-

to concur with the Convener

DETERMINATION OF EXEMPT BUSINESS

2. The Convener proposed that the Committee consider items 9.1 (Disposal of Former Victoria Road School – Exempt Appendix), 9.2 (Cost of Proposed Pupil Transport to Lochside Academy), 9.3 (Review of Sports Organisations), 9.4 (Occupational Health Contract), 9.5 (Procurement of Debt Collection Sheriff Officer Services), 9.6 (Procurement of Payment Processing Services), 9.7 (Procurement of Cash in Transit Services), 9.8 (Connectivity Upgrade), 9.9 (Arm's Length External Organisations – Review of Repair and Maintenance Compliance in Leased Properties), 9.10 (Proposed Sale of Property Site – 17 Pitmedden Road Industrial Estate, Dyce, Aberdeen), 9.11 (Cults Business Park, Proposed Extension of Ground Lease), 9.12 (Refurbishment Works – Minto Drive, Altens Industrial Estate, Aberdeen) and 9.13 (Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress – Exempt Appendix) with the press and public excluded.

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting from item 9.1 of the agenda so as to avoid disclosure of information of the classes described in the following paragraphs of Schedule 7(A) to the Act:- article 17 of this minute (paragraph 10), article 15, 17, 20 and 25 of the reconvened minute (paragraph 8), article 16 of the reconvened minute (paragraph 6), article 18 of this minute and articles 18 and 19 of the reconvened meeting (paragraphs 8 and 10) and articles 21, 22, 23 and 24 of the reconvened minute (paragraphs 6, 8, 9 and 10).

DECLARATIONS OF INTEREST

3. Members were requested to intimate any declarations of interest in respect of the items on today's agenda, thereafter, the following declarations of interest were intimated:-

- (1) Councillor Nicoll declared an interest in items 9.3 (Review of Sports Organisations) and 9.9 (Arm's Length External Organisations – Review of Repair and Maintenance Compliance in Leased Properties) by virtue of his Council appointment as a Board member of Garthdee Alpine Sports, in this regard, a specific exclusion applied as the body was a company established wholly or mainly for the purpose of providing services to the local authority and which had entered into a contractual arrangement with that local authority for the supply of goods and/or services;
- (2) the Convener declared a non-financial interest in item 9.3 (Review of Sports Organisations) by virtue of his appointment as a Board member of Garthdee Alpine Sports, although he indicated that he had received no contact from the organisation, had not attended any meetings of the Board and according to Companies House, he had not been formally appointed by their Board, therefore he considered that the nature of his interest would not require him to leave the meeting during deliberations thereon;
- (3) the Vice-Convener declared an interest in items 9.3 (Review of Sports Organisations) and 9.9 (Arm's Length External Organisations – Review of Repair and Maintenance Compliance in Leased Properties) by virtue of his Council appointment as a Director of Sport Aberdeen, in this regard, a specific exclusion applied as the body was a company established wholly or mainly for the purpose of providing services to the local authority and which had entered into a contractual arrangement with that local authority for the supply of goods and/or services;
- (4) Councillor Nicoll and Councillor Cameron declared an interest in item 8.6 (Enforcement of the Private Rented Housing Sector) by virtue of them being Private Landlords, they considered that the nature of their interest would not require them to leave the meeting during deliberations thereon;

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- (5) Councillors Yuill and Houghton declared an interest in items 8.15 and 9.13 (Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress) by virtue of them being Council appointed members of Robert Gordon's College Board of Governors, which was a neighbouring property of the Art Gallery, they considered that the nature of their interest would not require them to leave the meeting during deliberations thereon;
- (6) Councillors Flynn and Macdonald declared an interest in items 8.14 and 9.1 (Disposal of Former Victoria Road School) by virtue of them being Council appointed members of Shaping Aberdeen Housing Limited Liability Partnership (LLP) Management Board, they considered that the nature of their interest required them to leave the meeting and they took no part in the Committee's deliberations thereon; and
- (7) Councillor Laing declared an interest in item 8.3 (City Events 2018-2019) by virtue of her Council appointment as a Board member of Aberdeen Inspire, she considered that the nature of her interest required her to leave the meeting and she took no part in the Committee's deliberations thereon.

REQUESTS FOR DEPUTATION

4. The Committee had before it two requests for deputation from Mr David Fryer relating to item 8.14 (Disposal of Former Victoria Road School) and Mr Stewart Aitken relating to item 8.13 (Year of Young People Cultural Award Programme).

The Committee resolved:-

- (i) to note that the deputation from Mr Aitken had been withdrawn; and
- (ii) to agree to hear the deputation from Mr Fryer immediately prior to consideration of the report, which would be taken earlier on the agenda.

MINUTE OF PREVIOUS MEETING OF 20 SEPTEMBER 2017

5. The Committee had before it the minute of its previous meeting of 20 September 2017, for approval.

The Committee resolved:-

to approve the minute as a correct record.

COMMITTEE BUSINESS STATEMENT

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

The Committee resolved:-

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- (i) to delete items 2 (FCHJU Fuel Cell Bus Commercialisation Project), 3 (Report on Lease Issues with ALEO's), 7 (Service to Deliver Mobility Equipment Hire), 11 (Enforcement within the Private Rented Housing Sector), 13 (Furniture Storage and Removals and Domestic Furniture and Furnishings), 14 (Sports Provision Across the City), 17 (Non-Domestic Rates Relief Options), 18 (ICT Account Access Procedure) subject to the decisions taken later on the agenda; and
- (ii) to otherwise note the updates provided.

MOTIONS LIST

7. The Committee had before it the Motions List prepared by the Head of Legal and Democratic Services.

The Committee resolved:-

to delete items 1 (Motion by Councillor Stewart relating to Unreasonable Delays in Capital Programmes of Works Attributed to the Contractor) and 2 (Motion by Councillor Cooke relating to Gordon Highlanders Museum – Financial Assistance) from the Motions List subject to the decisions taken later on the agenda.

COMMITTEE TRACKER

8. The Committee had before it the Report Tracker containing future committee business.

The Committee resolved:-

- (i) that in relation to the Outcomes of the City Centre Living Study, that officers seek to determine whether money could be recuperated as a result of the delay by the consultants; and
- (ii) to otherwise note the information contained within the report tracker.

DISPOSAL OF FORMER VICTORIA ROAD SCHOOL - CHI/17/226

9. (A) In accordance with article 4 of this minute, the Committee heard the following deputation from Mr David Fryer, Mr Alistair Spence and Mr George Wood on behalf of Torry Heritage Group.

Mr Spence advised that Torry people from near and far had fought to retain the buildings; that the buildings were now in a poor state and had not been kept adequately secured to allow for deterioration to assist the case for demolition and total clearance of the site. He indicated that the buildings were structurally sound; that the plans which were drawn up previously were viable in construction and architectural terms and would retain all the trees that were covered under Tree Preservation Orders.

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

Mr Wood advised that the community of Torry had never stood in the way of redeveloping the site, they were only against unsympathetic commercial gain which showed no respect for heritage or community aspirations. He indicated that the structure of the buildings remained solid, presenting an iconic image of our past and a centrepiece on which to base site and area redevelopment. He intimated that he sought respite in which to engage in meaningful and time limited conversations between all parties to formulate a development profile beneficial to both the community and the Council. He requested that the Committee decline the report's recommendations.

Mr Fryer circulated an aerial photograph of the Former Victoria Road School site and made reference to the history of the school buildings. He explained that the buildings were irreplaceable, structurally sound and were capable of standing for centuries which would outlast models of glass and steel architecture of the 21st Century. He made reference to a restoration scheme three years ago which showed the flexibility and adaptability of the school buildings and which would echo the successful regeneration of Marischal College through creating a new internal structure that meets all standards. He made reference to the restoration works of Causewayend and Mile End schools for new uses and Hanover Street School to meet local education needs. He requested that Councillors reject the report recommendations and sought opportunities for new uses to be brought forward.

(B) The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which sought approval for the proposed next actions in order to see the property disposed of and subsequently the site brought back into economic use.

The report recommended:-

that the Committee –

- (a) instruct the Head of Land and Property Assets following consultation with the Head of Commercial and Procurement Services to progress with the demolition of the property by instructing the tendering of the demolition contract;
- (b) instruct the Head of Land and Property Assets in conjunction with the Head of Commercial and Procurement Services to award the tender to the successful tenderer incorporating such appropriate clauses within any contract to protect the Council's interest;
- (c) approve the estimated expenditure in relation to (a) and (b) above as detailed in appendix 1 of the report; and
- (d) instruct the Head of Land and Property Assets to formally offer the cleared site to the Shaping Aberdeen LLP. If not required by the Shaping Aberdeen LLP instruct the Head of Land and Property Assets to recommence the open marketing of the site.

The Committee resolved:-

- (i) to note the content of the report; and

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- (ii) to instruct the Head of Land and Property to enter in to dialogue with Torry Development Trust to jointly consider the options presented and report these options to the meeting of Finance, Policy and Resources Committee on 1 February 2018.

DECLARATION OF INTEREST

Councillor Yuill declared an interest in the following item by virtue of him being a member of Friends of Gordon Highlanders Museum, he considered that the nature of his interest would not require him to leave the meeting during deliberations thereon. Councillor Cooke declared an interest in the following item by virtue of him being a Council appointed Board member of Gordon Highlanders Museum, however as he was not a member of the Committee and would therefore not be deliberating on the report he considered that the nature of his interest did not require him to leave the meeting during deliberations thereon.

GORDON HIGHLANDER MUSEUM - FINANCIAL ASSISTANCE - IN RESPONSE TO MOTION BY COUNCILLOR COOKE - CG/17/131

10. With reference to article 23 of the minute of meeting of Council of 21 June 2017, the Committee had before it a report by the Head of Finance which provided information and a response in relation to a motion by Councillor Cooke instructing officers to investigate what financial support could be provided by the Council to the Gordon Highlanders Museum.

The report recommended:-

that the Committee –

- (a) note the content of this report;
- (b) agree that the request for financial support be referred to the Council's 2018/19 budget setting process;
- (c) instruct the Head of Finance, Head of Economic Development and Head of Education and Inclusion to work with and support representatives of the Gordon Highlanders Museum to consider the museum's business model, external and internal funding sources and to integrate into the city's culture network.

The Committee heard from Councillor Cooke in support of his motion.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) that officers provide details to Councillor Sellar in relation to the position in terms of the Gordon Highlanders Museum joining the Cultural Network.

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

CORPORATE GOVERNANCE FINANCIAL PERFORMANCE - QUARTER 2, 2017/18 - CG/17/133

11. With reference to article 10 of the minute of the previous meeting of 20 September 2017, the Committee had before it a report by the Head of Finance which outlined the full year forecast position of Corporate Governance for the financial year 2017/18, for both revenue and capital accounts.

The report recommended:-

that the Committee note the Corporate Governance forecast revenue and capital position as detailed in Appendix 1.

The Committee resolved:-

- (i) to approve the recommendation;
- (ii) that officers provide a breakdown of telecom costs for Bon Accord Care and that it be circulated to all members of the Committee; and
- (iii) that officers provide details of free public wifi usage and that it be circulated to members of the Committee.

TREASURY MANAGEMENT POLICY AND STRATEGY - MID-YEAR REVIEW - CG/17/127

12. With reference to article 14 of the minute of meeting of 29 June 2017, the Committee had before it a report by the Head of Finance which provided an update on Treasury Management activities undertaken to date during financial year 2017/18.

The report recommended:-

that the Committee –

- (a) consider and note the Treasury Management activities undertaken in the 2017/18 financial year as detailed in this report; and
- (b) refer this report to Council with a recommendation to note the Treasury Management activities undertaken to date in the 2017/18 financial year.

The Committee resolved:-

to approve the recommendations.

COUNCIL FINANCIAL PERFORMANCE - QUARTER 2, 2017/18 - CG/17/130

13. The Committee had before it a report by the Head of Finance which outlined the financial position of the Council, as at Quarter 2 (July – September 2017) and the full year forecast position for the financial year 2017/18, including:-

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- General Fund and Housing Revenue Account (HRA) revenue and capital accounts and the associated balance sheet; and
- Common Good Revenue Account and balance sheet.

The report recommended:-

that the Committee –

- (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;
 - (4) HRA forecast revenue position as detailed in Appendix 2;
 - (5) General Fund forecast 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 2; and
 - (8) Group Entities forecast revenue position as detailed in Appendix 4;
- (b) approve the 2018/19 budget approach and timeline as detailed in Appendix 5;
- (c) agree the following in the General Fund Capital, further details of which are provided in Appendix 2;
 - (i) Withdrawal of project NHCP839 - Flood Prevention Measures: Inchgarth Road from the programme as a result of approval of the re-scoped works by Communities Housing and Infrastructure committee on 29 August 2017; and
 - (ii) Bring project NHCP805 – Technology Investment Requirements and Digital Strategy to an early close due to it being superseded by the adoption of the new Digital approach by Strategic Transformation committee on 4 October 2017 and associated Transformation Fund.
- (d) agree the following from Common Good:-
 - (i) Allocation of £4,875 funding to Aberdeen Street Pastors;
 - (ii) Allocation of £7,000 funding to Friends of Victoria & Westburn Park; and
 - (iii) Allocation of £75,000 funding for external cleaning costs of the Music Hall.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to instruct the Chief Executive to write to the Scottish Ministers to seek an assurance that they will maintain, for the 2018/2019 funding settlement, a “floor” in the General Revenue Grant to the Council of 85% of the average per head of population General Revenue Grant across Scotland;
- (vi) that officers provide clarity on the discrepancy in the figures relating to the Relief Scheme on page 109 in appendix 2, and circulate details to members of the Committee;
- (vii) that officers circulate details to all members of the Committee in relation to the reasons for the timeline ‘amber’ status for the Energy from Waste Facility;
- (viii) that officers circulate details to all members of the Committee in relation to the reasons for the budget ‘amber’ status for the Broad Street Project; and

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- (ix) that officers circulate details to all members of the Committee in relation to the reasons for the increased forecast expenditure for the new AECC project.

CREDIT RATING ANNUAL REVIEW - CG/17/132

14. The Committee had before it a report by the Head of Finance which provided an overview of the recent credit rating annual review and the outcome of the review.

The report recommended:-

that the Committee –

- (a) note the process undertaken for the annual review; and
- (b) note the outcome of the annual review.

The Committee resolved:-

to approve the recommendations.

BARCLAY REVIEW OF NON-DOMESTIC RATES - CHI/17/269

15. With reference to article 20 of the minute of meeting of 29 June 2017, the Committee had before it a report by the Head of Finance which provided information on the recommendations of the Barclay Review group that was established to enhance and reform the business rates system in Scotland to better support business growth and long term investment.

The report recommended:-

That the Committee note the recommendations contained in the report of the review group and officers' assessment of how the recommendations could impact on Aberdeen City Council as both a rating authority and a ratepayer and also how they could impact on the local economy as a whole.

The Committee resolved:-

- (i) to approve the recommendation; and
- (ii) to instruct the Chief Executive to write to the Scottish Government to seek assurance that any relief granted to organisations through the Barclay Review recommendations will not adversely impact on the funding settlement for local authorities.

At this juncture the Convener intimated that in terms of Standing Order 37(2) Committee meetings shall only continue after four hours from commencement if a decision to that effect is taken by the Committee. The Committee agreed unanimously to continue the meeting.

FINANCE, POLICY AND RESOURCES COMMITTEE
1 December 2017

DECLARATION OF INTEREST

Councillor Allard declared an interest in relation to the following item of business by virtue of him being a member of the North East Scotland Fisheries Development Partnership and the Grampian Valuation Joint Board, he considered that the nature of his business required him to leave the meeting and he took no further part in the Committee's deliberations thereon (Councillor Hutchison substituted for Councillor Allard). Councillor Laing also declared an interest in relation to the following item of business by virtue of her being a member of the North East Scotland Fisheries Development Partnership, she considered that the nature of her business required her to leave the meeting and she took no further part in the Committee's deliberations thereon (Councillor Allan substituted for Councillor Laing). Councillor Reynolds also declared an interest in relation to the following item of business by virtue of him being a member of the Grampian Valuation Joint Board, he considered that the nature of his interest did not require him to leave the meeting. Councillor Houghton declared an interest in relation to the following item of business by virtue of him being a member of the North East Scotland Fisheries Development Partnership. He indicated that he had not attended any meeting of the Partnership and therefore considered that the nature of his interest did not require him to leave the meeting.

NATIONAL AND LOCAL BUSINESS RATES RELIEF SCHEMES - CG/17/125

16. The Committee had before it a report by the Head of Finance, which provided information in relation to business rates relief granted under both the national Transitional Relief Scheme and the local rates relief scheme.

The report recommended:-

that the Committee –

- (a) note the position relative to the number and value of relief cases granted under the national transitional relief scheme and the local rates relief scheme; and
- (b) note that 8 applications for the local relief scheme were received after the deadline and will therefore not be considered for approval.

The Convener, seconded by the Vice Convener moved:-

That the Committee agrees recommendations (a) and (b) above with the addition of the following:-

- (1) that the Council extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018; and

FINANCE, POLICY AND RESOURCES COMMITTEE

1 December 2017

- (2) that this Council instructs the Chief Executive to write to the Scottish Government calling on them to extend the current National Scheme to provide business rate support for the Fish Processing Industry for 2018/19 similar to that afforded to the hospitality industry in 2017/18.

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

That the Committee agrees recommendations (a) and (b) above with the addition of the following:-

- (1) that the Council extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018;
- (2) agree, that the Council has the power to offer discretionary non-domestic rates relief to business in Aberdeen. Therefore, instructs the Head of Finance to include within the Council's budget setting processes for 2018/19 the allocation of £1.02million towards Non-Domestic Rates Relief for the manufacturing sector, which includes the fish processing sector, and that this relief will be capped at 100% for all rates increases above 12.5% with a tone date of 2016/17; and
- (3) note that this relief package is required in order to help support the sector at a time when its future is deeply uncertain due to the policy of the UK Government to pursue a 'Hard Brexit' which lacks clarity on the residence status of EU Nationals working in manufacturing – and more specifically, fish processing sector.

On a division, there voted:- for the motion (9) – the Convener, the Vice Convener and Councillors Allan, Houghton, John, Macdonald, Reynolds, Sellar and Wheeler; for the amendment (8) – Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll, Townson and Yuill.

The Committee resolved:-

to adopt the motion.

In terms of Standing Order 31.1, Councillor Yuill intimated that he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor Yuill was supported by Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll and Townson.

In accordance with the decision recorded under article 2 of this minute, the following items were considered with the press and public excluded.

FINANCE, POLICY AND RESOURCES COMMITTEE
1 December 2017

DISPOSAL OF FORMER VICTORIA ROAD SCHOOL - CHI/17/226 - EXEMPT APPENDIX

17. The Committee had before it an exempt appendix relating to the Disposal of Former Victoria Road School report, referred to article 9 above.

The Committee resolved:-

to note the information contained within the exempt appendix.

CONNECTIVITY UPGRADE - CG/17/148

18. With reference to article 21 of the minute of meeting of 19 April 2016, the Committee had before it a report by the Head of Finance which sought approval to delegate authority to officers to conclude negotiations to upgrade the Council's wide area network as the first step of investment in Aberdeen's wider fibre infrastructure.

The report recommended:-

that the Committee –

- (a) delegate authority to the Head of IT and Transformation following consultation with the Head of Commercial & Procurement Services to conclude contract negotiations to extend the Council's wide area network to ultrafast (fibre based) connectivity capability at an estimated cost of £2m, subject to consultation with the UK government, and approval from the City Region Deal Joint Committee and Scottish Government that £2million of City Region Deal funding be allocated for this purpose; and
- (b) subject to the above approvals and funding mechanism being granted, approve expenditure of up to £2 million from the Council's Reserves pending full cost recovery from City Region Deal funding to enable the delivery of this project as detailed in this report, and the project's inclusion in the Council's Non-Housing Capital Programme.

The Committee were advised by the Head of IT and Transformation that subject to formal written confirmation, the Scottish Government had recently agreed to fund £2m from City Region Deal funding to enable the delivery of the project.

The Committee resolved:-

to approve recommendation (a) above.

At this juncture, the Convener in terms of Standing Order 33.6 proposed that the meeting be adjourned and that all the remaining reports on the agenda be considered at a reconvened meeting on 6 December 2017. This was unanimously agreed by the Committee.

- COUNCILLOR DOUGLAS LUMSDEN, Convener

FINANCE, POLICY AND RESOURCES COMMITTEE
1 December 2017

This page is intentionally left blank

FINANCE, POLICY AND RESOURCES COMMITTEE RECONVENED MEETING

ABERDEEN, 6 December 2017. Minute of Meeting of the FINANCE, POLICY AND RESOURCES COMMITTEE. Present:- Councillor Lumsden, Convener; Councillor Graham, Vice-Convener; and Councillors Cameron, Councillor Donnelly, the Depute Provost, Lesley Dunbar (as substitute for Councillor Laing for article 3 and Councillor Donnelly for article 13), Flynn, Houghton, Hutchison (as substitute for Councillor Allard), John, Laing, Macdonald, Catriona Mackenzie, McLellan (as substitute for Councillor Jackie Dunbar), McRae (as substitute for Councillor Mackenzie for articles 14 to 21), Nicoll, Reynolds, Sellar, Townson, Wheeler (as substitute for Councillor Sellar for article 13 and Councillor Reynolds for articles 14 to 19) and Yuill.

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=146&MIId=4336&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.

DELAYS IN CAPITAL PROGRAMMES OF WORKS ATTRIBUTED TO THE CONTRACTOR - IN RESPONSE TO MOTION BY COUNCILLOR JENNIFER STEWART - CHI/16/326

1. With reference to article 15 of the minute of meeting of the Communities, Housing and Infrastructure Committee of 24 January 2017, the Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided information on the Motion by Councillor Jennifer Stewart which proposed that where there are unreasonable delays in Capital Programmes of Works attributed to the Contractor, that (1) Council tenants and other affected householders should receive an appropriate payment payable by the contractor (to be provided for in the contract between the council and the contractor) to cover their reasonable losses and/or (2) other methods of recompense should be made available.

The report recommended:-

that the Committee –

- (a) note the report and in particular that Council tenants and other affected residents should not receive compensatory payments under the contractual terms for capital works; and
- (b) instruct officers to engage Council tenants and others affected by any future delayed works and contractors to assist negotiation on any remedial actions that can be taken to counterbalance unreasonable delays.

The Committee resolved:-

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

to approve the recommendations.

TWINNING & INTERNATIONAL PARTNERSHIPS - CHI/17/263

2. With reference to article 16 of the minute of its meeting of 20 September 2017, the Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which presented applications received for financial assistance from the International Twinning Budget 2017-18.

The report recommended:-

that the Committee approve a contribution of £10,000 towards 6 adults and 36 children from the Aberdeen Schools Rowing Association travelling to Regensburg, 6-13 April 2018.

The Committee resolved:-

to approve the recommendation.

CITY EVENTS 2018 - 2019 - CHI/17/266

3. The Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which sought approval for the 2018-19 city events programme and associated budget subject to the normal budget process in February 2018.

The report recommended:-

that the Committee:-

- (a) approve the proposed events programme for 2018 – 2019 as detailed in Appendix 1;
- (b) approve the proposed expenditure of £525,000 (as detailed in Appendix 1) from the existing Economic Development budget subject to the Council's budgetary process in February 2018;
- (c) delegate authority to the Head Economic Development, in consultation with the Head of Legal & Democratic Services, the Head of Commercial and Procurement and the Head of Finance to apply the criteria agreed by FP&R Committee in December 2016, when considering all future event bids including three years of financial support for Nuart 2018 – 2020 subject to annual Council budget processes;
- (d) note the impact of three key events in 2017 under the Aberdeen 365 strategy - Nuart, The Tour Series and the Great Aberdeen Run;
- (e) approve the proposed expenditure of £100,000 per annum for three years to support the Nuart Festival, subject to the Council's annual budgetary processes; and

FINANCE, POLICY AND RESOURCES COMMITTEE

6 December 2017

- (f) approve the proposed expenditure of £150,000 per annum for two years to support the Great Aberdeen Run, subject to the Council's annual budgetary process in February 2018.

The Committee resolved:-

- (i) to approve the recommendations;
- (ii) to request that officers circulate to members a copy of the research undertaken by Aberdeen Chamber of Commerce of Nuart 2017, subject to approval by Aberdeen Inspired; and
- (iii) to request that officers circulate to members a copy of the Economic Impact report for the Tour Series 2017.

FCHJU FUEL CELL BUS COMMERCIALISATION PROJECT - CHI/17/260

4. With reference to article 35 of the minute of meeting of 9 March 2017, the Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided details on the current and future funds available to support the FCHJU Fuel Bus Cell Commercialisation Project (JIVE).

The report recommended:-

that the Committee –

- (a) note a confirmed contribution of £3,000,000 from the Scottish Government towards the project;
- (b) note the current position of the Bus Operator's Agreement and Financial Contribution; and
- (c) approve participation in the Office of Low Emission Vehicles (OLEV)'s HTP Grants Programme to further develop the JIVE Project and, pursuant to such participation:-
- (1) Submission of an application to OLEV to secure additional funding of £1,195,137 to support the development of the JIVE project;
 - (2) Expenditure of that grant funding and £1,792,000 from budget approved from the Non-Housing Capital Programme on 23 August 2017; and
 - (3) The signing of or entry into legal agreement or other documentation, subject to approval by the Head of Legal and Democratic Services in consultation with the Head of Economic Development.

The Committee resolved:-

to approve the recommendations.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

PROTECTIVE MONITORING - CG/17/121

5. The Committee had before it a report by the Head of Finance which provided information and assurance that protective monitoring was performed in line with legislation and best practice.

The report recommended:-

that the Committee note, review and agree the following documents attached as appendices to the report, which make up the suite 'Protective Monitoring':-

- Protective Monitoring Policy;
- Protective Monitoring Privacy Impact Assessment;
- Protective Monitoring Risk assessment;
- Protective Monitoring Human Rights Impact Assessment;
- Protective Monitoring Access to Information Procedure; and
- Protective Monitoring Guide and Form.

The Committee resolved:

- (i) to defer deliberation of the report until a future meeting of the Committee;
- (ii) to instruct officers to include further details within the report regarding the governance process for officers and elected members;
- (iii) that officers circulate further details in relation to Airwatch regarding due process; and
- (iv) that members contact the Head of IT and Transformation with any additional governance and assurance issues that they would like to be addressed and included within the report.

ENFORCEMENT OF THE PRIVATE RENTED HOUSING SECTOR - CHI/17/236

6. With reference to article 15 of the minute of meeting of 9 March 2017, the Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which outlined options for enhancing the resources available for enforcement within the private rented housing sector and to draft a business case on how this could be done on a revenue-neutral basis.

The report recommended:-

that the Committee –

- (a) note the contents of the report; and
- (b) agree in principle to the creation of a post of Administration Assistant (Enforcement) on a 1-year fixed-term contract and instruct officers to take forward a detailed business case to implement;

The Committee resolved:-

- (i) to approve the recommendations; and

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

- (ii) that following the appointment of the Administration Assistant (Enforcement), to instruct officers to report back to the Committee in nine months providing progress on enforcement of the private rented housing sector.

ALTERNATIVE OPTIONS FOR STORAGE OF BELONGINGS - CHI/17/133

7. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which outlined options to reduce the volume of goods taken in to storage, to reduce the period for which goods are stored and to set out options to charge customers for the storage of their belongings where appropriate with a view to reducing the costs incurred by the Council.

The report recommended:-

that the Committee –

- (a) approve option 2, at section 3.4 in the report, as the charging policy for storage of homeless households belongings which is anticipated to achieve a cost reduction of £26,898; and
- (b) implement the charge from 1 April 2018.

The Convener, seconded by the Vice Convener moved:-

that the Committee approve Option 1 and continue operation as at present and continue to develop other initiatives to reduce the “homeless journey” time which will impact on the time that customers are in temporary accommodation and the length of time required for storage.

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

that the Committee (1) note that almost 90% of those made homeless in the two periods, 2016/17 and 2017/18 year to date, detailed in the report were classified in the statutory decision as unintentionally homeless; and (2) therefore agree that it would be morally unjustifiable to place an additional financial burden upon them at a time when they face considerable additional burdens due to no fault of their own.

In terms of Standing Order 26.5 and 26.9 and following advice sought from the Head of Legal and Democratic Services, the Convener **determined that the amendment was not competent** as it did not differ from the motion substantially.

The Committee resolved:-

to approve Option 1 and continue operation as at present and continue to develop other initiatives to reduce the “homeless journey” time which will impact on the time that customers are in temporary accommodation and the length of time required for storage.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

TOWARDS A FAIRER ABERDEEN THAT PROSPERS FOR ALL 2017-20 - "FOOD AND FUN" - CHI/17/132

8. With reference to article 7 of the minute of meeting of 9 March 2017, the Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided information on the 'Food and Fun' work undertaken in priority localities across the city during the school Summer holidays in 2017.

The report recommended:-

that the Committee –

- (a) note the content of the report and positive impact the provision of food and fun had within the pilot neighbourhoods; and
- (b) request the Head of Communities and Housing to report back to the next Finance, Policy and Resources Committee setting out a plan for providing meals to school children during school holidays and the budget requirements to deliver this.

The Committee resolved:-

to approve the recommendations.

TOWARDS A FAIRER ABERDEEN THAT PROSPERS FOR ALL 2017-20 - GOVERNANCE AND PERFORMANCE - CHI/17/286

9. With reference to article 20 of the minute of the previous meeting of 20 September 2017, the Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided information on the governance and performance management for tackling poverty and inequality linked to Aberdeen City's Local Outcome Improvement Plan.

The report recommended:-

that the Committee –

- (a) note the governance arrangements listed in Appendix 1 of the report to 31st March 2018; and
- (b) note that the present governance arrangements will be transferred over into the new governance arrangements once confirmed.

The Committee resolved:-

to approve the recommendations.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

PROJECTS, PARTNERSHIPS AND FUNDING UPDATE - CHI/17/259

10. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided information in relation to projects, partnerships and funding activity.

The report recommended:-

that the Committee –

- (a) note that the Projects, Partnerships & Funding Team has secured approximately £16.5m of external funding to support £29.7m of project activity in Aberdeen in 2016-17;
- (b) approve the submission of the SMART-HY-AWARE project application;
- (c) approve the development of the FUEL CELL CARGO PEDELECS (FCCP) project application;
- (d) approve the signing of a Clean Bus Declaration, issued by the European Commission, which has no financial implications or commitments;
- (e) nominate an Elected Member to the role of Vice-Chair of the East of Scotland European Consortium (ESEC); and
- (f) approve international travel of an Elected Member and Officer to attend a business familiarisation visit to Brussels in March 2018, organised and part-funded by ESEC and Scotland Europa,

The Committee resolved:-

to approve the recommendations.

COMMERCIAL WASTE CONTAINERS REVISED POLICY - CHI/17/265

11. The Committee were advised that this report had been withdrawn.

PARTICIPATION IN GIGABIT VOUCHER SCHEME - CG/17/145

12. The Committee had before it a report by the Head of Finance which sought approval for the Council to participate in a UK government pilot to provide vouchers to local businesses for 1gb full fibre connections.

The report recommended:-

that the Committee –

- (a) approve the Council's participation in a UK Government funded scheme to provide vouchers to local businesses for 1Gbps full fibre connections subject to approval from the Head of Legal and Democratic Services of the associated grant agreement setting out the terms and conditions of the Council's participation; and
- (b) note that the Council will be able to recover administration and support costs related to the scheme.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to instruct officers to circulate a Service Update in six months' time providing information on the progress of the scheme and the uptake of local businesses including those which do not have access to fibre broadband.

DECLARATION OF INTEREST

Councillor Donnelly declared an interest in the following item of business by virtue of his position as a council appointed board member of Aberdeen International Youth Festival, he considered that the nature of his interest required him to leave the meeting and he took no part in the Committee's deliberations thereon. Councillor Lesley Dunbar substituted for Councillor Donnelly for this item only.

YEAR OF YOUNG PEOPLE CULTURAL AWARD PROGRAMME - ECS/17/071

13. With reference to article 16 of the minute of meeting of the Education and Children's Services Committee of 16 November 2017, the Committee had before it a report by the Director of Education and Children's Services, which sought approval to commit £100,000 for a Year of Young People funding Award Programme for the financial year 2018/19 for groups and organisations to apply for funding for the delivery of youth led cultural projects and events in Aberdeen to celebrate the Year of Young People in 2018.

The report recommended:-

that the Committee approve a sum of £100,000 from contingencies or reserves for a Year of Young People Cultural Award Programme for the financial year 2018/19.

The Convener, seconded by Councillor Houghton moved:-

that the Committee approve a sum of £100,000 from contingencies or reserves within the Council's 2017/18 budget for a Year of Young People Cultural Award Programme to be made available from 1 January 2018 to coincide with the event.

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

that the Committee:-

- (1) note that the Aberdeen International Youth Festival (AIYF) has been an important part of Aberdeen's cultural offering for many years;
- (2) note the long term relationship that exists between Aberdeen City Council and Aberdeen International Youth Festival and the importance of maintaining the good brand name of the organisation and the close cultural

FINANCE, POLICY AND RESOURCES COMMITTEE

6 December 2017

- aspirations of both organisations that have promoted many decades of local, national and international acclaim;
- (3) recognise that AIYF faces substantial reorganisation in the transition to operate as a Scottish Charitable Incorporated Organisation (SCIO) to assist in improving the governance and delivery of the organisation's ambitious aspirations for the future;
 - (4) note the AIYF draft Business Plan and additional documents submitted to the Head of Education and Inclusion on the 29th September and asks that a final Business Plan, taking account of the above, is re-submitted to the Head of Education and Inclusion once approved by the AIYF Board of Trustees;
 - (5) note that the committee is supportive of continued funding being made available to AIYF as part of the budget setting process for the year 2018/19 in the sum of £100,000 in order to assist the organisation to transition to a SCIO and seek alternative funding streams that will ensure their continued success on a self- sufficient model;
 - (6) note that the Committee is supportive of continued funding being made available to AIYF as part of the Budget setting process for the year 2019/20 in the sum of £75,000 for the reason outlined at 5 above;
 - (7) recognise that AIYF must move to a position where it does not rely on funding from the council to support its core activities;
 - (8) should the Chief Executive of AIYF be agreeable, invite them to a future meeting of the Finance Policy and Resources Committee in order that they may provide feedback of the completed transformation of the organisation; and
 - (9) approve a sum of £100,000 from contingencies or reserves for a Year of Young People Cultural Award Programme for the calendar year 2018.

On a division, there voted:- for the motion (9) – the Convener, the Vice Convener and Councillors Lesley Dunbar, Houghton, John, Laing, Macdonald, Reynolds and Wheeler; for the amendment (8) – Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll, Townson and Yuill.

The Committee resolved:-
to adopt the motion.

In terms of Standing Order 31.1, Councillor Yuill intimated that he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor Yuill was supported by Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll and Townson.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

ABERDEEN ART GALLERY REDEVELOPMENT AND PROVOST SKENE'S HOUSE REFURBISHMENT AND MUSEUM PROGRESS - ECS/17/072

14. The Committee had before it a report by the Director of Education and Children's Services which sought approval for the approach and actions relating to the resolution of programming and budgetary issues of the cultural programme, with particular regard to the Aberdeen Art Gallery redevelopment and Provost Skene's House refurbishment incorporating the Hall for Heroes.

The report recommended:-

that the Committee –

- (a) note the amended programme for the Aberdeen Art Gallery redevelopment as presented in paragraphs 3.7 and 3.8 of the report;
- (b) instruct the Head of Finance, following consultation with the Convenor of the Finance, Policy and Resources Committee, to identify funding options for the additional costs of Aberdeen Art Gallery redevelopment and Provost Skene's House refurbishment as presented in Section 4 of the report and submit to the Council's budget setting meeting on 19 February, 2018;
- (c) request the Chief Internal Auditor to include the Aberdeen Art Gallery in the internal audit of capital governance;
- (d) approve Option 3 in regard to the refurbishment of Provost Skene's House as detailed in the exempt Appendix of this report and delegates authority to the Interim Director of Communities, Housing and Infrastructure, following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement and thereafter award of contract to undertake internal and external works; and
- (e) approve the total estimated expenditure for Provost Skene's House refurbishment as detailed in the exempt appendix to this report.

The Committee resolved:

- (i) to defer deliberation of the report until the next meeting of the Committee; and
- (ii) that officers be instructed to incorporate full survey works and financial details within the report.

In accordance with the decision recorded under article 2 of the minute of the adjourned meeting of 1 December 2017, the following items were considered with the press and public excluded.

At this juncture the Convenor intimated that in terms of Standing Order 37(2) Committee meetings shall only continue after four hours from commencement if a decision to that effect is taken by the Committee. The Committee agreed unanimously to continue the meeting.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

COST OF PROPOSED PUPIL TRANSPORT TO LOCHSIDE ACADEMY - CHI/17/070

15. With reference to article 10 of the minute of meeting of the Education and Children's Services Committee of 16 November 2017, the Committee had before it a report by the Director of Education and Children's Services which outlined the costs for the options approved by the aforementioned Committee for providing subsidised transport to school for pupils attending the new Lochside Academy from August 2018.

The report recommended:-

that the Committee –

- (a) agree to include a budget provision of the amount outlined in the report to the 2018/19 Public Transport Unit budget to cover the estimated cost of this provision, subject to the annual budget setting process;
- (b) agree a further amount, as outlined in the report to the 2019/20 budget of the Public Transport Unit to cover the fact that this will be the first full financial year of the transport provision, subject to the annual budget setting process; and
- (c) otherwise note the contents of this report.

The Committee resolved:-

to approve the recommendations.

REVIEW OF SPORTS ORGANISATIONS - ECS/17/067

16. With reference to article 47 of the minute of meeting of 9 March 2017, the Committee had before it a report by the Director of Education and Children's Services which provided details of the outcome of the review of sports provision across the city in order to present an integrated strategy.

The report recommended:-

that the Committee –

- (a) consider the strategic review of sports organisations undertaken by PRC Leisure Consultants;
- (b) approve the merger of Sport Aberdeen, Adventure Aberdeen and Garthdee Alpine Sports to form a larger arm's length external organisation (ALEO) under the legal and governance structure of Sport Aberdeen;
- (c) delegate authority to the Head of Legal and Democratic Services following consultation with the Head of Commercial and Procurement Services to make the necessary arrangements, in compliance with OSCR guidelines, that will bring about the legal merger of the registered charities Sport Aberdeen and Garthdee Alpine Sports;
- (d) delegate authority to the Head of Policy, Performance and Resources following consultation with the Interim Head of HR to commence the consultation process with staff based in Adventure Aberdeen ahead of a TUPE transfer to Sport Aberdeen;

FINANCE, POLICY AND RESOURCES COMMITTEE

6 December 2017

- (e) instruct the Head of Policy, Performance and Resources and Head of Commercial and Procurement Services to report back to the next meeting of this Committee with appropriate recommendations on adjusting and extending Sport Aberdeen's legal contract, with a view to refocusing the partnership under a new 'Commissioning Framework Agreement'; and
- (f) request that the Head of Finance report to the next meeting of this Committee setting out the options regarding the long-term future viability of Transition Extreme.

The Committee resolved:-

to approve the recommendations.

OCCUPATIONAL HEALTH CONTRACT - CG/17/147

17. With reference to article 41 of the minute of meeting of 15 September 2015, the Committee had before it a report by the Head of Human Resources which sought approval to undertake a tender exercise for the provision of occupational health services.

The report recommended:-

that the Committee –

- (a) delegate authority to the Interim Head of Human Resources following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement and thereafter award of a contract for the provision of occupational health services for an initial duration of 3 years, with the option to extend for a further period up to 24 months;
- (b) delegate authority to the Head of Commercial and Procurement Services, to conclude a contract with the successful bidder(s); and
- (c) approve the total estimated expenditure over the duration of the contract as detailed within the report.

The Committee resolved:-

- (i) to delegate authority to the Interim Head of Human Resources following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement of a contract for the provision of occupational health services for an initial duration of 3 years, with the option to extend for a further period up to 24 months;
- (ii) to report back to a future meeting of this Committee with appropriate recommendations; and
- (iii) to approve recommendation (c) above.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

PROCUREMENT OF DEBT COLLECTION SHERIFF OFFICER SERVICES - CG/17/123

18. The Committee had before it a report by the Head of Finance which sought approval to undertake a procurement exercise for the supply of Debt Collection Sheriff Officer Services.

The report recommended:-

that the Committee –

- (a) delegate authority to the Council Tax and Recovery Manager, Revenues and Benefits following consultation with the aligned Category Manager, Commercial and Procurement Shared Service to undertake an EU Procurement for Debt Collection Sherriff Officer Services; and
- (b) approve the total estimated spend over a 5 year period as detailed in the report.

The Committee resolved:-

to approve the recommendations.

PROCUREMENT OF PAYMENT PROCESSING SERVICES - CG/17/124

19. With reference to article 23 of the minute of meeting of 30 September 2014, the Committee had before it a report by the Head of Finance which sought approval to extend the current Payment Processing contract, including approval expenditure and to undertake a procurement exercise for the supply of Payment Processing Services.

The report recommended:-

that the Committee –

- (a) approve an extension to the current contract due to end on 31 March 2018 until October 2018;
- (b) delegate authority to the Revenues and Benefit Manager, Revenues and Benefits following consultation with the aligned Category Manager, Commercial and Procurement Shared Service to undertake an EU Procurement for the procurement and thereafter award of a contract for Payment Processing Services;
- (c) approve the total estimated spend as detailed within the report for the extension of the current contract; and
- (d) approve the total estimated spend as detailed within the report over a 5 year period as detailed in the report.

The Committee resolved:-

to approve the recommendations.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

PROCUREMENT OF CASH IN TRANSIT SERVICES - CG/17/128

20. The Committee had before it a report by the Head of Finance which sought approval to undertake a joint procurement exercise with Aberdeenshire Council for the provision of cash in transit services over a maximum five year term.

The report recommended:-

that the Committee –

- (a) instruct officers to undertake a fully compliant EU tender exercise in collaboration with Aberdeenshire Council; and
- (b) approve a contract duration of up to 5 years with either an initial term of 3 years with the option to extend for up to a further 24 months or an initial term of 2 years with the option to extend for up to a further 36 months and a total estimated spend under the Aberdeen City Council contract as outlined within the report.

The Committee resolved:-

- (i) to approve the recommendations;
- (ii) to request that officers circulate details to members in relation to whether it would be economically viable to equip sheltered accommodation blocks with laundry card machines, given the small number of residents topping up their cards in a given period; and
- (iii) to request that officers also circulate the missing percentage figure and financial details in section 4.5 of the report.

ARM'S LENGTH EXTERNAL ORGANISATIONS - REVIEW OF REPAIR AND MAINTENANCE COMPLIANCE IN LEASED PROPERTIES - CHI/17/267

21. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided details in relation to leases and licences for a number of Arm's Length External Organisations (A.L.E.O).

The report recommended:-

that the Committee –

- (a) remit it to the Head of Land & Property Assets to enter into a detailed dialogue with each A.L.E.O. to develop a long term asset strategy around maintenance, repair and future capital requirements; and
- (b) remit it to the Head of Land & Property Assets to continue to review individual leases and licenses to ensure properties remain 'fit for purpose' and properly maintained, reporting to Committee when leases required to be renewed, to reflect these key priorities.

The Committee resolved:-

to approve the recommendations.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

PROPOSED SALE OF PROPERTY SITE - 17 PITMEDDEN ROAD INDUSTRIAL ESTATE, DYCE, ABERDEEN - CHI/17/276

22. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided details of an application submitted by a commercial tenant to acquire the ownership interest in the property leased to them.

The report recommended:-

that the Committee –

- (a) approve in principle, the sale of the property to the tenant at a sale price as outlined within the report; and
- (b) delegate authority to the Head of Legal & Democratic Services to formally conclude missives for the sale of the property incorporating various qualifications as are necessary to protect the Council's interests.

The Committee resolved:-

to approve the recommendations.

CULTS BUSINESS PARK, PROPOSED EXTENSION OF GROUND LEASE - CHI/17/273

23. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which provided details of an application submitted by a commercial tenant to extend the length of ground lease at Cults Business Park, Station Road, Cults.

The report recommended:-

that the Committee –

- (a) approve in principle to give the tenant an unexpired lease term of not more than 120 years, subject to a premium to be paid to the Council of the amount detailed within the report exclusive of V.A.T, LBTT and legal costs; and
- (b) delegate authority to the Head of Legal & Democratic Services to formally conclude the most appropriate documentation to reflect this on such terms and conditions as are necessary to protect the City Council's interests.

The Committee resolved:-

to approve the recommendations.

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

REFURBISHMENT WORKS - MINTO DRIVE, ALTENS INDUSTRIAL ESTATE, ABERDEEN - CHI/17/275

24. The Committee had before it a report by the interim Director of Communities, Housing and Infrastructure which sought authority for the Head of Commercial and Procurement Services in consultation with the Head of Land and Property Assets to complete the tender process for the procurement and award of a building works contract(s) to undertake repair, improvement and refurbishment works to the Property Account industrial property situated at Minto Drive, Altens.

The report recommended:-

that the Committee –

- (a) authorise the Head of Commercial and Procurement Services in consultation with the Head of Land and Property Assets to complete the tender process for the procurement and thereafter award of a building works contract/s all as necessary to undertake repair and refurbishment works to the Property Account industrial property situated at Minto Drive, Altens, Aberdeen; and
- (b) delegate authority to the Head of Commercial and Procurement Services in consultation with the Head of Land and Property Assets to enter a contract with the successful tender bidder/s for the purpose of the works to a tender sum not exceeding the amount outlined within the report exclusive of V.A.T and consultant fees and costs.

The Committee resolved:-

to approve the recommendations.

ABERDEEN ART GALLERY REDEVELOPMENT AND PROVOST SKENE'S HOUSE REFURBISHMENT AND MUSEUM PROGRESS - EXEMPT APPENDIX

25. The Committee had before it an exempt appendix relating to the report on Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress.

The Committee resolved:-

to note the information contained within the exempt appendix.

- **COUNCILLOR DOUGLAS LUMSDEN, Convener**

FINANCE, POLICY AND RESOURCES COMMITTEE
6 December 2017

This page is intentionally left blank

FINANCE, POLICY AND RESOURCES COMMITTEE

COMMITTEE BUSINESS STATEMENT – 01 FEBRUARY 2018

Please note that this statement contains a note of every report which has been instructed for submission to this Committee. All other actions which have been instructed by the Committee are not included, as they are deemed to be operational matters after the point of committee decision. Where a report instructed requires no decision to be made this will be reported via a Service Update. Reports which are overdue are shaded.

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	Finance, Policy and Resources Committee - 19/04/16 (Article 23)	<p><u>Participatory Budgeting</u></p> <p>The Committee resolved to request officers to develop a Corporate Policy for participatory budgeting and report this to the Committee.</p>	<p>COSLA and the Scottish Government had recently agreed that 1% of Council budgets should be allocated through participatory budgeting by 2021. Guidance is to be provided on this and it will inform our local policy. Similarly we await guidance on the socio-economic duty. 2018/19 proposals for PB will be considered through the budget setting process and report to Council.</p>	Neil Carnegie – CH&I		June 2018
2.	Property Sub Committee - 02/09/15 (Article 5)	<p><u>Former Bon Accord Baths Disposal</u></p> <p>It was agreed to instruct the Head of Land and Property Assets to enter into dialogue with Bon Accord Heritage and report back to this Sub Committee at a future meeting, by 24 May 2016 at the latest, with further detail in relation to their proposals, delivery strategy and timing.</p>	<p>A Service Update was circulated on 23 January 2018. (Request Removal)</p>	Neil Strachan – CH&I	By 24/05/16	01/02/18

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
3.	Property Sub Committee - 02/09/15 Article 9	<p><u>Ferryhill Engine Shed – Lease</u></p> <p>It was agreed to note that the Head of Land and Property Assets will report to the Property Sub Committee on 29 March 2016, with details of what the Trust has provided and a recommendation on a way forward.</p>	A report is included within the agenda.	Louisa Ratana-Arpon – CH&I	29/03/16	01/02/18
4.	Property Sub Committee - 17/11/15 (Article 5)	<p><u>Denburn Car Park Site</u></p> <p>The Sub Committee agreed to instruct the Head of Land and Property Assets to open discussions with NHS Grampian (The Scottish Ministers) over the future of the Denburn car park site and report back to a future meeting of this Committee.</p>	A Service Update will be circulated (Request Removal)	Neil Strachan – CH&I	24/05/16	01/02/18
5.	Finance, Policy & Resources Committee – 20/09/16 (Article 26)	<p><u>Property Asset Management Policy and Framework</u></p> <p>The Committee agreed that a report on the Property Asset Management Strategy be brought to this committee on 8 June 2017.</p>	In light of some pending related work streams proposing transformation, a fuller and more appropriate report will be brought to a future committee in 2018, although that would be dependent on other factors. It is worth noting though, that the approved Asset Management Policy & Framework covers a lot of the asset issues.	Alastair Reid – CH&I	08/06/17	Sept 2018
6.	Finance, Policy & Resources Committee (Reconvened) 07/12/16 (Article 3)	<p><u>City Centre Living Study</u></p> <p>The Committee agreed to approve expenditure of up to £30k to award a contract to Consultants to prepare a City Centre Living study and report</p>	A draft report has been received and is currently being consulted on with officers to ensure that implications arising from the consultant's study are	Scott Davidson – OCE	09/03/17	May 2018

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		progress back to Finance, Policy and Resources Committee in February 2017 (Now March 2017)	captured. A report on the outcomes will be submitted by May 2018.			
7.	Finance, Policy and Resources Committee – 09/03/17 (Article 7)	<p><u>Towards a Fairer Aberdeen that Prospers for all 2017-2020 – (Engagement with Individuals and Groups Experiencing Poverty)</u></p> <p>The Committee agreed to request officers to develop proposals and report back to Committee regarding how ongoing engagement with individuals and groups who are experiencing poverty would be progressed.</p>	A Service Update will be circulated	Neil Carnegie/ Derek McGowan – CH&I		01/02/18
8.	Finance, Policy and Resources Committee – 09/03/17 (Article 24)	<p><u>City Centre Lighting Strategy and Implementation Plan</u></p> <p>The Committee approved expenditure of up to £75,000 to award a contract to consultants to prepare a City Centre Lighting Strategy and Implementation Plan (Aberdeen In Colour) and report progress to Finance, Policy and Resources Committee following completion.</p>	A report is included within the agenda	Scott Davidson - OCE		01/02/18
9.	Finance, Policy and Resources Committee – 09/03/17 (Article 51)	<p><u>87-93 Union Street and 1-6 Market Street</u></p> <p>The Committee agreed that the Head of Land and Property Assets is instructed to do the following -</p> <p>(1) advise the site owners that the investment ground lease model is one the Council are not prepared to take forward at this stage; and</p>	Discussions continue on other options for the site with the owners and is therefore dependent on their development plans.	Stephen Booth – CH&I		Unknown

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		(2) continue dialogue with the owners to identify alternative mechanisms to allow a redevelopment of the site to be progressed, including a purchase by the Council, to meet the wider objectives of the city centre masterplan. The outcome of these discussions should be brought to a future meeting of this committee.				
10.	Council 21/06/17	<p>– <u>Site at Beach Esplanade/King Street</u></p> <p>The Finance, Policy and Resources Committee agreed to approve the minute subject to amending Article 5(iii) to read 'that in relation to item 22 (Site at Beach Esplanade/King Street), to instruct officers to take forward the full Council resolution on 16 December 2015 with the founding trustees of the Aberdeen Islamic Charitable Trust and to report back to Council on progress at the meeting on 21 June 2017.</p> <p>The Council resolution of 16 December 2015 (Article 26) was as follows:-</p> <p>(1) to confirm that it is still the intention of the Council to see the site developed as a Mosque and Islamic Centre; and</p> <p>(2) to instruct the Head of Land and Property Assets to continue the dialogue with the Muslim Community to progress the development of a Mosque and Islamic Centre, taking account of</p>	<p>An update was provided to Committee in June 2017 that meetings had taken place late 2016 with members of AICT and Heads of Terms subsequently offered to AICT for a development lease with no response received. Communication had since been re-established with AICT who has appointed a property specialist to progress negotiations on their behalf. Officers met with the agent in December 2017 to take matters forward. Officers will report back to a future Committee once Heads of Terms for the land have been provisionally agreed.</p>	Stephen Booth - CH&I	01/12/17	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		<p>all previous correspondence and Council decisions and report to the Property Sub Committee in June 2016.</p> <p>Council agreed that item 4 (OP85 - King Street/Beach Esplanade), be transferred back to the Finance, Policy and Resources Committee Business Statement with a due date of 30 November 2017.</p>				
11.	Finance Policy and Resources Committee – 20/09/17 (Article 21)	<p><u>Public Bodies Duties – Climate Change</u></p> <p>The Committee agreed to instruct the Interim Head of Planning and Sustainable Development to report back to this Committee in early 2018 with an action plan to improve performance and reporting.</p>	It is anticipated that due to the requirement for extensive preparatory work and cross service input, a report would be submitted around April 2018.	Amy Gray – CH&I		April 2018
12.	Finance Policy and Resources Committee – 20/09/17 (Article 22)	<p><u>Travel Improvements - Middlefield/Northfield</u></p> <p>The Committee agreed to give approval for the public to be consulted on other potential active travel improvements within this Locality and instruct the Head of Land and Property Assets to report to a future Committee meeting as to the results of this public consultation, along with recommended actions.</p>	The public consultation study is due to be completed in March 2018, thereafter the report will be submitted to Committee around May 2018.	Bill Watson – CH&I		May 2018
13.	Education & Children's Services Committee –	<p><u>Lochside Academy Supported Bus Service for Cove – Proposed Fare</u></p> <p>The E&CS Committee agreed that in</p>	A report is included within the agenda	Chris Cormack – CH&I		01/02/18

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
	16/11/17	order to support the transition to the new school, to approve Option 2a as detailed in the report with the addition of the provision of a supported bus service between Cove and Lochside Academy with pupils paying a fare to use the service to take effect from August 2018 and initially for a period of 3 years subject to approval of appropriate funding by the Finance, Policy and Resources Committee and to instruct the Interim Head of Planning and Sustainable Development to report to the appropriate Committee on the proposed fare to be paid by pupils from Cove for approval.				
14.	Finance Policy and Resources Committee – 06/12/17 (Reconvened) (Article 5)	<p><u>Protective Monitoring</u> The Committee agreed:-</p> <ul style="list-style-type: none"> (i) to defer deliberation of the report until a future meeting of the Committee; (ii) to instruct officers to include further details within the report regarding the governance process for officers and elected members; (iii) that officers circulate further details in relation to Airwatch regarding due process; and (iv) that members contact the Head of IT and Transformation with any additional governance and assurance issues that they would like to be addressed and included within the report. 	A report is expected to be submitted in April to give members time to raise any additional governance issues which they may have and to allow officers time to review and further detail the governance.	Norman Hogg/Simon Haston - CG		April 2018

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
15.	Finance Policy and Resources Committee – 06/12/17 (Reconvened) (Article 6)	<u>Enforcement of the Private Rented Housing Sector</u> The Committee agreed that following the appointment of the Administration Assistant (Enforcement), to instruct officers to report back to the Committee in nine months' providing an update on enforcement of the private rented housing sector.		Ally Thain – CH&I		December 2018 (prov)
16.	Finance Policy and Resources Committee – 06/12/17 (Reconvened) (Article 8)	<u>Towards a Fairer Aberdeen That Prospers For All 2017-20 (Food and Fun) – Plan for School Meals During Holidays</u> The Committee agreed to request the Head of Communities and Housing to report back to the next Finance, Policy and Resources Committee setting out a plan for providing meals to school children during school holidays and the budget requirements to deliver this.	A report is included within the agenda	Neil Carnegie – CH&I	01/02/18	01/02/18
17.	Finance Policy and Resources Committee – 01/12/17 (Adjourned) (Article 9)	<u>Disposal of Former Victoria Road School</u> The Committee agreed to instruct the Head of Land and Property to enter in to dialogue with Torry Development Trust to jointly consider the options presented and report these options to the meeting of Finance, Policy and Resources Committee on 1 February 2018.	A report will be included within an additional circulation agenda.	Neil Strachan – CH&I	01/02/18	01/02/18
18.	Finance Policy and Resources	<u>Aberdeen Art Gallery Redevelopment and Provost Skene's</u>	A report is included within the agenda	Scott Davidson –	01/02/18	01/02/18

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
	Committee – 06/12/17 (Reconvened) (Article 14)	<u>House Refurbishment and Museum Progress</u> The Committee agreed to defer deliberation of the report until the next meeting of the Committee and that officers be instructed to incorporate full survey works and financial details within the report.		E&CS		
19.	Finance Policy and Resources Committee – 06/12/17 (Reconvened) (Article 16)	<u>Review of Sports Organisations</u> The Committee agreed to (1) instruct the Head of Policy, Performance and Resources and Head of Commercial and Procurement Services to report back to the next meeting of the Committee with appropriate recommendations on adjusting and extending Sport Aberdeen’s legal contract with a view to refocusing the partnership under a new ‘Commissioning Framework Agreement’; and (2) request that the Head of Finance report back to the next meeting of the Committee setting out the options regarding the long term future viability of an organisation identified in the exempt report.	(item1) Officers are conducting an options appraisal exercise to determine the most appropriate route in terms of the Sport Aberdeen contract. When complete, this work will form the basis of a future report to Committee and it is anticipated that this will be concluded by quarter 3 2018. (item2) Discussion has commenced with appropriate partners on achieving long term financial viability. It is expected that this work will be concluded by June 2018 with the report being submitted to the next meeting thereafter.	Euan Couperwhite – E&CS Steve Whyte – CG	01/02/18	Item 1 - late 2018 Item 2 – August 2018
20.	Finance Policy and Resources Committee –	<u>Occupational Health Contract</u> The Committee agreed to delegate	Currently the existing OHP contract has been extended and will run until 31st January	Mary Agnew – CG		December 2018 (prov)

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
	06/12/17 (Reconvened) (Article 17)	authority to the Interim Head of Human Resources following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement of a contract for the provision of occupational health services for an initial duration of 3 years, with the option to extend for a further period up to 24 months; and to report back a future meeting of this committee with appropriate recommendations.	2018. We will be working with internal Procurement colleagues to start scoping the Invitation to Tender (IIT) paperwork with a view of gaining supplier prices late summer. Once specific dates (issues and return) have been agreed I will be able to provide a more accurate time frame.			

This page is intentionally left blank

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Twinning & International Partnership grants	01/02/2017	Dawn Schultz	Richard Sweetnam	Regular report to update council	Withdrawn, there were no applications therefore no report required
Fraud, Bribery and Corruption Policy	01/02/2018	Brian Muldoon	Steven Whyte	To update the existing policy	Withdrawn - will now be presented at the next AR&S committee
Review of the Managing Substance Misuse Policy (tbc)	01/12/2017	Keith Tennant	Morven Spalding	This policy is concerned with further refining the processes involved when dealing with substance misuse cases. It also has the aim of updating the policy to reflect recent changes in legislation and support.	Withdrawn - will be going to committees in after April 2018. Reason being there is a need to undertake some further consultation with the trades unions on the draft document before matters can proceed.
Aberdeen in Colour/City Centre Lighting Strategy and Implementation Plan	01/02/2018	Scott Davidson	Marc Cole	to report on the Creative Lighting Strategy.	
Growth Accelerator	01/02/2018	Scott Davidson	Marc Cole	Committee approval is sought to prepare a business case for an Aberdeen City Centre Growth Accelerator (GA).	Withdrawn - Following CMT decision was made to allow a deeper consideration of the issues and risks associated with a Growth Accelerator Model.
Ferryhill Engine Shed – Lease	01/02/2018	Louisa Ratana Arporn	John Quinn	09/03 Business statement - It was agreed to note that the Head of Land and Property Assets will report to the Property Sub Committee on 29 March 2016, with details of what the Trust has provided and a recommendation on a way forward.	
Former Bon Accord Baths Disposal	01/02/2018	Neil Strachan	John Quinn	Meetings are being held with Bon Accord heritage on a regular basis to assist them in the development plans for the facility and a report will be presented	Withdrawn - Service update will be submitted as there is no updates since the last report went to committee.

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Denburn Car Park Site	01/02/2018	Neil Strachan	John Quinn	Discussions are ongoing with NHS Grampian. A joint valuation instruction is being negotiated with NHS Grampian. Due to the complexities around ownership and liabilities of the site officers have not yet been able to reach agreement. NHS Grampian remain in the process of relocating their services from the property	Withdrawn - Service update will be submitted as there is no updates since the last report went to committee.
Participatory Budgeting	01/02/2018	Neil Cairnegie	Derek McGowan	Officers have concluded a number of PB projects during 2016/2017 (including HRA funded initiatives and Fairer Aberdeen Fund) with the three Locality PB events concluding at the end of March 2017 which has included the use of online tools to support the process. Through the conclusion of these projects and ongoing work with PB Partners, Officers will deliver a policy based on Scottish wide and global best practice coupled with lessons learnt from PB activities up to March 17	Withdrawn - Update to be provided by Neil Cairnegie for the Committee Business Statement.
Public Bodies Duties – Climate Change	01/02/2018	Amy Gray	Eric Owens	The Committee agreed to instruct the Interim Head of Planning and Sustainable Development to report back to this Committee in early 2018 with an action plan to improve performance and reporting.	Withdrawn - This resulted from a previous FP&R resolution to report back in early 2018. However, the work and therefore the report won't be ready for the Feb meeting. See Committee Business Statement for update.

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018					
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings					
Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Revised Equal Pay Policy	01/02/2018	Keith Tennant	Morven Spalding	This report is concerned with seeking authority from Committee for a revised Equal Pay policy. This policy was due a review under the rolling programme of HR policy reviews. The document has been updated to reflect current organisational arrangements for ensuring equal pay, with changes including the extension of its scope to cover equal pay in relation to the various protected characteristics (not just gender) and the incorporation of the Council's most up-to-date equal pay statement.	Withdrawn - will be going to committee in/after April 2018. Reason being the Council's Transformation process is taking precedence at the moment with regard to employment related matters.
VisitAberdeen Update report	01/02/2018	Richard Sweetnam	Bernadette Marjoram	Update	
Outcomes of the City Centre Living Study	01/02/2018	Scott Davidson	Marc Cole	will report on the outcomes of the City Centre Living Study	Withdrawn - To ensure that implications arising from the consultant's study, that has been received, are understood across relevant services. A report on the outcomes will be submitted by May 2018.
Corporate Governance Performance Scorecard	01/02/2018	Martin Allan	Steve Whyte	To present the Committee with the Corporate Governance Directorate Service Outcome Improvement Report which includes key performance information for the Service and how this relates to Strategic Priorities	
Site at Beach Esplanade/ King Street	01/02/2018	Louisa Ratana Arporn	John Quinn	Decision sheet 23.06, move from Full Council back to FPR	Withdrawn - An update has been submitted for the Committee Business Statement
Property Asset Management Policy/Strategy	01/02/2018	Alistair Reid	John Quinn	Annual report - TBC it is going, it may be later in the year	Withdrawn - Based on current timescales this will now come forward during the second half of 2018.
Pension Fund Guarantee Requests	01/02/2018	Lesley Fullerton	Steven Whyte	Subject to requests being received. To consider requests received from North East Scotland Pension Fund admitted bodies for Aberdeen City Council to become a guarantor for their pension fund liabilities.	

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Street Activity	01/02/2018	Mike Cheyne	Mark Reilly	The financial implications of the planned street activity for Aberdeen	Withdrawn - Going to the next cycle, there are still negotiations to be done with the partner
Market Operators Licence	01/02/2018	Dawn Schultz	Richard Sweetnam	TBC	21/12 email from R S there are fundamental legal issues that need to be explored further by Licensing/Governance, as well as reviewing the contracts that we have signed for the Tour Series and Great Aberdeen Run, so this report cannot proceed at this time
Trade Waste Bins on streets	01/02/2018	Mike Cheyne	Mark Reilly	The purpose of this report is to update the policy regarding the ongoing practice of commercial waste containers being left on the public road and to define a restriction in collection times to control the indiscriminate obstruction of streets and pavement.	
Annual Treasury Management Policy & Strategy	01/02/2018	Neil Stewart	Steve Whyte		Withdrawn - Will be going to Full Council in March with the new strategy
Small Financial Assistance Grants & Gala Funding 2017/18	01/02/2018	Karen Black	Steve Whyte	To present application(s) for financial assistance and/or community gala grants to allow a final funding decision to be made.	
Disposal of Former Victoria Road School - CHI/17/226	01/02/2018	Stephen Booth	John Quinn	To instruct the Head of Land and Property to enter in to dialogue with Torry Development Trust to jointly consider the options presented and report these options to the meeting of Finance, Policy and Resources Committee on 1 February 2018	

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
New Tourism Strategy	01/02/2018	Richard Sweetnam	Bernadette Marjoram		Withdrawn - VisitAberdeenshire has engaged consultants to develop a new Tourism Strategy/ Destination Plan. They presented an interim report at the last Board Meeting, and following on from that, a number of areas need to be revisited by the consultants. The implications are that a draft report will not now be available in sufficient time for the 1 February Meeting of Finance, Policy & Resources Committee. Officers will confirm when the work is complete, and it will then be presented at the soonest available Committee date.
LCTT Fund	01/02/2018	Laura Paterson	Richard Sweetnam	LCTT is the Low Carbon Transport and Travel Challenge Fund from the Scottish Government	
Langdykes Road – Lease of ground	01/02/2018	Debbie Wyllie	John Quinn	The purpose of this report is to advise members of an approach made by Kincardine Offshore Wind Farm Limited (KOWL) to enter into a long term ground lease for an area of ground of circa 0.064 hectares (0.157 acres) which is required in relation to the development of a sub-station as part of the wider proposals for the development of an offshore windfarm.	

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018					
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings					
Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Lochside Academy Supported Bus Service for Cove – Proposed Fare	01/02/2018	Chris Cormack	Eric Owens	The E&CS Committee agreed that in order to support the transition to the new school, to approve Option 2a as detailed in the report with the addition of the provision of a supported bus service between Cove and Lochside Academy with pupils paying a fare to use the service to take effect from August 2018 and initially for a period of 3 years subject to approval of appropriate funding by the Finance, Policy and Resources Committee and to instruct the Interim Head of Planning and Sustainable Development to report to the appropriate Committee on the proposed fare to be paid by pupils from Cove for approval.	
Towards a Fairer Aberdeen That Prospers For All 2017-20 (Food and Fun) – Plan for School Meals During Holidays	01/02/2018	Neil Cairnegie	Derek McGowan	The Committee agreed to request the Head of Communities and Housing to report back to the next Finance, Policy and Resources Committee setting out a plan for providing meals to school children during school holidays and the budget requirements to deliver this.	
Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress	01/02/2018	Euan Couperwhite	Euan Couperwhite	The Committee agreed to defer deliberation of the report until the next meeting of the Committee and that officers be instructed to incorporate full survey works and financial details within the report.	
Disposal of former St Peters Nursery, Spital	01/02/2018	Peter Thatcher	John Quinn	Report to advise committee of outcome of marketing process with a recommendation for members to accept one of the offers.	
External Partnership Activity	01/02/2018	Laura Paterson	Richard Sweetnam	The purpose of this report is to seek approval for nomination of an Elected Member to the North Sea Commission's Transport Thematic Group and Conference of Peripheral Maritime Region's Energy and Climate Taskforce.	

CYCLE 5 - COMMITTEE STATISTICS - 1/2/2018					
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings					
Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if Delayed or Withdrawn
Dyce Community Centre	01/02/2018	Tom Kilpatrick	Derek McGowan	This report provides an update on proposals for the redevelopment of the Dyce community centre using developer contributions and seeks approval for a construction tendering exercise to take place	
Corporate Child Protection Policy and Procedure	01/02/2018	Graeme Simpson	Bernadette Oxley	To advise the Committee of the updated Child Protection - Corporate Policy and Procedure and its implications for all council staff and elected members.	
Towards a Fairer Aberdeen that Prospers for all 2017-2020 - (Engagement with Individualas and Groups Experiencing Poverty)	01/02/2018	Derek McGowan	Derek McGowan	The Committee agreed to request officers to develop proposals and report back to Committee regarding how ongoing engagement with individuals and groups who are experiencing poverty would be progressed.	Withdrawn - Service update will be submitted
Human Capital Management	01/02/2018	Steven Smith	Simon Hasting	This report seeks Committee approval for delegated authority to award contract for a Human Capital Management (HCM) system.	
Travel to Pemba, Mozambique	01/02/2018	Matt Lockley	Richard Sweetnam	This report seeks approval for a working trip to Pemba, Mozambique in February 2018 in order to sign the Memorandum of Understanding between Aberdeen and Pemba	Withdrawn - merged into External Partnership report

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	1 st February, 2018
REPORT TITLE	Corporate Governance Service Outcome Improvement Report
REPORT NUMBER	CG/17/151
DIRECTOR	Steve Whyte
REPORT AUTHOR	Martin Allan

1. PURPOSE OF REPORT:-

- 1.1 To present the Committee with the Corporate Governance Directorate Service Outcome Improvement Report which includes key performance information for the Service and how this relates to Strategic Priorities.

2. RECOMMENDATION(S)

- 2.1 The Committee are asked to:
- (a) Note the Service Outcome Improvement Report for the Corporate Governance Directorate and the information contained therein.

3. BACKGROUND

- 3.1 The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 was endorsed by the Council in August 2016. Since that point a number of developments have been taken forward:-

- Locality Plans 2017-27 have been developed which drill down from the LOIP at a locality level for the most disadvantaged communities in Aberdeen;
- Community Planning Aberdeen has put in place new arrangements for governance, accountability, outcome improvement and performance management;
- the Council has revised its Strategic Business Plan in order that it is fully aligned to the LOIP;
- Service Improvement Plans have been put in place, again these are aligned to the LOIP/ Locality Plans;
- The Council and Community Planning Aberdeen has committed to using the Model for Improvement, a quality improvement methodology, to achieve priority improvement aims within the LOIP/ Locality Plans;

- An Improvement Faculty lead by the Council in Partnership with the Scottish Government, NHS, ACVO and North East Scotland College has been established to oversee capacity building for staff to use the improvement methodology through ongoing training and coaching;
 - The Council has established a Performance, Risk and Improvement Group (PRIG) as part of the corporate change programme.
- 3.2 The PRIG has established a work stream on “Accountability” which includes performance reporting arrangements which focus on delivery of improvement against agreed outcomes at different levels (e.g. public, Committee, CMT, SMTs, 1-2-1s). This report proposes an alignment of the Council’s arrangements for performance reporting, outcome management and improvement with those already put in place for Community Planning Aberdeen.
- 3.3 The Corporate Management Team and Council Committees require regular reports to be able to monitor progress against the Strategic Business Plan and underpinning Service Improvement Plans. In turn, the Council is also monitoring its contribution to the improvement aims within the LOIP/ Locality Plans. The Council also needs to meet its statutory duties in relation to public performance reporting. Each Service will be submitting their Service Outcome Improvement Report to its “parent” Committee for consideration. This report outlines Corporate Governance’s Service Outcome Improvement areas.
- 3.4 Corporate Governance comprises many support functions, enabling frontline teams to deliver services to our internal and external customers. It provides the backbone of the organisation, not only supporting frontline delivery but also ensuring effective governance across the council. As the Service provides this “central” support it is not always possible to directly align all of the measures within the Service Improvement Plans to the LOIP. The appendix to this report outlines the areas where the alignment can be shown and measured.
- 3.5 The directorate is responsible for the delivery of a wide range of services:
- Commercial & Procurement Services (Currently shared with Aberdeenshire Council)
 - Finance (including council tax & benefits)
 - Legal and Democratic services (including Archive services)
 - Human Resources
 - Customer Service
 - IT
 - Transformation
- 3.6 Corporate Governances’ frontline services are largely represented through revenues & benefits, customer services, registrars and the archive service.
- 3.7 The attached performance scorecard uses traffic light symbols to aid the better understanding of direction of travel, where possible:



denotes an indicator which is not meeting target performance;



denotes an indicator which is at risk of falling significantly below target performance;



denotes an indicator which is meeting target performance;

3.8 Targets

3.9 Where possible, services are encouraged to set meaningful performance targets as a means of contextualising performance and driving improvement. These are frequently based on benchmarking activity. The revised scorecard provides an accompanying narrative to provide Committee members with more detail on each of the Key Performance Indicators.

3.10 As the scorecard has been revised there are Key Performance Indicators which are being developed at the present moment, however once the ongoing outcomes have been reported then the Committee can compare current outcomes against previous outcomes, against the target. Where this is the case the supporting narrative will explain.

3.11 In terms of specific measures detailed in the scorecard, Corporate Governance's Senior Management Team have split the measurement on absenteeism into "short term" and "long term" to provide the Committee with a more detailed breakdown of absenteeism in the Service. The Management team scrutinise absenteeism figures for their own service area on an ongoing basis through the production of "People Performance" reports (operational management reports detailing various statistics). In terms of Agency Staff it is worth noting that the Senior Management team also scrutinise these figures through the People Performance report. It is worth noting that agency staff are procured to assist with discrete projects of work and are used to a minimum. With relation to overtime figures, again the Senior Management Team will have these figures to scrutinise through the People Performance report.

4. **FINANCIAL IMPLICATIONS**

4.1 There are no financial implications arising from the report although some reported measures are aligned to the priority to improve the use of resources

5. **LEGAL IMPLICATIONS**

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

6. **MANAGEMENT OF RISK**

6.1 The report identifies areas of performance which are aligned to the delivery of priorities. This delivery is subject to the management of risk.

The management of risk is an important tool in ensuring that outcomes and improvements are achieved. Following Council restructure, service risk registers will be reviewed to take account of core and service improvement planning risks.

Risk	Mitigation	Assessment
Financial Resources	Proper reporting of performance information provides assurance to elected members and the public that the Council is managing its resources efficiently in order to deliver its commitments and service improvements as effectively as possible.	Low
Employees	The report contains information relating to our commitment to improving the staff experience.	Low
Customers / Citizens / Stakeholders	The report contains information to support our commitment to improving customer experience, as well as delivering outcome improvement in accordance with our strategic priorities. The report also provides our other stakeholders, including partners and Government agencies, with evidence on the rate of progress.	Low
Environment (no risk)		
Reputation	The Council's reputation could be at risk of damage if timely, relevant information on the management of resources and the delivery of service improvement is not adequately reported. This report mitigates that risk.	
Legal	Public performance reporting is a statutory duty placed on local authorities. This report therefore serves to mitigate the risk that this duty is not met.	

7. IMPACT SECTION

- 7.1 The report outlines how the Service Outcome Improvement areas for Corporate Governance link to the Local Outcome Improvement Plan and the Council's Strategic Business Plan. It is worth noting that due to the nature of its remit, Corporate Governance provides internal support to the other Council Services and, as a result does not have as many direct links to the LOIP,

however where the links exist, these have been outlined in the appendix to this report. In terms of the impact the report has on the **Economy, People, Place and Technology**, these are explored and outlined in the appended scorecard. Specifically, in relation to **Technology**, the Council recognises that enabling technology is central to innovative, integrated and transformed public services. Corporate Governance has a major role to play in this regard and this is reflected in the scorecard.

8. BACKGROUND PAPERS

The following Service Improvement Plans were used in the collation of the appended scorecard:

Finance Service Improvement Plan
HR & Customer Services Service Improvement Plan
Legal and Democratic Services Service Improvement Plan
Commercial and Procurement Services Service Improvement Plan
IT & Transformation Service Improvement Plan

9. APPENDICES

The Appendix to this report contains the detail of the Corporate Governance Service Outcome Improvement scorecard.

10. REPORT AUTHOR DETAILS

Martin Allan
Business Manager
Mallan@aberdeencity.gov.uk
01224 523603

HEAD OF SERVICE DETAILS

Steve Whyte
Head of Finance
swhyte@aberdeencity.gov.uk
01224 523566

This page is intentionally left blank

**SERVICE OUTCOME IMPROVEMENT REPORT
CORPORATE GOVERNANCE**

Report Note

Data (where available) in respect of measures reported quarterly will be shown within this report against the monthly columns headed Jun, Sep, Dec etc., and Mar, if a measure is reported annually.



Our Strategic Priorities

Prosperous Economy

Improvement Outcome: We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy

ACC Objective: We will develop a specific economic footprint action plan across directorates with a focus on ensuring that community benefit clauses deliver against Locality Plans

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target	
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status		
1.1aa	No of contracts with community benefits to be realised (quarterly)	—							5							10		-

Prosperous People

Improvement Outcome: Permanent placements for looked after children are secured expeditiously

ACC Objective: We will deliver court training to social workers including Section 80 report writing in order to reduce the processing time associated with report writing

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
1.2aa	Percentage of section 80 Reports edited by Legal Service (quarterly)	—	100%						100%						75%		30%

Improvement Outcome: Support community capacity building through the use of technology




ACC Objective: We will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
1.2ba	% of clients supported in their own homes through telecare	—													6%		10%















Enabling Technology

Improvement Outcome: We will ensure businesses, citizens, the public and third sectors have access to the ultrafast fibre broadband, Wifi and wireless

ACC Objective: We will maximise digital connectivity to ensure equal opportunity of access to services for all people

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
1.3aa	% of households that have superfast broadband	—													98%		95%
1.3ab	% of businesses that have access to ultrafast broadband	—													0.68%		20%
1.3ac	Attract public and private sector investment in digital infrastructure	—													£2m		£10m

Improvement Outcome: Increased digitisation and self-service while reducing demand on HR staff

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
2.a	Number of queries received via AskHR query team – calls (monthly)	—	2,370		1,364		2,468		2,133		877		1,736		1,646		2,400
2.b	Number of queries received via AskHR query team - emails (monthly)	—	3,268		2,253		2,660		2,579		2,463		3,049		2,123		2,815

Improvement Outcome: Easier and quicker access to services (provided by Customer Service Operations) for customers

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
3.a	% of customers seen within 10 minutes (CG queues) - monthly	69.5%	65.49%		74.83%		81.12%		81.4%		69.04%		63.03%		78.09%		75%

Shaping Aberdeen

Improving Customer Experience

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
4.aa	% of late reports requiring an additional agenda circulation (All) - quarterly	19.4%	33.88%						5.08%						5.45%		5%
4.ab	Percentage of incoming calls answered within 30 seconds (Customer Contact Centre) (monthly)	62.96%	59.26%		61.16%		55.65%		48.18%		46.93%		47.42%		51.39%		60%
4.ac	Incoming calls abandoned as a percentage of total calls to the Customer Contact Centre (monthly)	12.43%	17.37%		14.96%		15.95%		23.97%		24.24%		25.13%		24.47%		12%
4.ad	Internal customer satisfaction rate (quarterly)	87.63%	84.29%						86.27%								85%
4.ae	External customer satisfaction rate (quarterly)	82.86%	76.34%						74.34%								85%
4.af	Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)	8.81	8.87		9.39		9.81		10.4		10.69		11.01				10

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
4.ag	Correct amount of Housing Benefit paid to customer (monthly)	93.39%	93.96%		94.74%		95.41%		95.24%		95.13%		95.38%				95%
4.ah	The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid (monthly)	97.21%	98.06%		95.77%		94.49%		96.98%		98.23%		96.76%		99.16%		98%

Improving Staff Experience

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
4.ba	Staff sickness absence - days per annum per employee (rolling 12 months) - monthly	6	5.2		5.2		5.5		5.8		5.7		5.9		6.2		5.85
4.ba	Short-Term Absences (Average days lost per employee) - monthly	N/A	3		2.9		3		2.9		2.9		3		3.1		5
4.ba	Long-Term Absences (Average days lost per employee) - monthly	N/A	2.2		2.3		2.5		2.9		2.8		2.9		3.1		-
4.bb	Number of agency staff employed (Corporate Governance) - monthly	26	8		7		5		3		3		2		2		8
4.bc	Retirement Benefits – Notification of Actual within 5 working days as a % (quarterly)	95.7%	93.46%						95.76%						97.86%		90%
4.bd	Retirement Benefits - Notification of estimate within 10 working days as a % (quarterly)	98.38%	97.18%						95.38%						98.64%		90%
4.be	Percentage of staff turnover (rolling 12 months) - monthly	8.69%	9.68%		10.98%		10.98%		13.1%		12.55%		14.21%		15.72%		8-15%
4.bf	Staff Engagement (Employee Opinion Survey - % who feel engaged) - annual	55%															-
4.bg	Compliance with the Health & Safety Matrix (monthly)	89%	92%		92%		92%		93%		92%		92%		92%		100%

Improving Our Use of Resources

Ref.	Measure	2016/17	Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017		Dec 2017		2017/18 Target
		Out-turn	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
4.ca	Cumulative savings vs target (quarterly)	83.16%	100%						91.95%						91.75%		100% (£1.9m)
4.cb	Percentage of Critical system availability - average (monthly)	99.9%	99.9%		99.9%		99.9%		99.7%		99.8%		99.8%		99.9%		99.5%
4.cc	Agreed internal audit recommendations (corporate) implemented as a percentage of total due for implementation (quarterly)	80.49%	77.57%						80.19%						77.96%		100%
4.cd	Council Tax Cash Collected (In Year) - monthly	£104.9m	£35.5m		£45.6m		£56.1m		£65.9m		£76.5m		£86.5m		£96.8m		£111.8m

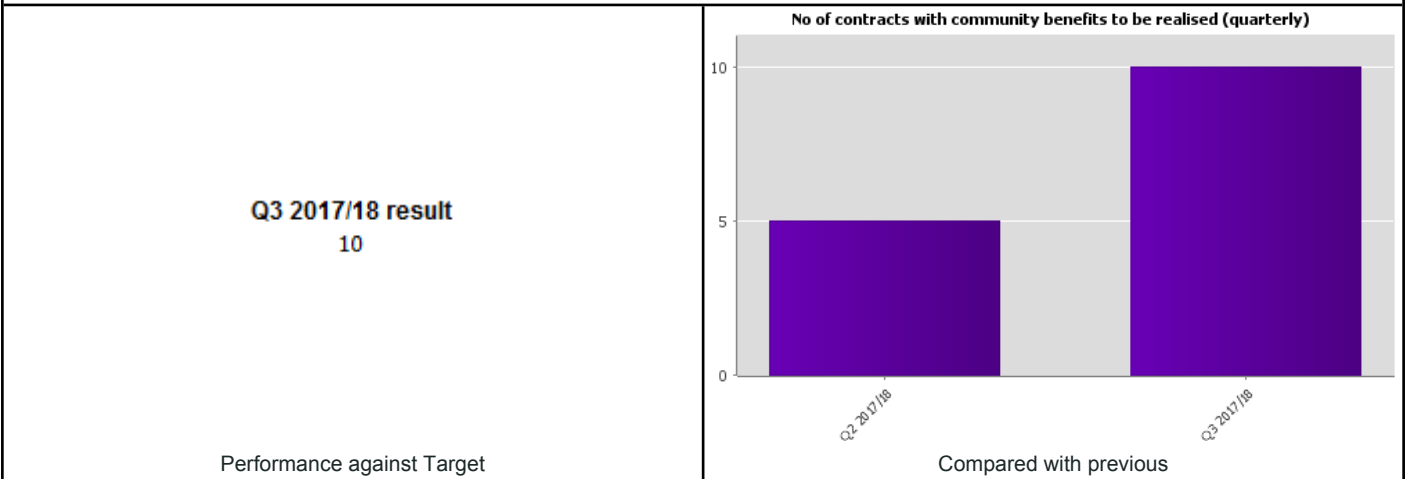
1. Our Strategic Priorities

1.1. Prosperous Economy

1.1a Improvement Outcome: We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy

ACC Objective: We will develop a specific economic footprint action plan across directorates with a focus on ensuring that community benefit clauses deliver against Locality Plans

No of contracts with community benefits to be realised (quarterly)



Why is this important?

Section 18(2) of the Procurement Reform (Scotland) Act 2014 require annual procurement reports to include a summary of any community benefit requirements imposed as part of a regulated procurement. Community benefit requirements within our own contracts and via use of national frameworks can assist in reducing inequality and furthering the priorities of the Council, Community Planning partners and other contracting authorities the Council is working collaboratively with. Community Benefit outcomes are anticipated to directly benefit the citizens of Aberdeen, local community groups and local 3rd sector organisations

Benchmark Information:

This measure is not benchmarked

Target:

No target has been set. The number of procurements/national framework call offs requiring to be carried out each year will vary according to demand and available budget. Exercising demand management or increased collaboration with other contracting authorities will reduce the number opportunities to include community benefit requirements

Intelligence:

This data represents the number of contracts where community benefits were addressed in some way. Not all contracts readily lend themselves to community benefits. This is an increase of 5 from the previous quarter. The information was sourced from Public Contracts Scotland procurement data base; the ACC Contract Register is being developed to record this data. Traditionally apprenticeships are suggested in works contracts, whereas now suppliers are invited to select proportionate and relevant themes and the question not scored. This data includes also where whilst not specific community benefit requirements but addressed social, environmental or economic, wellbeing, equalities or at least fair work practices/Legal Wage (for example Social Care).

Responsible officer:

Carol Wright

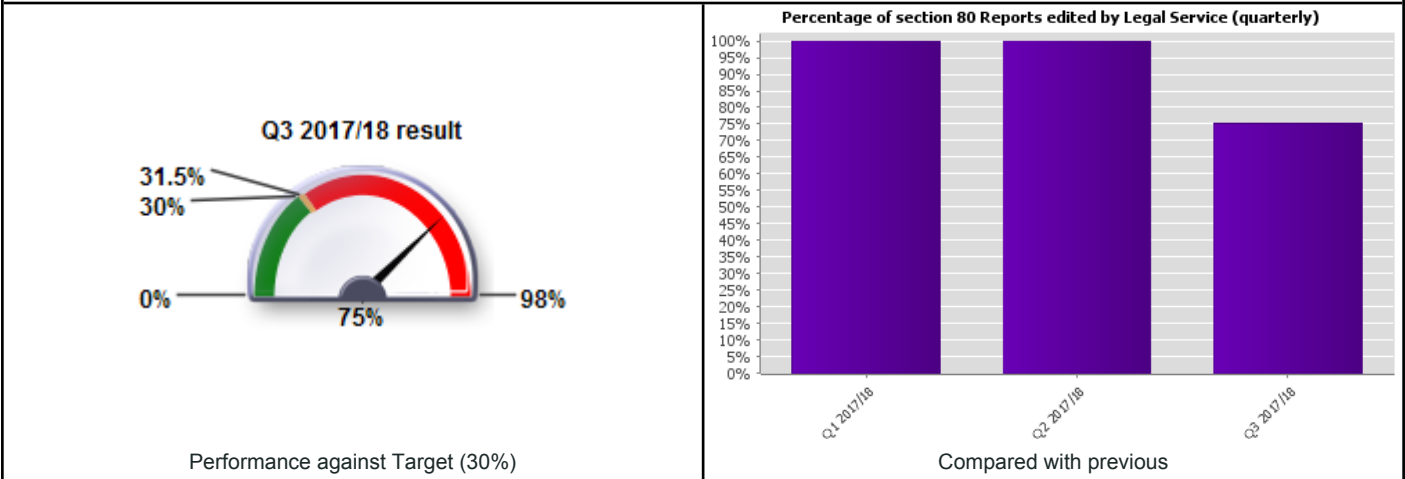
Last Updated:

Q3 2017/18

1.2 Prosperous People

1.2a Improvement Outcome: Permanent placements for looked after children are secured expeditiously

Percentage of section 80 Reports edited by Legal Service (quarterly)



Why is this important?

Deliver court training to social workers including Section 80 report writing in order to reduce the processing time associated with report writing.

Benchmark Information:

This is not currently benchmarked

Target:

30%

Intelligence:

4 reports were received during the reporting period. 3 of the 4 reports required amendment as follows:
1 report had incorrect chronological order
1 report has S1 missing and not all previous suggestions from legal had been incorporated. The reported was amended revised/returned and some further smaller amendments were made.
1 report required minor modifications only
The litigation team are currently engaging with the social work team with a view to arranging report training.

Responsible officer:

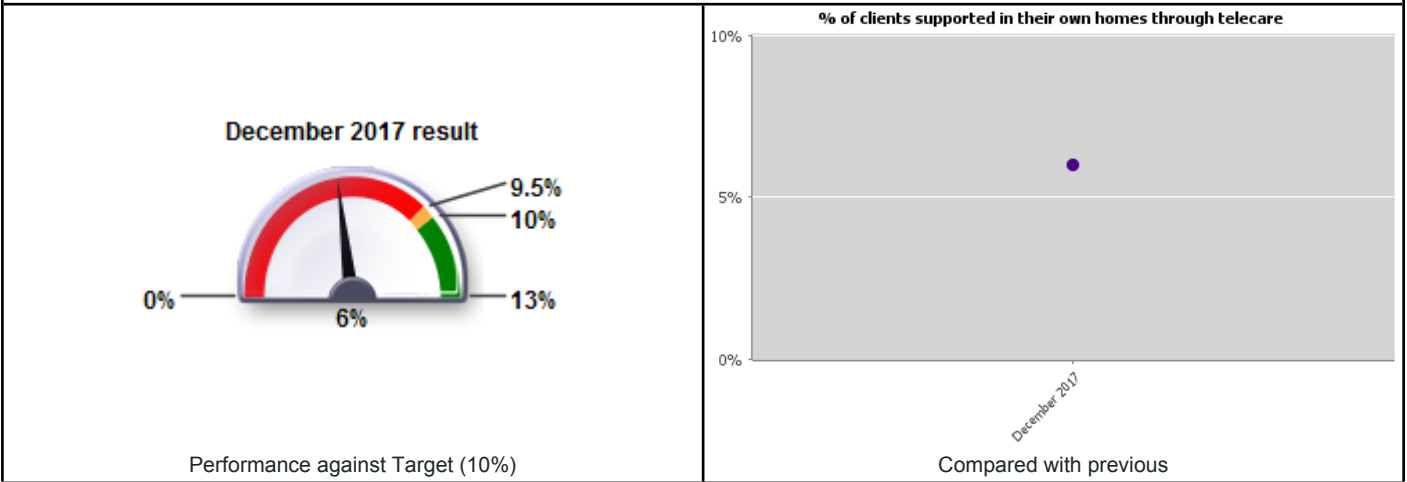
Elaine Falconer

Last Updated:

Q3 2017/18

1.2b Improvement Outcome: Support community capacity building through the use of technology

% of clients supported in their own homes through telecare



Why is this important?

Digital healthcare allows users to remain in their own communities and/or to retain higher levels of independence. This supports better social and health outcomes and in many instances can reduce costs for service delivery

Benchmark Information:

The measure is provided by Bon Accord Care

Target:

10%

Intelligence:

Annual figure. No update from last report.

Responsible officer:

Gordon Wright

Last Updated:

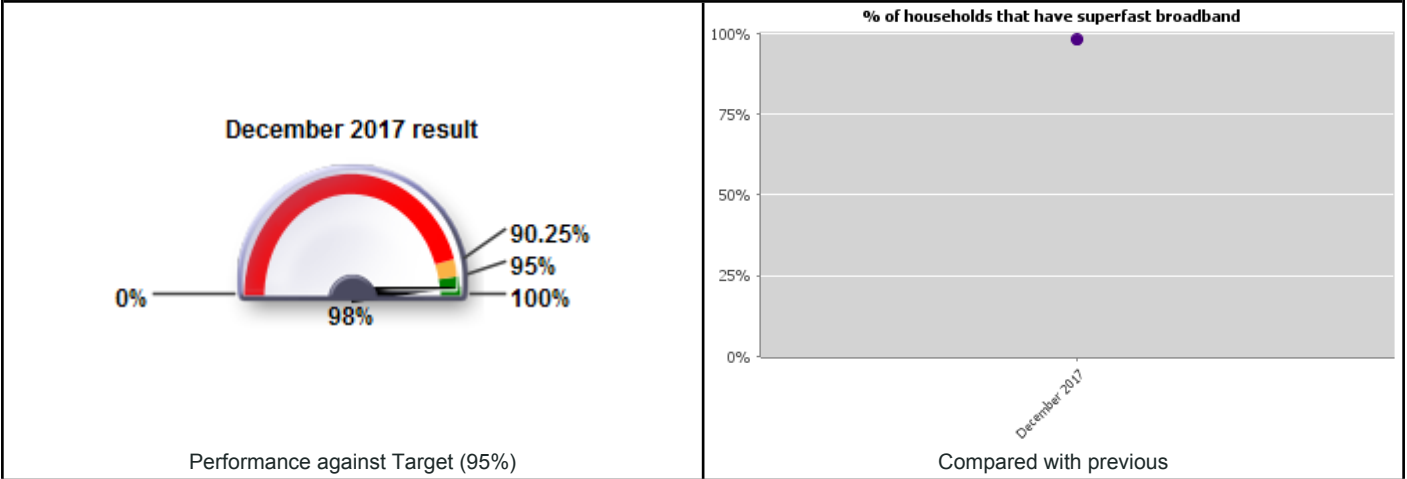
December 2017

1.3. Enabling Technology

1.3a Improvement Outcome: We will ensure businesses, citizens, the public and third sectors have access to the ultrafast fibre broadband, Wifi and wireless

ACC Objective: We will maximise digital connectivity to ensure equal opportunity of access to services for all people

% of households that have superfast broadband



Why is this important?

Enhanced connectivity for homes both supports access to private sector services and enhances the opportunity for online channels for delivery of public services

Benchmark Information:

DSSB programme quarterly reports

Target:

95%

Intelligence:

Uptake of Superfast services in the DSSB area is now at 41.31% which is 6% more than previous report and is significantly higher than the Scottish average.

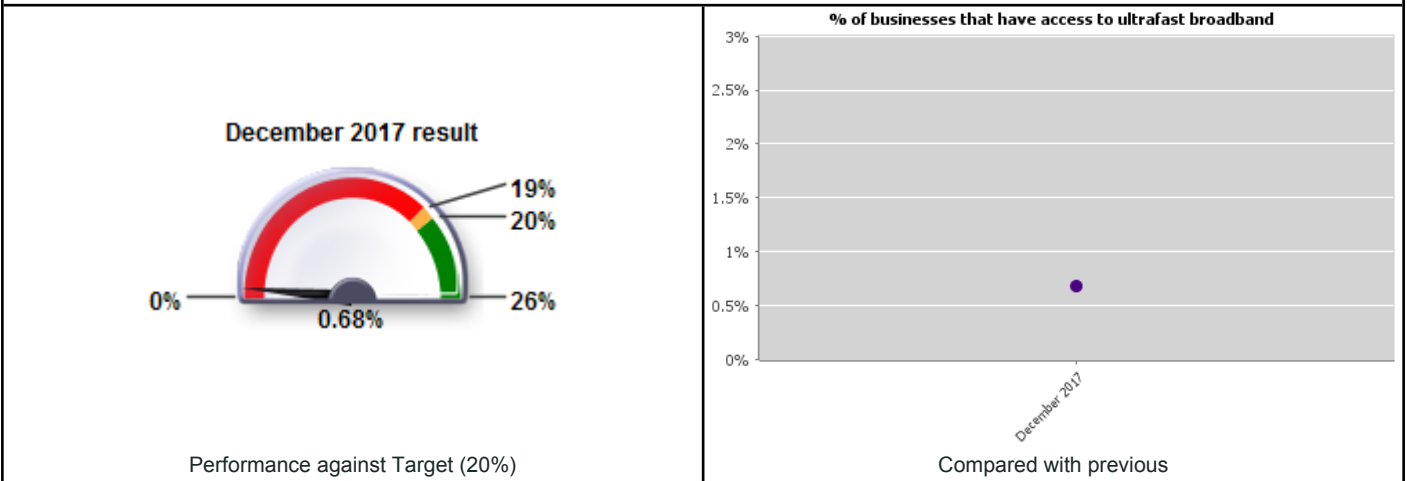
Responsible officer:

Gordon Wright

Last Updated:

December 2017

% of businesses that have access to ultrafast broadband



Why is this important?

Fibre based connectivity provides faster and more reliable connections for businesses and reduces the asymmetry between upload and download speeds. Improved speeds of connection will enable greater use of online platforms across all sectors while providing more competitive opportunities and easier “market” access through online means

Benchmark Information:

<https://labs.thinkbroadband.com/local/aberdeen-city,S12000033>

Target:

20%

Intelligence:

A more than fivefold increase from last report. SMEs can now apply for grant support up to £3,000 through Gigabit voucher scheme.

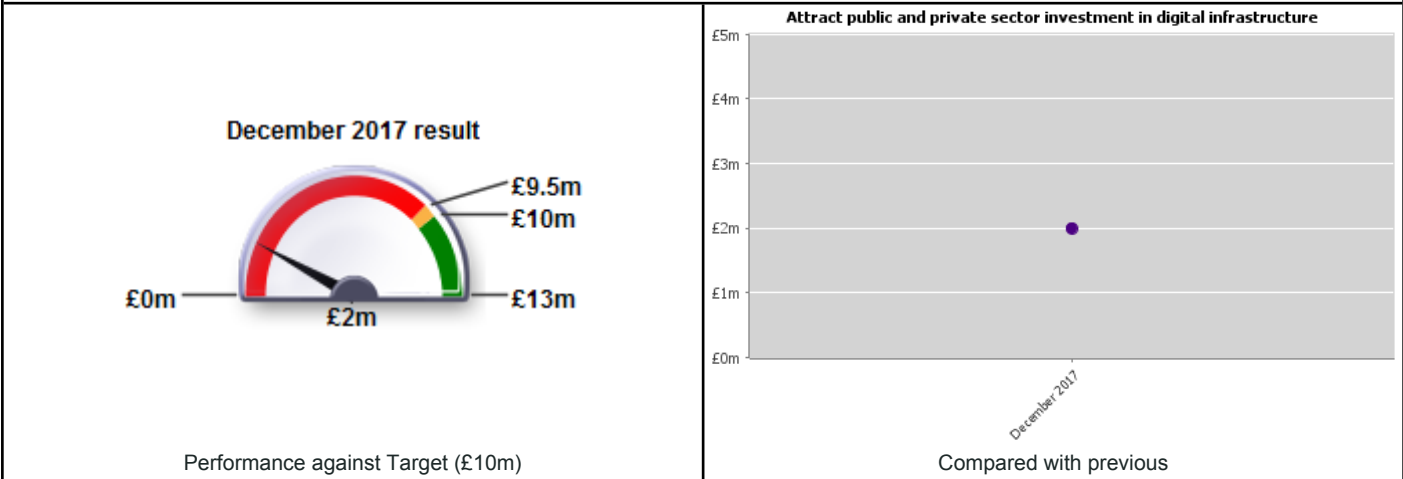
Responsible officer:

Gordon Wright

Last Updated:

December 2017

Attract public and private sector investment in digital infrastructure



Why is this important?

Aberdeen has the core attributes to maximise benefit from the use of digital within existing and new business. Enhancing core connectivity and reducing costs of access will support competitive business

Benchmark Information:

Target:

£10m

Intelligence:

£2m investment into ACC network infrastructure as a means to leverage additional private sector investment and open up additional connection potential for fibre circuits within the city.
£2m drawn from Scottish government MOU aligned to City Region Deal.

Responsible officer:

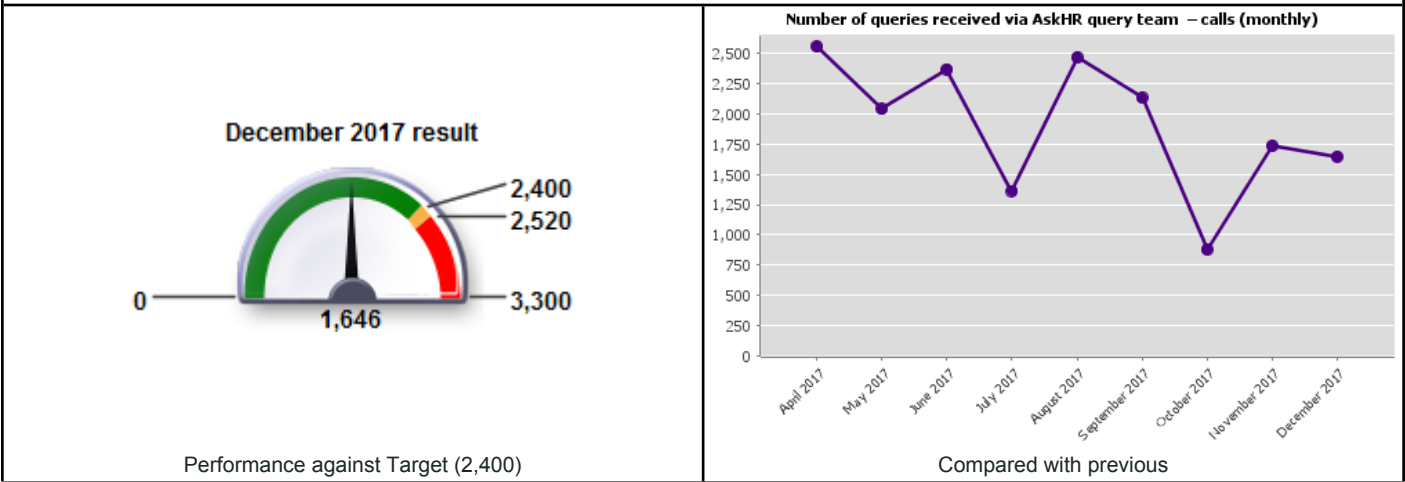
Gordon Wright

Last Updated:

December 2017

2. Improvement Outcome: Increased digitisation and self-service while reducing demand on HR staff

Number of queries received via AskHR query team – calls (monthly)



Why is this important?

In line with Shaping Aberdeen – “How we do business” – much more emphasis needs to be placed on achieving more with fewer resources and in delivering outcomes not just outputs. Our customers tell us that they often expect quick answers so with access to online HR support including guidance and FAQs they can proactively search for the answers themselves and avoid the need to speak to an advisor until absolutely necessary.

To achieve this we need to reduce demand and costs by enabling our staff and customers to self-serve. We will achieve this by having a ‘self-service strategy’, primarily through increased digitisation of HR services (an online ‘HR self-service portal’) that enables HR to migrate away from traditional service channels (phone, email, face to face meetings) towards self-service options. Digitalisation will consume a large number of queries from managers and employees and allow HR professionals to provide higher value HR support.

The proposed HR self-service portal will be data driven enabled by good information and modern infrastructure and will be available to customers 24 hours a day.

Measuring the volume of calls to AskHR will help identify how successful this portal is and indicate whether or not it meets the needs of the customer, as a reduction in calls can signify increased traffic to the HR self-help portal.

Benchmark Information:

This measure is not benchmarked

Target:

2,400

Intelligence:

With a peak of 2,468 calls in August, the volume of calls has steadily reduced since then. Indeed, in December we achieved approximately 800 calls below the maximum calls target.

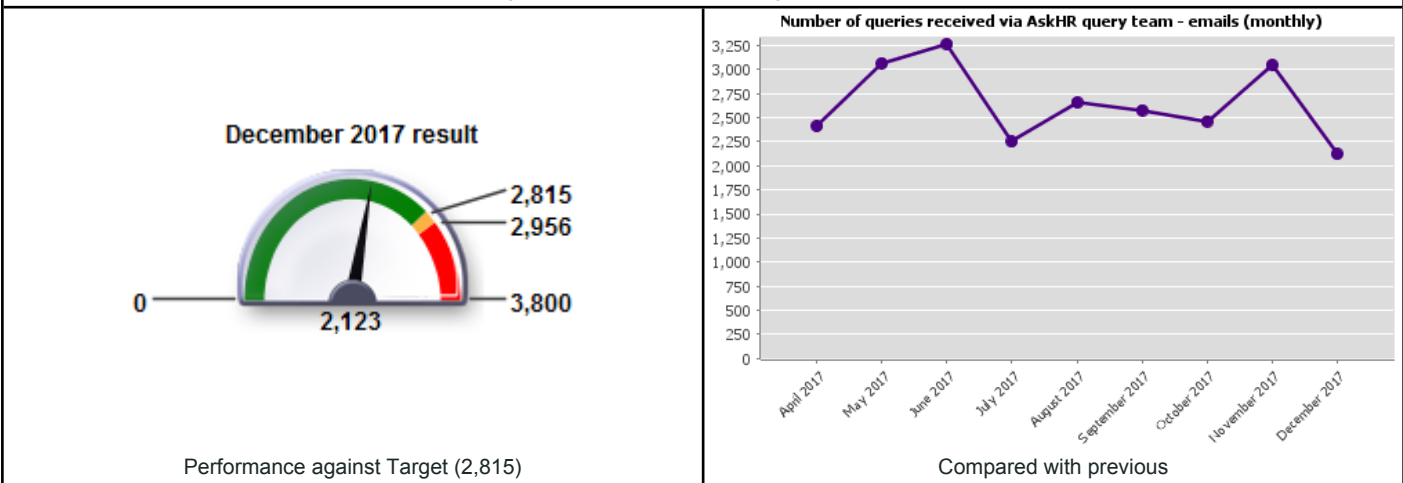
Responsible officer:

Mike Lawson

Last Updated:

December 2017

Number of queries received via AskHR query team - emails (monthly)



Why is this important?

In line with Shaping Aberdeen – “How we do business” – much more emphasis needs to be placed on achieving more with fewer resources and in delivering outcomes not just outputs. Our customers tell us that they often expect quick answers so with access to online HR support including guidance and FAQs they can proactively search for the answers themselves and avoid the need to speak to an advisor until absolutely necessary.

To achieve this we need to reduce demand and costs by enabling our staff and customers to self-serve. We will achieve this by having a ‘self-service strategy’, primarily through increased digitisation of HR services (an online ‘HR self-service portal’) that enables HR to migrate away from traditional service channels (phone, email, face to face meetings) towards self-service options. Digitalisation will consume a large number of queries from managers and employees and allow HR professionals to provide higher value HR support.

The proposed HR self-service portal will be data driven enabled by good information and modern infrastructure and will be available to customers 24 hours a day.

Measuring the volume of emails to AskHR will help identify how successful this portal is and indicate whether or not it meets the needs of the customer, as a reduction in emails can signify increased traffic to the HR self-help portal.

Benchmark Information:

This measure is not benchmarked.

Target:

2,815

Intelligence:

The volume of emails have reduced significantly since November. Overall there has been a steady decrease in the number of calls from August 2017.

Responsible officer:

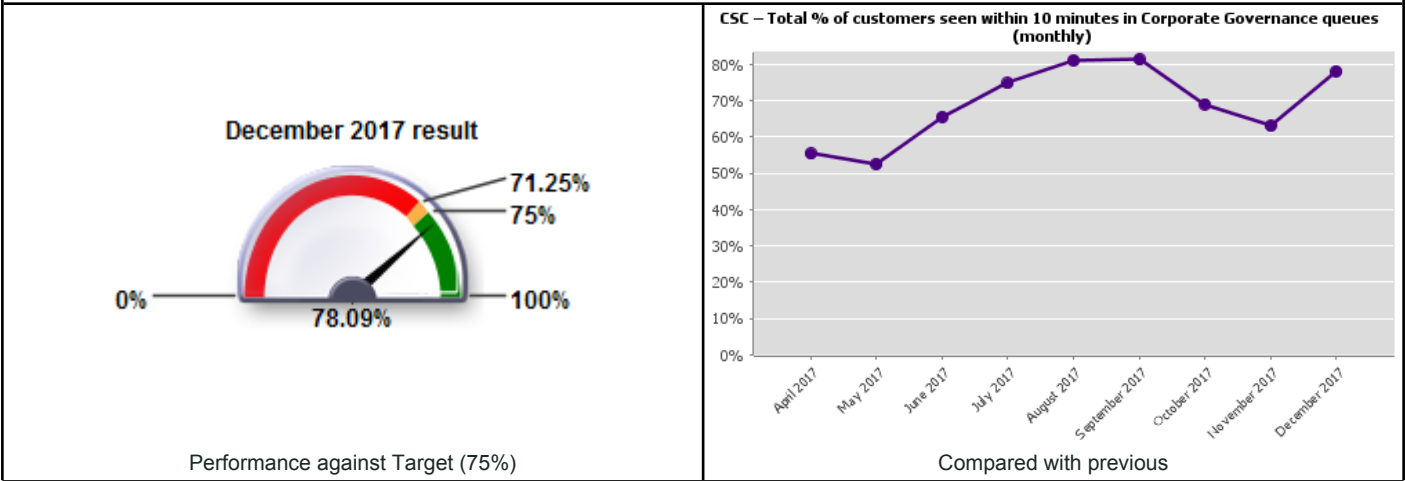
Mike Lawson

Last Updated:

December 2017

3. Improvement Outcome: Easier and quicker access to services (provided by Customer Service Operations) for customers

% of customers seen within 10 minutes (CG queues) - monthly



Why is this important?

This key performance indicator (KPI) is an industry standard face to face access measure and as such defines the effectiveness of ACC Customer Service Centre Customer Service Advisors being able to personally see a customer once the customer has been triaged and allocated a ticket via the Qmatic system.

It is calculated as a period of time in minutes from the time a ticket has been allocated to a customer, to when the customer is called to the booth and the system updated.

Benchmark Information:

This measure is not benchmarked.

Target:

75%

Intelligence:

A very welcome improvement in the customer service centre KPI. This again has to be treated in the same context as in the December footfall is predominantly reduced in comparison to the rest of the year. We currently have staff in training for Council Tax and will be looking to replace vacancies after recent recruitment approval and this will allow us to get much needed support. We are utilising customer staff from across the network in order to meet demand points as and when they occur. This flexibility in the utilisation of resource is working well and providing the staff with variance to their working day.

Responsible officer:

Allan MacCreadie

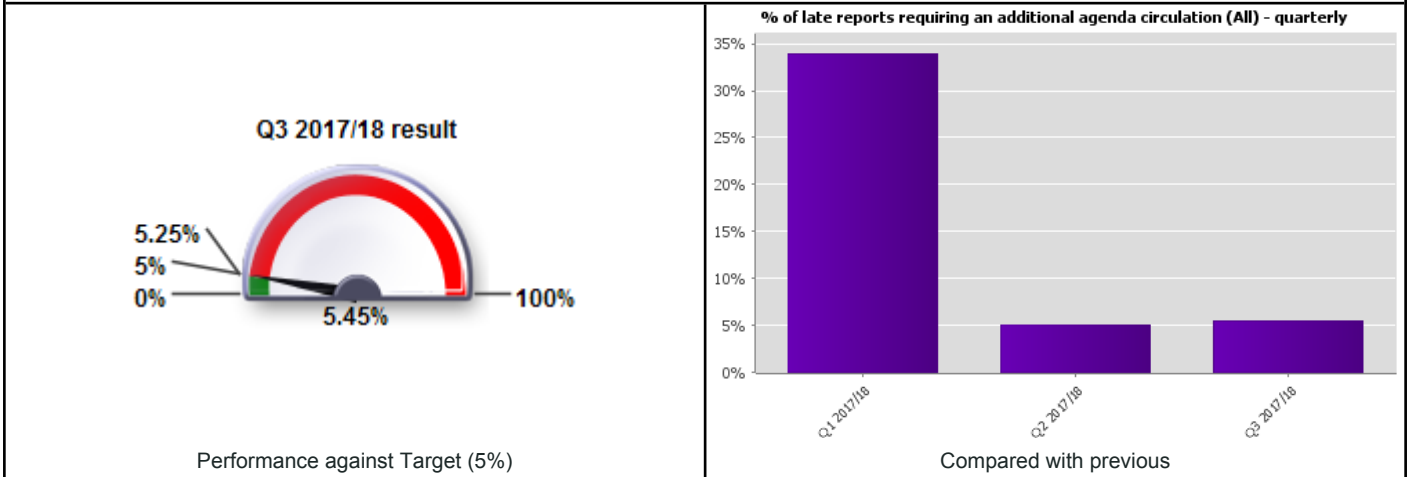
Last Updated:

December 2017

4. Shaping Aberdeen

4.a. Improving Customer Experience

% of late reports requiring an additional agenda circulation (All) - quarterly



Why is this important?

Receiving and issuing committee reports on time ensures that we are meeting our statutory responsibilities in terms of making copies of reports available and open to inspection by Elected Members and members of the public. It is essential for good governance and for the efficient and effective running of the Council. It also facilitates greater transparency, accountability and openness across the Council's decision making processes.

Operationally, receiving committee reports on time means that the proper checks can be made in relation to whether the report contains exempt information, whether an equalities and human rights impact assessment is required, or whether the appropriate consultation has been undertaken.

At Elected Member level, late committee reports mean less time available for scrutiny prior to the Committee meeting.

Benchmark Information:

Benchmarking has shown that information on this key performance indicator (KPI) is not currently collected by our comparator authorities; however it is proposed that contact be made via the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR) group to ask that other authorities participate in a benchmarking exercise around late reports so that we can see how performance in Aberdeen compares to other local authorities.

Target:

5%

Intelligence:

There are five key dates set by Council and the Head of Legal and Democratic Services in respect of Committee reports:-

- Draft Report Deadline (10am on a specified day)
- Pre-Agenda Meeting
- Final Report Deadline (10am on a specified day)
- Agenda Circulation
- Committee Meeting

Draft Report and Final Report deadlines help to ensure that consultees have sufficient time to consider, reflect and advise on reports due to come before committee. This also helps ensure that Committee Services is able to circulate reports in good time ahead of committee meetings and in accordance with the Council's standing orders.

Where reports miss the first agenda circulation, there is less time for members of the public and for elected members to read and scrutinise reports in advance of committee meetings.

Directorate	CG	CHI	ECS	HSCP	OCE	Audit
% of Reports Missing Draft Deadline	10%	36%	10%	59%	33%	0%
% of Reports Missing Final Deadline	7%	13%	23%	15%	33%	0%
% of Reports Requiring Additional Circulation	3%	4%	11%	15%	0%	0%

(Percentage of Directorate's reports late against number of reports expected from Directorate)

For Quarter 3 (October to December 2017), the number of reports submitted at final stage Council-wide was 110. Of these, 6 were late and required an additional circulation, therefore performance for Quarter 3 is sitting at 5.45%, slightly outwith the target of 5%, and marginally worse than the previous quarter of 5.08%.

The late reports for Quarter 3 were:-

Title	Committee	Responsible Dir / HoS
ALEO Assurance Hub	AR&S	CG / Fraser Bell
Various Small Scale Traffic Management & Development Associated Proposals (Stage 3)	CH&I	CHI / Bernadette Marjoram
Various Small Scale Traffic Management & Development Associated Proposals (Stage 1)	CH&I	CHI / Bernadette Marjoram
Art Gallery / Provost Skene House Redevelopment Progress	FP&R	ECS / Gayle Gorman
Scheme of Assistance Private Sector Care Home Provision	IJB	HSCP / Judith Proctor

Reasons for Lateness

ALEO Assurance Hub - The ALEO Assurance Hub Meeting was on 1 November therefore it was not possible to submit the report by the deadline date for the Audit, Risk & Scrutiny Committee

Various Small Scale Traffic Management & Development Associated Proposals (Stage 3) – An appendix had been omitted from the original report and had to be circulated as an additional circulation

Various Small Scale Traffic Management & Development Associated Proposals (Stage 1) – There was a late amendment to one of the traffic proposals in the report after consultation with a developer

Art Gallery / Provost Skene House Redevelopment Progress – The report was requested after the pre-agenda meeting and it was agreed that the report would be late to allow enough time for the report to be fully completed

Scheme of Assistance Private Sector Grants – Up to date financial information was required in order for the Board to make an informed decision

Care Home Provision – The report was late due to ongoing discussions with the external owner of Kingsmead Care Home which impacted on the content and recommendations of the final report.

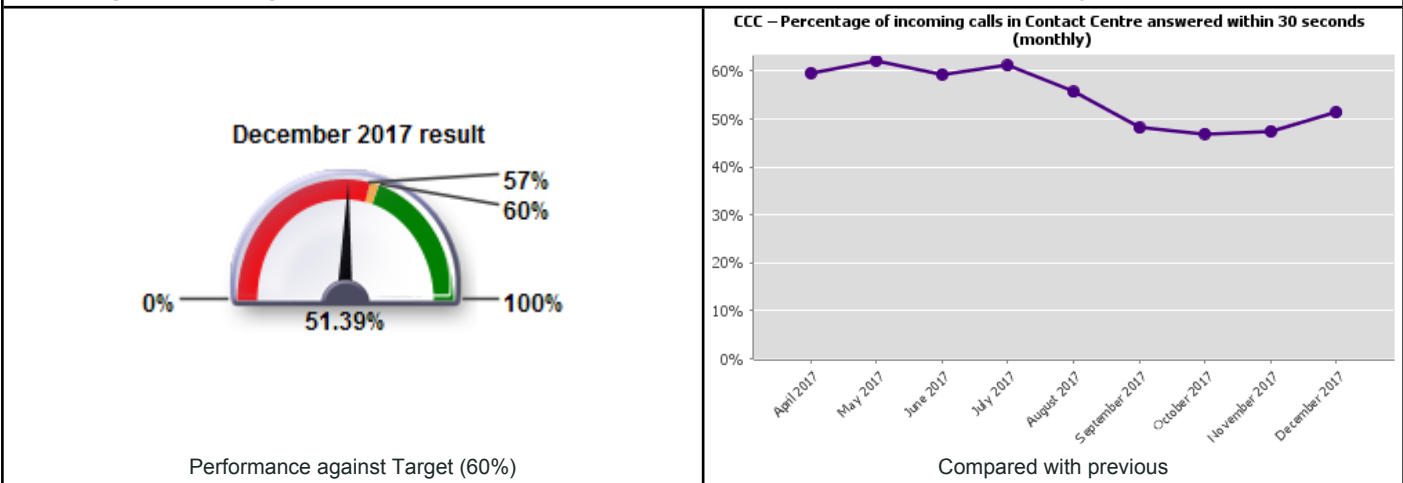
Responsible officer:

Stephanie Dunsmuir

Last Updated:

Q3 2017/18

Percentage of incoming calls answered within 30 seconds (Customer Contact Centre) (monthly)



Why is this important?

This key performance indicator is an industry standard contact centre measure. It defines the effectiveness of ACC Customer Contact Centre Customer Service Advisors answering a telephone call that is delivered to them via the telephony system and the skill based routing system we have in place. It is calculated as a % of all answered calls within 30 seconds and it is taken from the telephony system reporting suite.

Benchmark Information:

Customer contact telephony is benchmarked against a range of other local authorities across the UK. Average answering times at the most recent benchmarking exercise which published in January 2016 was 59% of calls within 30 seconds. A target of 60% for this indicator has therefore been set which is very achievable within the Shaping Aberdeen portfolio of work.

Target:

60%

Intelligence:

There has been another improvement in performance towards reaching the KPI target in December although this needs to be tempered with the fact that December is historically regarded as one of the quieter months of the year. We have now received approval to recruit fixed term posts to help support the calls coming through. The biggest factor in this increase is around the increase calls to the Environmental services line which incorporates Roads & Streetlighting and Waste & Recycling. The annual figure of calls to this line has increased 101% year on year from 2016/17 with still 4 months of figures still to come meaning that we are likely to see approx 50,000 calls over the year which would be approx 125-130% increase overall.

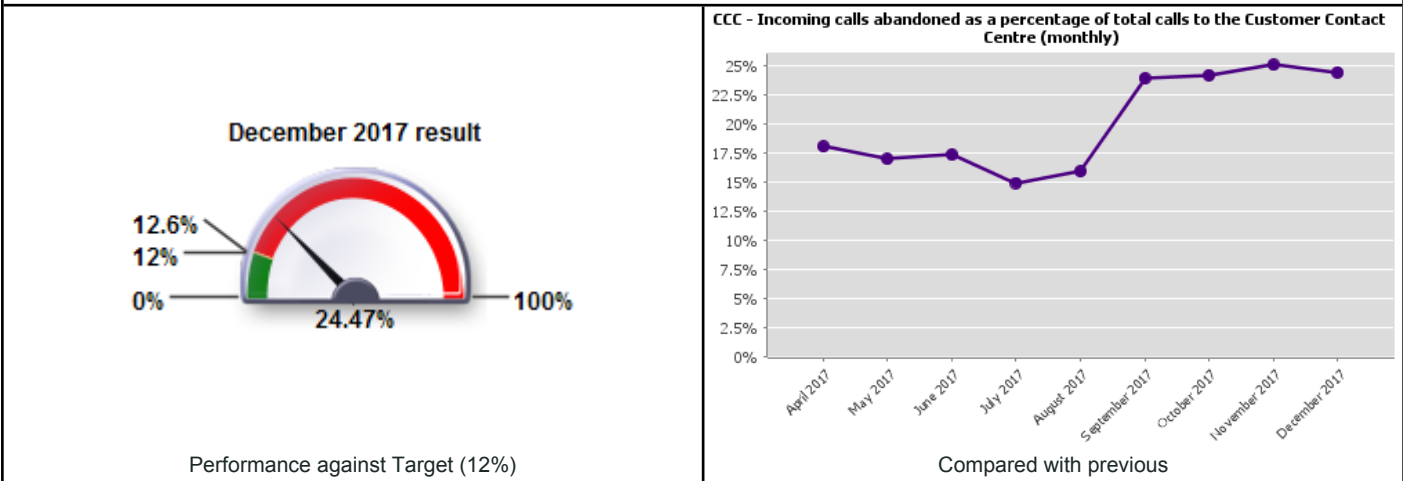
Responsible officer:

Allan MacCreadie

Last Updated:

December 2017

Incoming calls abandoned as a percentage of total calls to the Customer Contact Centre (monthly)



Why is this important?

This key performance indicator (KPI) is an industry standard measure and is used to determine the effectiveness of the workforce planning to ensure the availability of Customer Service Advisors is matched to customer demand. It is calculated as the volume of calls which have been classed as 'abandoned/customer has hung up' before being answered by a Customer Service Advisor divided by the total number of calls offered, expressed as a percentage.

Benchmark Information:

Our target is 12%. This is a stretched target, analysis of benchmarking activity with comparator organisations found the average of call abandonment to be 14%.

Target:

12%

Intelligence:

A slight improvement in this KPI on the back of a very busy month in the customer contact centre. This will be based on the very difficult weather conditions, waste & Recycling issues with missed bin collections and resource vacancies. The vast majority of the abandoned calls (72.4%) came from the 4 distinct areas, Grounds and Roads (Weather) Housing Repairs (Weather) Waste & Recycling (Missed Bin Collections) and Crisis Grant calls (Most Time consuming calls / approx 10-15 mins for completion of forms) To combat this we now have approval to recruit additional resource, we are working closely with Comms / Roads & social media to engage with customers earlier to advise of work and plans and trying to assist Waste & Recycling with the intention of reducing customer demand by identifying the cause of their enquiries and developing strategies to allow customers to access waste services digitally including up to date environmental information.

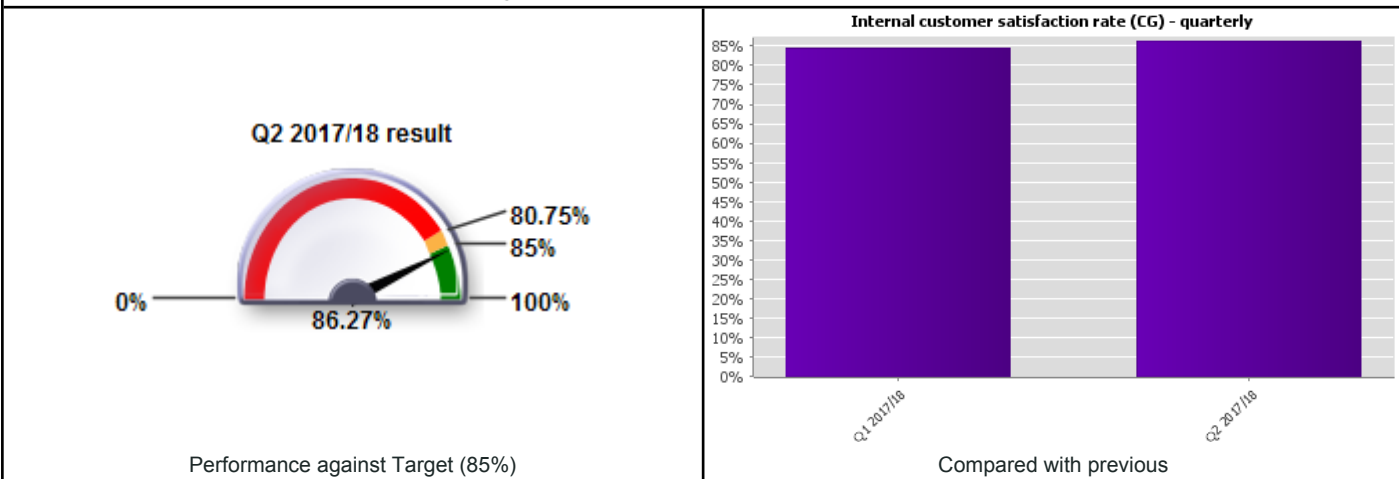
Responsible officer:

Allan MacCreadie

Last Updated:

December 2017

Internal customer satisfaction rate (quarterly)



Why is this important?

Measuring internal customer satisfaction gives us an assessment of customer experience from an internal perspective and enables us to measure how effectively we are delivering services within Corporate Governance. By measuring internal customer satisfaction, we can also assess the impact of implementing service improvements, e.g. the Customer Service Charter and Standards.

The data for this performance indicator will be gathered from responses to the aligned 'overall satisfaction' question which is included in the following customer surveys:-

- . Annual Corporate Governance internal customer satisfaction survey
- . HR Internal Customer Satisfaction Survey
- . IT Internal Customer Satisfaction Survey
- . Any additional internal survey introduced within Corporate Governance

The volume of satisfied customers will be aggregated to establish an overall annual satisfaction score (%) for Corporate Governance.

The Members Enquiries satisfaction survey results will not be included in the measure as although the Members Enquiries function sits within Corporate Governance, the process involves services from across the organisation and therefore the satisfaction measure is not purely based on Corporate Governance performance.

The performance indicator will be measured using the following calculation:-

$$\% \text{ satisfied customers} = \frac{\text{total number of satisfied responses}}{\text{total number of respondents to all surveys}} \times 100$$

Benchmark Information:

There is no benchmark information for this performance indicator at present

Target:

The target has been set as 85% based on it being industry standard and is considered to be an achievable target given the scores to date.

Intelligence:

The data is taken from the on-going HR customer satisfaction survey (32 responses of which 27 were satisfied or very satisfied with the overall service received - 84.38%) and the on-going IT satisfaction survey results (61 out of 70 respondents were satisfied or very satisfied with the overall service received - 87.14%) There are no other on-going internal surveys within CG therefore the figure is not truly representative of the directorate as a whole.

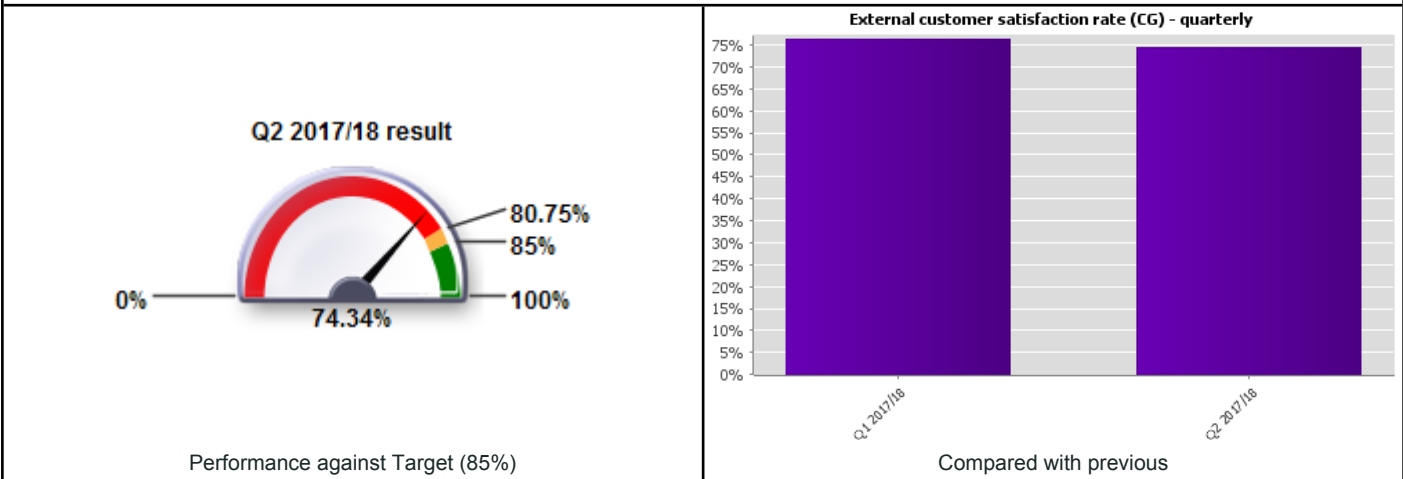
Responsible officer:

Lucy McKenzie

Last Updated:

Q2 2017/18

External customer satisfaction rate (quarterly)



Why is this important?

Measuring external customer satisfaction gives us an assessment of customer experience from an external perspective and enables us to measure how effectively we are delivering services within Corporate Governance. By measuring external customer satisfaction, we can also assess the impact of implementing service improvements, e.g. the Customer Service Charter and Standards.

The data for this performance indicator will be gathered from responses to the aligned 'overall satisfaction' question which is included in the following customer surveys:-

- . Customer Service Centre Customer Satisfaction Survey
- . Customer Contact Centre Customer Satisfaction Survey
- . Customer Access Point Customer Satisfaction Survey
- . Any additional external survey within Corporate Governance

The complaints satisfaction survey and MP/MSP satisfaction survey results will not be included in the measure as although the functions sit within Corporate Governance, the process involves services from across the organisation and therefore the satisfaction measure is not purely based on Corporate Governance performance.

The performance indicator will be measured using the following calculation:-

$$\% \text{ satisfied customers} = \frac{\text{total number of satisfied responses}}{\text{total number of respondents to all surveys}} \times 100$$

Please note that the number of satisfied responses will include all satisfied and very satisfied responses plus all responses to the Contact Centre Survey between 3 and 5 on the 5 point scale.

Benchmark Information:

There is no benchmark information for this performance indicator at present.

Target:

The target has been set as 85% based on it being industry standard and is considered to be an achievable target given the scores to date.

Intelligence:

The data is taken from the aggregated scores from the on-going external customer satisfaction surveys carried out by teams within Customer Service and Legal and Democratic Services. There were 1937 responses of which 1440 customers were satisfied or very satisfied with the overall service received. A breakdown is as follows Customer Contact Centre (72.6%), Customer Service Centre (95.76%), Customer Access Points (66.67%), Registrars (100%), Licensing (66.67%), Nationality Checking (100%) and Civil Marriages (100%). Survey uptake is low and therefore potentially not a true reflection of customer satisfaction levels. There are no other on-going internal surveys within CG therefore the figure is not truly representative of the directorate as a whole.

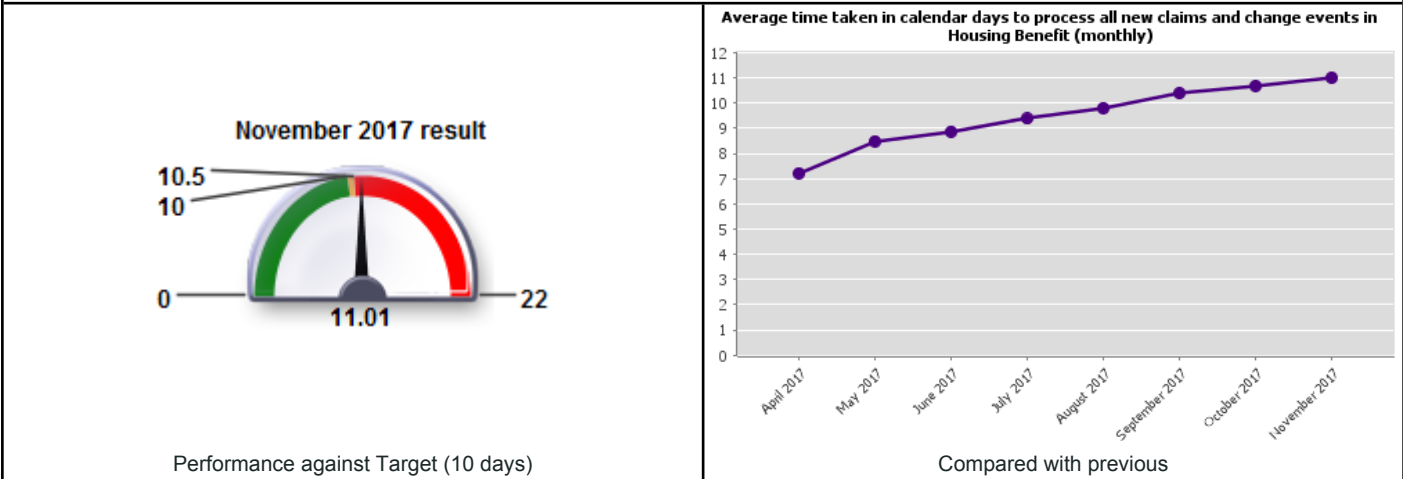
Responsible officer:

Lucy McKenzie

Last Updated:

Q2 2017/18

Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)



Why is this important?

When customers claim benefit, it is a time of financial uncertainty for them and, as such, it is essential that the service has sufficient fully trained and effective benefit processors in place that can make informed decisions on complex benefit claims and pay benefit promptly. Measuring the time taken to process all new claims and change events in Housing Benefit demonstrates how speedily the benefit service pays Housing Benefit to its customers.

Benchmark Information:

Suitable benchmarking intelligence will be sourced for this indicator and presented in future reports.

Target:

10 days

Intelligence:

Performance of this indicator for November is 11.01 days. Performance for the same period last year was 9.58 days. The reason for not meeting target is due to significant vacancies within this area. The process to recruit staff is ongoing.

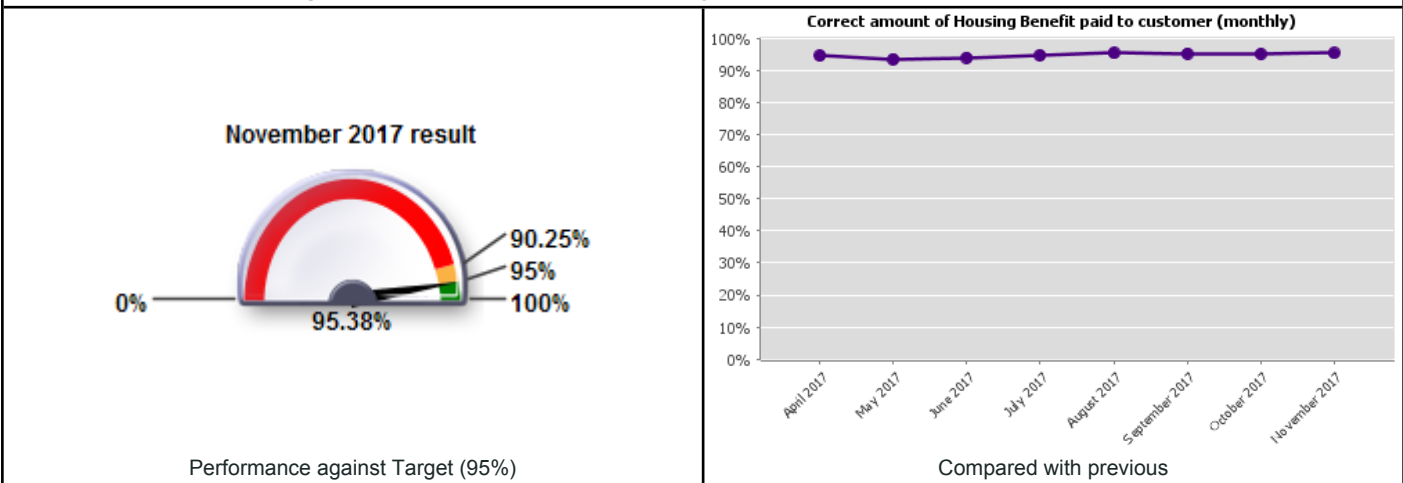
Responsible officer:

Helen Moir

Last Updated:

November 2017

Correct amount of Housing Benefit paid to customer (monthly)



Why is this important?

When customers claim benefit, it is a time of financial uncertainty for them and, as such, it is essential that the service has sufficient fully trained and effective benefit assessors in place that can make informed decisions on complex benefit claims and pay benefit accurately. The accurate and secure administration of Housing Benefit is a key priority for every council and to support this a robust quality assurance framework is required to ensure performance is measured correctly.

Benchmark Information:

Suitable benchmarking for this indicator will be sourced.

Target:

95%

Intelligence:

Performance of this indicator for November is 95.38% which exceeds the target of 95%. Performance for the same period last year was 93.26%

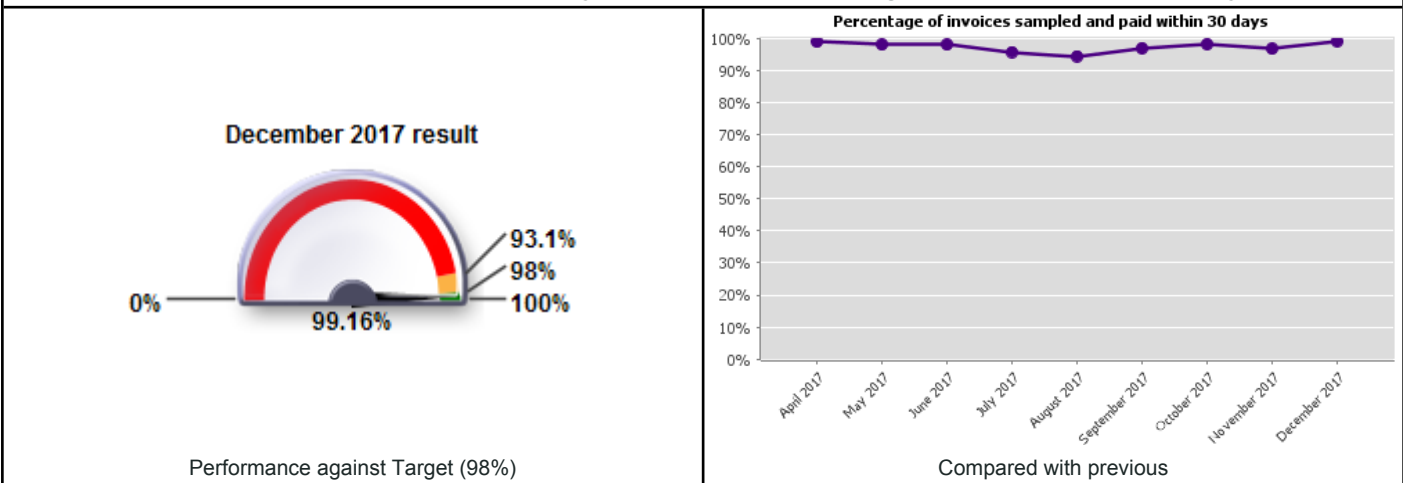
Responsible officer:

Wayne Connell

Last Updated:

November 2017

The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid (monthly)



Why is this important?

This indicator shows the percentage of invoices paid by the Council within 30 calendar days. It supports the Council's role as a major purchaser and therefore the economic health of the city and region. Good performance will therefore show consistently high levels of invoices paid within this timeframe. Some invoices will not be paid within 30 days where they are in dispute so 100% will not be recorded.

Benchmark Information:

This indicator is benchmarked against all 32 Scottish local authorities through the Local Government Benchmarking Framework (LGBF). Aberdeen City Council recorded 98% invoices paid within timescale for the 2015/16 reporting year which reflects the current target. The average for Scotland as a whole was 93%.

Target:

98%

Intelligence:

Communication has now gone out to services to inform them of the No Po No Pay Policy, which will help the automation of Invoice Payments. Only Essential ordering in place up to year end. Overtime in place to cover short resource until transformation model up and running.

Responsible officer:

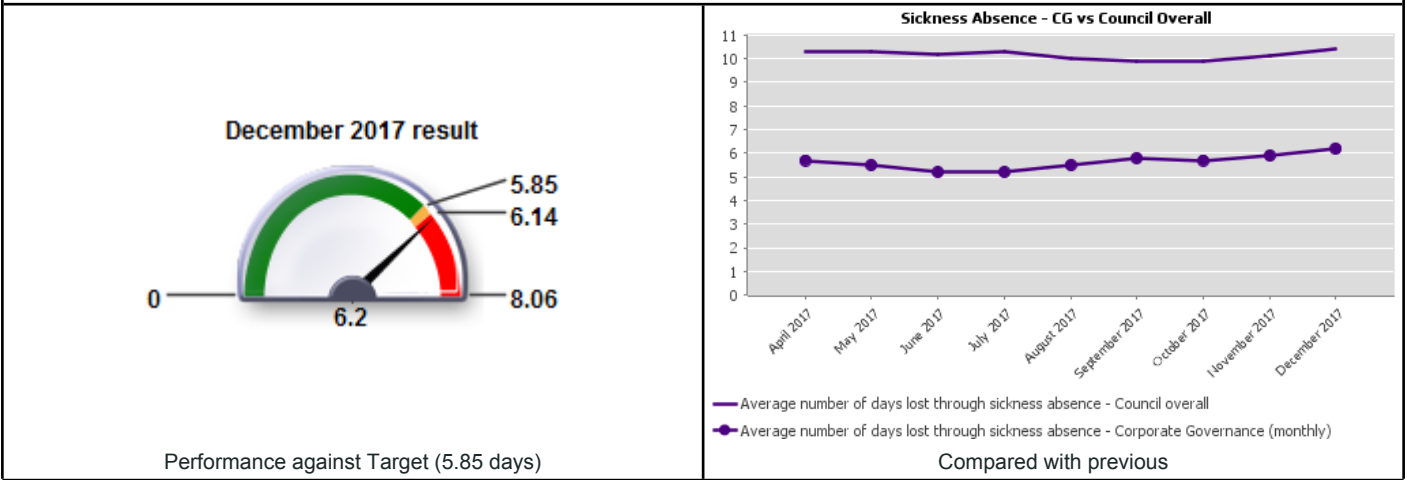
Carol Wright

Last Updated:

December 2017

4.b. Improving Staff Experience

Staff sickness absence - days per annum per employee (rolling 12 months) - monthly



Why is this important?

The indicator highlights absence information within the Directorate. While recognising that some sickness absence is unavoidable and the Council has a duty of care to employees' health and wellbeing, high sickness absence impacts negatively on our ability to deliver our key services and functions efficiently and effectively. Good performance against this indicator will show reducing levels of absence.

Benchmark Information:

Employee sickness absence is benchmarked with all Scottish Councils through the Local Government Benchmarking Framework (LGBF). The average number of days lost to sickness by non-teaching staff for Scotland for 2015/16 was 10.63 which is the latest available data. ACC recorded an average of 11.6 days in 2016/17 for non-teaching employees across the Council.

Target:

5.85 days

Intelligence:

Due to the ongoing work undertaken by Heads of Service in conjunction with the HR Business Partner Team for CG the figure for absence is now 6.2 which has shown an increase. The Service is currently looking at the main causes of absence within the directorate to identify patterns which can then be addressed to reduce absence levels further.

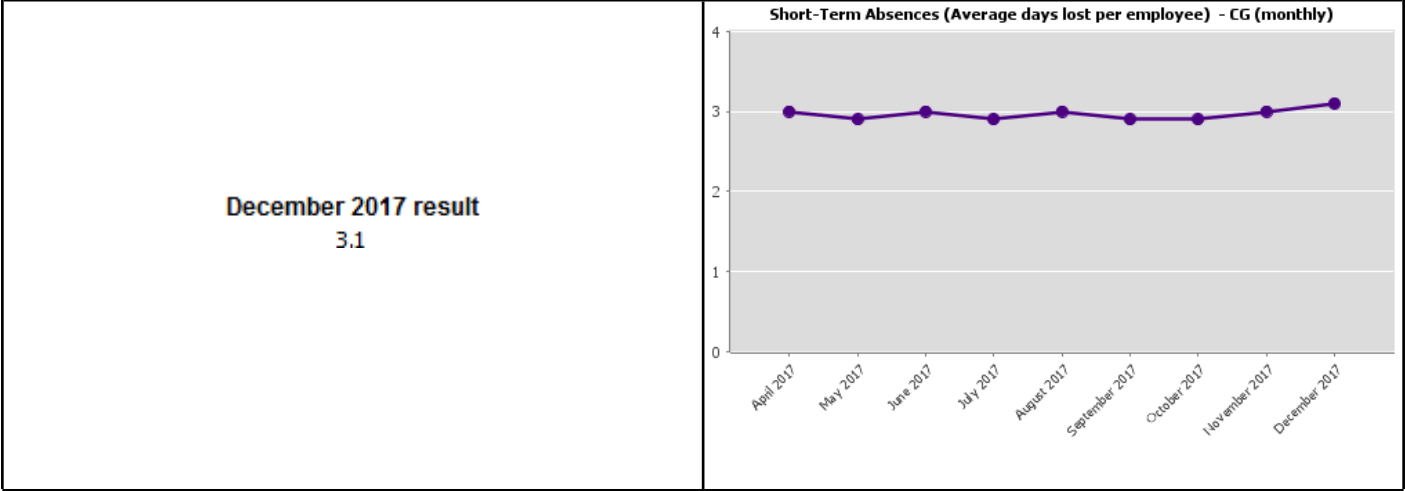
Responsible officer:

Neil Yacamini

Last Updated:

December 2017

Short-Term Absences (Average days lost per employee) - monthly



Why is this important?

See previous narrative sheet headed 'Staff sickness absence - days per annum per employee (rolling 12 months) - monthly'

Benchmark Information:

Target:

Intelligence:

Responsible officer:

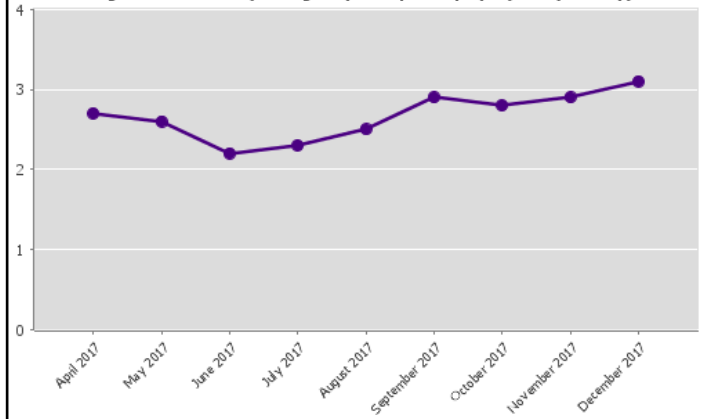
Last Updated:

December 2017

Long-Term Absences (Average days lost per employee) - monthly

December 2017 result
3.1

Long-Term Absences (Average days lost per employee) - CG (monthly)



Why is this important?

See previous narrative sheet headed 'Staff sickness absence - days per annum per employee (rolling 12 months) - monthly'

Benchmark Information:

Target:

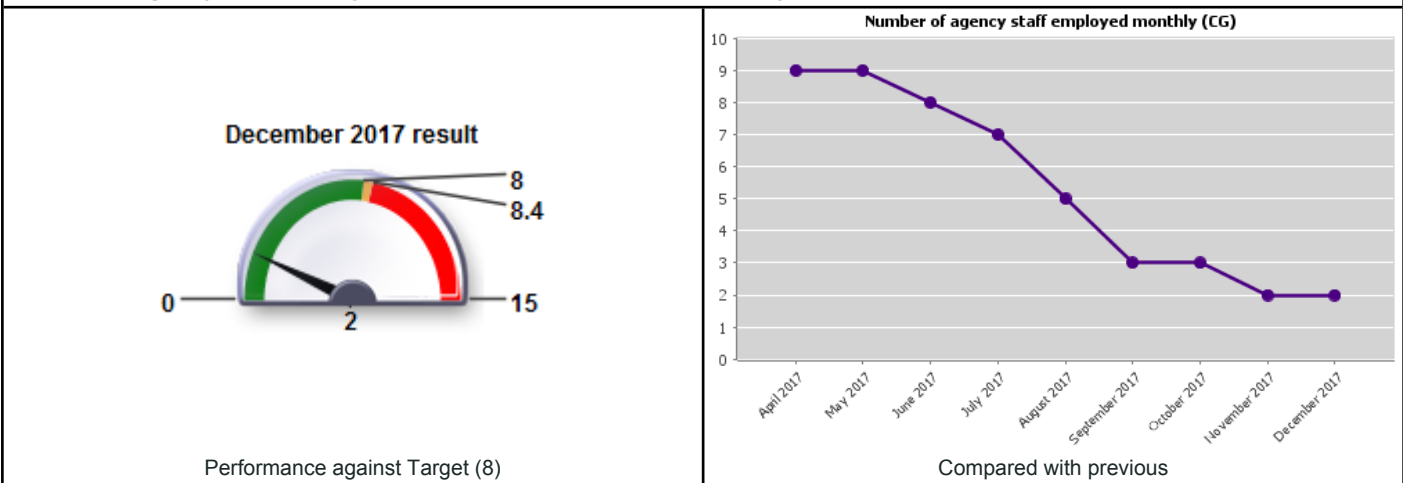
Intelligence:

Responsible officer:

Last Updated:

December 2017

Number of agency staff employed (Corporate Governance) - monthly



Why is this important?

Use of external staff resource is sometimes unavoidable, for example where permanent employees are absent due to long-term ill-health. In general terms however, use of external support should be minimised and more efficient methods of filling essential posts for prolonged periods found. For this reason, the target for the indicator has been set at 8 for 2017/18 for the Corporate Governance directorate. Managers will receive this performance information monthly and can monitor the Directorate's compliance with the Council's policy towards use of external support.

Benchmark Information:

At present, there is no benchmark information available on this indicator. As with all reportable indicators, efforts continue to be made to source comparative data from our peer organisations against which our relative performance can be assessed.

Target:

8

Intelligence:

The figure of 2 has been derived from an audit undertaken by officers in Corporate Governance to provide a consistent approach to the recording and payment of agency staff in the service. CG Heads of Service have been holding peer 1-2-1's whereat the figures of agency staff (and other performance data) are discussed and scrutinised. The Heads of Service have also got service level performance dashboards in place which they will use at their management team meetings to analyse the data and challenge their service managers.

The figure for December is 2 which is below target (8). The greater scrutiny on this area through the Finance, Policy and Resources Committee and Officers' 1-2-1's will provide more focussed analysis, and any use of agency staff will have been properly scrutinised and a business decision taken on the continuation of the contract. The Corporate Governance Directorate will continue to scrutinise the use of agency staff to drive the figure down.

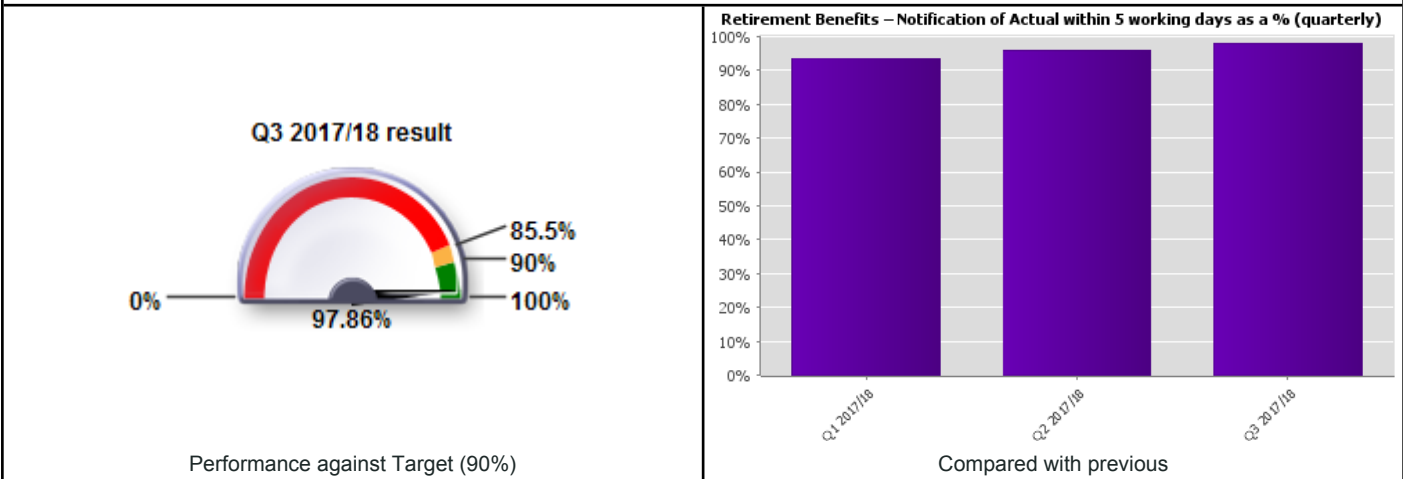
Responsible officer:

Martin Allan

Last Updated:

December 2017

Retirement Benefits – Notification of Actual within 5 working days as a % (quarterly)



Why is this important?

This indicator shows the percentage of actual retirement benefits processed by North East Scotland Pension Fund (NESPF) within 5 working days. Performance could fluctuate if bulk estimates are requested by a participating employer as part of an early retirement/voluntary severance exercise.

Benchmark Information:

5 working days is an industry standard set by the Local Government Pensions Committee and is used to compare administering authority performance for exercises such as Chartered Institute of Public Finance & Accountancy (CIPFA) benchmarking.

Target:

90%

Intelligence:

Third quarter processing of actual retirements within 5 working days at 97.9% is more than 2% above the 95.6% achieved last year. This is pleasing given the amount processed increased by 88 and for the second consecutive quarter exceeded 400, again as a result of VS/ER exercises. Performance remains well above the 90% target set and the 2016/17 out-turn of 95.7%.

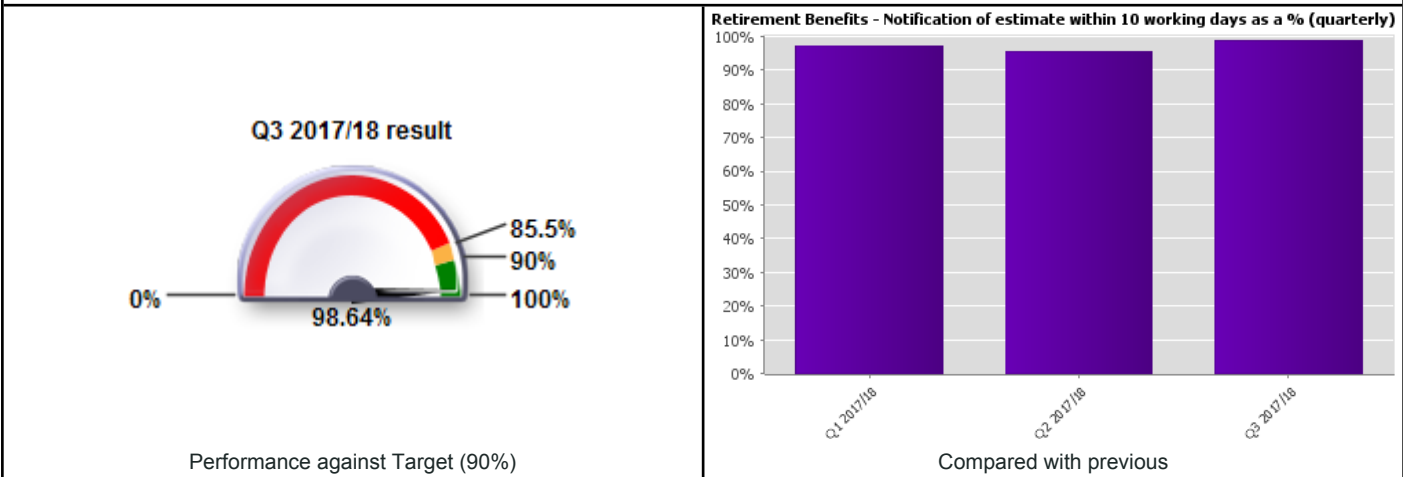
Responsible officer:

Gary Gray

Last Updated:

Q3 2017/18

Retirement Benefits - Notification of estimate within 10 working days as a % (quarterly)



Why is this important?

This indicator shows the percentage of retirement benefit estimates processed by North East Scotland Pension Fund (NESPF) within 10 working days. Performance could fluctuate if bulk estimates are requested by a participating employer as part of an early retirement/voluntary severance exercise. This performance measurement is part of our Pensions Administration Strategy and is reported throughout the year to Pensions Committee/Board and included in the Pension Fund annual report.

Benchmark Information:

10 working days is an industry standard set by the Local Government Pensions Committee and is used to compare administering authority performance for exercises such as Chartered Institute of Public Finance & Accountancy (CIPFA) benchmarking.

Target:

90%

Intelligence:

Third quarter processing of retirement estimates within 10 working days at 98.6% is slightly less than the 99.6% achieved in the same quarter last year. The amount of estimates processed was similar with 223 last year compared with 217 this year. Performance remains well above the 90% target set and slightly above the 98.4% out-turn achieved for 2016/17.

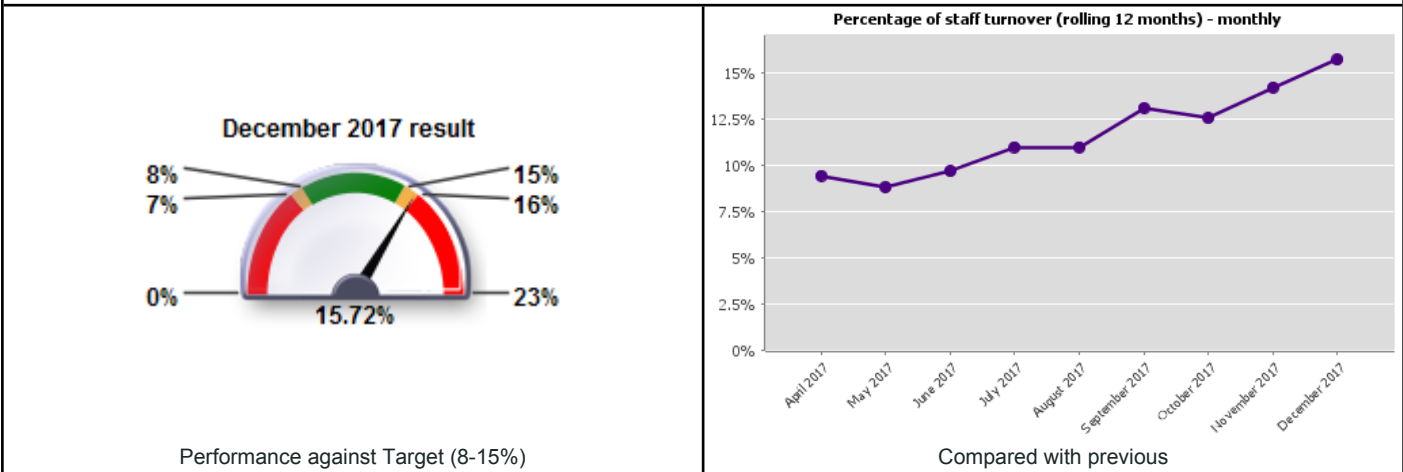
Responsible officer:

Gary Gray

Last Updated:

Q3 2017/18

Percentage of staff turnover (rolling 12 months) - monthly



Why is this important?

The indicator highlights staff turnover rates within the Directorate and provides information on the health of the staff profile relative to accepted industry turnover standards by taking the number of staff leaving the directorate compared to the total headcount on a rolling 12 month basis.

Benchmark Information:

A target range of between 8% and 15% is considered a healthy rate of staff turnover. Turnover below this range may indicate good retention levels but fewer new employees who could have a positive impact on internal culture and practices. Turnover exceeding 15% may indicate the Council is failing to maintain a position as an employer of choice.

Target:

8% - 15%

Intelligence:

The rolling staff turnover rate is 15.72%.

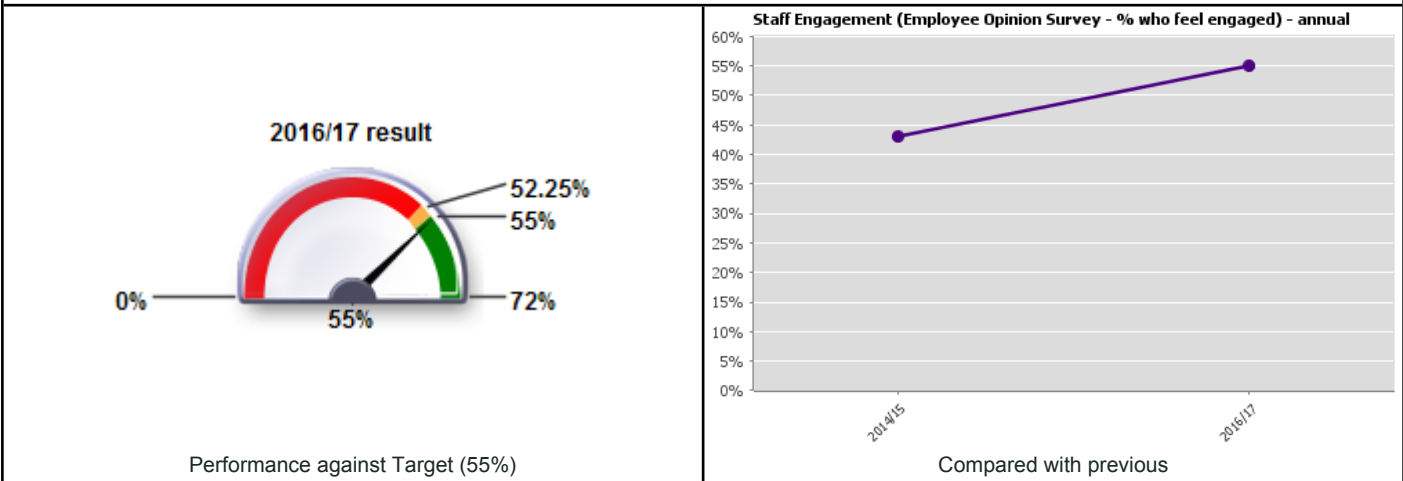
Responsible officer:

Neil Yacamini

Last Updated:

December 2017

Staff Engagement (Employee Opinion Survey - % who feel engaged) - annual



Why is this important?

An engaged workforce supports the achievement of our strategic and service objectives.
 This indicator will be populated every 2 years on the completion of the council's Employee Opinion Survey

Benchmark Information:

This indicator is benchmarked by the contractor undertaking the survey. The benchmark is sourced from an average of the percentage of staff who feel engaged with their employing organisation. Organisations include local authorities, housing associations, police forces, government departments and publicly funded bodies, throughout the UK. The average score is 39% and a stretched target for this indicator has been set at 55%.

Target:

55%

Intelligence:

In the Employee Opinion Survey conducted in 2016, the % of engaged staff in CG had increased to 55% (compared to 43% in 2014). The number of staff in CG who are partially engaged was 38% with 7% disengaged. The target % for engaged staff in CG was set at 55% however the service will work on the successes achieved in this area to further increase the engagement of staff and their experience. The CG/OCE Staff Engagement Hub has a role to play in further increasing the % and will be consulting and engaging with staff in CG on the different events and activities planned throughout the next year. BMG's (the company who undertook the survey) benchmark score for staff engagement is 43%. Again this is pleasing that staff in CG are more engaged than the benchmark but further work requires to be done to maintain and increase this %. Across the Council the engagement figures were 49% engaged, 41% partially engaged and 10% disengaged.

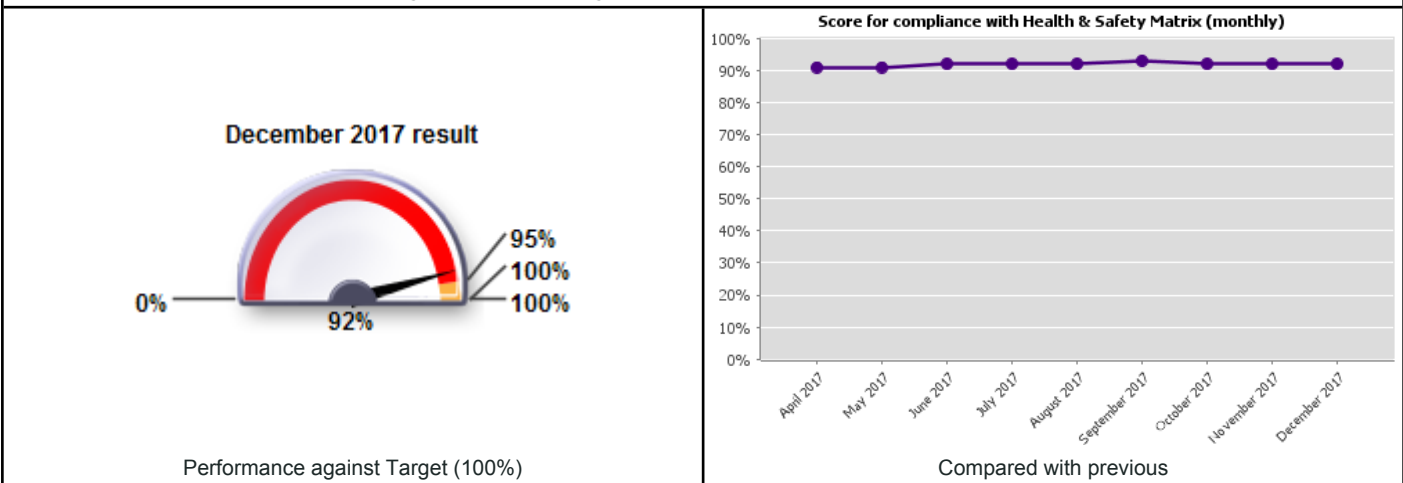
Responsible officer:

Martin Allan

Last Updated:

2016/17

Compliance with the Health & Safety Matrix (monthly)



Why is this important?

This indicator measures the effectiveness and strength of the Directorate's compliance with a range of controls around Health and Safety. The Council's duty of care towards its employees and customers is of primary importance. Factors such as staff turnover can affect key controls such as the number of available fire wardens in each part of the Directorate and is reflected in fluctuating performance. This performance assists managers in addressing these issues timeously to ensure compliance continues to be robust. Compliance is calculated by scoring the number of Risk Assessments, 1st Aid Provisions, Accident Recordings and Workplace Inspections carried out within the directorate each month compared to expected.

Benchmark Information:

There is no current benchmarking capacity out with ACC.

Target:

100%

Intelligence:

The compliance % in December 2017 is 92%. Specifically, looking at where the gaps are, the following can be provided:
 Office of Chief Executive 83% (Outstanding areas - First Aider, Fire Wardens, Evac Chair operator, DSE Assessors).
 Commercial and Procurement Services 86% (Sharing of First Aiders at Woodhill House (Aberdeenshire staff) to be confirmed)
 IT&Transformation 93% (Evac Chair operator required and Additional DSE Assessors required across couple of sites).
 Finance 93% (First Aider required)
 Customer Services 93% (1 x Evac Chair operator required)
 Legal and Democratic Services 97% (1x DSE Assessor missing)
 HR 100%

In relation to next steps, there are quarterly H&S meetings at a head of Service level, whereat the matrix is discussed and it is agreed that officers feed back updated information to HR to ensure that the figures in the matrix are as relevant as possible. Agreement is also reached that officers would follow up any up any remaining gaps. There are also quarterly meetings of the CG/OCE H&S Cttee where the matrix is also considered.

The CG/OCE H&S Improvement Plan has identified the importance of ensuring that effective and suitable health and safety documentation is in place, and that it is current, organized and relevant. The performance of CG/OCE will therefore be measured and monitored through both CG SMT, the CG/OCE H&S Cttee and the Head of Service led H&S meetings.

Responsible officer:

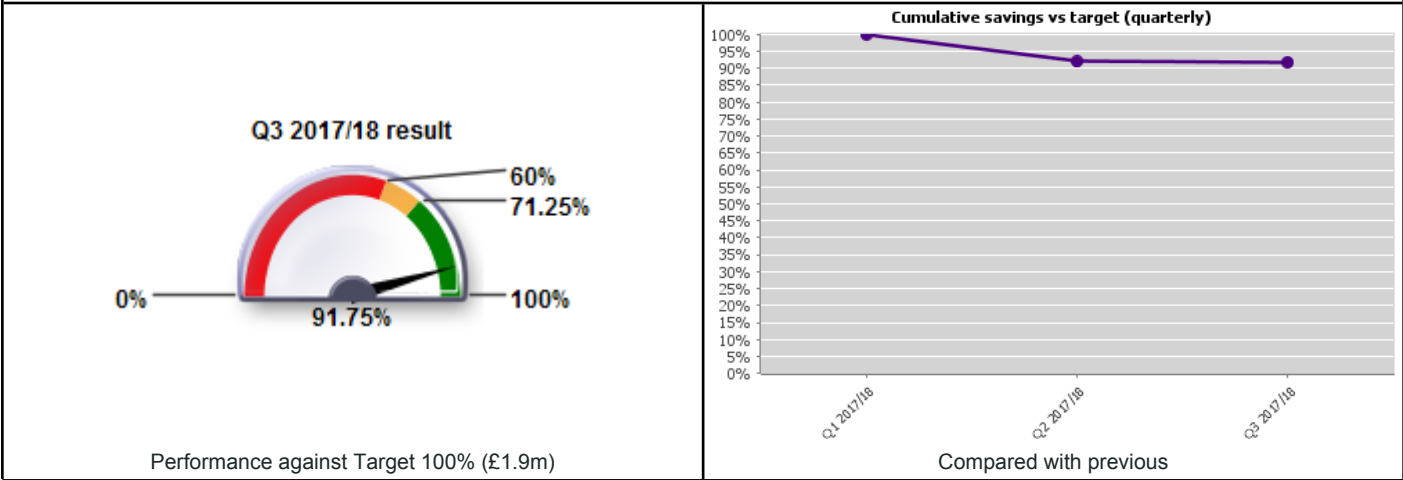
Martin Allan

Last Updated:

December 2017

4.c. Improving Our Use of Resources

Cumulative savings v target (quarterly)



Why is this important?

£1.9m of savings have been incorporated into the 2017/18 Corporate Governance Net Expenditure Budget of £30m. Budget holders will have to manage their services within available resources.

Benchmark Information:

Budget savings would be reflected in actual year to date expenditure and income and forecast outturns in line with the revised budgets incorporating the savings.

Target:

100% (£1.9m)

Intelligence:

The position at Q3 is that £1.335m of budget savings is expected to be achieved. The only saving that will not be achieved is the sponsorship of the council's free Wi-Fi.

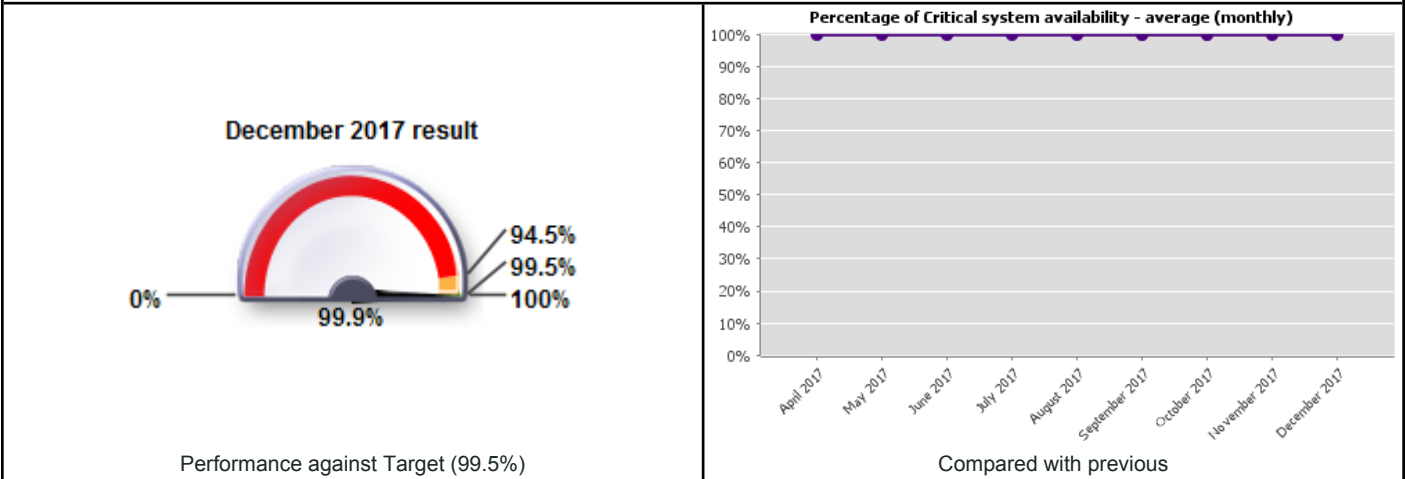
Responsible officer:

James Hashmi

Last Updated:

Q3 2017/18

Percentage of Critical system availability - average (monthly)



Why is this important?

System availability refers to the overall availability of the core corporate network, which is key to the day to day running of all council ICT reliant infrastructures.

Benchmark Information:

This measure is not benchmarked.

Target:

99.5%

Intelligence:

Of the 59 systems, the December average availability was 99.9%.

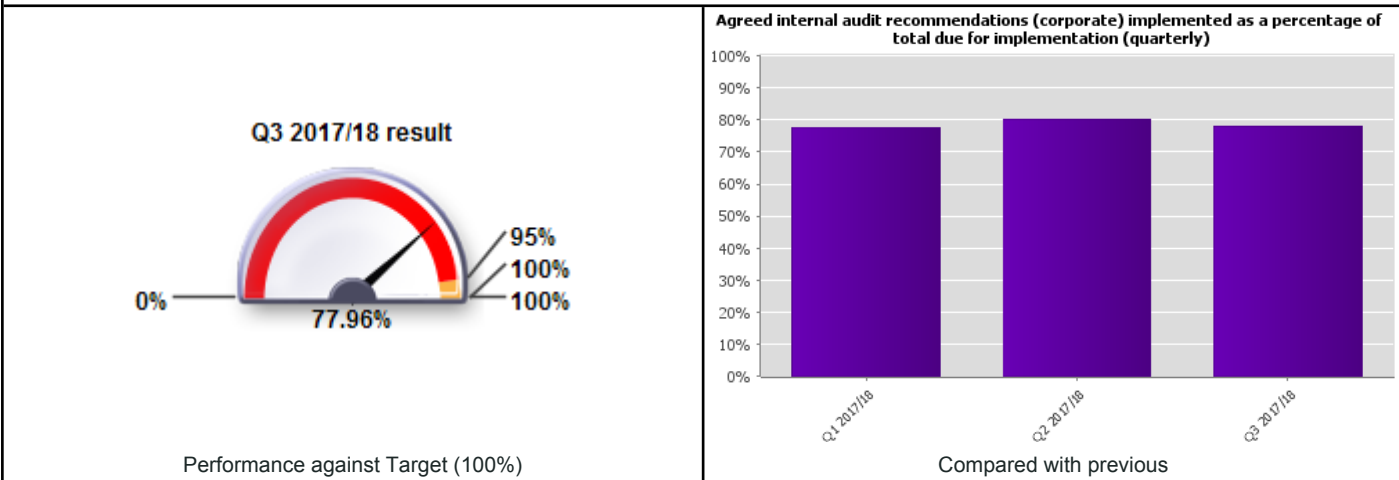
Responsible officer:

Jamie Kirkwood

Last Updated:

December 2017

Agreed internal audit recommendations (corporate) implemented as a percentage of total due for implementation (quarterly)



Why is this important?

The implementation of agreed internal audit recommendations gives risk based assurance to Elected Members and Senior Officers that the Council's processes are as effective as possible, that the Council is delivering value for money and is demonstrating quality and continuous improvement. The measurement allows the Committee to scrutinise the level of compliance.

Benchmark Information:

This measure is not benchmarked

Target:

100%

Intelligence:

For this quarter the level of compliance is 77.96%. In terms of improving the %, the Audit, Risk and Scrutiny Committee at its meeting on 27th June, 2017 resolved to request all Services undertake the work required to complete the outstanding audit recommendations contained in the Internal Auditor's report.

In addition to this, the CG/OCE Business Manager has been liaising with his equivalents in other services to follow up on the recommendations which will be reported to the Audit, Risk and Scrutiny Committee via Internal Audit to further formalise arrangements across all services. A summary of recommendations provided by Internal Audit has been submitted to the Business Support Managers to circulate around services to receive updates in advance of the Committee. If services are unable to provide updates in advance then they will take steps to ensure appropriate officers are in attendance to provide explanations thus reducing the frustrations often expressed by members of the Committee in recent cycles.

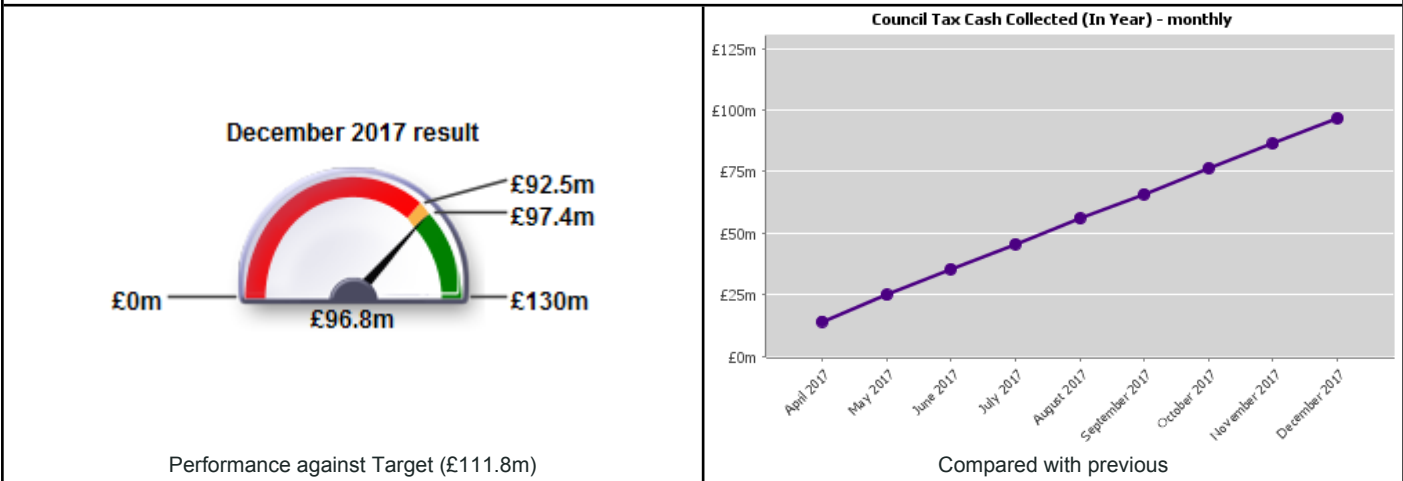
Responsible officer:

Martin Allan

Last Updated:

Q3 2017/18

Council Tax Cash Collected (In Year) - monthly



Why is this important?

It is important to monitor Council Tax collection as this is a major income stream to the Council and is set against the budget figure for income from Council Tax. This measures the Council Tax cash collected for both in year and previous years.

Benchmark Information:

Benchmarking this indicator is not appropriate as all councils have different cash sums to collect in year. Benchmarking intelligence is available for the % of council tax due which is collected in year, through the Local Government Benchmarking Framework (LGBF). For 2015/16, the average collection rate for Scotland was 96%, whilst ACC recorded a figure of 95%.

Target:

Target for 2017/18 is £111.8m.

Intelligence:

Cash collected is down by £624k when compared to the target.

Responsible officer:

Wayne Connell

Last Updated:

December 2017

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources
DATE	1 February 2018
REPORT TITLE	Corporate Governance Financial Performance – Quarter 3, 2017/18
REPORT NUMBER	CG/18/009
LEAD OFFICER	Steven Whyte, Head of Finance
REPORT AUTHOR	James Hashmi

1. PURPOSE OF REPORT:-

- 1.1 To provide the full year forecast position of Corporate Governance for the financial year 2017/18, for both revenue and capital accounts.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee note the following:-

a) Corporate Governance forecast revenue and capital position as detailed in Appendix 1.

3. BACKGROUND/MAIN ISSUES

- 3.1 This is the third quarterly financial report for 2017/18, representing the next stage of a stepped change in the way the Council reports its financial position.
- 3.2 This report focuses on the projected financial position for the full year for the Corporate Governance Service.
- 3.3 Quarterly reporting will evolve throughout the year to incorporate further changes such that the ultimate aim of a faster year end closedown and the production of the unaudited annual accounts by the end of April 2018 can be achieved. This means the Council would have produced its annual accounts two months earlier than the statutory deadline.

4. FINANCIAL IMPLICATIONS

- 4.1 The forecast full year financial position of the Corporate Governance revenue and capital accounts for the financial year 2017/18 is reflected in Appendix 1 to this report.
- 4.2 Following a positive financial performance in 2016/17, Corporate Governance starts the financial year 2017/18 with a strong financial platform from which to

operate. It is recognised that this will be another financially challenging year and that strong fiscal management coupled with financial restraint will be required to ensure that a balanced position against budget is achieved which in turn will continue to provide a strong balance sheet for future financial years.

- 4.3 Services continue to manage increased demand within the current service delivery model and structure within which the Council operates and this requires continued close fiscal management. Indeed services, including Corporate Governance, are examining all areas of spend with a view to avoiding expenditure except where absolutely necessary.

5. LEGAL IMPLICATIONS

- 5.1 While there are no direct legal implications arising from the recommendations of this report, there are additional reporting requirements due to the London Stock Exchange listing and issue of bonds.

6. MANAGEMENT OF RISK

Financial

- 6.1 Every organisation has to manage the financial risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by Elected Members. This report is part of that framework and has been produced to provide an overview of the current operating position and so financial risk related to this report is considered to be low.
- 6.2 The main financial risk that the Council is managing is the increased demand on services. This is being mitigated through reviewing all areas of expenditure with a view to only incurring expenditure that is absolutely essential.
- 6.3 In relation to capital projects there is a risk that following the procurement process, tendered costs will vary from that assumed at the time of project approval. This risk is mitigated through quantification and review of indicative project costs by suitably qualified staff or external body where appropriate.

Other

- 6.4 Consideration has also been given to Employee, Customer / Citizen, Environmental, Technological and Legal risks, and no risks were identified.

Reputational

- 6.5 The reputational risks to the Council are minimised by the regular review of financial information by services, CMT and Elected members throughout the Financial Year.

7. IMPACT SECTION

Economy

- 7.1 Investment in the city will have a positive impact on the economy.

People

- 7.2 Robust management of the council's finances will ensure that council services can continue to be provided.

Place

- 7.3 Investment will enhance the place by creating a better and more vibrant city in which to live.

Technology

- 7.4 There are no direct implications on technology arising from the recommendations of this report

8. BACKGROUND PAPERS

None

9. APPENDICES

Appendix 1 – Projected Financial Position – Revenue & Capital

10. REPORT AUTHOR DETAILS

James Hashmi
Reporting & Monitoring Manager
JHashmi@aberdeencity.gov.uk
01224 346400

HEAD OF SERVICE DETAILS

Steven Whyte
Head of Finance
swhyte@aberdeencity.gov.uk
01224 523566

This page is intentionally left blank



ABERDEEN
CITY COUNCIL

**PROJECTED FINANCIAL POSITION
FOR THE YEAR 2017/18**

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE - GENERAL FUND REVENUE

As at Quarter 3 2017/18	Year To Date			Forecast to Year End			
	Revised Budget	Actual Expenditure	Variance Amount	Full Year Revised Budget	Forecast Actual	Variance Amount	Change from previous forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Finance	5,558	5,239	(319)	6,159	6,152	(7)	21
Legal & Democratic Services	1,068	1,249	181	1,494	1,441	(53)	(42)
HR, Organisational Development & Customer Services	5,246	4,669	(577)	6,839	6,173	(666)	(137)
Commercial & Procurement Services	3,074	3,298	224	4,052	4,074	23	(145)
IT & Transformation	6,887	7,253	366	9,099	9,375	276	(49)
Housing Benefits	1,614	335	(1,280)	2,153	2,153	0	0
Total	23,447	22,043	(1,404)	29,796	29,368	(428)	(351)

As at Period 9 2017/18	Year to Date			Forecast to Year End			
	Revised Budget	Actual Expenditure	Variance Amount	Full Year Revised Budget	Forecast Actual	Variance Amount	Change from previous forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff	22,977	22,651	(326)	30,318	29,747	(571)	(35)
Property	491	486	(4)	647	644	(4)	2
Administration	1,673	1,538	(135)	2,444	2,174	(270)	(40)
Transport	430	582	152	573	774	201	(1)
Supplies and Services	4,598	4,701	104	6,102	5,699	(403)	(213)
Transfer Payments	38,521	42,428	3,907	51,362	51,362	(0)	(0)
Gross Expenditure	68,689	72,386	3,697	91,446	90,399	(1,047)	(287)
Government Grants	(37,429)	(42,389)	(4,960)	(49,905)	(49,891)	14	(0)
Grant/Reimbursement/Contribution	(2,834)	(2,547)	287	(3,778)	(3,503)	275	(48)
Customer & Client Receipts	(938)	(1,024)	(85)	(1,251)	(1,313)	(62)	(23)
Interest	(18)	(10)	8	(24)	(12)	12	5
Recharges to Other Heads	(3,327)	(3,516)	(189)	(5,763)	(5,379)	384	118
Other Income	(696)	(857)	(161)	(928)	(932)	(4)	(116)
Total Income	(45,242)	(50,343)	(5,101)	(61,650)	(61,031)	619	(65)
Net Expenditure	23,447	22,043	(1,404)	29,796	29,368	(428)	(351)

Notes

It should be noted that the full year budgets reflected above differ from those set by Council in February 2017 for a number of reasons. This is normal practice during the year as virements are identified. The main changes in services relate to the allocation of procurement and voluntary severance staff establishment budget savings which were held within contingencies at the time the budget was set.

There are a number of identified cost and/or demand pressures on services which require to be addressed during the remainder of the year. A short life working group has been set up to carry out a strategic review of spend across a range of areas including those detailed below. Initial work carried out by the group indicates that whilst there are challenges ahead, a number of options are available to address these such that a balanced position can be achieved.

1. The main areas of pressure, emerging risks and assumptions within Finance are:
 - The significant volume of mail out of documentation such as Council Tax Billing creates a pressure on the services printing and post budgets. Whilst the current forecast reflects the trend in prior years, efforts are being made to contain these costs as far as possible.
 - Recharges to the HRA (Housing Revenue Account) are forecast to be above budget reflecting increasing accounting support.

2. The main areas of pressure, emerging risks and assumptions within Legal & Democratic Services are:
 - Recharges to Other Heads such as Capital and the NESPF (North East Scotland Pension Fund) are anticipated to be lower than budget, in line with prior year actuals and recharges work during quarters 1 and 2 in 2017/18 for actual work carried out by Legal Services for these accounts.

3. The main areas of pressure, emerging risks and assumptions within HR, Organisational Development and Customer Services are:
 - Agency costs incurred in relation to the development of the Your HR IT system has created a pressure within the services budget which can be offset by additional income generated by the Employee Benefits Scheme as noted below.
 - Following a review of training needs for the year, an underspend on the Corporate Training budget is now forecast.
 - Recharges to Highland Council are forecast to be above budget reflecting recharges from the Regional Contact Centre for an out of hours service agreed after the setting of the current year's budget. There are also recharges to Police Scotland for the interim payroll service provided pending Police Scotland launching their own in house payroll system.
 - Recharges to Trading and Finance – Revenues are forecast to be above budget reflecting rechargeable activity to date and prior year actuals.
 - The Employee Benefits Scheme is anticipated to generate significant unbudgeted income during the year. This will be used to offset cost pressures within the service such as the development of the Your HR IT system referred to above.

4. The main areas of pressure, emerging risks and assumptions within Commercial & Procurement Services are:
 - Reduced income is anticipated from Highland Council reflecting delays in filling posts which will be offset by savings in staff costs as a result of these short term vacancies.
 - Following a review of the 2016/17 costs recharged for shared services, a prior year adjustment has been agreed which will have an adverse impact on income levels this year.
 - Vehicle insurance continues to be a pressure area reflecting the poor claims history. Driver training has been implemented to mitigate this. This pressure will be partly offset by forecast underspends on general insurance.

5. The main areas of pressure, emerging risks and assumptions within IT & Transformation are:
 - Staffing costs are anticipated to be under budget as a result of vacancies in posts that work on transformation projects. However, this will be offset by forecast reductions in recharge income from the transformation programme.
 - Telecoms costs are a pressure area largely around the costs related to Bon Accord Care.
 - A review of Hardware and Software budgets has been undertaken which has identified areas where in year savings can be achieved with no major impact on service delivery.
 - Sponsorship for the free WiFi service is a pressure area given the current economic climate.
 - A new charging system was implemented in late 2016/17 which more accurately captures the cost of IT support to users of the service. Recharges to HRA are now forecast at a reduced rate reflecting the change to recording service use by time rather than number of uses. This will be partly offset by forecast increases in the level of recharges to Trading and Finance - Revenues.

6. Housing Benefits is demand led which can lead to cost pressure but this is offset by additional income from the DWP.

CORPORATE GOVERNANCE - GENERAL FUND CAPITAL

Following the Strategic Transformation Committee in early October, the original Digital Strategy is to be superseded by the new Digital Transformation Programme. Any unspent capital budgets for the original programme are to be returned to the

corporate core. Formal project close will now be undertaken and Finance and ICT will work together to determine the final financial position as soon as possible.

ABERDEEN CITY COUNCIL

COMMITTEE Finance, Policy and Resources

DATE 1 February 2018

REPORT TITLE Small Financial Assistance Grants and Gala Funding 2017/18

REPORT NUMBER CG/17/153

LEAD OFFICER Steven Whyte, Head of Finance

REPORT AUTHOR Karen Black

1. PURPOSE OF REPORT:-

1.1 To present application(s) for financial assistance and/or community gala grants to allow a final funding decision to be made.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee consider the application(s) received, summarised in the table below, and agree that no grant award be made.

Grant Requests for Consideration (Greater than £2,500 or recommended for refusal)							
Requests received :							
From	For	Requested Amount £	Recommended Amount £	Financial Assistance £	Community Gala Grants £	Total £	More Detail
Community Gala Grants							
Austin MacAulay Publishers Ltd	contribution towards book publication - "The Aberdeen Volunteers Fighting in the Spanish Civil War"	1,300	0	-	-	-	Appendix 1

3. BACKGROUND/MAIN ISSUES

3.1 At the Finance, Policy and Resources Committee meeting of 9 March 2017 the Committee agreed that grant applications for more than £2,500 or applications which the Head of Finance recommended for refusal be presented to this Committee for consideration and final decision.

3.2 The grant criteria were also updated and are summarised below:

Small Financial Assistance Grants	
Who Can Apply	<ul style="list-style-type: none"> • One-off requests which arise from time-to-time and do not fall within the assessment criteria of another established Council funding budget will be considered • Only one application per individual/group/organisation will be considered in any financial year
How Much is Available	<ul style="list-style-type: none"> • The fund has limited resources. Applications can only be considered whilst budget remains available • The maximum grant that can be awarded for any individual application is £2,500.
What We Will Not Fund	<ul style="list-style-type: none"> • Projects/events already being funded from another Council Budget • Projects/events which secured a small financial assistance grant in the previous 12 months • Applications which do not demonstrate a clear benefit to the City or its residents

Community Gala Grants	
Who Can Apply	<ul style="list-style-type: none"> • One application per community group in each financial year for events within the City will be considered • Events should be for the benefit of the community as a whole or which the inhabitants at large may share
How Much is Available	<ul style="list-style-type: none"> • The fund has limited resources. Applications can only be considered whilst budget remains available • The maximum grant that can be awarded for any individual application is £2,500
What We Will Not Fund	<ul style="list-style-type: none"> • Events outwith Aberdeen City Council Boundaries • Alcohol • Personal gifts

- 3.3 An application has been received from Austin MacAulay Publishers Ltd for a contribution towards the publication of a book with the title “The Aberdeen Volunteers Fighting in the Spanish Civil War”. The application fails to demonstrate any clear benefit to the City or its residents and so does not meet the small financial assistance grant criteria above. It is therefore recommended that this grant application be declined.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of any small financial assistance/community gala grant awarded can be met from the existing budget for this purpose. The total of grants approved to date and the budget remaining is shown below:-

Grants Approved						
				Financial Assistance £	Community Gala Grants £	Total £
2017/18 Budget				45,000	10,000	55,000
Grants Approved to Date				8,250	13,947	22,197
Budget Remaining						32,803

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 There is a low risk that if funding is provided it will not be used for the purpose for which it is awarded.

6.2 Other

- 6.2.1 Consideration has been given to employee; customer/citizen; environmental; technological; legal and reputational risk. No risk or impact was identified.

7. IMPACT SECTION

7.1 Economy

- 7.1.1 There are no direct implications on the economy arising from the recommendations of this report.

7.2 People

- 7.2.1 By awarding grants the Council supports individuals, groups and organisations within the city and broadens the experiences available to the citizens of Aberdeen.

7.3 All applicants will be given equal consideration within the criteria for the award of grants from Council budgets.

7.4 Only reporting grant applications which are recommended for refusal or are for more than £2,500 should lead to an improvement in both staff and customer experience by reducing the administrative burden and shortening response time.

7.5 Place

7.5.1 There are no direct implications on the environment arising from the recommendations of this report.

7.6 Technology

7.6.1 There are no direct implications on technology arising from this report.

8. BACKGROUND PAPERS

8.1 None

9. APPENDICES (if applicable)

9.1 Appendix 1 – extract from grant application form.

10. REPORT AUTHOR DETAILS

Karen Black
Finance Officer
kblack@aberdeencity.gov.uk
01224 (52)3567

HEAD OF SERVICE DETAILS

Steven Whyte
Head of Finance
swhyte@aberdeencity.gov.uk
01224 (52)3566

Project/Event Details

Name of Project/Event: 'THE ABERDEEN VOLUNTEERS FIGHTING IN THE SPANISH CIVIL WAR'

Location: ABERDEEN (LONDON)

Date: A.S.A.P.!

Brief description of proposed project/event:

TO PUBLISH A BOOK ON THE ABOVE SUBJECT MATTER.
(PROPOSED COVER ENCLOSED.)

Financial Information**Total Cost of Project/Event**

Please provide details of total planned expenditure

Type of Expenditure	Amount
Eg hire of venue; food/drinks; travel; accommodation etc	£ 1,900.00
PRINTING, ETC	
Total (A)	

Any Other Sources of Funding

Please provide details of any other funding already secured for the project/event

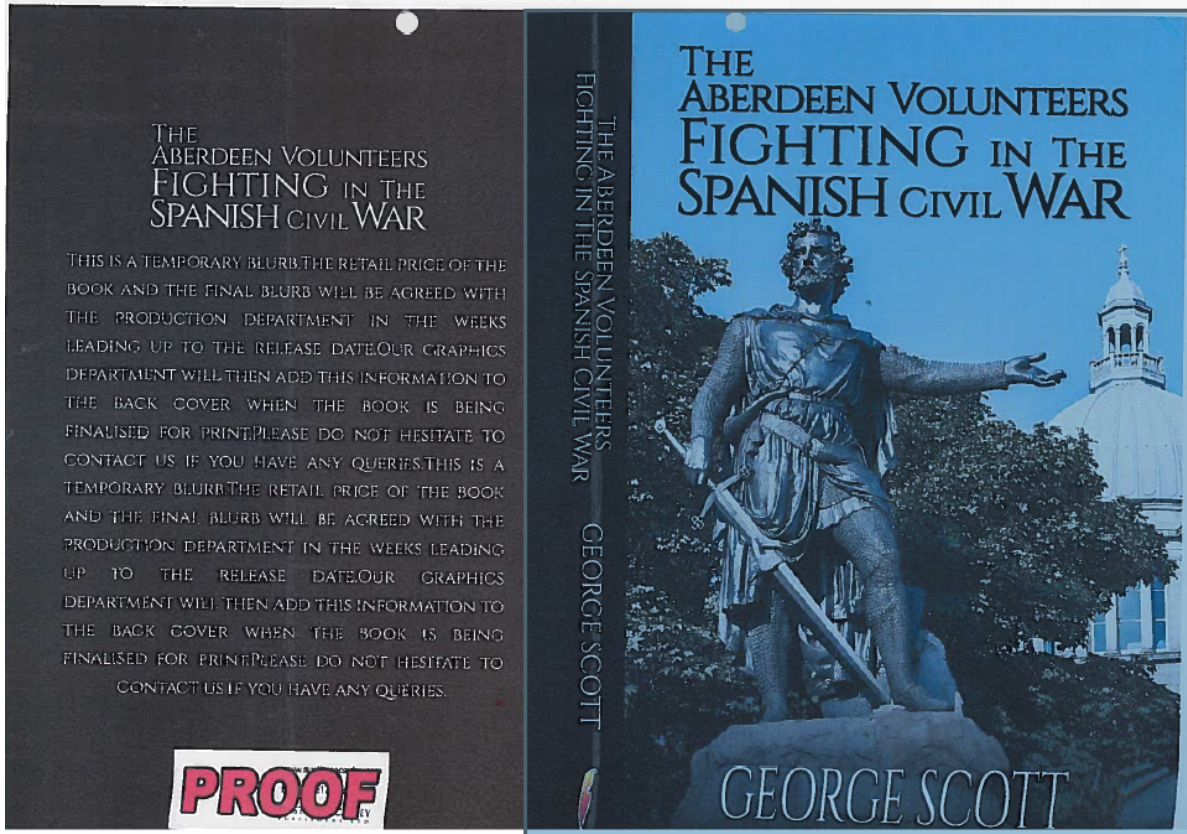
Type of Funding	From	Amount
Eg grant; donation; fundraising event	Eg individual; other organisation (name)	£
PERSONAL PAYMENT	GEORGE SCOTT (SELF)	600.00
Total Other Funding (B)		

Total Financial Assistance Requested

Please provide a summary of the amount of funding being requested

Details	Amount
Usually Total (A) less Total (B).	£ 1,300.00
Total Amount Requested (C)	1,300.00

Proposed Book Cover



ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy & Resources
DATE	1 February 2018
REPORT TITLE	Corporate Child Protection Policy and Procedure
REPORT NUMBER	ECS/18/007
DIRECTOR	Bernadette Oxley/Helen Shanks
REPORT AUTHOR	Graeme Simpson

1. **PURPOSE OF REPORT:-**

To advise the Committee of the updated Child Protection - Corporate Policy and Procedure and its implications for all council staff and elected members.

2. **RECOMMENDATION(S)**

It is recommended that the Committee –

- (a) Note the updated Child Protection - Corporate Policy and Procedure and its implications for immediate implementation.

3. **BACKGROUND**

- 3.1 Aberdeen City Council has had a Corporate Child Protection Policy in place for a number of years. The existing policy required to be updated to take account of the National Guidance for Child Protection in Scotland, 2014. This guidance sets out the duties on all local authorities to ensure that all its services “recognise and actively consider potential risks to a child, irrespective of whether the child is the main focus of their involvement.”
- 3.2 In addition, Aberdeen City Council is responsible for ensuring that its services, individually and collectively, work to protect children and young people as effectively as possible.
- 3.3 The updated **Child Protection Policy states that** “Every child and young person in Aberdeen has the right to be kept safe and protected from harm. 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.”

- 3.4 The procedure sets out what the responsibilities of staff/elected members are in the circumstance they identify a child protection concern. Simply put it is to See the Signs; Record it and Report it. The procedure makes clear that the investigation of child protection concerns is the responsibility of Police Scotland and social work staff.
- 3.5 In delivering this policy and procedure it will be important for all managers to ensure that they:
- Raise awareness amongst staff of this policy and procedure.
 - Ensure staff are aware of how they are expected to safeguard and promote the protection of children during the course of their work;
 - Provide access to training, professional development and support for staff to promote the protection of children. This requires to be appropriate for the roles and responsibilities of individual posts
 - Ensure staff are aware that failure to comply with this policy and procedure is a breach of their employment responsibilities and may result in the instigation of disciplinary or performance processes.
- 3.6 An existing online training course is in existence which all staff/elected members are required to complete as part of their induction in their role. A short life working group has been established involving colleagues from Organisational Development and the Communications Team to relaunching this course to support to refresh their understanding of their duties in relation to child protection.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no anticipated financial pressures as a result of implementing this policy and procedure.

5. LEGAL IMPLICATIONS

- 5.1 Delivering on the above will ensure the Council fully complies with the duties set out in the National Guidance for Child Protection in Scotland, 2014.

6. MANAGEMENT OF RISK

- 6.1 Financial – the early identification of child protection will enable services to be deployed to support the child and their family. Early intervention whether provided by universal services or from more targeted services is generally more cost effective both financially and from an individual perspective.
- 6.2 Employee – The National Guidance makes clear that the identification of risk of harm to children and young people is the responsibility of all Council employees. The updated Policy and Procedure provides scenarios to assist services which are not customer facing consider where they may come across child protection concerns. In addition it provides scenarios to customer facing services of the types of concerns they may come across. It will be for each service to support its staff operationalise this Policy and Procedure.

In addition we e providing all staff/elected members with a wallet sized card which sets their duties in relation to child protection. Level of risk low.

- 6.3 Customer / citizen – The aim of Policy and Procedure is to support the early identification situations of risk of harm to children/and young people. This will allow for the appropriate level of support to be put in place for the child and their family. Level of risk low.
- 6.4 Environmental – There are no environmental risks associated with this report.
- 6.5 Technological – There are no technological risks associated with this report
- 6.6 Legal – The protection of children and young people is a core responsibility of the local authority. Level of risk low.
- 6.7 Reputational – Harm to children has always been an issue which attracts significant media attention. Such events can also undermine the confidence of the public in how children are safeguarded. This policy and procedure clearly sets out the duty of all council staff to militate against this risk. Level of risk low.

7. IMPACT SECTION

7.1 Economy

- 7.1.1 Effective management of the work across Children's Social Work is critical to ensuring that resources are being deployed to greatest effect. The successful implementation of the new duties is fully convergent with the Councils' Strategic Business Plan and will deliver a transformational change as to how Children's Social Work supports care experienced young people ensuring they are safe and responsible. This vision is fully consistent with "children are our future" priority of Local Authority Outcome Improvement Plan.

7.2 People

- 7.2.1 The Council's ability to recognise and respond to child protection concerns will deliver improved outcomes for the children and young people of Aberdeen.
- 7.2.2 The EHRIA did not identify any additional risks

7.3 Place

- 7.3.1 The vast majority of social work services are delivered to families who experience economic deprivation. Supporting staff across the city to better recognise and respond to child protection concerns will ensure support is directed to children/young people at the earliest opportunity enabling them to feel safe and secure in their home and local community.

7.4 Technology

- 7.4.1 Improving the use of technology to support staff understand their child protection duties is seen as central to delivering on this corporate policy and procedure. Work with Organisation Development and the Communications team will assist in progressing this.

8. **BACKGROUND PAPERS**
Child Protection - Corporate Policy and Procedure

9. **APPENDICES (if applicable)**
None

10. **REPORT AUTHOR DETAILS**

Name	Graeme Simpson
Job title	Lead Service Manager
Email address	gsimpson@aberdeencity.gov.uk
Phone number	01224 523496

HEAD OF SERVICE DETAILS

Name	Bernadette Oxley
Job title	Head of Service/Chief Social Work Officer
Email address	boxley@aberdeencity.gov.uk
Phone number	01224 522110



ABERDEEN
CITY COUNCIL

Child Protection

Corporate Policy and Procedure

Date approved :
Approved by : CMT
Review date :

1. Introduction

1.1 This policy and procedure applies to **all** Aberdeen City Council staff and elected members, regardless of their role or level of responsibility.

1.2 Aberdeen City Council has a responsibility to ensure that all its services ,
“... recognise and actively consider potential risks to a child, **irrespective of whether the child is the main focus of their involvement**. They are expected to identify and consider the child's needs, share information and concerns with other agencies.”

(National Guidance for Child Protection in Scotland, pg36, 2014)

1.3 Aberdeen City Council is responsible for ensuring that its services, individually and collectively, work to protect children and young people as effectively as possible and this requires them to:

“... disseminate a clear vision, shared values and aims that promote the protection of all children and young people.”

(National Guidance for Child Protection in Scotland, pg37, 2014)

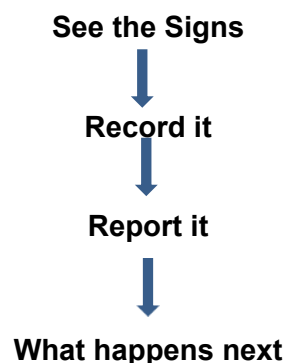
1.4 Aberdeen City Council works with Community Planning Partners across the City to develop and maintain effective inter-agency child protection procedures and working arrangements. The Child Protection Committee for Aberdeen City oversees the strategic and operational oversight of child protection practices across the City.

1.5 For the purposes of this policy a child or young person is defined as a person up to the age of 18 years of age.

2. Child Protection Policy

Every child and young person in Aberdeen has the right to be kept safe and protected from harm. 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.

3. Child Protection Procedure



3.1 **See the Signs - What staff need to know about child protection.**

3.1.1 Staff/elected members working in customer facing services has a responsibility to be able to recognise a situation that presents a risk to children and young people and to feel confident to respond in a way that will help protect the child. Staff are required to look out for signs which might suggest that a child is

- Being physically, sexually or emotionally harmed, or put at risk of harm, abuse or exploitation ;
- Having their basic needs neglected or being cared for in ways that are not appropriate to their age and stage of development;
- Being denied the sustained support and care necessary for them to thrive and develop normally;
- Being denied access to appropriate medical care and treatment; and
- Being exposed to demands and expectations which are inappropriate to their age and stage of development;

3.1.2 There will seldom be one single reason why staff/elected members may have concerns. More often it will be several things which on their own seem to be relatively unimportant but when looked at alongside other circumstances in the child's life they cause concern. For example, a child or young person may require our intervention if they:

- have unexplained bruising or injuries, or bruising in an unusual place;
- appear afraid, quiet or withdrawn or scared to go home;
- appearing hungry, tired, unkempt or have poor hygiene;
- are left unattended or unsupervised or are out too late;
- seem to have too much responsibility for their age;
- are speaking or acting in a sexually inappropriate way
- are misusing drugs or alcohol.

3.1.3 In addition staff/elected members are required to raise concerns about a child or young person because of the behaviour of an adult who has responsibility to care for the child or young person, or is involved in their life. The adult may:

- act in a violent way to other adults, within or outwith the household;
- act violently or sexually towards the child or young person, or appear to be grooming them for sex;
- misuse drugs or alcohol chaotically;
- be physically or verbally abusive towards the child or young person;
- appear to be neglecting the child's basic needs or not taking them for medical treatment;
- be exposing the child to inappropriate images, particularly on-line;
- struggle to manage mental health problems.

3.1.4 Staff working in non-customer facing services also has a responsibility to be familiar with how Child Protection might impact on their role. Some examples of where child protection might arise include:

- Recruitment – ensuring safe recruitment practice;
- Procurement – ensuring organisations from whom services are procured have clear child protection procedures and safe recruitment practices;
- ICT – ensuring appropriate controls are in place for ICT equipment to prevent access to inappropriate websites; where child pornography is

detected on Council IT equipment.

3.2 Record it - What staff must do if they have a child protection concern.

3.2.1 Where staff/elected members have concerns about a child they should:

- Act promptly;
- Make a note of their concerns. Staff/elected members are required to record
 - What they have seen
 - What the child has disclosed (in the child's words if possible)
 - What concerns this has raised
- Provide as much information about their concerns as possible.
- Ensure the concerns are retained confidentially and securely.

3.2.2 Staff/elected members must not :

- carry out any sort of investigation into the allegations
- make promises to the child or young person about what may or may not happen

3.3 Report it

3.3.1 **Child Protection is everyone's responsibility.** Any member of staff/elected member who has concerns that a child or young person is at risk of being harmed is required to tell someone who can help to reduce those risks. It cannot be assumed that someone else has already reported it or the child being harmed or neglected is able to report it themselves.

Where suspected child protection concerns are identified employees are required to contact:

- their child protection co-ordinator or line manager
- the child's Named Person (Headteacher or Health Visitor)
- Joint Child Protection Team (JCPT) 01224 306877
- Emergency Out Of Hours Social Work Service 01224 693936
- Police Scotland 101

If there are significant and immediate concerns about the safety of a child, employees should phone 999

3.3.2 The protection of children takes priority over any data protection or confidentiality legislative requirements that cover the sharing of information.

"If a child's wellbeing is considered to be at risk, relevant information must always be shared"

(National Guidance for Child Protection in Scotland 2014 para 99).

3.3.3 Employees/elected members are required to make every effort to ensure that information is shared only with those who need to know and can do something to help reduce the risks to the child.

3.4 **What happens Next?**

- 3.4.1 All investigations will be progressed in accordance with National Guidance for Child Protection 2014.
- 3.4.2 Responsibility for investigating child protection concerns lies with Police Scotland and the Local Authority. Staff in Children's Social Work are trained and skilled to undertake this function on behalf of the Local Authority.
- 3.4.3 Investigations are undertaken on a multi-agency basis involving Police, Health and Children's Social Work. The investigation will also liaise with the Named Person for the child. (For preschool children their Named Person is their Health Visitor; for school aged children it is their Head Teacher.)
- 3.4.4 Where necessary children are jointly interviewed by police and social work. The rules around these interviews are exacting due to the need for them to be compliant with Court expectations.

4. **Policy Implementation and Compliance with Procedure**

- 4.1 All staff/elected members are required to be aware of and compliant with this policy and procedure.
- 4.2 All Managers must, as a minimum, ensure that they:
 - Raise awareness amongst staff of this policy and procedure.
 - Ensure staff are aware of how they are expected to safeguard and promote the protection of children during the course of their work;
 - Provide access to training, professional development and support for staff to promote the protection of children. This requires to be appropriate for the roles and responsibilities of individual posts
 - Ensure staff are aware that failure to comply with this policy and procedure is a breach of their employment responsibilities and may result in the instigation of disciplinary or performance processes.
 - Have policies and procedures that are compliant with the corporate responsibility to safeguard and promote the protection of children in Aberdeen City.
- 4.3 Training on child protection is a mandatory section of induction to all new staff/elected members, irrespective of their role, through the E-induction course. Training will be done through the Online Interactive Learning (OIL) (www.acc-oil.net). It is the responsibility all managers to determine if particular roles with in their area of service require more in-depth training.
- 4.4 Child protection is a complex and emotive area of work and Aberdeen City Council recognise that staff may at times need additional support when they identify circumstances which indicate a child may have been abused. This support will be offered in a sensitive and impartial manner, by colleagues, line management supervision and through the Council's counselling service '[time for talking](#)'.

Appendix 1

Associated Policies and Procedures

- [Managing Discipline Policy and Procedure](#)
- [Employee Code of Conduct](#)
- [ICT Acceptable Use Policy](#)
- [Information Security](#)
- [Data Protection Policy](#)
- [Customer Service Standards and Charter](#)
- Sector specific policy and procedures.

References and Useful Resources

Legislation:

- [Children \(Scotland\) Act 1995](#)
- [Protection of Vulnerable Groups \(Scotland\) Act 2007](#)
- [Children & Young People \(Scotland\) Act 2014](#)
- [Children's Hearings \(Scotland\) Act 2011](#)
- [Adoption and Children \(Scotland\) Act 2007](#)

National Guidance:

- [Protecting Children and Young People: The Charter](#)
- [Early Years Framework](#)
- [National Guidance for Child Protection in Scotland 2014](#)
- [Getting It Right For Every Child \(GIRFEC\)](#)

Local Guidance:

- [Aberdeen City Child Protection information](#)
- [Aberdeen Getting It Right website](#)
- [Child Protection Partnership website](#)
- [Aberdeen City Council, Data Protection](#)
- Protecting Children in Aberdeen online interactive learning (OIL) module
www.acc-oil.net
- [Aberdeen City Children's Services Plan](#)
Local Outcome Improvement Plan

ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy & Resources
DATE	1 February 2018
REPORT TITLE	Visit Aberdeenshire – 12 month Progress Report
REPORT NUMBER	CHI/17/272
DIRECTOR	(Interim) Bernadette Marjoram
REPORT AUTHOR	Richard Sweetnam

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to provide an update Members on the progress of VisitAberdeenshire in the period from 1 April 2017 to present. The period covers Year 2 of the Council's contract for the supply of Tourism Marketing Services and the objectives as set out in the contract schedule.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:
- (a) Notes the progress report from VisitAberdeenshire appended to this report;
 - (b) Notes that a financial contribution to VisitAberdeenshire in 2018/19 is subject to the Council's 2018/19 budget setting process;
 - (c) Delegates authority to the Head of Economic Development, the Head of Finance and the Head of Legal & Democratic Services to negotiate the 2019-2020 financial contribution to Visit Aberdeenshire, in line with a new contract.

3. BACKGROUND AND MAIN ISSUES

- 3.1 The report follows on from the report to the Council's Finance, Policy & Resources Committee on 1 December 2016 on a six-month update of VisitAberdeenshire progress in its first year of operation. The Chief Executive of Visit Aberdeenshire, Chris Foy, will attend the Committee meeting to respond to any questions from Members on the report that is appended to this report.
- 3.2 The new Destination Management Organisation (DMO) for Aberdeen City and Aberdeenshire was established on 1 April 2016 (approved by the Council's CH&I Committee in January 2016 [CHI/1515/345]). That Committee also

approved the signing of a Service Level Agreement with the new company for three years from 2016-17 ending on 31 March 2019.

- 3.3 Development of the tourism, events and culture sector is a key priority in the Regional Economic Strategy (RES), the Council's policy document *Stronger Together 2017-2022*, the City Centre Masterplan (CCMP) and is highlighted in *Culture Aberdeen*, the city's developing cultural strategy (that will be presented to a future Council committee.). The development of the destination of the city and wider region is also a key element in attracting new visitors from new markets through the Council's existing investment in the tourism infrastructure – the new exhibition, conference centre and arena, the Art Gallery and the Music Hall; and the Aberdeen Harbour Board's expansion project that will accommodate additional cruise vessels to the city. The wider marketing of the city and development of the destination is vital to capitalise on the opportunities from these investments.
- 3.4 It is also important that the place has a vibrant and diversified tourism offer so that it can capitalise from exogenous factors that create opportunities in the sector – in the short run, for example, the currency devaluation as a result of the UK's decision to leave the EU has seen a significant increase in Scottish visitor numbers; and the downturn in the oil and gas sector has seen emerging opportunities in non-business markets as Aberdeen becomes a more competitive leisure destination.
- 3.5 The Council's contract with VisitAberdeenshire specifies the services to be provided by the supplier within Aberdeen:
- Strategic leadership and coordination of the sector;
 - Business and partner engagement;
 - Leisure tourism marketing;
 - Business tourism marketing;
 - Events;
 - Business development; and
 - Aberdeen Festivals.
- 3.6 The contract also outlines the agreed performance indicators to be provided to the Council in relation to these services.
- 3.7 Appendix 1 to this report provides the update from VisitAberdeenshire structured under these headings. The first column indicates the detail from the contract under each heading; the second column provides information on current delivery; and the third column provides information on 'next steps' and priorities for 2018/19.

Current Delivery

- 3.8 The report indicates that VisitAberdeenshire is on track in delivering the 2017/18 contract. Performance should also be judged in the context of a change in the leadership where its CEO retired in March 2017, and a new CEO was only in post in August 2018. In this sense the organisation's activity

was restricted until the new leadership was in place. Despite this, progress has been made, summarised in the table below:

Table 1: VisitAberdeenshire Progress to date

Delivery Area	Highlights
<i>Strategic Leadership & Coordination</i>	<ul style="list-style-type: none"> - 2013 Tourism Strategy being refreshed and complete March 2018. This will guide VA Business Plan - VA restructure in implementation
<i>Business & Partner Engagement</i>	<ul style="list-style-type: none"> - 500+ businesses listed - Industry Comms - 3 Industry Forums - Regional Tourism Conference - Tourism Awards
<i>Business & People Development</i>	<ul style="list-style-type: none"> - German Ready - Cruise Ready & associated workshops
<i>Leisure Marketing</i>	<ul style="list-style-type: none"> - New website & media toolkit - Campaign Builder toolkit - 1.62m page views - Unique visits: 71% UK market; 5% Norway; 3% Germany; 2% Iceland - Awareness Campaign – targeting Norway, Germany and UK - PR – 806 articles => 14m people reached - 5 Fam Visits hosted - Travel Trade commitments met
<i>Business Tourism Marketing</i>	<ul style="list-style-type: none"> - 28 conferences won – 32k delegates and £29m economic impact (2018-2023) - Aberdeen Ambassadors Network - 6 Sales Missions/ Events resulting in 18 positive leads
<i>Events</i>	<ul style="list-style-type: none"> - Participating in new Aberdeen 365 Events Group - Great Aberdeen Run - New structure to deliver support to Events Sector with a Convention model
<i>Aberdeen Festivals</i>	<ul style="list-style-type: none"> - Aberdeen Festivals are attracting more visitors from outwith the region. Evaluations have shown that particular areas of growth have been from the DD10 and other DD and EH postcodes - All festivals saw growth in attendance in 2017

Future Delivery

- 3.9 In August 2017 VisitAberdeenshire appointed a new Chief Executive, following the retirement of the previous incumbent in March 2017. An immediate effect of this was that the company operated in a transition period for five months before the new appointment. In the period since, there has been a review of company activity and a proposed restructure of the team in response to the city's tourism priorities, and in particular aligning its marketing and product development to capitalise on the wider infrastructure investment referred to above.
- 3.10 Therefore the report in Appendix 1 also provides a 'forward look' under each of the contract headings. In the next financial year, the company will provide an updated Tourism Strategy/ Destination Plan that will inform its business plan for the 2018/19-2021/22 period.
- 3.11 The new structure will focus on three core areas:
- Leisure Marketing – a new marketing strategy will provide a more focused marketing campaign promoting Aberdeen as a viable alternative to new and emerging markets. For events, the company will seek to expand the portfolio of events supported through the Aberdeen Festivals banner, with a focus on attracting visitors from outside the AB post code area;
 - Tourism Development (product) – there will be a renewed focus on developing appropriate products for industry to draw on. It will include a cruise development post; and
 - Business Events – the re-establishment of an Aberdeen Convention Bureau will deliver a 'one stop shop' for marketing Aberdeen for conferences, co-ordinating aspects of civic delivery including hotel booking services for delegates. This function will extend to sporting and cultural events as appropriate.
- 3.12 The new structure will be underpinned by a focus on research and evaluation (performance metrics) – putting performance management at the heart of the organisation. This will include evaluation of specific marketing campaigns or other initiatives, and will be reported to Council at the 2018/19 progress report in the final year of the contract.
- 3.13 The report from VisitAberdeenshire will be presented to Aberdeenshire Council committee and ONE Board. In developing its plans, it continues to consult with its funders, and wider stakeholders including VisitScotland, Aberdeen 365, SMG Europe and the Aberdeen Hotels Association.

4. FINANCIAL IMPLICATIONS

- 4.1 The contract with VisitAberdeenshire states that the maximum amount payable for the 1 April 2016 to 31 March 2017 will be £520,000. This is funded by the Council's Economic Development service budget. An additional £50,000 payment for services delivered by Aberdeen Festivals is

also included in the contract. This is funded by the Council's Cultural Policy & Partnerships service.

- 4.2 Future payments will be at the discretion of the Council, subject to a review of the services delivered.
- 4.3 The Council's contribution in turn levers £415,000 from Aberdeenshire Council and, based on the contribution of both Councils, £795,000 from Opportunity North East (ONE). In this sense there is a financial risk to the DMO that any change to the contribution from either council will see a commensurate change to the private sector's contribution. Any financial commitment by the Council for 2018/19 (the final year of the contract) will be subject to the Council's budget setting process for 2018/19.
- 4.4 Visit Aberdeenshire is required to engage with officers from the Council's Economic Development Service and other departments, although there are no staffing implications for the Council.
- 4.5 Councillor Jenny Laing was appointed to the Board of Visit Aberdeenshire. The Head of Economic Development attends the board meetings as an observer.
- 4.6 While not directly related to this report, officers in the Council's Economic Development service continue to consult with the industry on development of a tourism levy on consumers that could yield a ring-fenced budget for support to the tourism, events and cultural sector in future years (see the Council's FP&R Committee in March 2017 [CHI/17/018]).

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. The terms and conditions of contract between the Council and VisitAberdeenshire were reviewed and signed by the Council's Head of Legal and Democratic Services on behalf of the Council.

6. MANAGEMENT OF RISK

6.1 Financial

- 6.1.1 The financial risk to the Council is minimised with agreement in the Terms of Reference of the new company and within the contract for the supply of services. The Council is not bound by decisions made by the DMO where that decision has an impact on the Council or its finances. In this case, decisions would be required to be referred to the appropriate Council Committee. The contract mitigates any risk in relation to any funding contribution by the Council by allowing for annual review.

6.2 Employee

There are no anticipated employee risks.

6.3 **Customer / citizen**

- 6.3.1 It is important that Aberdeen City Council retains its strategic role in both the development of VisitAberdeenshire and the key industry sector of tourism. Given the economic benefits of the sector, its success is of direct relevance to the Council's customers and Aberdeen's citizens. Failure to engage could compromise the positive economic outcomes to business and employment.

6.4 **Environmental**

There are no anticipated environmental risks.

6.5 **Technological**

There are no anticipated technological risks.

6.6 **Legal**

There are no anticipated legal risks.

6.7 **Reputational**

- 6.7.1 There is a reputational risk to the Council of not supporting delivery of VisitAberdeenshire, around leverage from other funders and not supporting a key sector of the current and future economic development of Aberdeen. This is mitigated by the Council's support to VisitAberdeenshire and during the last year of contract, early consultation on its funding post 31 March 2019.

- 6.8 Risks are also managed through the Council's representation on the board that ensures the Council is able to play a key role in the long term development of tourism to the city and wider North East of Scotland and the VisitAberdeenshire business and operating plans.

7. **IMPACT SECTION**

- 7.1 This section demonstrates how the proposals within this report impact on the strategic themes of Aberdeen City Council and Community Planning Aberdeen, as set out in the [Aberdeen City Local Outcome Improvement Plan 2016-26](#) and the [Aberdeen City Council Strategic Business Plan](#).

7.1.1 **Economy**

- 7.1.2 Participation at board and operational level of Visit Aberdeenshire ensures an operational link between the tourism sector and the wider Economic Strategy priority of growing the city economy. Visit Aberdeenshire has a significant role to play in promoting the city as a viable tourism destination, and in the year prior to the 2019 opening of the new arena and a refurbished Art Gallery, supporting its promotion and attraction of new visitors and conferences. This report and support by the Council will have a positive impact on the city economy and as well as specific marketing services delivered, will also allow the Council to influence future funding models in future. A successful DMO

also has a corresponding benefit in terms of businesses operating in the tourism sector and providing stability and direction for the industry in terms of its plans and talent attraction.

7.2 People

- 7.2.1 Supporting development of the tourism sector will contribute to sustaining and growing job opportunities in the city and improving development of skills in the hospitality sector which supports the Aberdeen Local Outcome Improvement Plan.

7.3 Place

- 7.3.1 Aberdeen and the wider city region's inward investment and internationalisation offer is enhanced by a successful marketing of the destination – to visitors, business, students and employees – from across the world. VisitAberdeenshire will focus on enhancing Aberdeen's competitive position in the industry and supporting diversification objectives in terms of the economy, and within the sector, increasing the city's reliance on leisure markets. In turn this will contribute to supporting connectivity to the place, through Aberdeen International Airport, the East Coast Mainline and/ or Aberdeen Harbour. Attracting additional footfall to the city also supports the overarching aim of the CCMP.

7.4 Technology

No specific impacts.

8. BACKGROUND PAPERS

None

9. APPENDICES (if applicable)

Appendix 1 – Visit Aberdeenshire Report

10. REPORT AUTHOR DETAILS

Richard Sweetnam
Head of Economic Development
rsweetnam@aberdeencity.gov.uk
01224 522 662

HEAD OF SERVICE DETAILS

Richard Sweetnam
Head of Economic Development
rsweetnam@aberdeencity.gov.uk
01224 522 662

APPENDIX 1:

VisitAberdeenshire Reporting. February 2018

Service Delivery	Reporting	Forward look
SECTION ONE		
<p>Strategic Leadership and Coordination</p> <p>ON TARGET</p> <p><i>“The supplier will communicate its business plan and action plan priorities to partners and the tourism industry. It will update the Action Plan as required, monitor progress and report progress to its Board, the industry and funders. It will review and refresh the area tourism strategy in line with the national strategy and local circumstances”</i></p>	<p>2017/18 was a transformative year for VisitAberdeenshire as it enters chapter two of its evolution as a world class Destination Management Organisation.</p> <p>Previous CEO Steve Harris retired in March 2017, replaced by Chris Foy in August 2018.</p> <p>An action plan for 2017/18 was prepared prior to Mr Harris’ departure and agreed by the VA Board</p> <p>Cllr. Jenny Laing replaced Cllr. Yvonne Allen as ACC representative on the VisitAberdeenshire Board in July 2017</p> <p>A refresh of the 2013 Aberdeen City and Shire Tourism Strategy was commissioned by Mr Foy in October 2017, and is due for completion and agreement with industry by end of March 2018.</p>	<p>The refreshed Destination Strategy for North East Scotland is due for completion and sign off by April. This will provide a framework for growth for the whole tourism sector in the North East, and a focal point for VisitAberdeenshire’s business plan for the next three years.</p> <p>VA’s business plan is being developed in parallel with this work.</p> <p>In lieu of completion, a provisional budget for 2018 / 19 will be presented to the VA Board on 26 February</p>
<p>Business and Partner Engagement</p> <p>ON TARGET</p> <p><i>“The Supplier will compile and maintain a</i></p>	<p>533 local tourism businesses are listed on the visitaberdeenshire website, www.visitabdn.com GDPR compliance measures for local industry data has been initiated.</p> <p>Regular industry communications are sent out to the</p>	<p>VA’s new corporate structure will rationalise the Business Engagement function with its current ‘Product Development’ and ‘Business Development’ roles into one team. (see attached chart)</p>

Service Delivery	Reporting	Forward look
<p><i>database of tourism businesses drawing on data of previous DMOs and other partners</i></p> <p><i>It will invite free membership registrations using direct email and media channels to implement a members' communications programme</i></p> <p><i>The Supplier will plan and implement an annual conference to raise awareness of its and its partners' programme to tourism businesses and organisations as described in the Supplier's business plan</i></p> <p><i>With ASCHA or its successor it will stage the regional tourism awards aligning with the national Thistle Awards to highlight excellence. It will introduce networking events in localities to develop engagement in its programmes."</i></p>	<p>database by email. The latest in January 2018 had an open rate of 41%</p> <p>The Industry Forum meets 3 times per year with the objective of engaging industry leaders in strategic dialogue. Topics such as rates, transport and latterly the development of the destination plan have been discussed.</p> <p>The 5th regional conference takes place on Tuesday 20th March 2018 at the Chester Hotel in Aberdeen. The event is open to all tourism and hospitality businesses in Aberdeen and Aberdeenshire and will feature main key note speakers on key themes and subjects currently affecting the industry. The 2017 event attracted 180 delegates and was hailed as a great success. The conference now has a good following as a must attend tourism event.</p> <p>Tourism Awards held on 24 November at Ardoe House. Winners of aligned categories will go through to the Scottish Thistle Awards</p>	<p>The unambiguous focus of this function will be to help tourism businesses in Aberdeen and Aberdeenshire to become more competitive in the market place.</p> <p>This will be achieved through:</p> <ul style="list-style-type: none"> • a continuation of 'readiness' initiatives (Cruise, Travel Trade) including gap analysis to understand what the industry needs vs nice to know. • further roll out of World Host skills programme • opportunities for peer to peer knowledge exchange and business networking at VA networking events <p>A new position Head of Tourism Development will replace the current Business Development director role.</p>
<p>Business and People Development ON TRACK</p> <p><i>The supplier will devise a programme of business and leadership development and facilitate its implementation. It will continue the customer service initiative and pursue World Host Destination Status</i></p>	<p>With a total of 120 businesses in the region now accredited with WorldHost business recognition, the region has achieved "Destination Status"</p> <p>Specific business development initiatives this year:</p> <ul style="list-style-type: none"> • Being German Ready: Business Opportunities guide was launched on November 22nd. The guide was launched at a special workshop 	<p>KPIs will be agreed for this activity within the strategy for Tourism Development</p>

Service Delivery	Reporting	Forward look
<p><i>To maximise the most efficient use of resources and expertise the Supplier will conduct a gap analysis in proposed areas of PR and marketing to ensure that there are appropriate mechanisms in place to ensure coordination where appropriate takes place between and with the various funding partners and bodies. This will include for instance coordinated marketing around city events and development of region wide events calendar</i></p>	<p>attended by 18 businesses. The aim of the workshop was not only to launch the guide but explain to businesses how to be German market ready</p> <ul style="list-style-type: none"> • Research on the cruise market and how the VisitAberdeenshire and local businesses can fully exploit the opportunities from new Aberdeen South Harbour. Following the research, a Being Cruise Ready Opportunity Guide has been developed. Three Cruise workshops have been held, these helped raised awareness of how the cruise market operates and specifically focussed on what industry needs to do in developing excursions for cruise passengers. Over 50 attended and more are planned for early next year. • A cruise logistics workshop has also been delivered focussing on any potential transport issues. This was attended by representatives from infrastructure and roads from both councils along with coach, taxi and other transport operators <p>For work on co-ordinated marketing around city centre events, and events calendar, see events section</p>	
<p>Leisure Marketing</p> <p>ON TRACK</p>	<p>Narrative and toolkit completed – online at http://media.visitabdn.com/</p>	<p>A new Marketing strategy will make VA's promotional activity far more robust, effective and deliver better value for money. This work will be complete by April 2018.</p>

Service Delivery	Reporting	Forward look
<p><i>The Supplier will commission the production of a new tourism destination narrative and creative concept to inform marketing communications, launch it to industry and then develop a toolkit of resources for industry and partners to use</i></p> <p><i>It will commission content – images, copy, video and audio as appropriate based on the creative concept and narrative</i></p> <p><i>The supplier will commission a website which presents the area as a destination, leading with the new narrative and propositions. Funding partners will be acknowledged on the website.</i></p> <p><i>The supplier will coordinate and plan a partnership marketing programme with VisitScotland, subject to matched funding being available, and work to identify potential new partners for 2017 onwards.</i></p> <p><i>It will work with Aberdeen City Council, Aberdeenshire Council and Business Gateway to create product development initiatives driven by businesses that strengthen the propositions- at least one of which covers the whole area.</i></p> <p><i>It will share with funding partners in order that partners can use and promote the</i></p>	<p>The website www.visitabdn.com has been fully redeveloped to be much more visual and inspirational with four targeted sites within the suite</p> <ul style="list-style-type: none"> • main Visitor site • Travel Trade (b2b) site • Business Events • Industry and Media. <p>A campaign builder tool which now allows us to build bespoke landing pages for campaigns with tailored messages, images, videos, translations etc.</p> <p>Aberdeen City Council’s logo is present on the footer of every page on the site</p> <p>Annual figures show 365,883 unique visitors, 492,588 overall sessions and 1,617,962 overall pageviews to the Visitor site, with 73.1% being new visitors.</p> <p>By market, unique visitors come from</p> <ul style="list-style-type: none"> • UK (260,144) • Germany (12,524) • Norway (18,130), • Iceland (8,459). <p>Year 1 of the awareness campaign took place targeting Norway (Bergen, Oslo and Stavanger), Germany (Frankfurt), and UK (North England, London, North and Central Scotland). We have also carried out some work in Iceland (Reykjavik).</p> <p>A mix of airport advertising, bus shelter advertising,</p>	<p>Without pre-empting the outcomes, it is expected that VA campaign activity will feature</p> <ul style="list-style-type: none"> • A closer adoption of brand Scotland in creatives to support awareness and build demand • More focus on the space / capacity on the supply side to position the destination as a viable alternative to the perceived over crowding in Skye, Edinburgh etc. <p>It’s also anticipated that work will have a greater focus on Aberdeen city to attract young UK audiences. More work is required to develop the right proposition, including greater integration of events marketing.</p> <p>Greater use of use social media channels, traditional PR, and influencer is anticipated, along with expanded partnership marketing with support from the private sector.</p> <p>Marketing KPIs will be established through the strategy work. A new PR tracking system will provide data on articles attributable to VA’s work, and measure qualitative metrics eg. influence, sentiments</p>

Service Delivery	Reporting	Forward look
<p><i>campaign and PR through their own channels.</i></p> <p><i>The Supplier will support Aberdeen International Airport on route development and maintenance where it fits tourism objectives</i></p> <p><i>It will deliver a marketing programme targeting the best prospect segments/markets with key propositions using PR, digital and trade channels providing opportunities for businesses.</i></p> <p><i>Within the supplier's business plan target markets identified because of their good product fit, good return on investment and good for longer term growth include: UK, Norway, Germany, NL.</i></p> <p><i>Appropriate consideration within communications should also be given to residents as well as visitors to the area to ensure citizens of the region take full advantage of what the area has to offer. Key segments within the target audience have also been identified and include: Natural Advocates; Engaged Sightseers; Curious Travellers; Cultural Explorers; and Business Extenders.</i></p> <p><i>The plan also includes a sales and marketing plan for both leisure and business tourism.</i></p>	<p>Facebook advertising and press activity were used in the January-June.</p> <p>Facebook advertising during the summer period had a total reach of 8,121,735, a total of 178,686 link clicks, and a total of 67,677 Facebook users visiting our website.</p> <p>PR highlights</p> <p>806 articles published covering Aberdeen City and Shir and VA corporately. A total audience reach of approx.. 14m (Total number of articles is inclusive of all media coverage (including print, television and radio)</p> <p>Five Press trips were hosted by VisitAberdeenshire from:</p> <ul style="list-style-type: none"> • Ireland • Iceland • UK • Hong Kong • Nordics (Norway, Sweden, Netherlands) <p>VisitScotland campaign delivered in Germany during f/y 2016/17</p> <p>Potential new commercial partners being scoped – both tourism and non tourism. Includes airlines, rail transport, food & drink suppliers, financial services.</p>	

Service Delivery	Reporting	Forward look
	<p>Product Development initiatives – (see Business & People Development)</p> <p>Travel Trade (B2B) Marketing. The key time of year for the travel trade sales events runs February – April so the bulk of activity for this f/y is still to happen. But between the 4 events already taken place this year, VisitAberdeenshire have introduced Aberdeen and Aberdeenshire to over 102 travel trade contacts and generated around 13 key leads. Our exhibition stand at VisitScotland expo resulted in a further 300 meetings for Aberdeen and Aberdeenshire businesses who attended.</p> <p>4 familiarisation trips for trade buyers from key markets have been delivered, with 1 final one scheduled for February 2018. All have been in conjunction with partners keen to work with us and support us with flights</p>	
<p>Business Tourism Marketing</p> <p>ON TRACK</p> <p><i>The Supplier will commission a business tourism section of the consumer website using the same creative approach. It will include reasons to visit, itineraries, the range of facilities, and case studies.</i></p> <p><i>It will purchase customer relationship management software to track and monitor</i></p>	<p>28 conferences have been won for the region, so far, this year, which is expected to bring around 32,000 delegates and a potential economic impact of almost £29million from 2018-2023.</p> <p>The Aberdeen Ambassador Network (AAN) is a partnership between VisitAberdeenshire, Robert Gordon University, University of Aberdeen, James Hutton Institute and the AECC, supporting local Academics to bid for and host business events across the city.</p>	<p>The establishment of an Aberdeen Convention Bureau will be the major development in the year ahead. This will galvanise the existing Business Events function within VA and support the ambition for the new AECC.</p> <p>The primary roles of the new team will be to:</p> <ul style="list-style-type: none"> • Market Aberdeen as a conference and meetings destination to targeted national and international audiences – with a strong focus on association

Service Delivery	Reporting	Forward look
<p><i>enquiries and to hold enquirer data.</i> <i>The Supplier will develop tools including a conference brochure, image and stock photography, video footage, a bid document and event giveaways. These tools shall be made freely available to partners so that they can be used extensively at other non-tourism exhibitions and events.</i> <i>It will attend key exhibitions and, where appropriate, negotiate support from venues.</i> <i>The Supplier will, in conjunction with Aberdeen Exhibition and Conference Centre (AECC) and other partners, research leads for association, corporate and other conferences to identify targeted prospects.</i> <i>It will revitalise, manage and develop the academic ambassador programme and support ambassadors to bring conferences to the region.</i> <i>The Supplier will plan and deliver a marketing communications programme using PR, print & digital advertising.</i></p>	<p>16 Aberdeen Ambassadors collectively brought over 4,000 delegates to Aberdeen in 2016/17 with an estimated economic impact of £4.8million</p> <p>The VisitAberdeenshire Business Events Team have attended 6 sales missions/events – with 1 more set for the end of January – to meet with event organisers – conducting a total of 83 meetings, culminating in 18 leads which has a potential economic impact of around £11.5million.</p> <p>An informal city partnership has been forged with Stavanger, Norway to co-operate on bids, and to share insights – embedded in shared economic challenges</p>	<p>business.</p> <ul style="list-style-type: none"> • Support bids for new business, especially through the destination sell (as distinct from the venue sell) and co-ordination of the Aberdeen Ambassador Network • Sourcing and coordination of accommodation and other civic pledges to support bids. • Provision of booking services <p>A new position Head of Convention Bureau has been recruited for and the post holder is expected to start in April.</p> <p>KPIs for this area of work will be agreed as part of the strategy for Business Events once the new manager is in place.</p>
<p>Events</p> <p>ON TRACK</p> <p><i>The Supplier will consult partners on forming an 'Event Aberdeenshire' group and, if there is support, devise a Strategy for major events, and begin its implementation.</i></p>	<p>VisitAberdeenshire is part of the evolving Events 365 Group</p> <p>ACC, AI and AGCC and VA brought the inaugural Great Aberdeen Run to Aberdeen on 27 August</p> <p>In total, 23% of runners came from out with AB postcode with 46% of them staying in paid accommodation. Of the total participants 80% dined</p>	<p>VA's involvement with Events will form part of a refreshed approach that will integrate an expanded portfolio of events promoted under the Aberdeen Festivals umbrella. VA's new marketing strategy will provide an effective framework for promoting relevant events to attract visitors from outside the AB area.</p> <p>VA will play an active role on the Events 365</p>

Service Delivery	Reporting	Forward look
<p><i>The Supplier shall invite the appropriate Provost or Lord Provost of the relevant Council, when appropriate, to participate in events of a civic nature in, or relating to, Aberdeen city or Aberdeenshire.</i></p>	<p>out and 33% attended other events during their stay. 85% agreed that having visited Aberdeen for the run, they would return as a tourist. The average spend per participant was £123.50, and the average party size was 3.1 indicating approximately 23,250 people attended on the event day.</p>	<p>group</p> <p>VA will continue support for Great Aberdeen Run, and the Tour Series. Review options for other major events to support either through sponsorship or in kind methods. This will be integrated into a refreshed.</p>
<p>Aberdeen Festivals</p> <p>ON TRACK</p> <p><i>“The Supplier will lead the development and management of 'Aberdeen Festivals', a programme which brings different cultural festivals together to work collaboratively on marketing and programming.</i></p> <p><i>This includes:</i></p> <ol style="list-style-type: none"> 1. <i>Ensuring that all designated 'Aberdeen Festivals' Charges, as detailed in Part 3 of the Schedule to this Agreement, are allocated exclusively towards the delivery of 'Aberdeen Festivals';</i> 2. <i>Ensuring the employment and effective management of an 'Aberdeen Festivals Manager';</i> 3. <i>Ensuring that 'Aberdeen Festivals' develops and follows a suitable governance structure, including a schedule of structured and consistent meetings;</i> 4. <i>Ensuring that 'Aberdeen Festivals' develops and follows a suitable plan for the</i> 	<p>The Aberdeen Festivals consortium has evolved and meets the governance criteria set out in the Service Delivery</p> <p>Aberdeen Festivals are attracting more visitors from outwith the region. Evaluations have shown that particular areas of growth have been from the DD10 and other DD and EH postcodes. Growth indicates that there is room to grow audiences from outwith the AB postcode.</p> <p>All of the Festivals in the consortium saw a growth in audiences in 2017 compared to 2016. SPECTRA (35,000 > 62,700) and Sound Festival (3119 > 7858) experienced the largest percentage growth audiences doubled.</p> <p>Festivals research activity is adopting eventimpacts.com evaluation methodology to determine economic impact.</p>	<p>A new structure or event promotion will incorporate a common evaluation methodology, including use of eventimpacts.com for economic impact.</p> <p>A festivals research project taking in 17 festivals from across the region is being undertaken. The ultimate aim for this project is to find out about economic impact of festivals but also have a clearer picture of who the audiences are, and where our potential audiences may be in the future from across Scotland and the UK.</p>

Service Delivery	Reporting	Forward look
<p><i>programme which includes, as a minimum:</i></p> <p><i>a. An agreed set of aims and objectives of the programme;</i></p> <p><i>b. A distinct identity for 'Aberdeen Festivals', including specific branding and promotional material;</i></p> <p><i>c. A delivery plan, outlining the activity to be delivered and how this will be evaluated; and</i></p> <p><i>d. Taking responsibility for the allocation of associated resources, ensuring they align to the agreed aims and objectives and offer best value in the use of public funds;</i></p> <p><i>5. Ensuring that the 'Aberdeen Festivals' initiative is fully evaluated, guaranteeing that decisions on the future direction of the programme can be made timeously and based on robust evidence.</i></p>		
SECTION TWO		
<p><i>In 2016-17 the Supplier will work with Scottish Enterprise to provide a new measure of the impact of the Supplier's activities and the value of tourism.</i></p> <p><i>It will work with VisitScotland/ Event Scotland to adopt accepted measures of the economic contribution of conferences and events.</i></p>	<p>AGCC were commissioned to create, and implement a Monitoring and Measurement Framework for tourism in the North East. Two waves of research have been undertaken that will establish a baseline for future years.</p> <p>This will be reviewed in 2018 – see next column</p>	<p>Performance monitoring will be at the heart of VA's activity in the year ahead. The appointment of an Insights and Evaluation manager in February 2018 will provide the focus and capacity for VA to make evidence based decision on it's marketing and development plans; and to evaluate a) the macro performance of the destination, and b)</p>

Service Delivery	Reporting	Forward look
<p><i>Working with public partners, the Supplier will establish baseline data and an evaluation framework in various fields, set targets and report against them. They will include, but not exhaustively: Bed nights, inbound fixed wing passengers at Aberdeen International Airport; inbound ferry passengers; conference and delegate numbers; conference and event economic contributions; festival attendees; digital marketing engagement scores; and, digital audiences.</i></p>	<p>Additionally Perceptions Research was undertaken by AGCC in February 2017 to:</p> <ul style="list-style-type: none"> • Measure awareness of Aberdeen/Aberdeenshire as a tourist destination. • Gather an unprompted assessment of Aberdeen/Aberdeenshire as a region. • Measure the propensity to visit Aberdeen/Aberdeenshire. • Measure the belief in the narrative (i.e. the region's story) for Aberdeenshire <p>VA team took part in an insights and evaluation workshop in October 2017 to help understand the market intelligence available to the DMO, and how to evaluate the impact of campaigns, events,</p>	<p>the micro performance of individual campaigns.</p> <p>The Monitoring and Measurement Framework developed in 2017 will be refined to focus on the most relevant insights. This will provide a benchmark for measuring subsequent year's performance and greater alignment with national metrics so we can benchmark with other parts of Scotland. Best practice advice is being taken from other DMOs in the UK</p> <p>A second wave of Perceptions Research will be undertaken</p> <p>Greater use of eventimpacts.com to evaluate economic benefits of events held in the city and Shire.</p>
<p>Adopt accepted measures of the contribution of conferences and events</p>	<p>Eventimpacts.com adopted for pan-festivals research project</p>	<p>Review of economic impact of won events based on new National delegates spend figures.</p> <p>Greater use of EventImpacts.com</p>
Section Three		
<p>Reporting</p>	<p>Gaps in reporting frequency have been a consequence of the impasse in leadership at VisitAberdeenshire.</p>	<p>More detailed, outcomes focussed reporting will be delivered from 2018 to reflect VisitAberdeenshire's greater emphasis on</p>

Service Delivery	Reporting	Forward look
		evaluation, both of the destination's performance, and performance directly attributable to VA.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance Policy and Resources
DATE	1 February 2018
REPORT TITLE	Commercial Waste Containers Revised Policy
REPORT NUMBER	CHI/17/265
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Mike Cheyne

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to update the policy regarding the ongoing practice of commercial waste containers being left on the public road and to define a restriction in collection times to control the indiscriminate obstruction of streets and pavements.

2. RECOMMENDATION(S)

- 2.1 That the committee:

- (a) Endorses the attached policy and approves the proposed course of action to actively reduce the problems associated with commercial waste containers.
- (b) Approves the Implementation Date of 1st May 2018 with enforcement and charging commencing 1st October 2018

3. BACKGROUND/MAIN ISSUES

- 3.1 At its meeting of the 29th August 2013 the Enterprise Strategic Planning and Enterprise Committee approved a policy for the management of commercial waste bins across the city and instructed officers to proceed with enforcement of the Policy
- 3.2 The approved policy is as follows:
- 3.2.1 All commercial premises are to be informed of their responsibilities under the terms of the Environmental Protection Act 1990 as to the requirement that it is their responsibility to ensure that they have proper storage, within the bounds of their property, for the storage of refuse.

- 3.2.2 In the event that a bin is left out in the street after 1100 hrs on any day of the week the business in question will be requested to remove the bin within 24 hrs. Any further transgressions will result in the business being served notice under the terms of Section 87 of the Roads (Scotland) Act 1984 to remove bin within 24 hours. To avoid further abuse the notice will apply for a period of 6 months from day of issue.
- 3.2.3 Those businesses who do not comply with the notice will have their bin removed by the Council and a charge given to the businesses for the removal, storage and their return. This charge will be £500 for removal and storage.
- 3.2.4 In the event that waste materials are left outwith a storage bin a £50 Fixed Penalty Notice will be applied under the terms of the Environmental Protection Act 1990 (Section 34)
- 3.3 Following adoption of the policy, letters were sent to commercial premises within the city centre who were noted to be causing an offence, advising them of their obligations with respect to storage and management of their waste bins and that action would follow should they continue with the current practices.
- 3.4 Officers visited individual premises on a number of occasions to provide advice and instruction with regard to the need to comply with the environmental and roads regulations
- 3.5 Due to resource implications and issues relating to the coordination of the various services required to rigorously enforce the policy further action to date has been restricted.
- 3.6 Recent review of the city centre has indicated a significant increase in the depositing of commercial bins on the footways, in part caused by changes to waste legislation that requires businesses to make provision for recycling and food waste collections. It is therefore felt that the current low profile approach has not produced the necessary results and that actions using the full extent of the legislative powers available should be implemented to resolve the current problems.
- 3.7 It is considered that the use of the statutory powers given to this Council as the Roads Authority under the Roads (Scotland) Act 1984 would be the most effective instrument to use to take forward a robust enforcement regime.
- 3.8 The revised policy introduces a time window (1230-1430) during which there will be a total prohibition on collections and therefore no waste containers are allowed to be left on the street during this period. Defining the period will facilitate enforcement of the policy.
- 3.9 In practice, it is anticipated that the removal of the container would be the last act in a series of engagements with businesses where early discussion and support is undertaken to seek alternatives to leaving containers on the street. Once a notice is served, the Waste and Recycling Service will be requested to empty the container and remove it to a storage area.

3.10 Commercial Waste Containers Revised Policy

- 3.10.1 All commercial premises are to be informed of their responsibilities under the terms of the Environmental Protection Act 1990 as to the requirement that it is their responsibility to ensure that they have proper storage for the produced waste, this does not mean on the adopted road.
- 3.10.2 For the area of the BID (shown in Appendix A) there will be a total prohibition on collections and subsequently no commercial waste containers will be allowed to be left on the street between 12.30 hrs and 14.30hrs on any day. Other areas of the City will have different prohibition times; these will be discussed with waste collectors in order that their business collection continuity can be maintained.
- 3.10.3 Any business failing to comply with this prohibition will be requested to remove the offending container.
- 3.10.4 Any further transgressions will result in the business being served notice under the terms of Section 87 of the Roads (Scotland) Act 1984 to remove bin within 24 hours. To avoid further abuse the notice will apply for a period of 6 months from day of issue.
- 3.10.5 Those businesses who do not comply with the notice will have their bin removed by the Council and a charge given to the businesses for the removal, storage and their return. This charge will be £500 for removal and storage.
- 3.10.6 Any waste container not collected within 5 working days will be subject to a additional disposal charge of £150.
- 3.10.7 Exemption Certificates will be available for businesses that currently are unable to comply with the requirement of the policy. Exemption Certificates will only be provided, at a cost of £100 per bin, to those businesses that can show sufficient reason for the bins to remain on the street along with an improvement plan.
- 3.10.8 In the event that waste materials being left outwith a storage bin a £200 Fixed Penalty Notice will be applied under the terms of the Environmental Protection Act 1990 (Section 33).
- 3.10.9 Every waste container must have the name of business using the bin prominently displayed on the bin.
- 3.10.10 Should the revised policy be approved, officers will work in partnership with Aberdeen Inspired, The Aberdeen City Centre Partnership and Aberdeen Chamber of Commerce to engage with businesses and inform them of the

new policy, its requirements on the businesses and the enforcement implications should they not be met.

3.10.11 The requirements of the revised policy will be conveyed to businesses through the issue of a letter and a media campaign to be promoted through council officers in conjunction with our other partners and our media team.

4. FINANCIAL IMPLICATIONS

4.1 Income received from the issue of any fixed penalty notices will be managed by Roads Operations and passed to Waste Services to cover the costs of collection, removal and disposal of the offending containers.

4.2 The proposed charges for removal return and storage of commercial waste bins should be sufficient to cover the costs to Waste Services. The service will monitor the cost of removal and storage of the bins from businesses that may refuse to pay or may have gone out of business. If there is an emergent cost pressure from this activity, this will be reported to a future committee.

5. LEGAL IMPLICATIONS

5.1 The Council is exempt from requiring to be registered as registered carriers of controlled waste under regulation 2 of the Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1991. This has been confirmed with SEPA.

6. MANAGEMENT OF RISK

6.1 **Financial:** There is no financial risk to the Council provided the fixed penalty notices are paid.

6.2 **Employees:** They will need to work alongside the businesses to ensure an understanding of the situation.

6.3 **Customer / citizen** There will clearly be a number of businesses who claim that they cannot meet the requirements of the legislation because they have been advised by Council officers or the Fire Service that they require to remove bins from their property (usually in the case of Environmental Health), or they have nowhere internally to store the size of bin they have (it is supplied under a nationwide contract that specifies the size of the bin) or it was always intended that the bin would be outside when given planning permission.

6.3.1 A meeting between the Waste Collectors and the Council has already taken place; further meetings will be arranged if this policy has been approved.

- 6.3.2 Additionally, internal alterations to the premises may be required to accommodate bins and this may attract the need for building warrant approval. It is not considered to be a suitable project for a pilot scheme. This problem is citywide, but most apparent to anyone travelling round the city centre.
- 6.4 **Environmental:** This change in Policy should assist in improving the environment.
- 6.5 **Technological:** None
- 6.6 **Legal:** There may be a legal challenge from businesses with no room to store their containers within the boundaries of their property as they will be unable to comply with the policy. Exemption certificates can be issued in order to aid the above
- 6.7 **Reputational:** Reputational will be both positive and negative, positive from the citizens, negative from the affected businesses

7. IMPACT SECTION

7.1 Economy

- 7.1.1 The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. The implementation of the Policy may have an influence on how business has to be carried out.

7.2 People

- 7.2.1 The Council is committed to improving the key life outcomes of all people in Aberdeen and so has agreed a set of Equality Outcomes (2017-21) http://www.aberdeencity.gov.uk/council_government/equality_and_diversity/eqd_report_2017_21.asp
The removal of Commercial Waste Containers from the street will enhance the environment for both citizens and tourist; provide clearer walking areas for those in wheelchairs and assist the partially sighted as they move around the area

7.3 Place

- 7.3.1 The removal of Commercial Waste Containers from the street will enhance the build environment and improve the street scene

7.4 Technology

- 7.4.1 The operation of enforcement will use existing technologies

8. BACKGROUND PAPERS

<http://councilcommittees/documents/g1652/Public%20reports%20pack%2009th-Jun-2009%2014.00%20Policy%20and%20Strategy%20Committee.pdf?T=10>

<http://councilcommittees/documents/g2896/Public%20reports%20pack%2029th-Aug-2013%2014.00%20Enterprise%20Strategic%20Planning%20and%20Infrastructure%20Committe.pdf?T=10>

9. APPENDICES (if applicable)

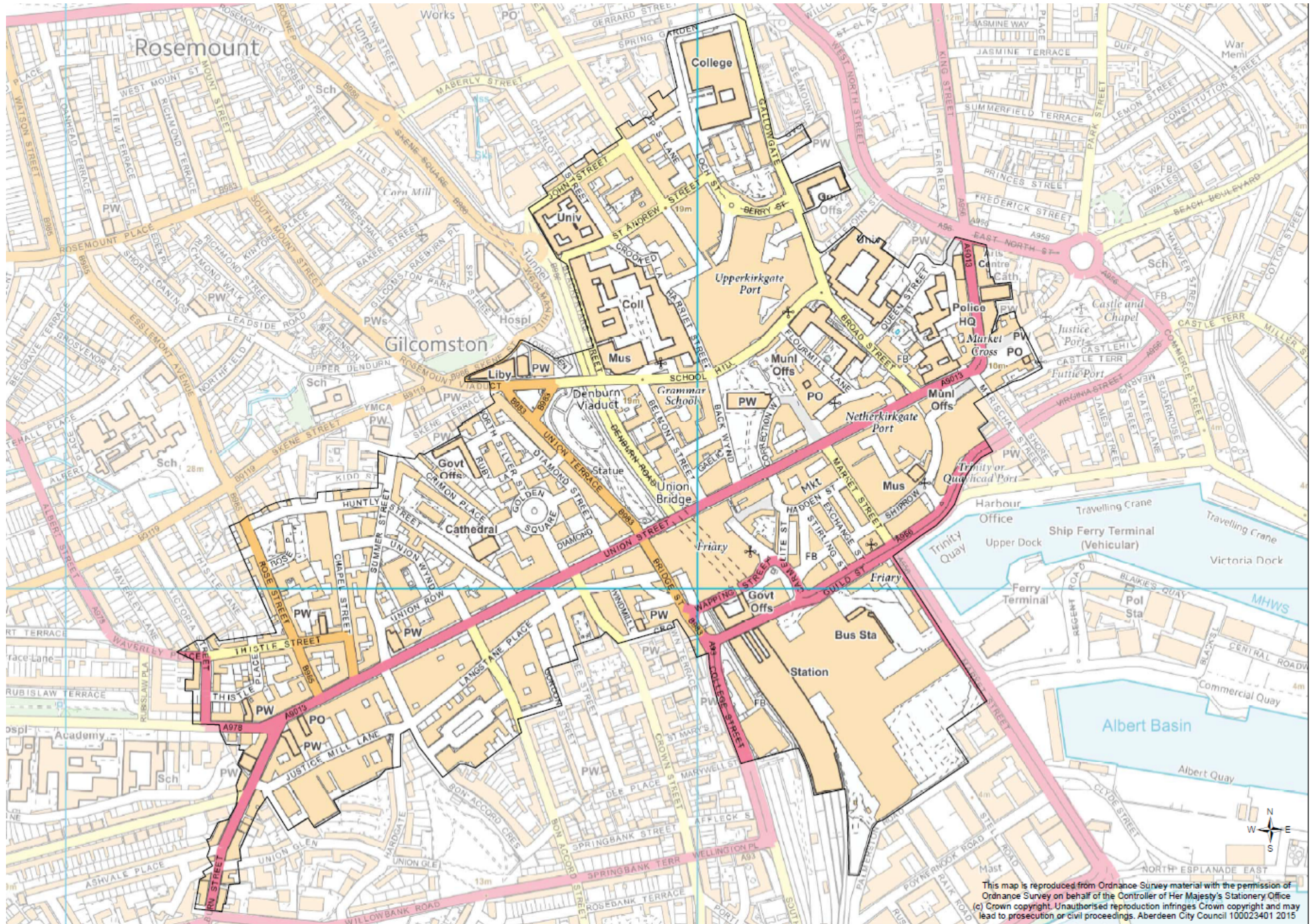
9.1 Appendix A showing the BID area

10. REPORT AUTHOR DETAILS

Name: Mike Cheyne
Job title: Roads Infrastructure Manager
Email address mcheyne@aberdeencity.gov.uk:
Phone number 01224 522984

HEAD OF SERVICE DETAILS

Name Mark Reilly
Job title Head of Service PI&E
Email address MaReilly@aberdeencity.gov.uk
Phone number 01224 523910



This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources
DATE	1 February 2018
REPORT TITLE	Low Carbon Travel Transport Fund
REPORT NUMBER	CHI/17/315
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Laura Paterson

1. PURPOSE OF REPORT:-

- 1.1 This report is to update on Transport Scotland's Low Carbon Travel and Transport (LCTT) Fund.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee:
- a) Notes Aberdeen City Council's potential participation in Transport Scotland's Low Carbon Travel and Transport (LCTT) Challenge Fund;
 - b) Notes that participation is subject to:
 - (i) Submission of a successful application to the LCTT Challenge Fund for grant funding of £1,014,772;
 - (ii) Submission of a final business case for the project to a future Policy & Resources Committee;
 - c) Notes that potential match funding from the Council of £434,903 towards the capital cost of the project Council will come from the existing AECC contingency budget; and
 - d) Notes the draft business model which has been developed for the operation of the AECC Refuelling Hub and the associated expenditure and revenue streams.

3. BACKGROUND

- 3.1 Transport Scotland's Low Carbon Travel and Transport (LCTT) Challenge Fund aims to facilitate the delivery of active travel and low carbon transport hubs. Grants of up to 70% are available to support projects with total costs of up to £2million.

- 3.2 Participation in this project will facilitate the development of a Low Carbon Refuelling Station at the site of the new AECC. The AECC Refuelling Station will provide refuelling facilities for low carbon vehicles. This infrastructure will consist of charging points for electric vehicles and hydrogen refuelling facilities similar to the existing site at Langdykes Road in Cove for hydrogen vehicles.
- 3.3 The AECC design incorporates an Energy Centre which is an onsite testing and demonstration facility for renewable energy technologies. This includes an onsite electrolyser which can produce high grade hydrogen which could be used as a transport fuel with the correct supporting infrastructure. The development of a new hub at the AECC site will enable this hydrogen to be used, including for vehicle refuelling.
- 3.4 There will also be facilities for refuelling of electric vehicles. This will be designed as a traditional refuelling station, with rapid electric charging dispensers instead of plug-in infrastructure. This will be a first in the city.
- 3.4 In addition to the refuelling infrastructure, the project will utilise the education facilities at the AECC to promote low carbon transport. The city's car club will have the option to have spaces allocated onsite and provide the public with opportunities to trial electric and hydrogen vehicles. Active travel to/from the site will also be encouraged with easy access to public transport infrastructure and extensive cycle parking throughout the site.
- 3.5 The UK Government has announced that the sale of new diesel and petrol vehicles will be banned from 2040, with the Scottish Government reducing this deadline further to 2032. The upscaling of Ultra-Low Emission Vehicles (ULEVs) will need to be supported through the promotion of the technology to the public and business sectors and development of the infrastructure to support the vehicle deployment.
- 3.6 The success of the AECC Refuelling Station will be dependent on demand for ULEV refuelling infrastructure. There are projects and discussions ongoing to increase hydrogen vehicles in the city, including the introduction of roadsweepers and garbage trucks to ACC Fleets, additional hydrogen buses and working with taxi companies to integrate ULEVs into existing fleets.
- 3.7 Participation in this programme supports the strategic aims of Aberdeen City Council as identified in several policies, including:
- 3.7.1 *Local Transport Strategy 2016-2021*
 "To facilitate the uptake of ultra-low and low emission vehicles as a contribution towards improving air quality in the City."
- 3.7.2 *Aberdeen City & Region Hydrogen Strategy and Action Plan 2015-2025*
 "Develop hydrogen refuelling infrastructure."
- 3.7.3 *Powering Aberdeen*
 "Promotion of sustainable travel initiatives" and "Development of hydrogen network"

3.7.4 Regional Economic Strategy

“To maximise the potential of hydrogen, energy from waste and other renewable technologies to develop a medium-long terms demand for the transferable skills in the oil and gas sector.”

3.7.5 The latter of which was highlighted in the Scottish Government’s draft Scottish Energy Strategy which identified the importance of hydrogen in meeting future transport and energy requirements.

4. FINANCIAL IMPLICATIONS

4.1 This project will have a capital budget of £1,449,675.

4.2 The maximum intervention rate of the LCTT Fund is 70%. This rate has been submitted in the application and a grant of £1,014,772 requested from Transport Scotland.

4.3 The remaining £434,903, representing 30% of the estimated capital costs, is to be funded from the AECC project’s existing contingency budget.

4.4 Costs of the Refuelling Station were calculated from a feasibility study completed at the end of 2016. Projected revenue costs and income were included in this study until 2040 and are included in Appendix 1.

4.5 The first five years of operation of the new facility are summarised in the table below:

	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £
Income					
Refuelling Fees	(19,934)	(29,433)	(42,342)	(57,488)	(74,373)
Expenditure					
Maintenance	49,500	49,500	49,500	49,500	55,500
<u>Operating Deficit/ (Surplus)</u>	29,566	20,067	7,158	(7,988)	(18,874)

4.6 It is anticipated that operating the site will result in a deficit in the first three years and surpluses generated from Year 4 onwards. The AECC financial model, which has been through a robust financial due diligence exercise, indicates sufficient revenue generated on site to offset any funding shortfall in the first three years of this proposal. The funding shortfall in the first three years will be met by income generated by the whole AECC Development.

4.7 The Business Model for the AECC Refuelling Station is similar to the existing station at Langdykes Road, Cove. Demand for this new site, as identified in the five year plan, will be generated by a car fleet which is expected to be in place by the time the facility opens.

4.8 Projected revenue costs as calculated in the feasibility study are presented in Appendix 1.

5. LEGAL IMPLICATIONS

- 5.1 Entry into the grant agreement is subject to review by the Commercial and Procurement Services Legal Team. The Head of Legal and Democratic Services will ensure that the grant terms are appropriate. Entry into any grant agreement is only signed once reviewed by the above, following consultation with the Head of Finance.

6. MANAGEMENT OF RISK

6.1 Financial

The Projects, Partnerships & Funding Team have significant experience of working with external funding bodies, working with delivery teams to ensure funding programme compliance which secures the payment of external funds.
Risk – Low

6.2 Employee

Staff who are involved in this project have the necessary Project Management skills attained through internal and external bodies.
Risk – Low

6.3 Customer/Citizen

Low carbon transport significantly reduces noise and air pollution in the city which has a positive impact on the health of citizens.
Risk – Low

6.4 Environmental

The development of low carbon transport infrastructure provides transport options with zero emissions and reduction in harmful pollutants.
Risk – Low

6.5 Technological

This project will result in infrastructure which continues to promote low carbon transport options. Producing hydrogen onsite at the Energy Centre within the AECC should lower the cost of hydrogen production which will ultimately reduce the price of the fuel, making it more attractive to consumers. Key Performance Indicators will be introduced to the project to measure these benefits.
Risk – Medium

6.6 Legal

All grant agreements are subject to review by the Heads of Legal and Democratic Services and Commercial and Procurement Services, following consultation with the Head of Finance.
Risk – Low

6.7 Reputational

Aberdeen is renowned as a European driver of hydrogen technology. The continued development of this technology ensures that the city maintains its international reputation as a leader in hydrogen and other low carbon technologies.

Risk – Low

7. IMPACT SECTION

7.1 ECONOMY

This project links into the North East's Regional Economic Strategy: "Further diversification into alternative energy technologies must be accelerated to complement work already being undertaken in shale gas, tar sands, hydrogen fuel cell supply chain opportunities, energy and carbon capture and storage and decarbonising food production."

7.2 PEOPLE

This project will benefit citizens of Aberdeen through the upscaling and promotion of ULEVs. This has a positive impact on the health and wellbeing of citizens due to the reduced air and noise pollutants.

7.3 PLACE

This project is of interest to the public in terms of the potential economic and environmental benefits that low carbon technologies can bring to the City including job creation as well as air quality improvements. Significant local and national air quality benefits can be derived from the deployment of low carbon vehicles offering zero exhaust emissions, reducing harmful pollutants such as nitrogen oxides (NOx), sulphur dioxides (SOx) and particulate matter (PM₁₀).

7.4 TECHNOLOGY

This project links Aberdeen City Region Hydrogen Strategy and the transport and energy priorities within Aberdeen – the Smarter City Vision to "define the image of an international 21st century energy city, leading a new leaner, cleaner, industrial revolution using the intensity of our social, business and community connection" and taking "a European lead in adapting new transport technologies" to "provide and promote a sustainable transport system, including cycling, which reduces our carbon emissions".

8. BACKGROUND PAPERS

Aberdeen City Council:

CHI.17.303 – Aberdeen City Region Hydrogen Strategy 2015-2025 Update

Local Transport Strategy 2016-2021

Aberdeen City & Region Hydrogen Strategy and Action Plan 2015-2025

Powering Aberdeen

Regional Economic Strategy

Scottish Government:

Draft Scottish Energy Strategy

9. APPENDICES (if applicable)

1. Revenue forecast for AECC Refuelling Station

10. REPORT AUTHOR DETAILS

Laura Paterson
External Funding & Policy Officer
lapaterson@aberdeencity.gov.uk
01224 523082

HEAD OF SERVICE DETAILS

Richard Sweetnam
Head of Economic Development
rsweetnam@aberdeencity.gov.uk
01224 522662

This page is intentionally left blank

COMMITTEE	Finance, Policy and Resources
DATE	1 st February 2018
REPORT TITLE	Lochside Academy Supported Bus Service for Cove – Fare Structure
REPORT NUMBER	CHI/17/317
INTERIM DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Chris Cormack

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to seek approval from members for the fare structure on the proposed supported bus service between Cove and Lochside Academy, which is subject to the 2018/19 budget setting process.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:
- a) Approves the fare structure detailed in this report.
 - b) Agrees to include the option for bus operators to submit a tender bid where their commercial fare structure would apply on the supported bus service.
 - c) Request the Interim Head of Planning and Sustainable Development to provide a service update report to members in June 2017 on the outcome of the tendering exercise for the supported bus service detailing what fares will apply.

3. BACKGROUND/MAIN ISSUES

3.1 Background

- 3.1.1 At the Education and Children’s Services Committee meeting on 16th November 2017, the committee instructed: *“that in order to support the transition to the new school, to approve Option 2a as detailed in the report with the addition of the provision of a supported bus service between Cove and Lochside Academy with pupils paying a fare to use the service to take effect from August 2018 and initially for a period of 3 years subject to approval of appropriate funding by the Finance, Policy and Resources Committee and to instruct the Interim Head of Planning and Sustainable Development to report to the appropriate Committee on the proposed fare to be paid by pupils from Cove for approval.”*

- 3.1.2 At the Finance, Resources and Policy Committee meeting on 6th December 2017, the Committee, the Director of Education and Children's Services presented a report which outlined the costs for the options approved by the aforementioned Committee for providing subsidised transport to school for pupils attending the new Lochside Academy from August 2018. The committee agreed: *"to include a budget provision of the amount outlined in the report to the 2018/19 Public Transport Unit budget to cover the estimated cost of this provision, subject to the annual budget setting process and to agree a further amount, as outlined in the report to the 2019/20 budget of the Public Transport Unit to cover the fact that this will be the first full financial year of the transport provision, subject to the annual budget setting process."*
- 3.1.3 As the provision of this service is subject to the budget setting process for 2018/19 and 2019/20, the recommendations contained within this report are subject to the service provision being made through the budget setting process.
- 3.1.4 A supported bus service currently operates between Cove and the existing school at Kincorth Academy. The service is operated by First Aberdeen and the Council provides a low level of financial support. The fares on the service are in line with First Aberdeen's commercial fare structure and First tickets are issued which can subsequently be used across the First Aberdeen network.

3.2 Fares and Ticketing Strategy / Best Practice Considerations

- 3.2.1 Aberdeen City Council is a signatory to the Aberdeen City and Shire Fares and Ticketing Strategy which was developed through the Local Authority and Bus Operators Forum (LABOF).
- 3.2.2 Under the strategy the Council has committed to set supported bus service fares to broadly reflect prevailing commercial fare levels. As such any supported service should operate with a fare structure broadly in line with those of the commercial bus services in the area.
- 3.2.3 Under the strategy the Council has committed to specify the sale on supported bus services of discounted child fares, including 'half-fare' single fares.
- 3.2.4 Department for Transport best practice guidance suggests that where local authorities seek to supplement the commercial network with supported services, they must ensure that proposals would not adversely affect the commercial network. In terms of good practice local authorities should generally seek to ensure that:
- New services do not duplicate existing commercial services - though some duplication on common sections of route might be impossible to avoid, in which case service specifications should, as far as possible, aim to split existing headways; and
 - Fares charged are consistent with fares on commercial services within the area in which the new service operates.

3.3 Proposed Fare Structure

3.3.1 Given the considerations of the fares and ticketing strategy and best practice aforementioned it would be recommended that fares on the supported bus service do broadly reflect the prevailing commercial bus fares in the area.

3.3.2 The supported service between Cove and Lochside Academy will largely replicate the route of the existing First Aberdeen services 3 and 18 and for this reason it is important that the Council is not implementing any service which may have a detrimental impact on the commercial bus network and in particular on the services 3 and 18 in this case.

3.3.3 The following single fares apply on First Aberdeen services:

Ticket Type	1-2 Stages	3-5 Stages
Adult Single	£1.50	£2.50
Child Single	£1.10	£1.10

3.3.4 While journeys on First services between parts of Cove and Wellington Circle may be as much as 3 fare stages, as the supported service is travelling a short distance only, it is recommended fares are set on the basis of First Aberdeen's 1-2 stage fare only. In addition as the service is primarily aimed to provide transport to the school, multi-journey tickets would be of benefit to passengers and as such the following tickets and fares would be recommended:

Ticket Type	Adult Fare	Child Fare
Single Journey	£1.50	£0.75
Return Journey	£2.50	£1.25
10 Journey Ticket	£13.50	£6.75
4 Week Ticket	£30.00	£15.00
Annual School Term Pass	£260.00	£130.00

3.3.5 When bus operators bid for supported bus services the tender bid will often be submitted with fares on the service to be in line with the bus operators commercial fare structure. This can allow the bus operator to better integrate the service into their network, which can also in turn reduce the cost to the local authority. As such, it is recommended that the Council avails itself to this option and when tendering for the service between Cove and Lochside Academy includes the option for operators to charge their commercial fares on the service, which may improve the quality and cost of bids the Council receives.

4. FINANCIAL IMPLICATIONS

4.1 The fares charged on the service and level of uptake may affect the level of subsidy the Council provides. As such the recommendations made should ensure that the service is delivered within the allocated budget.

5. LEGAL IMPLICATIONS

- 5.1 The Council must adhere to the legislative requirements for bus services as determined by the Transport Act 1985 and Transport (Scotland) Act 2001 and any procurement must be conducted in line with standing orders and an open Tender process would be required through Public Contracts Scotland.

6. MANAGEMENT OF RISK

- 6.1 Financial - There is a low risk that there will not be sufficient budget to provide the supported service if fares charged do not contribute to the cost of the service and if uptake is low and does not also offset the cost. The level of fares recommended would reduce this risk as these are broadly in line with commercial fares and as such the budget allocated should be sufficient.
- 6.2 Employee - There are no employee risks as a result of the recommendations of this report
- 6.3 Customer/Citizen - There is no customer/citizen risk as a result of the recommendations of the recommendations of this report.
- 6.4 Environmental – There are no environmental risks as a result of the recommendations of this report
- 6.5 Technological - There are no technological risks as a result of the recommendations of this report
- 6.6 Legal - There are no legal risks as a result of the recommendations of this report, however if fares charged do not broadly reflect that of the commercial bus services, competition considerations may be required given that the services do replicate commercial bus services and local authorities must endeavour to not adversely affect the commercial bus network.
- 6.7 Reputational - There is a low risk that is fares charged do not broadly reflect that of the commercial bus services, competition considerations may be required given that the services do replicate commercial bus services and this may impact the relationship between the Council and the commercial bus operators in the area. Officers are however working closely with the operators with regards to transport to Lochside to ensure there is strong partnership working.

7. IMPACT SECTION

7.1 Economy

- 7.1.1 The recommendations in this report are focussed on ensuring fares on supported services reflect that of commercial operations which ensures a level playing field with regards to public transport fares on supported and commercial bus services, so as not to adversely impact public transport services. A high quality public transport system is important for any thriving economy in transporting people to work and education and directly support the business and education sectors and ensures the workforce can travel

effectively and that all have access to appropriate education opportunities and access to all facilities in a cost effective way.

7.2 People

- 7.2.1 By ensuring that all pupils at the school have appropriate means by which to travel to school, the Council will be helping to improve equity in educational outcomes.

7.3 Place

- 7.3.1 No significant impacts on Place have been identified as a result of the recommendations in this report.

7.4 Technology

- 7.4.1 No significant impacts on Technology have been identified as a result of the recommendations in this report.

8. BACKGROUND PAPERS - N/A

9. APPENDICES (if applicable) – N/A

10. REPORT AUTHOR DETAILS

Chris Cormack
Team Leader, Public Transport Unit
CCormack@aberdeencity.gov.uk
01224 523762

HEAD OF SERVICE DETAILS

Eric Owens
Interim Head of Planning and Sustainable Development
EOwens@aberdeencity.gov.uk
01224 523133

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy & Resources
DATE	1 February 2018
REPORT TITLE	External Partnership Activity
REPORT NUMBER	CHI/17/320
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Laura Paterson

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to seek approval for nomination of an Elected Member to the North Sea Commission's Transport Thematic Group and approval for a working trip to Pemba, Mozambique in February 2018 in order to sign the Memorandum of Understanding between Aberdeen and Pemba.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee:
- a) Nominate an Elected Member to the role of Vice Chair of the North Sea Commission's Transport Thematic Group;
 - b) Approve international travel of an Elected Member and Officer to attend up to four meetings per annum of the NSC Transport Thematic Group, subject to Aberdeen City Council's 2018/19 budget setting process;
 - c) Approve the working trip to Pemba, Mozambique and associated costs of a maximum of £1,680 as outlined in this report.

3. BACKGROUND

North Sea Commission

- 3.1 The North Sea Commission (NSC) is an international consortium of local and regional authorities from the North Sea Periphery area. The NSC aims to develop partnerships between the nations. Through co-operation, research, funding, policy statements and lobbying at European level, the NSC aims to promote the region as an economic entity.
- 3.2 There are four thematic groups within the NSC focussing on different areas, such as Blue Growth and Transport. Each group has a Steering Group composed of Elected Members from the different regions to guide policy

debate and political lobbying. Groups meet up to four times per year. Representatives from member regions are eligible to join thematic groups.

- 3.3 Nominations are currently being sought for the vacant position of Vice-Chair of the Transport Group. The Transport Group's work programme includes priorities such as Clean Transport and development of transnational transport projects.
- 3.4 An Elected Member was nominated to be Aberdeen City's NSC representative following local elections in May. Details of appointments to external organisations are included in Appendix 1. This member is eligible to sit on a NSC Thematic Group and be nominated for a position therein. An active member of a Steering Group ensures that Aberdeen's economic interests are firmly represented within an international context.
- 3.5 Membership of these thematic groups has resulted in the development of externally funded projects, such as hydrogen transport. Participation in these programmes reduces the financial spend by ACC towards projects as external funds are received which support projects. Development of these projects ensures that Aberdeen maintains its reputation as being innovative and forward thinking.
- 3.6 Holding a Chair within the NSC Transport Group also reinforces representation of the region's economic interests. Local organisations have previously expressed interest in Aberdeen joining the European Commission's Trans-National Transport Network (TENT-T). A Vice-Chair position within the Transport Group could leverage discussions with the EU's Directorate-General for Mobility and Transport to lobby for the cause. This would strengthen the region's position in applying for money from externally funded programmes.
- 3.7 Eight nations are members of the NSC – Denmark, England, Germany, France, the Netherlands, Norway, Sweden and Scotland. Norwegian regions are some of the most active partners in the partnership as being members of the NSC provide opportunities for transnational cooperation with EU Members. Having an active role in the NSC Transport Group demonstrates a continued commitment from Aberdeen City Council to continue to participate in transnational cooperation projects and programmes in the future. It is particularly pertinent in the Transport Group as organisations, such as Aberdeen Harbour, and programmes, including the roll-out of hydrogen transport technology, are enhanced by good relations with and continued investment from international partners.

Pemba, Mozambique

- 3.8 In March 2017, Council approved an international trade plan for 2017-18 and noted proposals for an outline plan for 2018-19. The latter included a trip to Pemba, Mozambique, in order to fulfil commitments that were anticipated as part of the Memorandum of Understanding that was proposed between Aberdeen and Pemba. The MoU was scheduled to be signed in the UK in 2017 (having been approved by CH&I Committee in January 2016) but this did not ultimately prove achievable.

- 3.9 Subsequent to Council's approval of the international trade plan, a further report was approved by CH&I in August 2017 which reduced the level of expenditure on overseas travel as part of the corporate savings and efficiency process. The trip to Pemba in 2018-19 was no longer included due to budget constraints. However Mozambique was still recognised as being a key emerging market for Aberdeen businesses.
- 3.10 In December 2017, Cllr John Reynolds had a meeting with the Mozambique High Commissioner in London. As a result of this meeting, it was proposed that a trip to Pemba be considered in February 2018 so that the MoU signing could take place. The UK Government Department for International Trade (DIT) agreed to pay the full travel costs for one Elected Member and one officer, therefore meaning a substantial reduction to the overall cost to Aberdeen City Council.
- 3.11 The proposed trip would take place from Tuesday 13th – Saturday 17th February. Two nights' accommodation in Pemba and subsistence costs associated with the trip would be incurred by Aberdeen City Council. It is anticipated that a maximum of £1,680 would be required to cover these costs.
- 3.12 DIT is currently working with the Mozambique High Commission and the regional and city-level governments in Mozambique on an itinerary for the time that will be spent in Pemba. This will include opportunities to meet key local civic and business leaders and to visit infrastructure projects that are being delivered to support the oil and gas sector in the city and region.
- 3.13 A country and opportunity profile for Mozambique is appended as appendix 2 to this report.

4. FINANCIAL IMPLICATIONS

- 4.1 Nomination to the role of Vice Chair of the NSC Transport Group will result in participation in up to four international meetings per annum. It is estimated that costs for attending these meetings will be £4,000. This is subject to Aberdeen City Council's 2018/19 budget setting process. A pre-payment from the 18/19 budget will be created for any costs incurred within the remainder of financial year 17/18.
- 4.2 The cost of the Pemba trip detailed below will be funded from within existing Economic Development Budgets in 2017/18.
- 4.3 DIT's willingness to pay for two return flights to Pemba has reduced the overall cost significantly, from an estimated £6,000 to a maximum of £1,680 as set out below.

Item	Approximate cost
Two standard rooms at the Avani Pemba hotel for two nights, with breakfast	£120 per room per night Total - £480
Sponsorship of bilateral dinner for UK / Mozambique governments, regional	£400

government and Pemba civic leaders	
Subsistence costs (meals whilst travelling and in country – five days / four nights in total)	£200
Travel vaccinations / precautionary treatments	£300
Contingency	£300
Maximum anticipated cost	£1,680

5. LEGAL IMPLICATIONS

- 5.1 Membership of external bodies and subsequent appointments are and will continue to be subject to review by the Head of Democratic and Legal Services.

6. MANAGEMENT OF RISK

6.1 Financial

There are no identified financial risks associated with this report.
Risk – Low

6.2 Employee

Members and Officers will be fully briefed on travel protocol prior to travel.

- 6.2.1 The working trip to Mozambique is being organised by the UK Government's Department for International Trade and their in-country team. A briefing for the Elected Member and officer travelling will be provided and will be based on the latest advice for travel to Mozambique that is provided by the Foreign and Commonwealth Office. In Mozambique, all activities will be organised by DIT and their officers will accompany the Council's Elected Member and officer at all times.

Risk – Low

6.3 Customer/Citizen

There are no identified risks to customer/citizens with this report.
Risk – Low

6.4 Environmental

All travel is made by public transport, thus reducing impact to environment.
Risk – Low

6.5 Technological

There are no identified technological risks associated with this project.
Risk – Low

6.6 Legal

External partnerships and subsequent appointments are subject to review by Head of Democratic and Legal Services.
Risk – Low

6.7 Reputational

Participating in external partnerships and active involvement with consortiums demonstrates Aberdeen City Council's commitment to innovative services in the city.

Risk - Low

7. IMPACT SECTION

7.1 This section demonstrates how the proposals within this report impact on the strategic themes of Aberdeen City Council and Community Planning Aberdeen, as set out in the [Aberdeen City Local Outcome Improvement Plan 2016-26](#) and the [Aberdeen City Council Strategic Business Plan](#).

7.1 Economy

7.1.1 Participating in external partnerships creates networks from which externally funded projects are developed. These enable significant project delivery in Aberdeen City and reduce spend from Council budget. Projects support the strategic aims and programmes of Aberdeen City Council, including Powering Aberdeen and the Hydrogen Strategy.

7.1.2 The Mozambican economy is showing some signs of recovery after a difficult 2016, which saw a sharp slowdown in growth and shocks to both the country's currency and to inflation. First quarter GDP growth in 2017 picked up to 2.9%, more than double the growth rate of the preceding quarter. The *metical*, which had been steadily depreciating in the first ten months of 2016, is now more stable, having strengthened by 28% against the US dollar in the last 9 months. A strong monetary policy was key to this shift, which also helped inflation to slowly begin easing by mid-2017. Strengthening prices for coal, aluminum, and gas, a post-el Niño recovery in agriculture, and progress in the peace talks, could steer growth to 4.6% in 2017, and toward 7% by the end of the decade. [World Bank, October 2017]

7.1.3 With some of the largest gas fields in the world, no supply chain and an immediate, significant demand for skilled workers, there are vast areas of opportunity for oil and gas companies in the energy supply chain to export their products, services and expertise. Particular areas of opportunity for Aberdeen companies include:

- subsea engineering, procurement, installation and commissioning
- original equipment manufacturers of drilling and subsea systems
- offshore support
- manpower services

7.2 People

7.2.1 The implementation of projects, developed through these external partnerships, has had a positive impact on citizens of Aberdeen. The development of low carbon transport, for example, has resulted in lower air and noise pollution emissions.

7.3 Place

7.3.1 Participation in these external partnerships has resulted in the implementation of projects that have benefitted the city, such as the BEGIN project which is tackling flood alleviation in the city.

7.4 **Technology**

7.4.1 Membership of these organisations has resulted in the delivery of projects which have been innovative in their use of technology, such as the roll out of hydrogen transport.

8. **BACKGROUND PAPERS**

Memorandum of Understanding with Pemba, Mozambique (CHI/15/302), report to CH&I Committee, 20 January 2016, approved.

International trade and partnership proposals (CHI/17/047), report to Council, 15 March 2017, approved.

Emerging markets – international trade (CHI/17/181), report to CH&I, 29 August 2017, approved.

9. **APPENDICES**

1. External Partnership Activity
2. Country profile, Mozambique

10. **REPORT AUTHOR DETAILS**

Laura Paterson
External Funding & Policy Officer
lapaterson@aberdeencity.gov.uk
01224 523082

Matt Lockley
Business & Skills Manager
mlockley@aberdeencity.gov.uk
01224 522940

HEAD OF SERVICE DETAILS

Richard Sweetnam
Head of Economic Development
rsweetnam@aberdeencity.gov.uk
01224 522662

Economic Development
External Partnership Activity

Country	Group	Details	Frequency	Member Representative	Committee Reference
Belgium	HyER	HyER Board meetings and associated meeting with HyER and the various Director Generals. ACC holds Presidency.	1 meeting per month	Lord Provost	CHI/17/047 EPI/14/117 - Original Appointment
Belgium	Energy Cities	ACC is a Board Member.	5 meetings per year	Lord Provost	CHI/17/047 EPI/11/180 - Original Appointment
Europe	Conference of Peripheral Maritime Regions General Assembly (CPMR)	ACC Membership of CPMR	1 AGM and invited to participate in Taskforce	Cllr John Reynolds	CHI/17/047
Europe	North Sea Commission (NSC)	ACC Membership of CPMR	4 meetings per year	Cllr John Reynolds	CG/17/078
Europe	North Sea Commission (NSC) Smart Regions Group	ACC Membership of CPMR. ACC holds Chair of Group.	4 meetings per year	Lord Provost	CHI/17/047 EPI/14/117 - Original Appointment
Europe	BEGIN – Steering Group	ACC is Project Partner in this Interreg NSR Programme.	1 meeting per year	Cllr Jennifer Stewart	CHI/17/165
Europe	CIVITAS PORTIS	ACC is Project Partner in this Horizon2020 Programme	Not specified	Lord Provost	CHI/17/158
Europe	Hytec 2 – Steering Group	<i>Approval pending - ACC is Lead Partner in this Interreg NSR Programme.</i>			<i>Pending – Being submitted to CHI Jan 18</i>
Europe	SCORE – Steering Group	ACC is Project Partner in this Interreg NSR Programme.	1 meeting per year	Cllr Jennifer Stewart	CHI/17/166
Worldwide	World Energy Cities Partnership (WECP)	ACC Membership of WECP	2 meetings per year	Lord Provost	CHI/17/203, CHI/17/256

Pemba, Mozambique Market Overview

Description of Pemba

Pemba is a port city in Mozambique. It is the capital of the province of Cabo Delgado and lies on a peninsula in Pemba Bay. The Town was founded by the Niassa Company and has a population of over just over 140,000.

Description of Mozambique

Gaining Independence (from the Portuguese) in 1975, Mozambique has a population of 27,977,863 as of 2015, 2m of which live in Maputo the countries capital which sits on the southern end of the country. 30% of the population live in urban areas. Mozambique is bordered by South Africa, Swaziland, Zambia, Malawi and Tanzania.

Economic Overview

Over recent years Mozambique has been ranked among the world's fastest growing economies and bilateral trade with the UK is growing rapidly with trade in visible goods increasing by 14% in 2013 to over £150 million. UK export of goods was worth £45 million and UK foreign direct investment totalled USD 1.2 billion. DIT has designated Mozambique as a High Value Opportunity market, meaning they target resources towards developing trade activity between the UK and Mozambique.

Mozambique has raised substantial interest and expectations in the global oil and gas industry due to recent major offshore discoveries and the country hopes to harness its vast natural gas reserves to potentially become the world's third largest LNG exporter, behind Qatar and Australia.

With some of the largest gas fields in the world, no supply chain and an immediate, significant demand for skilled workers, there are vast areas of opportunity for oil and gas companies in the energy supply chain to export their products, services and expertise

Strengths in the Economy (date) :

- High Gross Domestic Product (GDP) Growth rate, low inflation and relatively stable currency
- Extensive mineral and hydrocarbon deposits which attract large amounts of foreign direct investment
- Geographically well positioned to export to Asian markets
- UK-Mozambique High-Level Prosperity Partnership which shall focus on extractives ,agriculture , financial services and the business environment.

Recent Developments in Economy

However, there has been here has been a rapid deterioration of the economy following the revelation of previous undisclosed borrowing. Mozambique's Gross Domestic Product (GDP) dropped to 3.3% in 2016, down from 6.6% in 2015. The World Bank's growth forecast for 2017 has been revised downwards from 5.2% to 4.8% to factor in the effects of likely fuel shortages and the continued effects of restrictive monetary policy. Official figures highlight a substantial slowdown in growth for most sectors, including negative growth in hotel and restaurant services and utilities. Foreign direct investment declined by 20% indicating a decline in confidence in the economy. Tight monetary policy and high prices also contributed to growth deceleration. The fiscal deficit has fallen from 6.4% of GDP in 2015 to 4.7% in 2016 on a cash basis, but this masks the accumulation of significant arrears to private creditors and fuel suppliers.

There are signs that external pressures are easing. The Mozambican Metical appreciated by 10% against the U.S. dollar between October 2016 and February 2017 as reduced liquidity and an adjusting trade balance began to take effect. Inflation, driven by exchange rate variations, has started to decelerate. Central bank reserve levels increased in the three months to end-January 2017 with effects of policy measures introduced in the last quarter of 2016 materializing. Recent developments, including the \$2.8 billion ENI/Exxon deal, indicate progress with the Rovuma basin gas megaprojects and bring the final investment decision for multi-billion dollar investments closer. Existing megaprojects have shown resilience, and may find additional support in the near term from an improving outlook for key commodity prices.

Mozambique's energy potential is one of the highest in Africa , with installed generation capacity of around 2,475mw and substantial energy resources , ranging from fossil fuels (natural gas and coal) to renewables (solar, hydro, wind , geothermal and tidal sources of power) since 2000, annual energy production has increased by approximately 6%. This expansion is largely driven by developments in the natural gas and electricity markets.

Strengths in the Mozambique Economy

- High Gross Domestic Product (GDP) Growth rate, low inflation and relatively stable currency- although recent developments do show a deterioration in the economy.
- Extensive mineral and hydrocarbon deposits which attract large amounts of foreign direct investment
- Geographically well positioned to export to Asian markets
- UK-Mozambique [High-Level Prosperity Partnership](#) which shall focus on extractives ,agriculture , financial services and the business environment.

Weaknesses in the Mozambique Economy

- Bureaucracy, pervasive influence of the political elites and widespread corruption.
- There is lack of infrastructure which will which shall provide many challenges for Aberdeen companies entering the market. For example, when not flying, the distance between the capital Maputo and the oil fields in Pemba is a drive of 2,400km which takes around 30 hours. This highlights the lack of infrastructure in 2016 the World Bank placed Mozambique 116/160 in their infrastructure rankings.
- As the price of oil has fallen the situation for Mozambique has become more uncertain. In 2016 the Mozambique government admitted to having USD 1.4 billion in undisclosed loans through the interior Ministry. The Mozambique government is now totalling 80% of GDP and is unable to make payments
- Skills and education shortage coupled with tightening work permit regime.
- Portuguese is the official language.
- Legal system is based on Portuguese civil law.

Opportunities in the Mozambique Economy

- FDI and government spending in major infrastructure projects are the are the main causes for growth in the country. According to the World Bank , in 2013 Mozambique was the second highest recipient of FDI in Africa. The most dynamic economic sectors are: extractives, financial services, construction, transport and communication.
- Eni an operator in Area 4 and Anadarko an operator in area 1 of the Rovuma basin –complete

- There are many opportunities for UK companies in the oil and gas sector in Mozambique including: subsea engineering, procurement, installation and commissioning (epic), original equipment manufacturers (OEM) of drilling and subsea systems, offshore support and man power services.

Key Opportunities

Particular areas of opportunity include:

- Subsea engineering, procurement, installation and commissioning
- Original equipment manufacturers of drilling and subsea systems
- Offshore support
- Manpower services

FDI and government spending in major infrastructure projects are the main causes for growth in the country. According to the World Bank, in 2013 Mozambique was the second highest recipient of FDI in Africa. The most dynamic economic sectors are: extractives, financial services, construction, transport and communication.

- Eni an operator in Area 4 and Anadarko an operator in area 1 of the Rovuma basin –have stated they are strongly committed to their \$15 Billion LNG project but like Eni with its floating LNG export terminal they are still weighing their final investment decision. If these projects proceed then both Pemba and Palma could turn into large LNG hubs with many investment opportunities presented by new operators entering the country such as ExxonMobil.
- There are many opportunities for UK companies in the oil and gas sector in Mozambique including: subsea engineering, procurement, installation and commissioning (epic), original equipment manufacturers (OEM) of drilling and subsea systems, offshore support and man power services.

Education

The system is structured so that the primary school cycle lasts 7 years, lower secondary lasts 3 years, and upper secondary lasts 2 years. Mozambique has a total of 6,087,000 pupils enrolled in primary and secondary education. Of these pupils, about 5,359,000 (88%) are enrolled in primary education. Figure 3 shows the highest level of education reached by youth ages 15-24 in Mozambique. Although youth in this age group may still be in school and working towards their educational goals, it is notable that approximately 12% of youth have no formal education and 48% of youth have attained at most incomplete primary

FIG 1. EDUCATION SYSTEM

School Entrance Age:

Primary school - Age 6

Duration and Official Ages for School Cycle:

Primary : 7 years - Ages 6 - 12

Lower secondary : 3 years - Ages 13 - 15

Upper secondary : 2 years - Ages 16 - 17

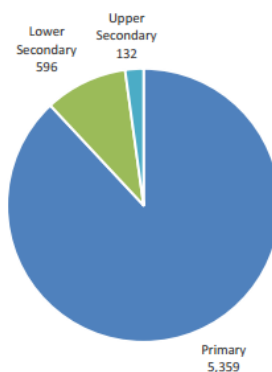
Academic Calendar:

Starting month : January

Ending month : October

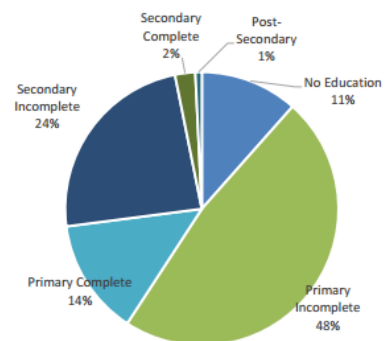
Data source: UNESCO Institute for Statistics

FIG 2. NUMBER OF PUPILS BY SCHOOL LEVEL (IN 1000S)



Data Source: UNESCO Institute for Statistics 2012

FIG 3. EDUCATIONAL ATTAINMENT, YOUTH AGES 15-24



Data source: EPDC extraction of DHS dataset 2011

education, meaning that in total 59% of 15-24 year olds have not completed primary education in Mozambique.

Oil and Gas

Only gas (no oil) in Mozambique. 5th licensing round of concessions (ENH is the government entity that must hold 10-15% share of each concession) started last year; will close on 30 April; and short list of bidders available on 1 July 2015.

25% of gas (and eventually an oil) produced, must be allocated for use in the domestic market. (Which sounds great, but insufficient demand means this is unlikely to be met

Sector regulated by the Petroleum Law of 2001 and then Petroleum Law of 2014 (the latter of which starts local content and local community requirements discussions). Covers upstream and midstream operations but not downstream. But not all together clear. For example: "foreign entities that provide services to petroleum operations in Mozambique are required to 'associate with' Mozambican entities"....?? And companies working in the oil and gas sector must be listed on the Mozambican stock exchange and 10% of equity must be in the hands of locals.

Existing Contact

In recent years there has been significant activity between Aberdeen and Mozambique to build links and lay the foundations for UK companies to enter this market. Following a high profile visit to Aberdeen from the President of Mozambique in 2013 and most Recently in February 2017 the Energy Minister visited Aberdeen. There have been further outward visits leading to the development of a proposed MOU between Aberdeen and Pemba to give a more formal framework to the cooperation which proposed to be signed by the end of March with the date still to be confirmed. If delivered by committed partner organisations in both cities, an MOU can provide focus and credibility to trade development activity.

Resources

[African Economic Outlook 2016, OECD, 2016](#)

[Scottish Development International: Business Opportunities in Mozambique \(2016\)](#)

[Department of International Trade: Doing Business in Mozambique: Mozambique Trade and Export Guide](#)

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	1 February 2018
REPORT TITLE	Towards a Fairer Aberdeen – Provision of meals to children during school holidays
REPORT NUMBER	CHI/17/322
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Neil Carnegie

1. PURPOSE OF REPORT:-

- 1.1 This report proposes a framework to enable provision of free meals to school children during school holidays supporting the recommendation within the Council's strategy 'Towards a Fairer Aberdeen that Prospers for all' that Aberdeen City Council should work with a range of community organisations to develop community based solutions to address the needs of children facing food poverty during the school holidays and ensuring that no child goes hungry.

2. RECOMMENDATIONS

- 2.1 Committee is recommended to:

- a) Agree the proposed framework for providing school meals to school children during school holidays, subject to securing budget allocation which will be determined through the Council 2018/19 budget setting process.
- b) Delegate power to the Head of Communities and Housing, in consultation with the Head of Finance to approve funding grants for the purpose of providing meals and activities to school children during school holidays, any such funding award to be subject to an agreement approved by the Head of Commercial and Procurement Services.
- c) Instructs the Head of Communities and Housing to engage the Fairer Aberdeen Board and Locality Partnerships seeking their involvement to determine their role in agreeing funding allocations and subsequent monitoring.
- d) Instruct the Head of Communities and Housing to report back to the Finance, Policy and Resources committee within fifteen months on the delivery of the programme.

3. MAIN ISSUES

3.1 Background

3.1.1 There is broad recognition that delivering a mix of good food provision and enrichment opportunities outside the school calendar year not only helps alleviate hunger but it can support working parents and those struggling with family food budgets in pressured holiday periods. It can also raise children's aspirations, offers safety and give opportunities for fun and socialising.

3.1.2 The Council sets out its commitment to alleviating child hunger in its strategy 'Towards a Fairer Aberdeen that Prospers for all':

Aberdeen City Council should work with a range of community organisations to develop community based solutions to address the needs of children facing food poverty during the school holidays and ensuring that no child goes hungry.

3.1.3 The 2016/17 school survey reported that 8,012 school children in the city were registered for free schools meals, representing 36% of all of school children. 6,240 of children registered for school meals were in primary 1 – 3 with all children in this banding entitled to a free school meal.

3.1.4 At its meeting on 9 March 2017, the Finance, Policy and Resources committee determined to pilot provision of free meals to school children in three areas during the summer 2017. Pilots were undertaken and a report on these considered by the committee on 6 December 2017. The Finance, Policy and Resources committee on that date requested officers submit a further report setting out a plan for providing free meals to school children during school holidays and the budget requirements to deliver this.

3.2 Key learning from the Pilots

3.2.1 Pilot activity was undertaken in Torry, Woodside and Cummings Park with 1,734 free meals provided to children. The majority of meals provided were to children entitled to free school meals. The average cost per meal provided was £3.66, this included the cost of food and cooking, and, cleaning and janitorial costs.

3.2.2 The approach taken was highly regarded by participants and parents with 98.4% of parents indicating that their child enjoyed attending, and 86% of children attending stating they were happy with the experience.

3.2.3 The pilot programme confirmed the importance of providing activities alongside food provision. Also it further demonstrated the significant contribution charities, community groups and business can and are already making to supporting a sustainable future programme.

3.3 Proposed approach

- 3.3.1 We should aim to provide up to a total of 10,000 meals to school children over the summer, October and festive holidays 2018/19.
- 3.3.2 Meal provision will be delivered by a blended approach which favours, supports and empowers communities to deliver the food and activity programmes. However, the Council shall directly deliver where there is insufficient community capacity in priority neighbourhoods to deliver programmes. In doing so the Council will work with these communities to develop future capacity.
- 3.3.3 Regardless of means of delivery the following principles will be applied:
- 3.3.4 Community development and community empowerment.
- 3.3.5 Meals will meet relevant nutritional and health standards.
For example – Food for Life.
- 3.3.6 Meals will be delivered alongside activity programmes. Evidence indicates that programmes are most effective when meals and activities are delivered together.
- 3.3.7 Meals will be provided free of charge to school children participating in the programmes. Restricting to children only registered for free school meals will deter children from participating and be challenging to administer, particularly for community groups.
- 3.3.8 Neighbourhoods areas with highest concentrations of children registered for free school meals will be priority.
- 3.3.9 We propose to develop a community funding programme which will invite funding requests from community groups to deliver meal and activity programmes. We will invite the Fairer Aberdeen Board and Locality Planning Partnerships to help design this with the intention that community representatives are involved determining funding allocations and subsequent monitoring. The community role would be intended to support participatory budgeting aspirations.
- 3.3.10 We are actively working with CFINE (Community Food Initiatives North East) to plan and deliver our proposed approach. CFINE is a local social enterprise and charity aiming to Improve Health and Wellbeing, and delivers its business for community benefit.
- 3.3.11 CFINE operates FareShare Grampian, a franchise of FareShare UK, which distributes fresh, quality, and in-date surplus from the food industry (including supermarkets and food producers) that would otherwise go to waste. Food distributed by FareShare is significantly increasing and CFINE would intend to support our plans by providing food direct to community groups and to the Council for free meal provision.
- 3.3.13 CFINE also operate Cook at the 'Nook having secured funding through the Landfill Community Fund to build a Community Training Kitchen at its

premises in Aberdeen. Community volunteers preparing meals as a part of our programme may be trained at this facility.

3.3.14 We anticipate that the Council provision and support could be significant, certainly in the short term to medium term. Community development officers will have a key role in developing programmes. We anticipate using secondary schools within priority neighbourhoods as hubs for activities and preparation and provision of meals. We will be seeking catering and janitorial volunteers to work paid additional hours to meet staffing requirements.

4. FINANCIAL IMPLICATIONS

4.1 A maximum £35,000 will be requested to deliver up to 10,000 meals.

4.2 A further £15,000 will be requested to support delivery of activities play, sports, youth work, etc running alongside the meal provision.

4.3 Allocation of funding will be determined by the 2018/19 budget setting process.

5. LEGAL IMPLICATIONS

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

5.2 Terms of reference will be developed for the decision making group and following public pound requirements will be met.

6. MANAGEMENT OF RISK

6.1 Financial

6.1.1 There is a risk that the Council approves the approach but insufficient funding allocation is made in the 2018/19 budget. There is a medium risk that this will happen. The programme will not go ahead or be scaled back should requested funding not be secured.

6.2 Employee

6.2.1 There is risk that insufficient staff resources are available to support delivery of the programme. This risk is low. We will aim to maximise community groups delivering the programme. Where the Council requires to deliver elements of the programme, facilities staff (janitorial, cooks and cleaning) will be asked to volunteer to work additional paid hours. Community development staff will schedule appropriate time, balancing this with other work demands to support the programme planning and delivery.

6.3 Customer / citizen – no risks identified

6.4 Environmental – no risks identified

6.5 Technological – no risks identified

6.6 Legal – no risks identified

6.7 Reputational

6.7.1 The Council makes a commitment through its strategy 'Towards a Fairer Aberdeen that Prospers for all' to address hunger. Failing to deliver relevant initiatives to support this may lead to reputational damage. This risk is assessed as low and mitigated by approving to implement the proposal.

7. IMPACT SECTION

7.1 Economy

7.1.1 The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. This proposal will impact on quality of life improvements for children by providing meals and activities during holiday periods, where otherwise they may suffer from the effects of poverty and hunger which have a direct correlation to poor educational attainment.

7.2 People

7.2.1 The Council is committed to improving the key life outcomes of all people in Aberdeen and so has agreed a set of Equality Outcomes (2017-21). This proposal will impact on people via supporting families, providing free meals and activities for children during school holiday periods. This proposal is inclusive and open to all children, irrespective of protected characteristics. This proposal will have a positive impact upon children and families who are experiencing poverty.

7.2.2 This proposal will improve the staff experience by ensuring staff have the necessary resources to support families in need.

7.3 Place

7.3.1 The proposal has a positive impact on the environment in terms of working with families to increase community resilience and cohesion. Children and families will meet new friends and build new support networks.

7.4 Technology

7.4.1 There is no impact on technology.

8. BACKGROUND PAPERS

CHI/17/132 Towards A Fairer Aberdeen That Prospers For All 2017 – 20 - 'Food and Fun'(6 December 2017)

CHI/17/004 Towards A Fairer Aberdeen That Prospers For All 2017-20 (9 March 2017)

CHI 16/2831 Tackling Food Poverty – Update Report (1 December 2016)

CHI/16/003 Sustainable Food Cities

CHI/16/187 Sustainable Food Cities - Tackling Food Poverty.
Filling The Holiday Gap (Update 2015) - All-Party Parliamentary Group on
Hunger
Deprivation In Aberdeen City, An analysis of the Scottish Index of Multiple
Deprivation 2016, ACC Research and Information Team
Poverty In Aberdeen City, produced by ACC Research and Information Team
A Scotland without fuel Poverty is a fairer Scotland, Report of the Scottish
Fuel Poverty Strategic Group to the Scottish Government
A Scotland without Poverty, Dr Jim McCormack, Joseph Rowntree
Foundation, February 2016
Dignity, Ending Hunger Together In Scotland, The Report of the Independent
Working Group on Food Poverty, June 2016
Empowering Scotland's Cities, June 2016

9. APPENDICES

10. REPORT AUTHOR DETAILS

Neil Carnegie
Communities and Housing Area Manager
ncarnegie@aberdeencity.gov.uk
01224 522942

HEAD OF SERVICE DETAILS

Derek McGowan
Head of Communities and Housing
demcgowan@aberdeencity.gov.uk
01224 522226

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	1 February, 2018
REPORT TITLE	Aberdeen in Colour – A Creative Lighting Strategy and Implementation Plan for Aberdeen City Centre
REPORT NUMBER	OCE/17/028
DIRECTOR	Steven Whyte
REPORT AUTHOR	Scott Davidson

1. PURPOSE OF REPORT:-

- 1.1 Committee to receive and adopt Aberdeen in Colour – City Centre Creative Lighting Strategy and Implementation Plan.

2. RECOMMENDATION(S)

- 2.1 It is recommended that committee –
- a. Approve the Aberdeen in Colour – City Centre Creative Lighting Strategy.
 - b. Instruct the City Centre Masterplan Programme Manager to initiate action to implement Aberdeen in Colour through the development of business cases for creative lighting projects to be considered at future meetings of this committee.

3. BACKGROUND AND MAIN ISSUES

- 3.1 In considering the Strategic Infrastructure Plan Progress Update at its meeting on 9 March 2017, committee resolved to approve expenditure of up to £75,000 to award a contract to consultants to prepare a City Centre Lighting Strategy and Implementation Plan (Aberdeen in Colour) and report progress to Finance, Policy and Resources Committee following completion.
- 3.2 A brief was prepared for the appointment of a consultant to prepare a comprehensive creative lighting strategy to bring forward innovative and imaginative proposals that transform the city centre in terms of inclusion, legibility, identity, movement, night time safety, public art and events. The brief emphasised that the strategy must demonstrate how it is unique to the

City, how it will enhance safety, vibrancy and the economy, encourage activity and respond dynamically to changing circumstances.

3.3 In August, following a robust procurement procedure, Steensen Varming – a leading creative lighting consultant – were appointed with McGregor Coxall in relation to urban design and place making input as well as community engagement and Gardiner and Theobald, supporting with cost and programmatic management.

3.4 In their work Steensen Varming have:

- Reviewed the City Centre Masterplan to ensure that the creative lighting strategy addresses its themes and objectives.
- Undertaken investigation to assess the Aberdeen nightscape, identify opportunities for improvement and possible challenges.
- Carried out a precedent study to identify best practice, the application of new technologies and innovative solutions.
- Promoted stakeholder and public engagement to understand concerns and priorities of lighting in Aberdeen city centre.
- Developed a creative lighting strategy.
- Considered implementation that addresses priorities, programme and cost for each project.

3.4.1 Steensen Varming identified a number of shortcomings with the current lighting provision including:

- City centre lacks presence at night.
- Lack of visual wayfinding.
- Lighting focused on vehicular traffic with little consideration to the human scale.
- Prominent façades and monuments and other features not accentuated.
- Lighting levels generally poor but some installations create glare and obtrusive spill.
- Uneven lighting has impact on perception of safety.

3.5. **Public and Stakeholder Engagement**

3.5.1 Drop-in sessions, hosted by Steensen Varming, were held for Elected Members, Council officers and key stakeholders in early October 2017. The team presented their early thinking and took questions. Attendees included representatives of the arts and business sectors, as well as the wider community and the Disability Equity Partnership.

3.6 A public survey ran from October 6th to 15th. It was publicised through media releases; reports on the Aberdeen City Council website; and via social media channels and stakeholder networks. The survey was made available online and paper copies were available at Marischal College Customer Service Centre and in city libraries. The survey asked participants to choose their favourite lighting treatments (up to three) for six different themes, which were based on the project's aspirations as described in the City Centre Masterplan.

The potential treatments were presented pictorially. It was explained that feedback would be a consideration in shaping the proposed strategy.

3.7 The design team held a drop-in day at the Bon Accord Shopping Centre. As part of the engagement exercise, workshops were held at four city schools, where the views of pupils were captured.

3.8 In all, the survey attracted 895 responses with most popular choices being:

- Illuminating iconic architecture
- Engaging public spaces at night
- Surprising lighting features
- Illuminating bridges
- Activating laneways
- Seasonal responsive lighting

3.9 This has informed the development of the creative lighting strategy.

3.10 **The Proposals**

3.10.1 Taking into account existing creative lighting proposals for Union Terrace Gardens, Marischal College and Aberdeen Art Gallery, Aberdeen in Colour has established 12 creative lighting projects for the city centre including proposals for Castlegate, Union St, Belmont Street, Langstane Place, Correction Wynd, Golden Square, Wellington and Victoria Bridges, the banks of the River Dee, St Nicholas Kirk, The Green, Donald's Way and Adelphi Lane. These are presented in Appendix 1 with the strategy that underpins their selection. Aberdeen in Colour has also established guidelines for creative lighting proposals for different parts of the city centre (eg. Laneways, landscaped areas, facades, etc). In addition, and in response to consultations, work has taken place, led by Aberdeen Inspired, to bring forward a winter seasonal lighting scheme at The Green.

3.11 Further, the strategy establishes guidelines for creative lighting projects that may emerge in the future. These provide advice and direction for different typologies of the city centre including primary streets, mixed use neighbourhoods, underpasses and connections, squares, waterfronts, landscape areas, facades and monuments and laneways. This will allow proposals to be developed in the future at, for example, Bridge Street, George Street or Windmill Lane.

3.12 **Implementation and Costing**

3.12.1 Careful consideration has been given to the implementation of the creative lighting projects and this is presented in Appendix 1. The projects have been prioritised and programmed. The cost has been established for each project. Prudently, at this stage, these costs have established each project's capital cost and an allowance for development. This establishes a total cost of circa £6.5million. As projects are brought forward during the implementation programme it is anticipated that increasing certainty will allow the development cost allowance to reduce.

3.13 Each project will be the subject of development through a business case that will establish its scope, funding, risk, etc as part of the capital governance regime.

3.14 Maintenance

3.14.1 The maintenance implications and life cycle costs for each project have been assessed and a suitable approach proposed.

4. FINANCIAL IMPLICATIONS

4.1 Aberdeen in Colour has an estimated cost (including a development allowance) of circa £6.5million. There are a variety of funding sources potentially available to meet this cost over the course of the implementation programme.

4.2 Aberdeen Inspired has committed £118,000 (with a potential additional £50,000) for implementation of the first phase of Aberdeen in Colour on the proviso that Council will make a strong commitment also.

4.3 Implementation of Aberdeen in Colour projects will be progressed through the development of business cases for each that will consider the cost and funding.

4.4 The Green winter lighting, led by Aberdeen Inspired, accessed a match funding contribution of £9,950 that was brought forward within the approved budget allocation for Aberdeen in Colour approved by this committee on 9 March 2017.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

6.1 Risks arising from this report are:

- Financial – A low risk that the cost of implementation will exceed projections. This has been mitigated by robust independent assessment that includes a development allowance. Further, each project, delivered by Council, will be required to comply with governance requirements in its development and implementation.
- Employee – None
- Customer / citizen – None

- Environmental – None
- Technological – None
- Legal – None
- Reputational - None

7. IMPACT SECTION

7.1 Economy

7.1.1 Aberdeen in Colour makes a contribution to a city centre that is the economic hub of a prosperous city region. In particular, it will help to support the development of the night-time economy in Aberdeen.

7.2 People

7.2.1 Paragraphs 3.5 – 3.9 have set out consultation undertaken in developing the strategy and proposals.

7.3 The proposals will aid wayfinding in the city centre that will improve accessibility. In addition, the proposals will help to improve the safety of the city centre through reducing the fear of crime.

7.4 Place

7.4.1 Aberdeen in Colour will contribute to achieving a city centre environment that makes for a unique and interesting experience attractive to people regardless of interests or means.

7.5 Technology

7.5.1 Aberdeen in Colour project proposal will utilise latest lighting technology to ensuring that lighting will be smart and digitally compliant.

8. BACKGROUND PAPERS

Finance, Policy and Resources Committee, 9 March 2017, ***Strategic Infrastructure Plan Progress Update*** (CG/17/002)

Council on 24 June 2015 ***Aberdeen City Centre Masterplan and Delivery Programme*** (OCE/15/021)

9. APPENDICES

10. REPORT AUTHOR DETAILS

Scott Davidson
City Centre Masterplan Programme Manager
scodavidson@aberdeencity.gov.uk
07833 40 22 12

HEAD OF SERVICE DETAILS

Steven Whyte
Director of Resources
swhyte@aberdeencity.gov.uk
01224 523566

TRANSFORMING OUR CITY

City Centre Masterplan

Aberdeen in Colour

City Centre Creative Lighting Strategy



CONTENTS

1 Introduction

- 1.1 Purpose
- 1.2 Scope
- 1.3 Methodology
- 1.4 Reading the Strategy
- 1.5 Context

2 Opportunities

- 2.1 Aberdeen City Centre Today
- 2.2 Opportunities for change

3 Creative Lighting Strategy

- 3.1 Lighting strategy framework
- 3.2 The vision
- 3.3 Guiding objectives
- 3.4 Typologies and guidelines
- 3.5 Creative lighting projects

4 Implementation Strategy

- 4.1 Programme
- 4.2 Cost
- 4.3 Maintenance
- 4.4 Project implementation
- 4.5 Prioritisation

Glossary

Image Appendix

1 INTRODUCTION

This Creative Lighting Strategy has been developed for Aberdeen's city centre in line with the City Centre Masterplan, to bring a strategic approach to lighting that will help to promote character and identity of the city at night.

Lighting can improve aesthetics and the night time experience of streetscapes and public spaces, and provide a sense of comfort and safety. Defining the city centre as an inviting and vibrant place, lighting can serve as a vehicle for increased night time patronage and tourism.

1.1 Purpose

The Aberdeen City Centre Creative Lighting Strategy - Aberdeen in Colour has been developed in response to the City Centre Masterplan (CCMP) vision to create a **City Centre for a Global City**.

The CCMP establishes that currently, the character and identity of the city centre is lost as daylight fades. It identifies an opportunity for a more strategic approach to lighting in the city centre, for supporting wayfinding and encouraging participation, for enhancing historic and distinct buildings and spaces and for delivering associated benefits for the evening economy through creative lighting. The CCMP defines Project EN11, Aberdeen in Colour, as:

"A comprehensive lighting masterplan that identifies lighting proposals to enhance night time safety and improve the vibrancy and attractiveness of the city centre environment at all times of day. Lighting solutions will need to consider energy conservation and reduce light pollution. The opportunity must be taken to achieve emissions reductions through the specification of energy efficient lighting, and introduce intelligent controls to minimize unnecessary lighting and consequential energy inefficiencies."

1.2 Scope

This creative lighting strategy focuses on, the city centre as shown on Map 1.



Map 1 - City Centre

1.3 Methodology

The approach adopted consists of the six steps listed below. Steps one to four have informed the creative lighting strategy and the implementation, from which the approaches emerge in steps five and six.

Step 1 - Application of CCMP recommendations

To translate the masterplan observations and objectives into lighting design objectives.

Step 2 - Site investigation

To assess the current Aberdeen night-scape, identify opportunities for improvement and issues to be addressed.

Step 3 - Precedent Study

To inform and inspire; to identify best practice, the application of new technologies and innovative solutions.

Step 4 - Stakeholder and public engagement

To understand and identify relevant priorities and preferences of stakeholders and the public.

Step 5 - Development of Creative Lighting Strategy

To provide consistent lighting project guidelines for the evolving and transforming city centre; and to identify catalyst projects to drive the continuous transformation of the city.

Step 6 - Development of Implementation Strategy

To outline the priority, programme and cost for each project.

Through the above steps 1 to 4, a range of opportunities for Aberdeen's night-scape has been identified which informed the creative lighting and implementation strategies (steps 5 and 6).

1.4 Reading the Strategy

The strategy is intended for the reference of Aberdeen City Council, designers, planners, developers, business owners and other stakeholders. For all lighting related works within the city centre the structure is:

Section 1 - 'Introduction' provides an overview of the strategy and how it is set out.

Section 2 - 'Opportunities' identifies the possibilities and potential for a more vibrant night time environment.

Section 3 - 'Creative Lighting Strategy' sets out the framework of the strategy, the vision and the guiding objectives. It includes lighting guidelines for typologies and catalyst projects and how they should be applied through projects.

Section 4 - Implementation Strategy provides priority programme and cost for the 12 catalyst projects.

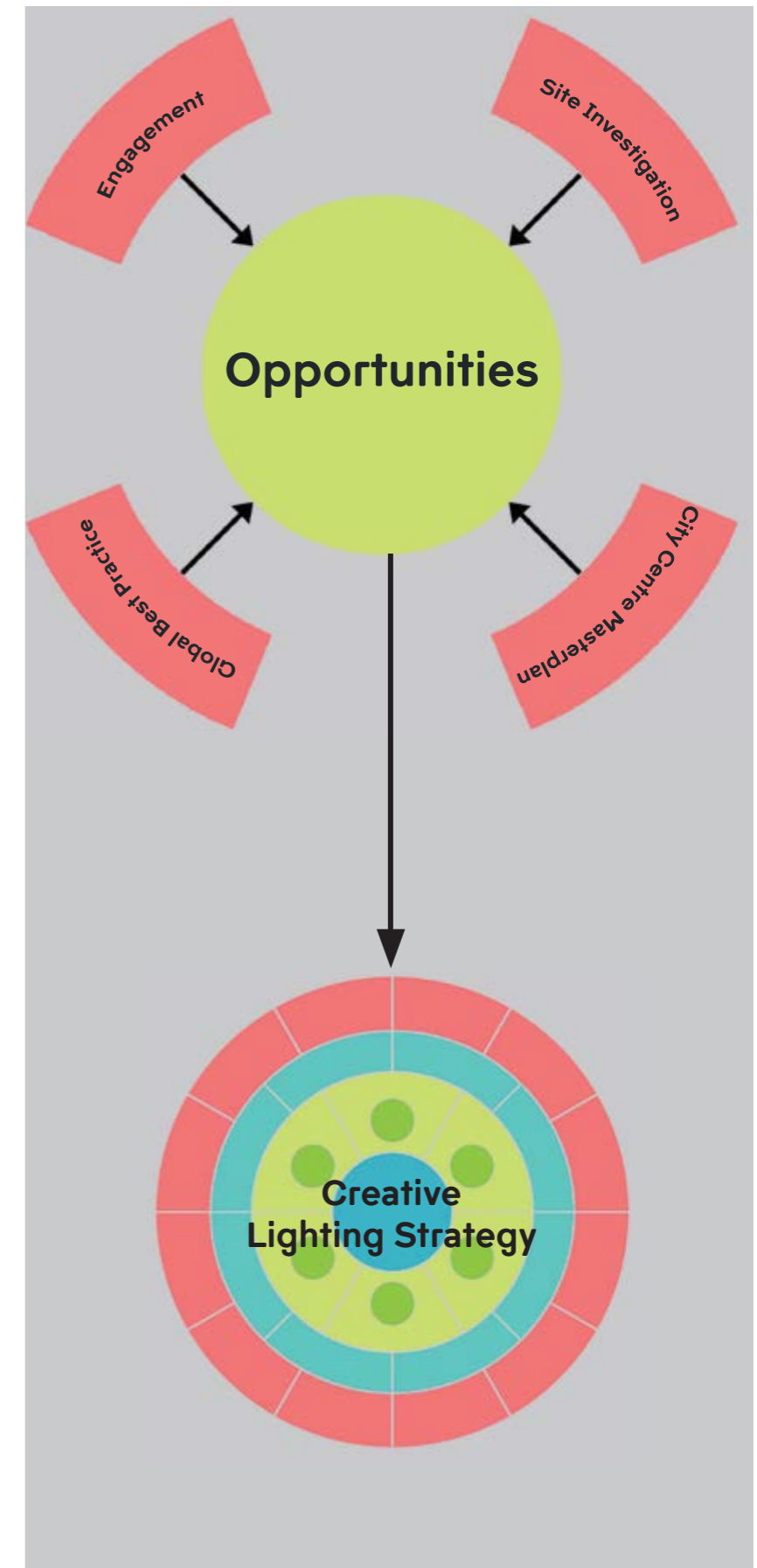
1.5 Context

The strategy is one of a number of documents to guide exterior lighting proposals in Aberdeen City Centre. In addition to the Aberdeen Local Development Plan 2017, the following are applicable to the city centre public domain and should be read in conjunction with this document:

- Aberdeen City Centre Masterplan and Delivery Programme
- Conservation Area Character Appraisals and Management Plan - Strategic Overview and Management Plan
- Conservation Area Character Appraisal - Appendices
- Conservation Areas List of Streets
- Conservation Areas Map
- The Union Street Conservation Area Appraisal
- Supplementary Guidance: Shops and Signs
- Supplementary Guidance: Landscape
- Supplementary Guidance: Union Street Frontage
- Supplementary Guidance: Natural Heritage



CCMP - A strategy for transformational change.



2 OPPORTUNITIES

Aberdeen city centre offers place-making opportunities at night through revealing and highlighting its architecture, layered streets, its harbour, waterfronts, laneways, underpasses and squares.

2.1 Aberdeen City Centre Today

Aberdeen has an approximate population of 225,000 people with the population of the wider region being over 700,000. Union Street, running east-west and lined with classic granite buildings, is a key destination in the centre and the primary retail street. Directly off Union Street, to the south, is the medieval Merchant Quarter with The Green. Other notable zones further south and south west of Union street include the Station Gateway, the River Waterfront and the Harbour. Significant zones to the north of Union street are the Art Gallery Quarter, Union Terrace Gardens, Golden Square, Denburn Valley and the West End.

The city centre currently lacks character and presence at night, and is characterised by a discontinuity and unbalanced lighting appearance. While Union Street is illuminated marking the west-east city spine, there is no connection along north south axes, giving rise to a noticeable contrast in light levels between the brightly illuminated Union Street and most of the streets perpendicular to it and a lack in visual wayfinding.

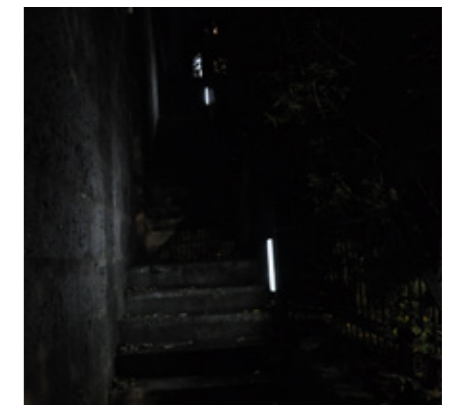
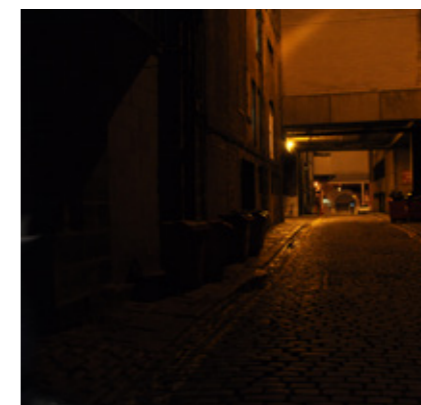
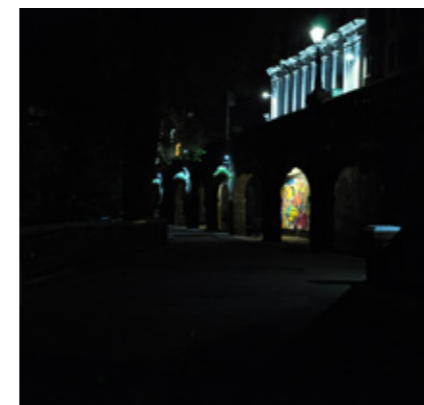
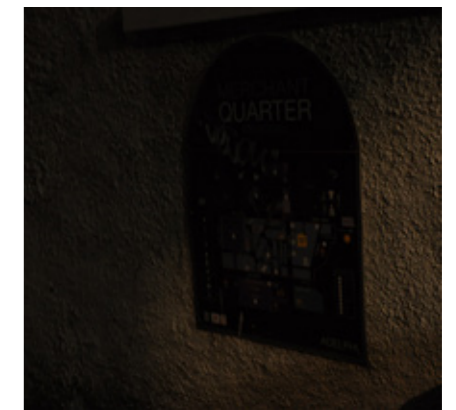
The current lighting is focused on vehicular traffic with little consideration to the human scale. Illumination is largely functional, using high mast poles or floodlighting, and is aimed at the horizontal street surfaces. Most prominent façades, monuments and other features, key components of Aberdeen's daytime image, are generally not accentuated.

There is no distinction in the lighting approach between the

various urban typologies such as commercial streets and squares. This lack of hierarchy and disjointed experience has an impact on legibility and perception of safety.

Lighting levels are generally poor although on some occasions street luminaires and signage have an excessively high intensity resulting in sharp contrast and lack of balance. Some of the present installations create glare and obtrusive spill light. Lack of consistency in light levels of luminaires, retail lighting and correlated colour temperature (CCT) in the same space or street is also apparent.

As identified in the CCMP, there is potential and opportunity for a more cohesive and consistent lighting approach and legibility of the night time city centre, for an increased focus on pedestrian activity, for an improvement of connectivity and creation of a distinct Aberdeen city environment at night.



Aberdeen Today - examples of current lighting

2.2 Opportunities for change

There are many opportunities throughout Aberdeen city centre to promote its history and provide a night time environment which encourages pedestrian night-time activity by creation of activation areas and pedestrian connection routes that provide sufficient light levels for comfort and safety.

Opportunities have already been captured within the CCMP within the theme “Light of the North” where the public realm will provide new attractions to draw people into the city and create well connected spaces.

Various schemes have been or are currently being implemented across the city centre to highlight significant spaces and buildings as they are being redeveloped or refurbished. These include Union Terrace Gardens, Aberdeen Art Gallery, Triple Kirk, Marischal College and Music Hall. These are the beginnings of the transformation of the city at night.

Future lighting projects and lighting improvements need to be aligned with the public realm improvements identified in the CCMP. As Aberdeen is undergoing a range of changes and re-developments, the overall lighting strategy is based on guidelines for the various types of spaces in the city centre which can be adapted to new and changing circumstances. For these guidelines to be relevant, the Aberdeen city centre and streetscape has been translated into a range of typologies to suit the different urban night time requirements.

Through stakeholder and public engagement, key areas were identified to promote change to the night time environment, taking into account the evening economy and public safety. These, together with the review of the city-scape, historic buildings and lighting topologies form the basis of the proposed projects as presented in section 3.5.

A precedent study has been undertaken to inform and inspire the lighting concepts. Benchmarking projects and precedent studies are used to learn from others experience, adapt to local needs and achieve the appropriate balance between various often competing requirements.

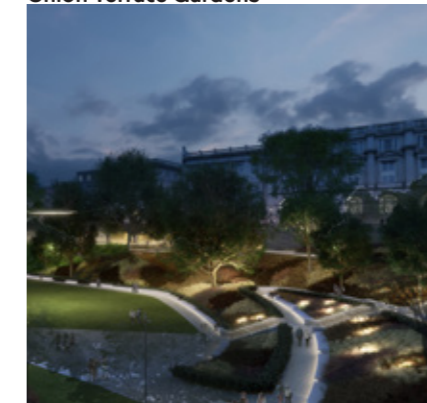
Beyond the engagement process undertaken for the development of this strategy, there are various opportunities to collaborate with and involve different stakeholder and community groups. Through this involvement, the engagement process will continue into the actual lighting design of projects, ensuring local input and relevance.

The advances in lighting technology allows for more creative potential within the lighting projects and for changes to the way that lighting is controlled, reducing its adverse effect on sustainability and stimulating night-time activity simultaneously.

With the current developments in lighting technology and luminaire equipment there is ample potential to reduce costs and carbon footprints of lighting installations, also allowing them to easily integrate within the existing city structure.

“There’s a defiant separateness to Aberdeen with its silvery granite and prominent port”
Rough Guide to Scotland

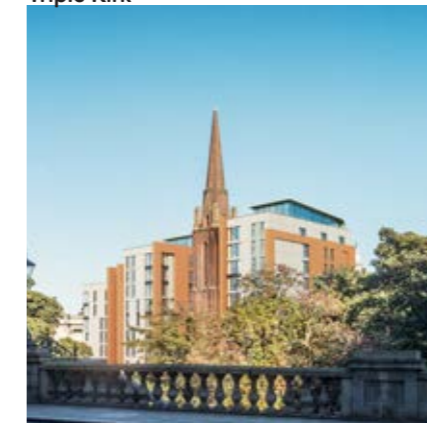
Union Terrace Gardens



Aberdeen Art Gallery



Triple Kirk



Marischal College



Stakeholders Engagement workshops, identifying areas of change.



Precedent studies for lighting



3 CREATIVE LIGHTING STRATEGY

The creative lighting strategy focuses on the pedestrian experience within the night-time environment, and unifies a unique Aberdeen lighting identity to highlight the Aberdeen architecture, waterside destinations and character precincts. These elements collectively facilitate the legibility of the city centre through illumination.

3.1 Lighting strategy framework

The strategy framework comprises of:

- Vision:** The aspiration of the city centre
- Objectives:** The goals of the creative lighting strategy
- Typologies:** Coherent lighting guidelines for the various space typologies apparent in the city centre, to be implemented through projects.
- Projects:** Lighting projects for distinctive city centre areas

The typologies and projects set out two strategic directions:

- A coherent overarching set of guidelines providing a co-ordinated method for a project approach to lighting across the city, which can be applied in the continuously changing urban environment of Aberdeen
- A set of catalyst projects, consisting of targeted creative lighting applications which are designed in line with the guidelines and enhance the city image, its legibility and the night-time experience of pedestrians

This strategy has been structured to allow for adaptation in implementation due to changes in technology, urban space development or context. Additional projects may be developed and proposed in due course following the methodology and guidelines that have been presented.

3.2 The vision



The vision of this creative lighting strategy to create

An inspiring night time experience for a vibrant city through creative lighting

Aims to revive the historic city centre, create a connected city for people at night time and improve vibrancy and quality of life. In line with the CCMP, it sets out to add to the city centre's vitality and people's enjoyment, regardless of interests or means.

3.3 Guiding objectives

To achieve this mission, six lighting objectives have been established through translation of the CCMP objectives into lighting specific project aims:

Unique Aberdeen

Emphasising Aberdeen's unique identity at night-time

A Welcoming destination

Making the city safe and welcoming at night by creating an inviting night-time experience with focus on the human scale

A New City Experience

Introducing creative interventions, surprising lighting features and activated spaces at night to enable a new experience of night-time Aberdeen.

Waterfront Connections

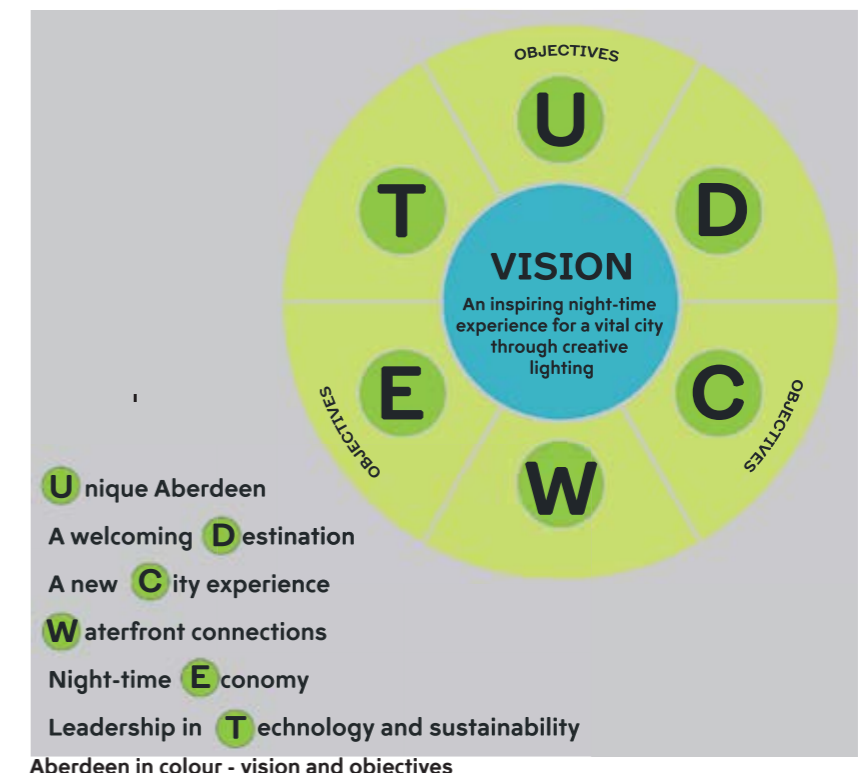
Making visual connections and links to the waterfronts.

Night time Economy

Promoting night-time economy through inviting and engaging lighting.

Leadership in technology and sustainability

Showcasing leadership in technology and sustainability of the lighting installations and the city as a whole.



Aberdeen in colour - vision and objectives

3.4 Typologies and Guidelines

To achieve coherence of lighting treatments across the city centre, at the same time allowing for changes in the urban fabric and city development, the strategy is communicated through a series of lighting guidelines for space typologies that cover the city centre area. The following typologies have been identified as relevant for Aberdeen City Centre; the related guidelines are to be tailored to each project:

Primary Streets

Consisting of three types - gateway streets, main city arteries and key nodes

Mixed used neighbourhoods

Smaller scale streets including a mix of uses but predominantly residential and retail, seen as a traditional urban area.

Underpasses and connections

Tunnels underpasses and staircases connecting streets and bridging different levels.

Squares

Public open spaces, which can be used for community gatherings.

Waterfronts

Riverfront and harbour front.

Landscape areas

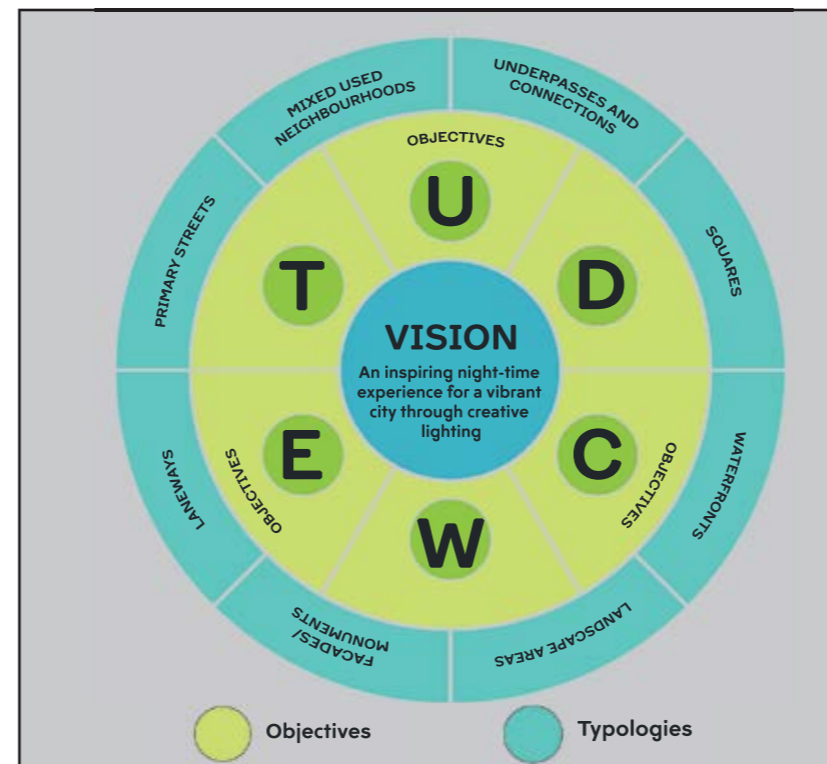
Recreational green spaces .

Façades and monuments

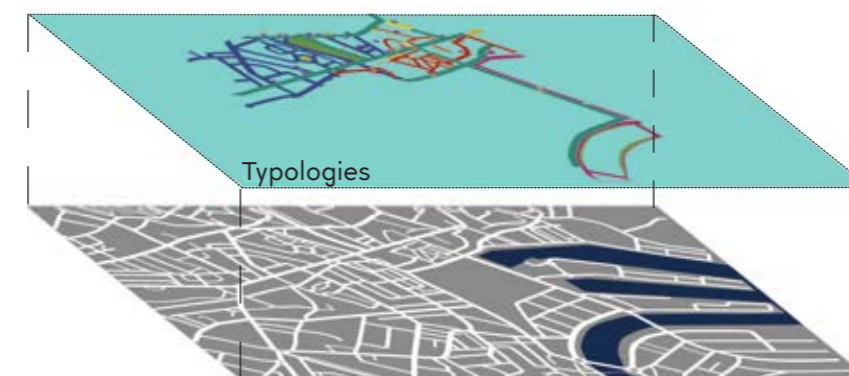
Significant and historic Aberdeen architecture and sculptures

Laneways

Small narrow and dense streets with commercial and mixed use focus.



Typologies related to objectives and vision



The Creative Lighting Strategy is a two layer approach. Guidelines for the entire city centre, ensuring coherence are provided through the typologies section. They set the standard for the base layer of exterior lighting within the city centre through creative lighting projects

Application approach - The lighting strategy addresses the legibility of the city and provides visual amenity for an improved night-time experience.

Proposals for creative lighting projects should be assessed by Aberdeen City Council on a case-by-case basis, taking into consideration the overall design, the site context, and compliance with the requirements of this strategy.

Guidelines

The guidelines set the range of strategic lighting parameters for creative lighting projects within each typology, based on best practice guidelines. Site specific adaptation will be required.

The guidelines recognise the importance of creative lighting to reinforce a sense of place, influence the appearance and character of streetscapes, buildings, and public spaces, and contribute to a lively engaging city experience for people to enjoy. Creative lighting projects can also facilitate a unique identity and recognisable night-time environment by providing a clear and structured night-scape, emphasizing landmarks, defining spatial boundaries and increasing the legibility of the urban nightscape.

Comfort, experience and the perception of safety are key priorities and encompass a variety of issues including:

- The creation of a comfortable and glare-free night-time environment which embraces light and shadow.
- The provision of sufficiently lit spaces with considerations of appropriate illuminance levels as well as lit appearance and brightness (luminance).
- The integration of lighting and daytime appearance of lighting assets.
- The interaction with space, structure, form and material.
- The co-ordination of public and private lighting.
- The assistance in wayfinding and orientation.

Lighting levels (illuminance) set the base requirements for an acceptable lighting scheme, however perceived brightness, the quality of light, colour of light, luminaire distribution and atmosphere created are important for the overall perception of space and pedestrian comfort. The Creative Lighting Strategy sets out the design intent criteria and aspirations for projects in certain areas. The intention is to raise illuminance and perceived brightness with artistic lighting elements thereby increasing activity and raising safety through passive surveillance.

Setting quantitative 'lighting levels' for the functional lighting applications include consideration of a range of factors including public transport routes, pedestrian, cyclist and vehicle density, crime statistics, legibility of wayfinding and signage, and the importance of enhancing the area.

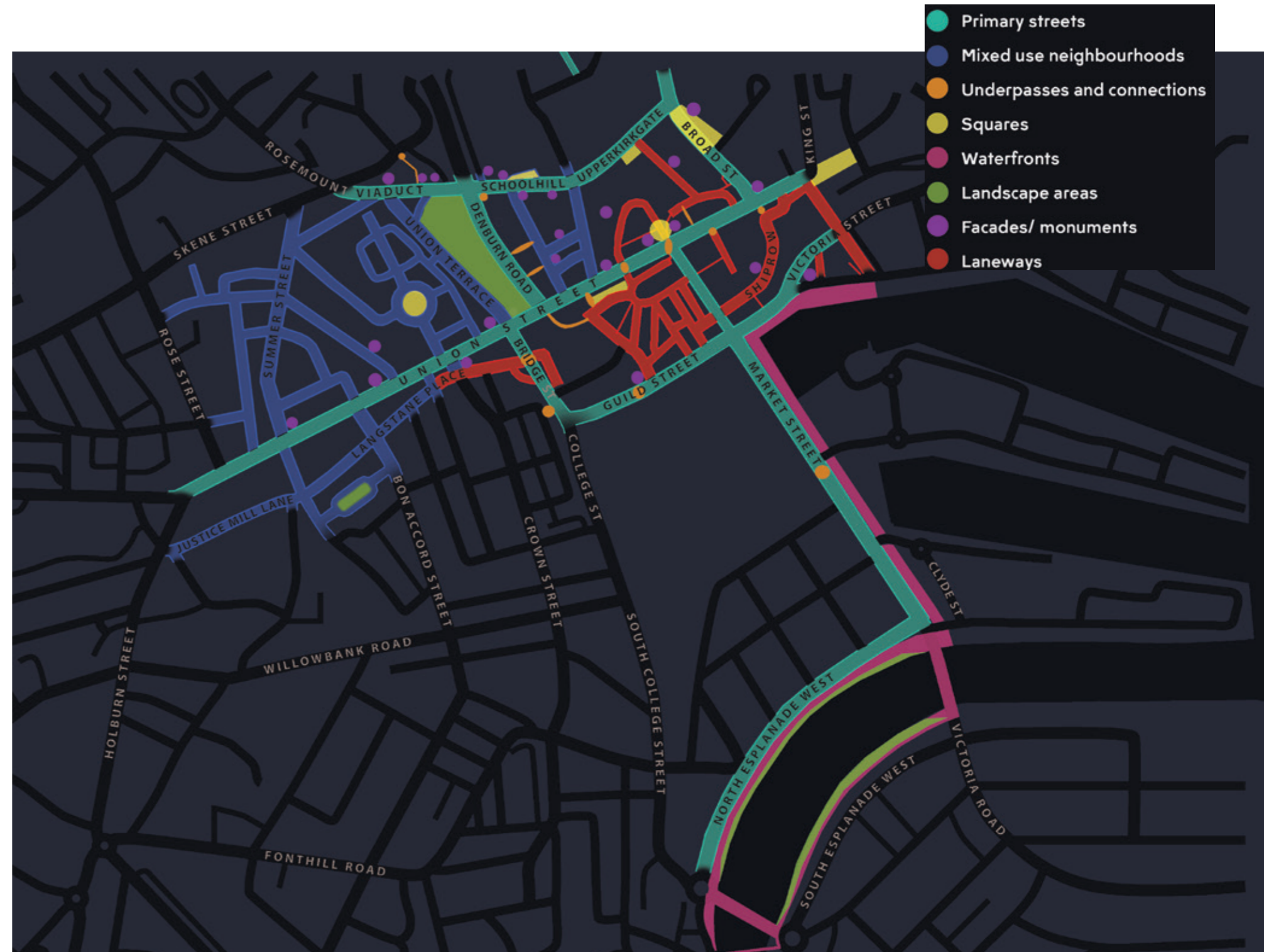
This document references the following British standards, setting the base minimum requirements for lighting projects in streets and other public spaces:

- BS EN 13201-2: 2015: Road lighting. Performance requirements. (BS EN 13201 identifies lighting classes and identifies the performance requirements of each)
- BS 5489-1:2013: Code of practice for the design of road lighting. Lighting of roads and public amenity areas. (BS EN 5498-1:2013 provides additional road lighting guidance to BS EN 13201 including on how lighting classes are selected and covers all types of roads as well as public amenity areas.)
- ILP GN01 2011: Guidance notes for the reduction of obtrusive light. (ILP GN01 defines the environmental zones light conditions and obtrusive light limitations for external lighting installations within the different environmental zones. It is recommended that local authorities specify the environmental zone with the development plans.)

These provide quantitative lighting requirements for roads and exterior spaces as well as regulations for obtrusive lighting, to be applied in creative lighting projects.

Based on the relevant standards, the typology guidelines provide a range of lighting levels and requirements for creative lighting projects applicable to a range of contexts and situations.

Lighting is one component that needs to be considered as part of an overall streetscape and urban realm upgrade



Map 2 - Typologies

project. Within the urban context, lighting should not be considered in isolation and needs to be co-ordinated with other elements such as street trees, furniture and signage. All street lighting applications for a specific project are ideally to be designed at the same time and where possible should be designed in conjunction with the urban / landscape design of the street / area. Consideration should be given to the spacing between street trees and furniture and the reduction of visual clutter including the concealment of luminaire control gear.

Creating evening vibrancy

Strategies that employ the lighting of features, interventions, markers and nodes must be designed to attract and draw the pedestrian comfortably between each night-time experience, laying a vital role in wayfinding through the city and the communication of its culture, history and character.

Lighting overlays, connections and interventions should employ dynamism and technology as part of the designed element and also play a part in wayfinding.

Lighting overlays, connections, and interventions will generally include:

- Dynamic lighting of urban structures
- Projections
- Marker lighting (where appropriate)
- Temporary public art
- Light artworks
- Festivals

The lighting of installations should minimize glare and visibility of light sources and luminous surfaces; lighting is not to distract but enhance an area. Mounting of luminaires is not to affect viewing of the city streetscape, architecture, landscape, feature, artwork or sculpture.

For new installations, or where the artist/ sculptor/ architect/ landscape designer is known, collaboration and dialogue is encouraged to ensure the lighting is appropriate to the urban design and artistic intent.

The following are not supported:

- General floodlighting
- Artwork mounted luminaires (unless luminaires form part of the artwork)
- Strobbling or flashing lighting
- light sources directed to the observer's point of view

Sustainable design

With the goal to preserving the future of our environment, responsible lighting solutions with respect to sustainability and energy consumption are a key requirement for any lighting project within Aberdeen City Centre.

Luminaires can cause discomfort or glare if not selected, directed and shielded correctly, which can affect adjacent residences, reduce visibility and cause distractions to both pedestrians and vehicle drivers.

The appropriate selection of lighting equipment, mounting details and aiming is to ensure the minimisation of light pollution, spill light and impact on the evening environment and includes the following:

- Direct and focus light onto surfaces as required for specific applications.
- Select luminaires with precise beam distribution and cut-off as required for a particular application.
- Use shielding and masking techniques to minimize stray light into the sky including baffles and glare shields. The lens selection is also to be considered when selecting luminaires.
- Use full cut-off fittings where possible.
- Consider and respect residential amenity as well as the overall appearance of the city and its skyline.

To avoid over-lighting:

- Illuminance levels are used as a guidance only and due consideration is to be given to the surrounding area, distribution, contrast and surface reflectance.
- Generally, the provided light levels should not be exceeded unless there is a specific instance and reason.
- Colour is to be used in a considerate manner, avoiding possible saturation and disjoint appearance.

The play of light and shadow and lighting modulation rather than floodlighting is encouraged.

The solutions implemented in the lighting design need to take into account environmental impacts by means of balancing a number of issues to achieve an excellent overall energy efficiency, economy and environmental responsibility. The following key requirements need to be considered in each lighting project:

- Choose appropriate luminaire types and light sources to minimise energy consumption, maximise efficiency and



Good balance of light



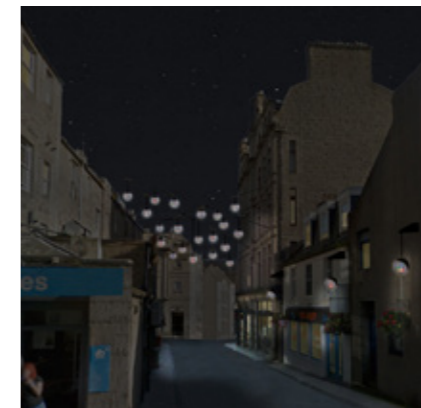
Integration into architectural fabric



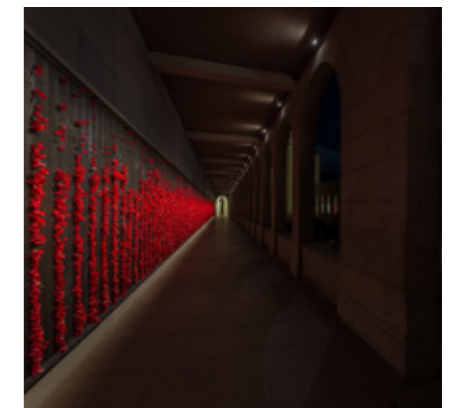
Influencing character of streetscape



Emphasising landmarks



Engaging city experience



Comfort and perception of safety



Solar powered luminaires



Attracting evening crowd

obtain low maintenance expenses whilst considering their qualitative spectral properties.

- Provide appropriate and flexible and adaptable lighting control that allows for dimming and adjustments at certain times.
- Facilitate the monitoring of energy consumption where possible via lighting control systems, smart meters and wireless technologies.
- Locate photo-voltaic cells where appropriate to provide energy for lighting elements, maximizing energy efficiency and minimising environmental impact.
- Consider energy efficiency not only in the luminaire operation, but also in manufacture and installation.
- Minimise and mitigate any adverse effect on flora and fauna; focussing on avoiding disruption of the functioning of specific organisms such as birds, fish, bats and insects.

Lighting sustainability considerations not only address environmental protection but also contribute towards economic development, social equity and justice, whilst avoiding the over consumption of key natural resources.

The impact lighting can have on economy and social behaviour has to be balanced with energy usage. The following issues are to be considered:

- Use controls to enable the facilitation of various moods, interactive interfacing, creating a distinctive interplay of light levels, and adjustments and changes in future use and function.
- Make provisions for events, community and tourist use and consider these applications in the design.
- Design lighting to facilitate activity in the night-scape.
- Design lighting for humans and consider human health, perception and behaviour where applicable and appropriate.
- Include relevant community groups and stakeholders in the design where possible to ensure local issues are addressed and the design remains relevant.

Technology and Controls

Meeting the key strategic objective, to demonstrate leadership in technology, the following needs to be considered and where appropriate incorporated in each lighting project:

- Provide the capacity, quality and reliability of infrastructure required for each project, considering current as well as future loads, redundancy and flexibility.
- Integrate with digital technology where possible and appropriate to enable a future 'smart city'.
- Enable data connection and controllability to enable 'intelligent lighting', such as pre-set scene setting, seasonal dimming, dynamic dimming and colour control. Consider wireless technology such as WiFi and Bluetooth for lighting control where relevant and infrastructure is limited.
- Where possible and appropriate to the installation, incorporate multiple functionality into the lighting installation and lighting infrastructure, including sensors, data transfer/ connectivity, power sources, various lighting requirements and other technology such as cameras and speakers.
- Identify opportunities for logging data, providing tools for analysis and review in the long term.

For each project, investigate the possibility of using existing infrastructure. Where new infrastructure is being installed, consider and address the longevity aspects of the technologies used, considering the evolution of technologies and the likelihood of certain hardware or software being phased out in time.

Different degrees of control and dimming are recommended throughout Aberdeen city centre, dependent on the areas location and use. Use controls to enable the facilitation of various moods, interactive interfacing, creating a distinctive interplay of light levels, adjustments in future use and function where a balance with economic and social consideration is required. The following needs to be taken into consideration:

- In areas of night-time activity the lighting is set up of layers which are to be dimmed down or changed dependent on the day and time.
- Certain areas in the heart of the night-time activity would require intervention lighting, where the levels can be raised if incidents occur.
- Dimming may be used in certain areas outside peak use times to reduce, but not extinguish, overall lighting

levels which will reduce the energy consumption. It is permitted under the provision that sensor-timed higher levels of light are built into the controls for safe intermittent passage where required.

- Consideration is to be given to night time control to reduce or turn-off shop-front lighting after curfew if the establishment or retail shop is not open.

Smart control technology has been highlighted to be introduced into Aberdeen's exterior lighting system to enable flexibility for lighting level adjustments and implement smart city solutions. Automating lighting control and considering switching groups, allows for more dynamic control and the reduction of energy consumption when specific lighting elements may not be required. Smart dimming when lighting groups are not required also reduces greenhouse gas emission, maintenance costs, and reduces light pollution.

Lighting control generally consists of two elements- The first element is the physical lighting control equipment that switches or dims the appropriate lighting on and off at the relevant times. The second element is the personnel management control that ensures the lighting systems are fully maintained and operational in accordance with the objectives of the creative lighting strategy and the resulting procedures.

To assist in the maintenance and control of the lighting and allow for adjustment to various lighting levels and the level of interaction required, open access control technology should be used where practical to automate the control and help to establish maintenance requirements.

The following is a list of items to be considered in the lighting control strategy;

- Level of technology required.
- Dimming of fittings, both static 'set and forget' and dynamic for special occasions.
- Separate control/ dimming of street and pedestrian lighting elements.
- Flexibility to enable isolation and stage switching of certain elements.
- Astronomical Time clock controller (sunset switching).
- Provisions and procedures for temporary special event lighting (dynamic lighting or subtle colour change).
- Grouping of lighting fixtures according to locations under similar environmental conditions such as daylight availability.

An additional benefit of dynamic dimming lighting control is the effect it can have on lighting level requirements, allowing adjustments in relation to the use of the space, resulting in running cost saving and a more comfortable night time environment.

Lighting Equipment

Consolidation of lighting equipment (such as pole types, luminaire product ranges, light source technology and control systems) across projects into specific typologies assists in making the environment visually coherent. This is particularly important for maintenance and in preventing uncoordinated lighting approaches as the complexities of a developing city centre increases, bringing with them issues like glare and aesthetic inconsistencies.

The choice of light fitting and source is also of great importance. When considering the lamp and the nature of light it provides, the following should be taken into account:

- Light distribution
- Energy efficiency and source efficacy (the output in relation to energy)
- Asset life
- Colour appearance and colour rendering
- Form/ size/ aesthetic appearance and integration into the urban/ landscape/ architectural design
- Lighting control possibilities
- Quality of material and company track record

Vandalism is a key consideration in the selection and mounting of a luminaire. Considerations for luminaire selection include:

- IK Rating: The IK rating of a luminaire refers to the degree of protection by enclosures for electrical equipment against external mechanical impacts in accordance with IEC 62262:2002 and IEC 60068-2-75:1997. The IK Rating ranges from IK00 for luminaires not protected to a rating of IK10 that protects a luminaire against 20 joules impact.
- Materiality and design of luminaires and brackets should be able to withstand environmental conditions of the site.
- Fixings to be concealed and tamper proof where required.
- Mounting height to be considered for public access.

3.4.1 Navigating through the city

The creative lighting strategy typologies have been designed to activate, attract evening crowds and provide for good night time navigation. This is done by:

- Applying luminaire types specific to zones
- Increasing legibility of city areas and typologies through consistency in approach
- Creating activation zones such as Squares and laneways
- Highlighting pedestrian routes such as underpasses and link routes for wayfinding
- Illuminating significant architecture, creating landmarks and a recognisable city skyline
- Highlighting city entry points.

These lighting elements which support legibility and wayfinding, are found within the creative lighting strategy typologies and projects.

The main entry points into the city centre have been identified (see map 3), relating to the main surrounding vehicular arteries of the city and the public transport hubs. When entering Aberdeen City Centre, the lighting typologies form a coherent unified approach that will be applied to the city emphasising the street hierarchies through the types of luminaires and lighting approaches.

Additionally, emphasis is given to key façades, monument and bridges on the entry thresholds that can be identified as a landmark by illuminating these.

The entry thresholds could be accompanied with lighting installations and lighting overlays where appropriate and where no key landmarks are already present.

The primary routes luminaire poles are proposed as multifunctional poles that have the ability of including banners and a recognisable coloured light ring. On the key primary routes welcome signage or a specific coloured light ring can be included on the street lighting poles.

Pedestrians movement between the urban quarters is promoted via lighting of the laneways, underpasses and connection routes. Lighting treatments to these typologies



will be inviting and create a unique identity during night-time for general orientation within the city; they have been designed with a more dynamic approach, whilst still ensuring a sense of safety to encourage usage. By promoting the smaller pedestrian and cycling routes as connection routes between the different urban quarters, the city is opened up beyond the primary streets.

Making night-time connections beyond the primary streets, the North-South connection is emphasised, starting at the train station and Union Square centre, through the laneways up to the Bon Accord centre at George street.

Denburn Road East

One key location for city wayfinding has been identified as Denburn Road East. This is location suited for a lighting installation, where both incoming traffic and pedestrians would view the installation. Within the typology section:

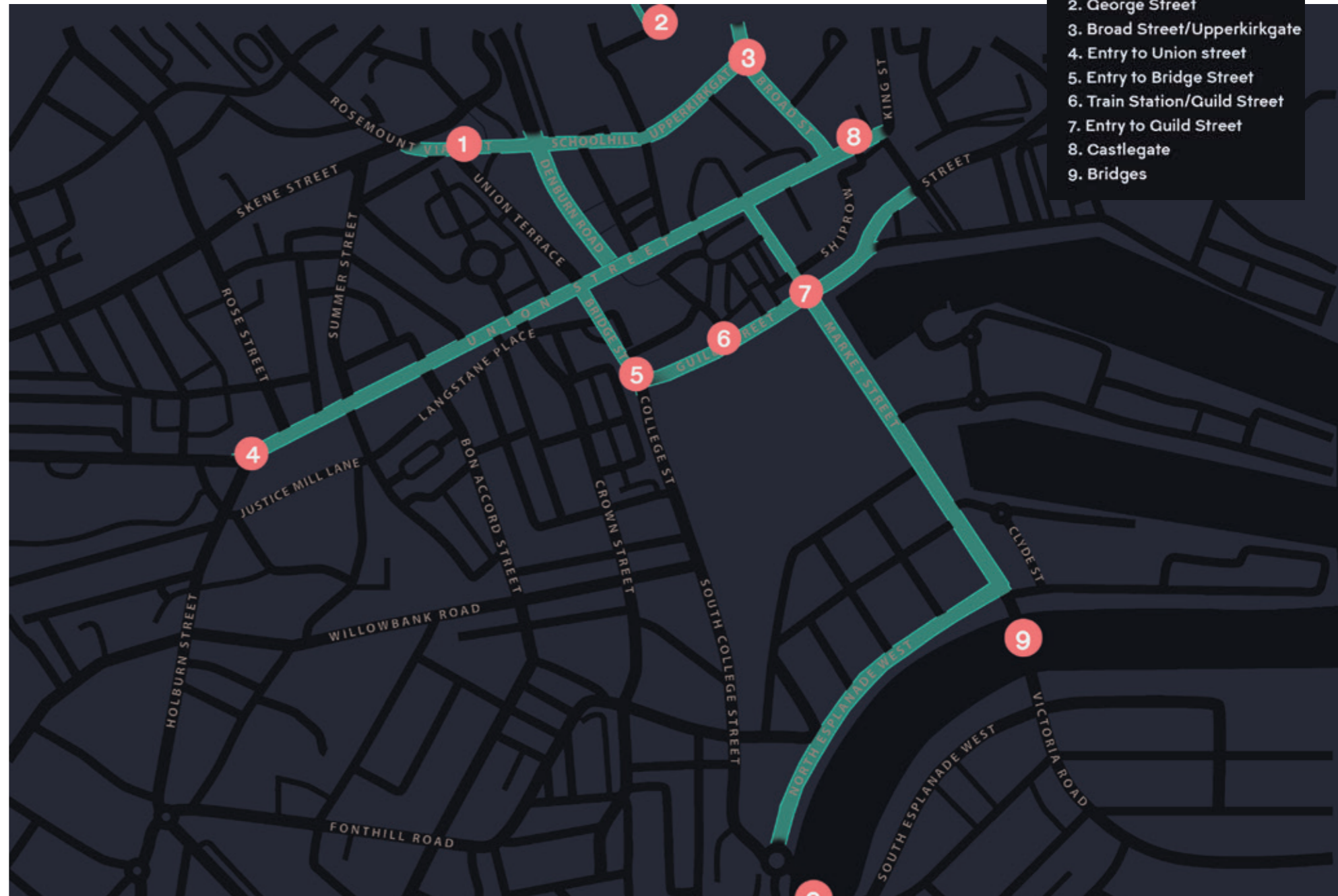
- Denburn Road is identified as a primary street within the city centre.
- The Denburn Road to Rosemount viaduct connection is identified as a pedestrian link route.

To aid night-time navigation through the city, it is suggested that additionally to the 12 identified projects within this document, a lighting installation at Denburn Road East is developed. The design will need to be developed in line with the design of Union Terrace Gardens to ensure that the two complement each other.



Denburn Road East potential entry threshold for art installation

1. Rosemount Viaduct
2. George Street
3. Broad Street/Upperkirkgate
4. Entry to Union street
5. Entry to Bridge Street
6. Train Station/Guild Street
7. Entry to Guild Street
8. Castlegate
9. Bridges



Map 3 - City centre entry experience

3.4.2 Primary Streets

As Aberdeen city centre is the primary destination for locals and visitors, and as a primary area of activity and growth, there is a greater requirement for safe pedestrian and vehicular access within the city centre at all times. The creative lighting strategy guidelines reflects this, defining the primary streets with higher illumination levels compared to surrounding peripheral areas.

The primary streets within Aberdeen city centre have been split into three types to be able to define the type of required lighting:

Gateway streets

Providing primary access to the city centre, where the emphasis is on vehicular traffic.

Main city arteries

Part of the key pedestrian network within the city centre, where the street lighting is more integrated with the surrounding urban environment.

Key nodes

Streets which form key connecting areas with the emphasis on pedestrian and cyclist circulation.

Most of the primary streets are already adequately lit, however they lack design consistency, modernised technology and smart systems. Therefore the main objectives for the creative lighting projects when appropriate, to:

- Provide an identity to the primary street types and the streets of key importance.
- Provide adequate lighting levels, avoiding overlighting and high contrast.
- Integrate smart systems.
- Integrate any further requirements such as cameras, speakers, accent lighting, banners, etc. within the lighting infrastructure to reduce street clutter.

Design approach for creative lighting

Projects in the three different street types will have unique lighting treatments to reflect their requirements.

The utilisation of multi-function poles (MFP) aims to reduce visual streetscape clutter by integrating services and providing a consistent lighting aesthetic within a project.

For consistency and identification, a circular luminaire head is proposed for the lighting



Union street



Broad street



Bridge street



Virginia street



Guild street



Schoolhill



George street



North Esplanade West



Rosemount Viaduct

fixture family, including MFPs, catenary elements and pedestrian poles, with the circle representing connection and connectivity between city areas.

Gateway streets

The gateway streets are generally larger with multiple lanes providing the main routes into the city for traffic. Creative lighting projects should promote multi-functional poles with the following criteria:

Lighting Colour Temperature: 3500-4000K

Pole Type: Multi functional smart pole.

Pole Height: 10m

Minimum CRI: RA85

Distribution: Asymmetric widespread distribution for optimum street coverage.

Other notes: Corrosion resistant finish. RAL colour to be approved by Aberdeen City Council.

Projects should consider pedestrian lighting and experience. Appropriate lighting elements for human scale and human activity can be added where appropriate.

Main Arteries

The main arteries are the main streets linking back to Union Street. Multi-functional poles for creative lighting projects with the following criteria should be promoted:

Lighting Colour Temperature: 3500-4000K

Pole Type: Directed light with asymmetrical flat beam light distribution from smart pole top.

Pole Height: 6m

Minimum CRI: RA85

Distribution: Asymmetric widespread distribution for optimum street coverage

Other notes: Corrosion resistant finish. RAL colour to be approved by Aberdeen City Council.

Key Nodes

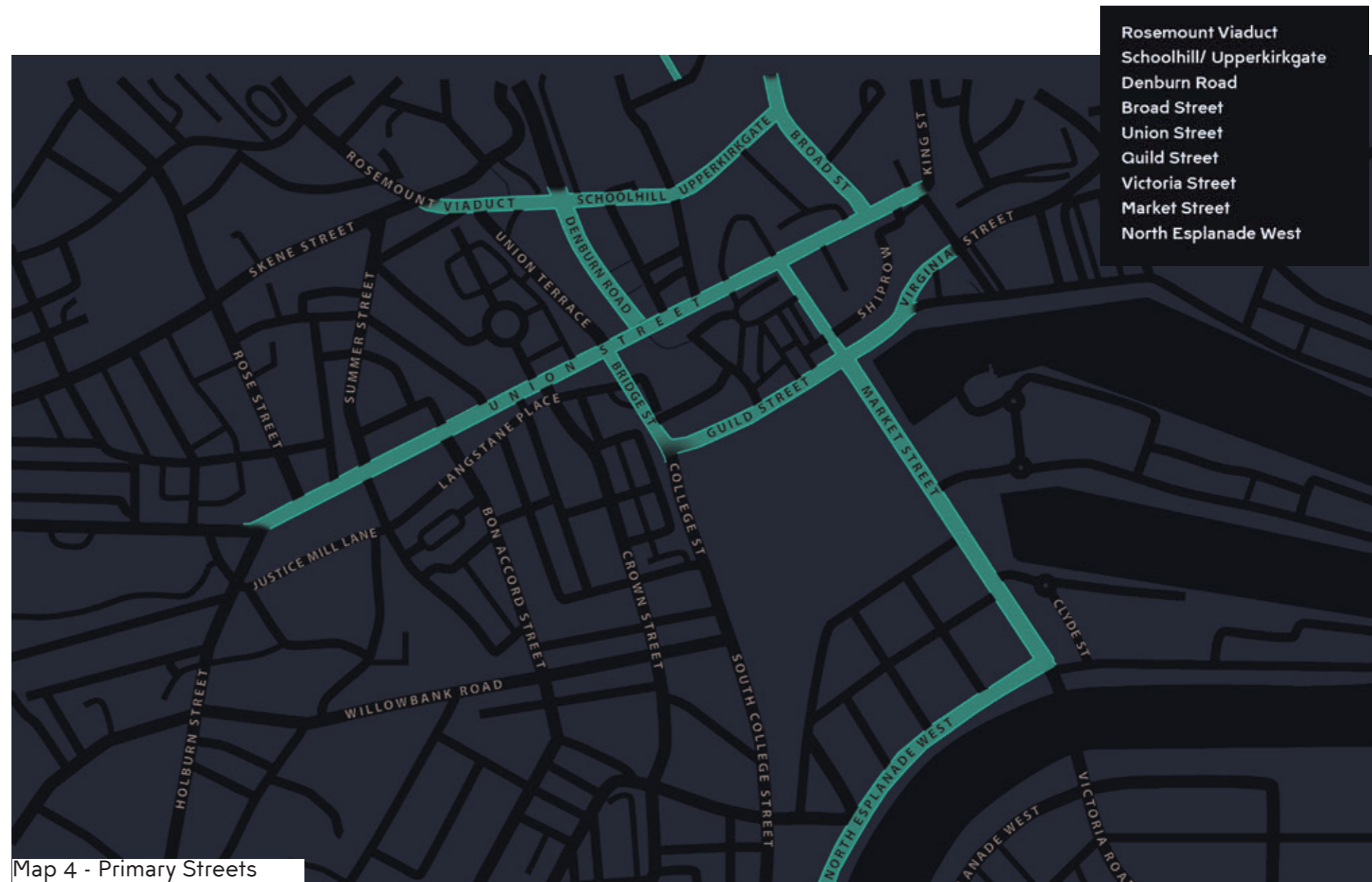
Union street is the key commercial street of the city. By providing it with a unique lighting design it provides a firm identity whilst providing sufficient functional lighting. See chapter 3.5 for the project concept for Union Street. This promotes:

Lighting Colour Temperature: 3500-4000K

Luminaire Type: circular catenary luminaire with directional light as per project, including smart technology.

Mounting Height: Same height as current wall mounted luminaires.

Minimum CRI: minimum RA85



Map 4 - Primary Streets

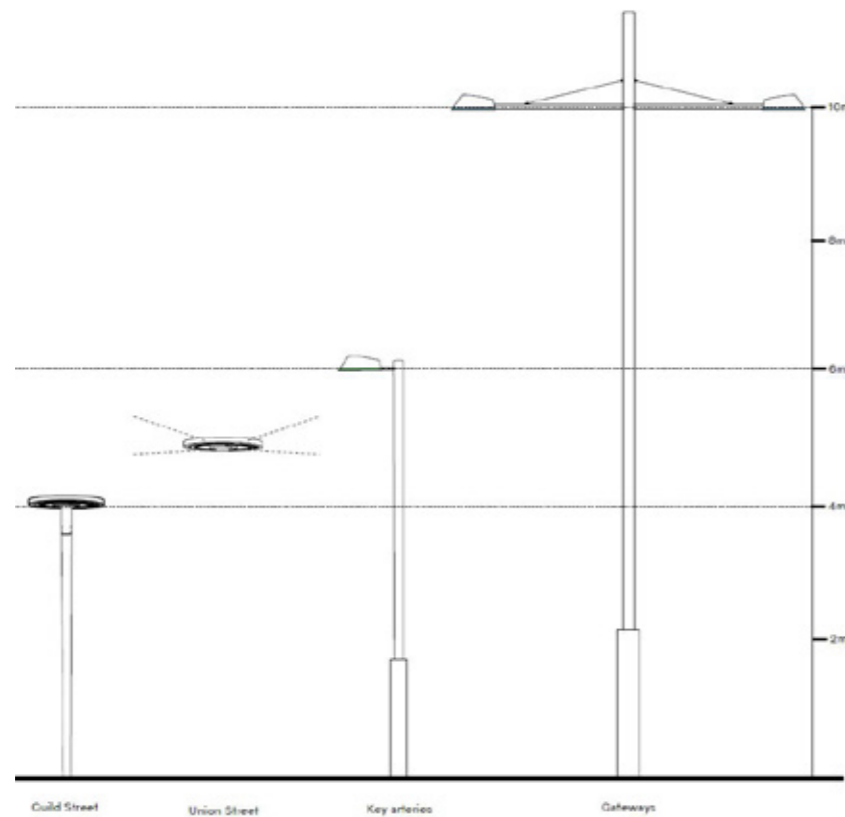
Distribution: Symmetric widespread distribution for optimum street coverage.
 Other notes: Corrosion resistant finish. RAL colour to be approved by Aberdeen City Council.

Guild Street will form a pedestrian link between the train station, mall, harbour and city centre, designed as an evening activation area, for which a more distinct luminaire is to be selected that allows a unique identity to the area.

Lighting Colour Temperature: 3500-4000K
 Luminaire Type: Pole mounted luminaire with a circular form similar to that of Union Street. Unique detailing to be integrated.
 Mounting Height: 4m poles
 Minimum CRI: minimum RA85
 Distribution: Dependent on the proposed luminaire, optimum street coverage is required where the vehicular traffic crosses with pedestrian (buses, taxis, cyclists).
 Other notes: Corrosion resistant finish. Luminaire proposal to be approved by Aberdeen City Council.

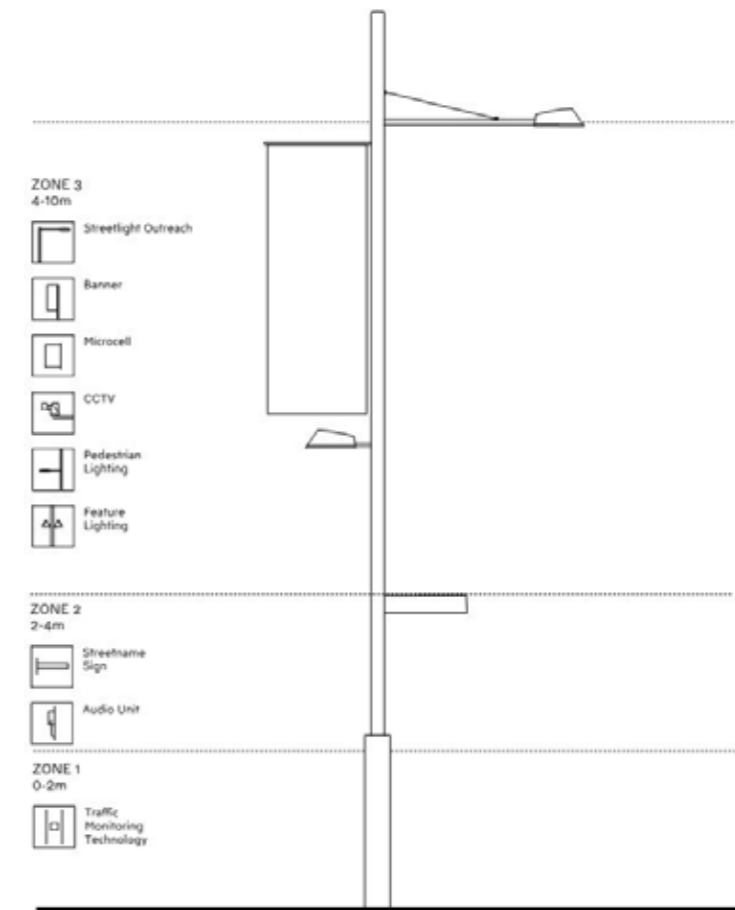
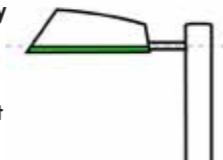
Street type	Street name	Lighting Elements	Quantitative measures	Quality measures	Considerations
Gateway	<ul style="list-style-type: none"> North Esplanade West Market Street Virginia Street Denburn Road 	Multifunction Pole to replace existing street pole	Per BS EN 13201-2: 2015 and BS 5489-1:2013	3500 - 4000K Min RA70, 85 for pedestrian areas	Lighting elements for human scale where appropriate
Main Arteries	<ul style="list-style-type: none"> Rosemount Viaduct Schoolhill /Upperkirkgate Broad Street Bridge Street George Street Market Street between Guild and Union St 	Multifunction Pole to replace existing street pole	Per BS EN 13201-2: 2015 and BS 5489-1:2013	3500 - 4000K Min RA70, 85 for pedestrian areas	Lighting elements for human scale where appropriate
Key Nodes	Union street	Circular catenary luminaire with smart technology	Per BS EN 13201-2: 2015 and BS 5489-1:2013	3500 - 4000K Min RA70, 85 for pedestrian areas	Union street is the main spine and commercial street of the city
	Guild Street	Circular post top luminaire with smart technology	Per BS EN 13201-2: 2015 and BS 5489-1:2013	3500 - 4000K Min RA70, 85 for pedestrian areas	Guild street is to be developed into key pedestrian area, mixed with cycle, taxi and bus use.

Creative lighting considerations for primary streets.



Luminaire types treated as one family across projects for the main streets.

Opportunity for street identity through inclusion of colour halo to the edge of the luminaire.
 Consideration of this element for entry points into city.



Multi-function capabilities of gateways and main arteries streets.

3.4.3 Mixed Use Neighbourhoods

The mixed use neighbourhoods are defined as areas that include both residential and commercial properties, where higher light levels are required without creating unnecessary spill light to the residential properties and provide lighting at a human scale.

The main objectives for creative lighting projects are:

- Provide human scale lighting that will provide sufficient lighting for safe movement.
- Control the quality of the light and direction of the light to reduce obtrusive light spill into neighbouring properties.
- Set a standard for shopfront windows to retain the consistent ambience through the mixed use spaces.
- Set a standard for signage lighting to ensure excessive spill light is omitted and signage of the shop takes into consideration the surrounding environment.

Design approach for creative lighting

Lighting

The lighting to the mixed use neighbourhoods should be provided by pedestrian scale pole mounted luminaires that have a similar circular shape to those used for the primary streets to ensure that they relate to each other.

The luminaire type will be smaller and more delicate to reflect the type of space; to include:

Lighting Colour Temperature: 2700-3500K

Luminaire Type: Pole mounted luminaire with a curved form similar to the Primary Streets

Mounting Height: 4m poles

Minimum CRI: minimum RA85

Distribution: Directed light with asymmetrical flat beam light distribution from pole top without back spill to avoid spill light into residential properties

Other notes: Corrosion resistant finish. Luminaire proposal to be approved by Aberdeen City Council.

Shop and signage lighting

To ensure shop and signage lighting doesn't produce obtrusive lighting to its surrounding residential areas, the window displays should be designed so that the brightness of all light sources, luminous surfaces and lit surfaces that are visible from the street, including digital and internally lit signage and billboards, should be of an appropriate luminance to suit the surrounding environment. Consideration is to be given to night time control to reduce or



Summer Street



Chapel Street



Crimon Place



North Silver Place



Ruby Lane



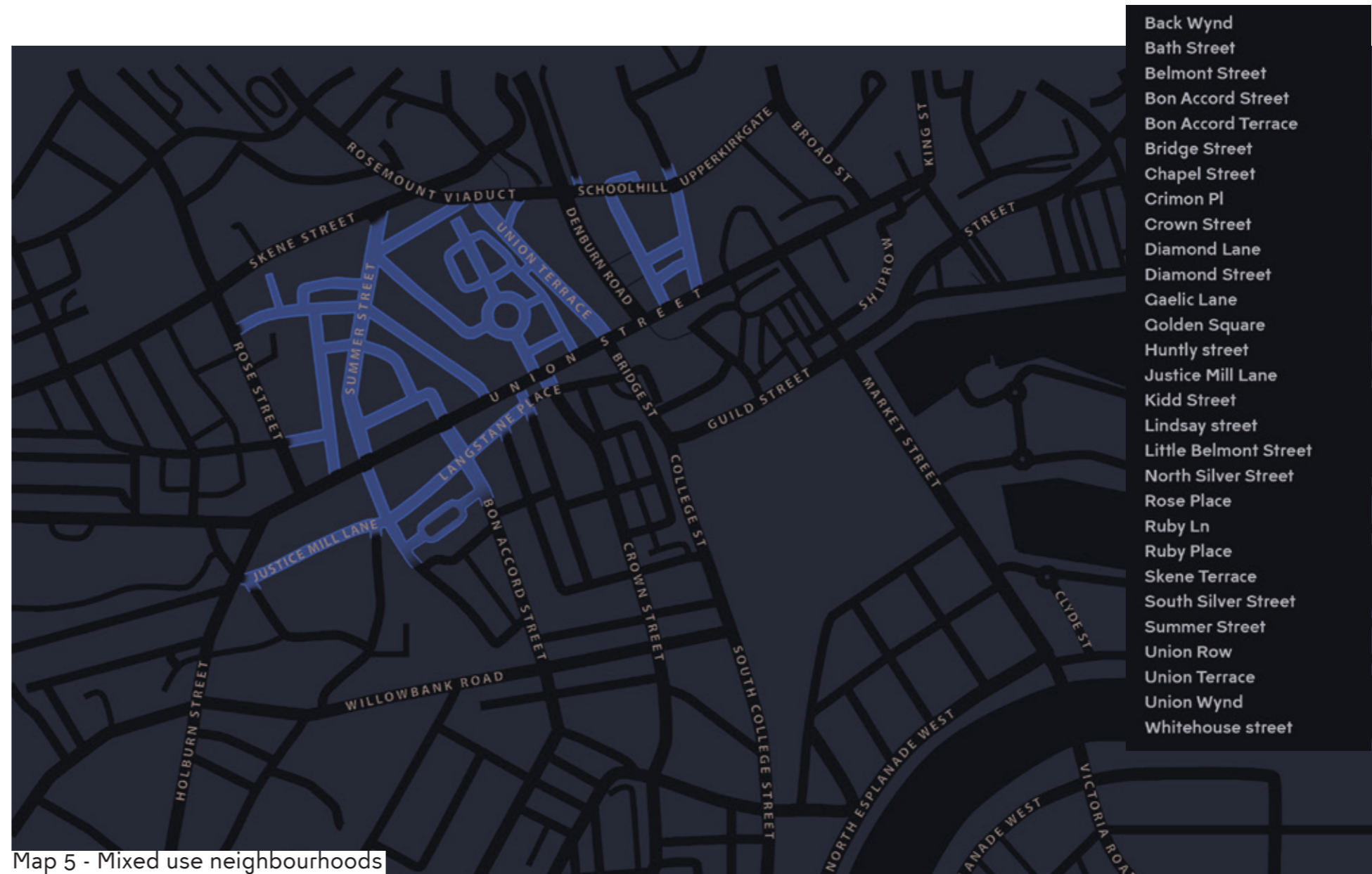
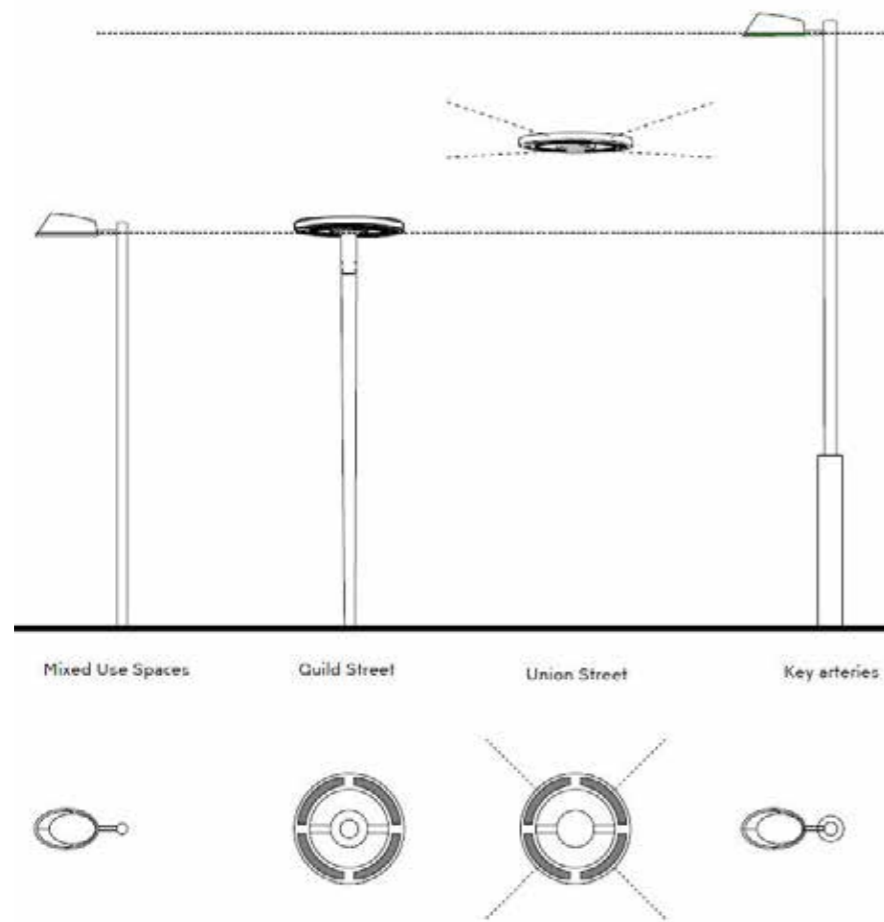
Langstane Place

turn-off shopfront lighting after curfew if the establishment or retail shop is not open.

Lighting should focus on highlighting merchandise or internal surfaces rather than floodlighting and may be used to create a visual hierarchy. Luminaires should be located in a manner to reduce glare and reflections on the window surfaces to provide a considered lighting quality to the adjacent streetscape.

Lighting elements	Quantitative measures	Quality measures	Considerations
Street lighting	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85	Spill light to the surrounding residences.
Signage	Per PLC05: The brightness of illuminated advertisements, environmental zone 2 or 3 dependant.	A max of 4000K for whites. Special request required for use of colour.	Viewing angles from surrounding residences, Ensuring to fit within the streets context.
Shop front/ window display	No higher than the illuminance of the surrounding environment	Dimmed down or switched off after curfew.	Viewing angles from surrounding residences, Ensuring to fit within the streets context.

Creative lighting considerations for mixed use neighbourhoods.



Map 5 - Mixed use neighbourhoods

3.4.4 Underpasses and Connections

Underpasses and connections within the city centre provide a great canvas for a creative lighting approach to enhance general circulation routes. They are visually important for wayfinding and guidance through the city.

Key proposals for a creative approach to Correction Wynd and Donald's Way are included in chapter 3.5 as catalyst projects.

Comfort and the perception of safety is a key priority within underpasses and connections as well, ensuring they are sufficiently lit with considerations of appropriate illuminance levels as well as lit appearance and brightness (luminance).

The main objectives for creative lighting proposals are:

- Provide adequate lighting for comfort and safety.
- Provide visual interest for guidance and wayfinding.
- Reduce the potential for undesirable behaviour due to better lit spaces.
- Connection of prominent spaces.
- Creation of interest and attraction, drawing people into spaces off the primary streets

Design approach for creative lighting

The underpasses and connections are split into three different lighting approaches based on their context within the city.

- Underpasses
- Narrow pedestrian connections
- Exposed connections

Underpasses

Creative lighting should be provided that emphasises the inner curved architecture of the underpasses whilst ensuring sufficient visual brightness and light levels for comfort and safety. This can be provided using linear luminaires that are either floor recessed along the edges or surface mounted at the top centre. Luminaire mounting option should be project specific dependent on the location and whether art installations will be included. The luminaires should adhere to the following:

Lighting Colour Temperature: 2700-3500K, possibility for combining with contrasting colour or the ability to change colour where appropriate



Correction Wynd underpass



Donald's way



McCrombie's Court



Windmill Brae



Bridge Street to Crown Street



Denburn Road to Rosemount viaduct

Luminaire Type: Inground or surface mounted
 Minimum CRI: minimum RA85
 Distribution: Symmetrical linear medium distribution.
 Other notes: Corrosion resistant finish. Inground to be walk over or driver over with anti slip cover, dependent on location. Luminaire proposal to be approved by Aberdeen City Council.

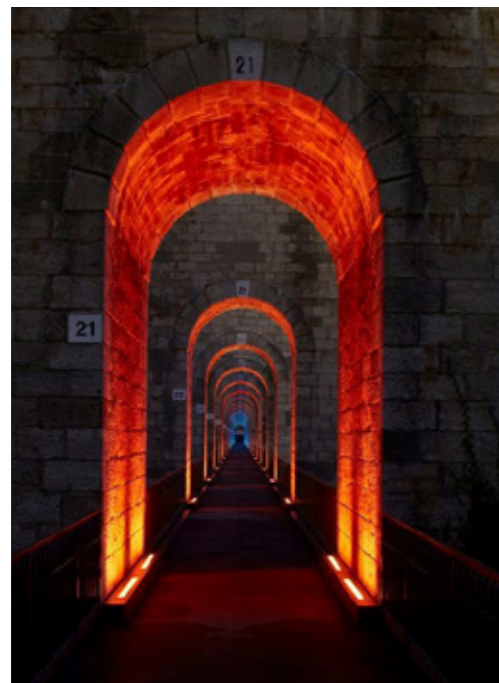
Lighting overlays of various nature (such as projections, light/shadow patterns, enhancing of specific features etc) are encouraged where appropriate to add to the character and create unique and attractive connections.

Narrow pedestrian connections

The nature of these connections is that they are quite secluded and hidden to the rest of the urban realm, allowing great opportunities for creative lighting to encourage pedestrians to use the routes. Lighting will be project specific, where the lighting design should fit in contextually with the surroundings and be of a human scale. Adequate visual brightness for comfort and safety will require to be demonstrated in the design proposals.

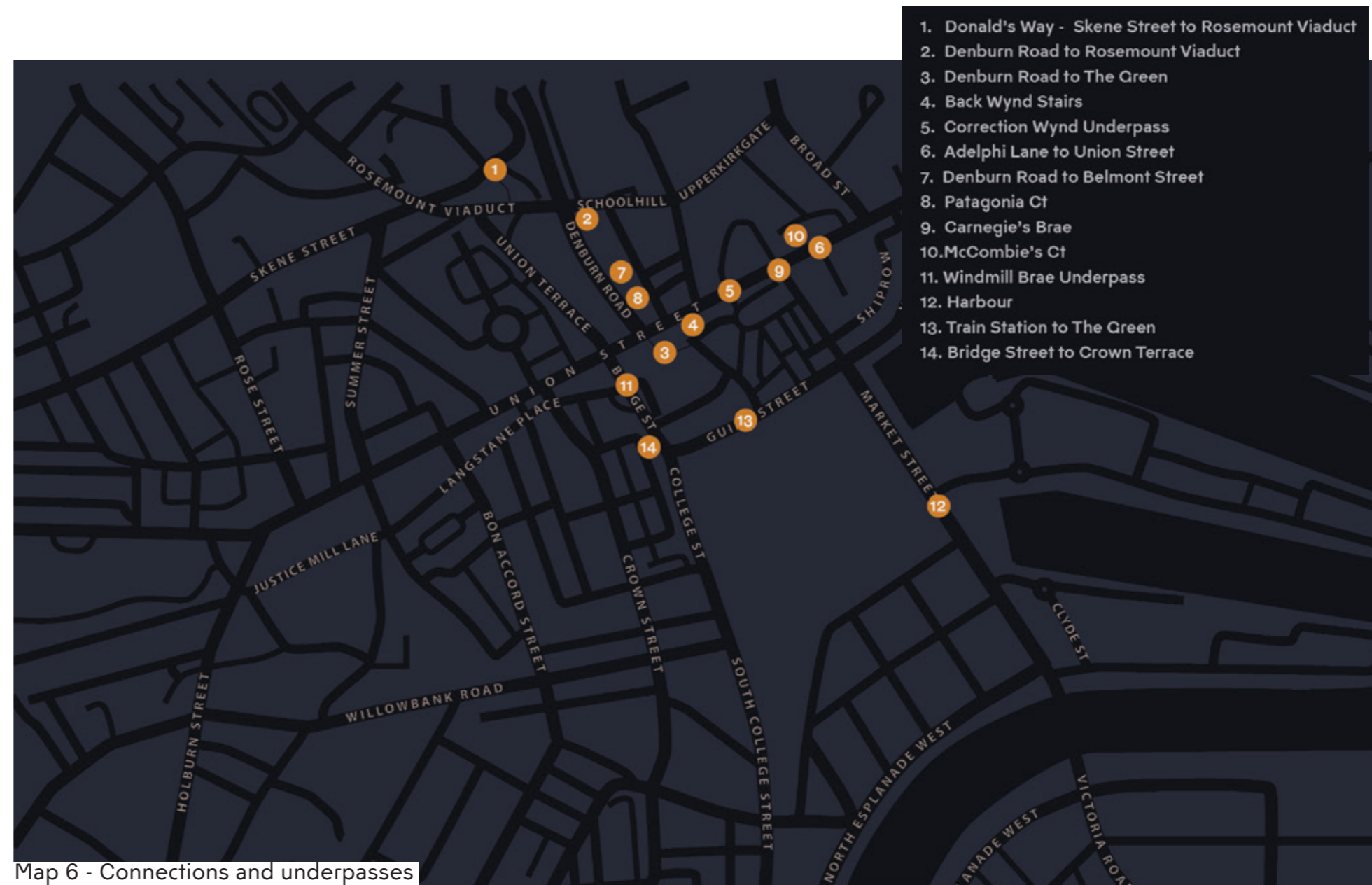
Exposed Connections

These connections sit within a larger streetscape where lighting languages are already defined. The connection is should highlighted for wayfinding and human scale interaction. This can be emphasised by a change in colour temperature, introduction of colour treatment or an art installation. The concept will have to be designed in context to the surrounding streetscape.



Lighting elements	Map numbers	Quantitative measures	Quality measures
Underpass lighting	3, 5, 6, 9, 10, 11	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85, colour incorporation dependent on the creative installation.
Narrow pedestrian connections	1, 2, 4, 7, 8, 10, 14	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85, colour incorporation dependent on the creative installation.
Exposed connections	12, 13	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85, colour incorporation dependent on the creative installation.

Creative lighting considerations for underpasses and connections.



Map 6 - Connections and underpasses

3.4.5 Squares

City centre squares are characterised by pedestrian only activity. They act as recognisable meeting places and spaces to gather, sit and relax as well as centres for events and activity. They provide opportunity for community activities, sitting areas and meeting areas. The squares should be lit with sufficient surrounding brightness and sufficient illuminance within the key areas to provide comfort and safety, but with modulation in lighting and a unique element to each square, creating uniqueness and variety.

Design approach for creative lighting

Lighting should be provided by unobtrusive and integrated column lighting with one or more of the following elements:

- Multiple smaller spots for accent lighting and zoning.
- Gobo projection.
- WIFI connection.
- Integrated solar panels.

Lighting Colour Temperature: 2700-3500K

Pole Type: Slim minimalistic poles appropriate to accommodate the above elements.

Pole Height: 4/6m

Minimum CRI: RA 85.

Distribution: Project dependent

Other notes: Corrosion resistant finish. RAL colour to be approved by Aberdeen City Council.

The Golden Square and Castlegate projects in chapter 3.5 are examples where a unique element is included to define each square. Castlegate introduces temporary seating elements with integrated lighting to promote the use of the square; historic features are lit to provide further visual brightness and identity. Golden Square introduces the play of light and patterns through the use of gobo projection, complimented by under bench lighting to frame the space.

The following lighting can be applied to provide additional creative lighting within squares:

Rigid or flexible linear luminaires recessed into architecture or street furniture:

- Light source/ luminaour surface is not to be visible or obtrusive.
- Luminaires diffuser should provide a homogeneous finish which will not shift in colour due to sunlight exposure.
- Materiality and properties of floor and furniture element needs to be considered



Golden Square



Schoolhill Square



St Nicholas Rooftop



Castlegate



Broad Street



The Green

Spot lighting for accents, highlights or patterns:

- Luminaires should be discrete in size
- Mounting position, aiming direction and accessories should be reviewed to ensure glare minimisation
- Mounting brackets should be appropriately sized
- RAL finish to match the finish of the architecture if mounted onto a facade or monument base.

Floor recessed spot:

- Ensure spot is adjustable for commissioning
- Ensure suitable housing from reliable and proven manufacturer
- Ensure walk/drive over dependent on project requirements
- Allow for anti slip cover where accessible
- Ensure adequate drainage.

All of the above types of fixtures would have to comply with the following:

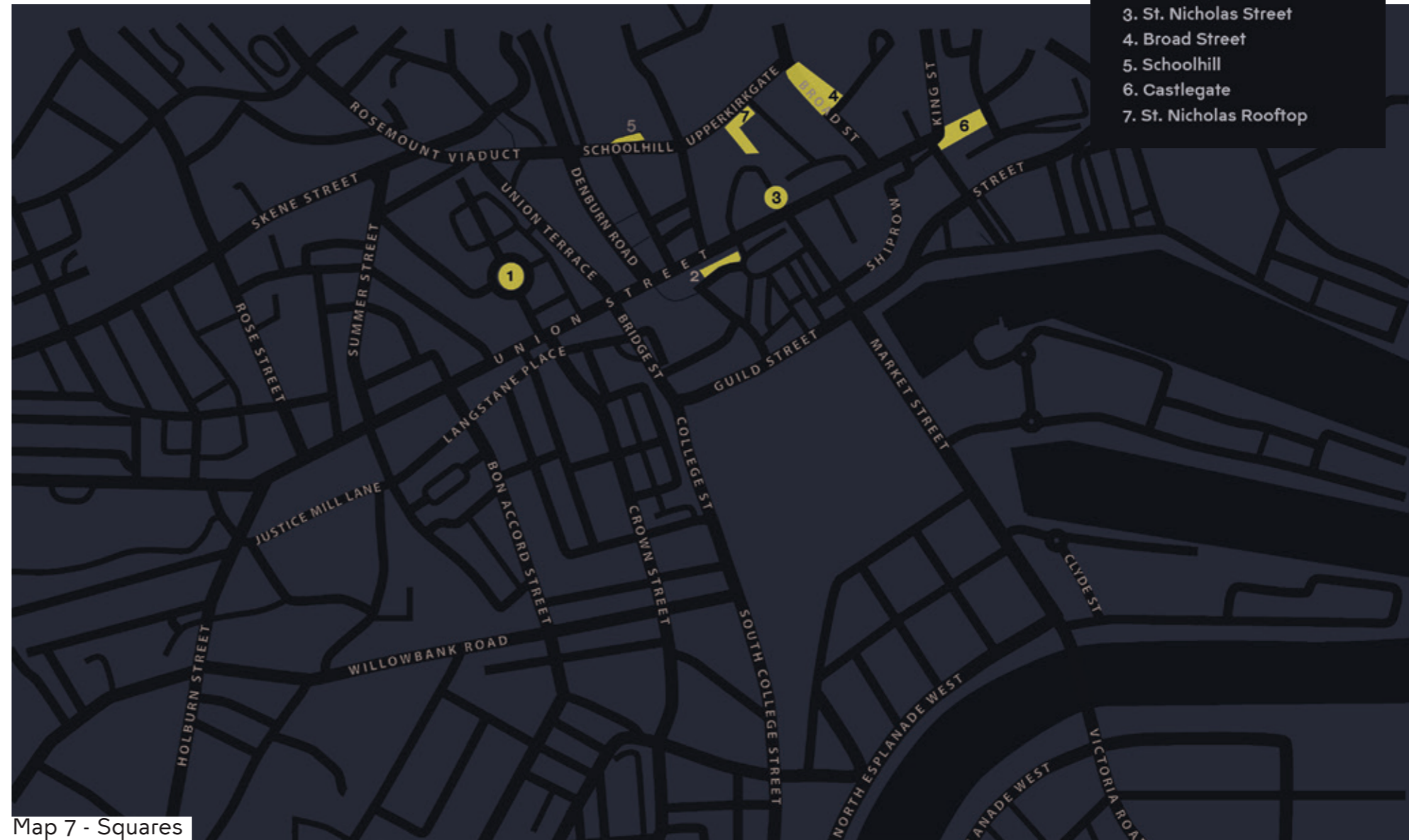
- Driver housing and location needs to be taken into consideration.
- Luminaires require to be appropriately IP and IK rated
- Lighting Colour Temperature: 2700-3500K
- Minimum CRI: RA 85.



Lighting elements	Quantitative measures	Quality measures	Considerations
Functional pole top lighting.	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85	Poles can be used to mount feature or projection lighting as well.
Standalone solar panels	N/A	N/A	Location of solar panels need to be reviewed for the optimal sun positions. Solar panels to be integrated within the post tops and not on top

Creative lighting considerations for squares.

1. Golden Square
2. The Green
3. St. Nicholas Street
4. Broad Street
5. Schoolhill
6. Castlegate
7. St. Nicholas Rooftop



Map 7 - Squares

3.4.6 Waterfronts

Aberdeen has a varied waterfront including rivers, harbours and beaches, where the city centre verges onto two important waterfronts consisting of the River Dee and harbour.

The objectives are:

- To promote the southern connection to the city centre.
- To emphasise the unique waterfront assets.
- To create a night time activation area along the River Dee.
- To provide visual guidance from the ferry terminal to the city centre.
- To reconnect the city to the historic waterfront.

Design approach for creative lighting

Creative lighting is introduced in different ways to address waterfronts, where the treatments are split into the following:

- Riverfront walk
- Harbourside walk
- Southern connection

Riverfront walk

The riverfront should be illuminated to promote pedestrian circulation night time activity with benches to sit and relax. Uplighting to the trees along the river front will provide a visible guidance along the pedestrian path and provide visual brightness for comfort and safety.

As both north and south banks of the river between Victoria and Queen Elizabeth II bridge are proposed to be illuminated a visual connection is made across the water linking the two spaces. This is encouraged with the riversbank project in chapter 3.5 that promotes both the riverfront walk lighting and captures an art installation on the south bank.

Luminaire requirements:

- Ensure suitable housing from reliable and proven manufacturer.
- Ensure housing is walk over.
- Allow for anti slip treatment to glass top.
- Luminaires require to be IP65 rated.
- Marine grade steel used in the housing.
- Lighting Colour Temperature: 2700-3500K
- Minimum CRI: RA 85.
- Visibility of sources and glare to be avoided, ensuring views across the river



North river bank



South river bank



Harbour walk



Harbour Board Offices



Wellington Bridge



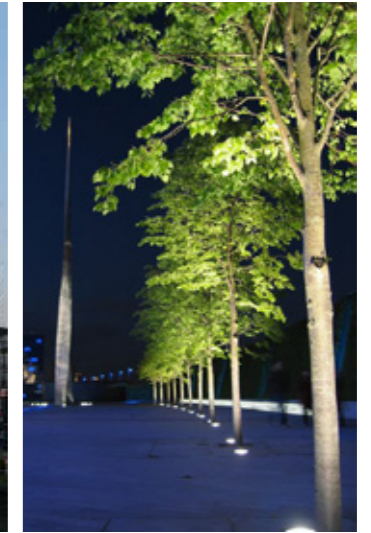
Victoria Bridge

Harbourside walk

The harbourside could be illuminated to provide a visual guidance for the pedestrians arriving at the ferry terminal and to promote a pedestrian connection from the riverside to the city centre using human scale lighting to create an overall and consistent experience. Lighting should allow for experiencing the harbour at night time in a safe and guided way, whilst allowing views along the port from the historic centre to the water. Considerations should be given to the use of low level pedestrian or furniture lighting to mark boundaries whilst maintaining vistas.

Luminaire requirements:

- Lighting Colour Temperature: 2700-3500K (colour treatments dependent on project and council approval).
- Luminaire Type: various, pending application.
- Minimum CRI: RA85
- Distribution: mainly soft and diffused, pending application.
- No visible light sources unless diffused marker lights.
- Marine grade steel housing required and consideration to salt water environment.
- Luminaires require to be IP65 rated.



Southern Connection

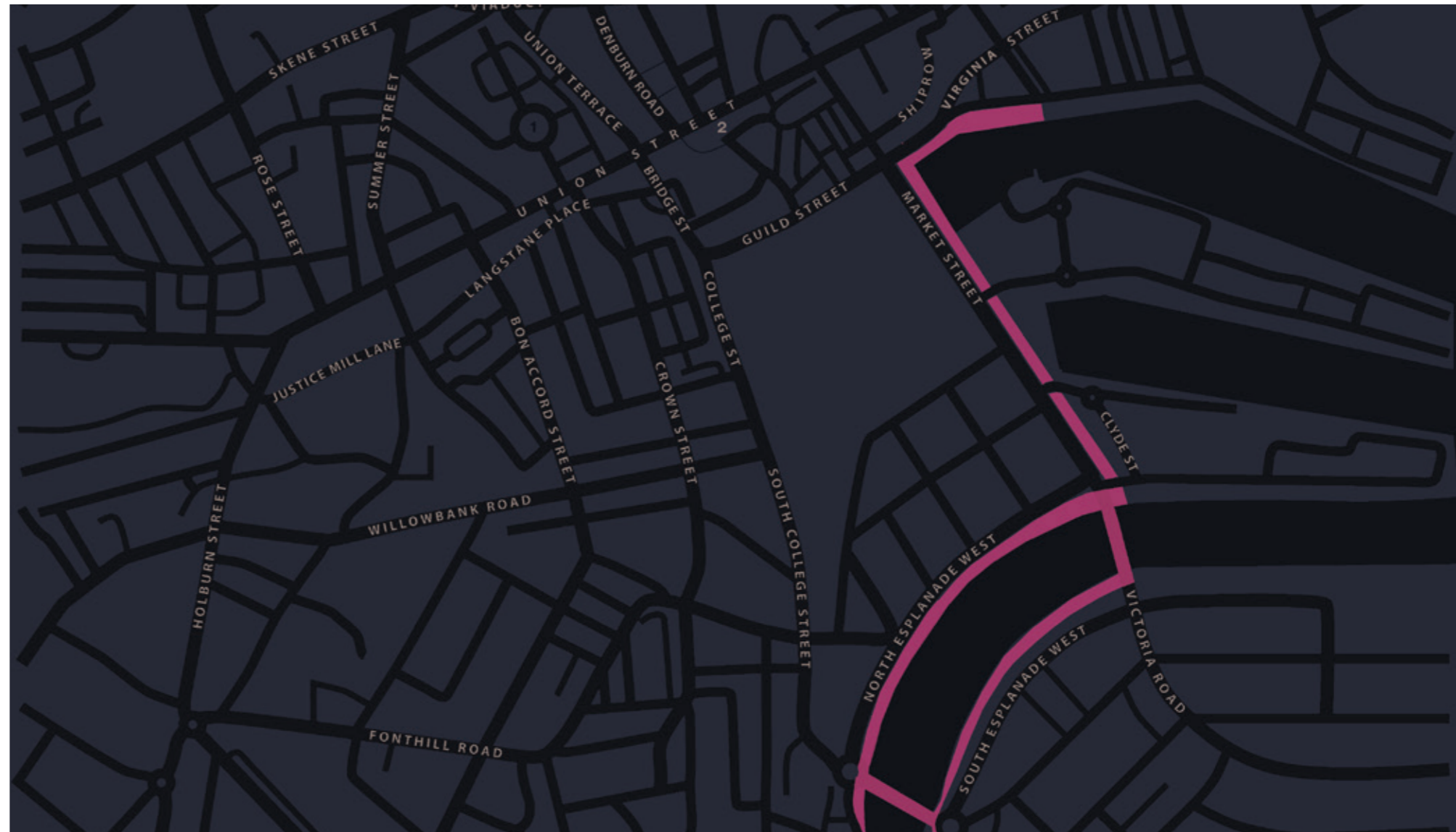
The main vistas approaching the city centre from the south include the Victoria Bridge, Queen Elizabeth Bridge and Wellington Suspension Bridge, providing visual connections for the main public transport, vehicular and pedestrian routes into the city centre from the south. It provides Aberdeen with a welcoming visual intrigue to the city centre and communicates the extent of the city centre to the arriving visitors connecting the waterfront areas.

Light treatment to the bridges as indicated in the Wellington and Victoria bridges project in chapter 3.5 shows how the vista can be transformed.

Luminaire requirements:

- Lighting Colour Temperature: Various including subtle colour treatments.
- Luminaire Type: various, project dependent.
- Minimum CRI: RA85
- Distribution: various, project dependent.
- No visible light sources unless diffused marker lights.
- Marine grade steel housing required.
- Luminaires require to be minimum IP65 rated.

All waterfront installations need to consider and minimise impact on fish and their migration behaviour.



Map 8 - Waterfronts

3.4.7 Landscape areas

Parks provide an important function within the city. They mostly require an individual creative lighting strategy. Currently a project is already underway to transform Union Terrace Gardens (see section 2.2) that corresponds to the lighting guidelines for landscape areas.

Design approach for creative lighting

A varied lighting approach can be applied, resulting in a more comfortable user environment. A creative lighting scheme for a park should consider the following elements:

- Main park entries
- Park perimeter
- Main pedestrian and cycle through pathways and path surrounds
- Selected landscaped areas i.e. trees
- Furniture
- Public art (where applicable)
- Architectural elements and structures (where applicable)

The riverbanks project in chapter 3.5 is an example of introducing the use of an art installation along the south side of the River Dee to provide visual intrigue from close proximity and from across the river allowing the two spaces on either side of the river to connect.

The size, location, circulation patterns / access and use of city's parks will determine the creative lighting design that would consider the following:

- The visibility the pedestrian has of the surrounding environment.
- Extend park lighting off the main pathway, providing greater visual depth and comfort.
- Reduce glare sources.
- Investigate the application of additional lighting applications such as tree lighting and integrated furniture lighting which can contribute to the overall pedestrian experience and perception of safety.
- Provide sufficient light to the main park pathways and the park perimeter to aid in navigation and wayfinding.

Luminaire requirements:

- Lighting Colour Temperature: 3000K to 4000K (where 4000K is only used to enhance particular fauna)
- Luminaire Type: various, pending application.
- Pole Height: 4-4.5m
- Minimum CRI: RA85



River Dee



Union Terrace Gardens



Bon Accord Square



River Dee North Bank



River Dee South bank



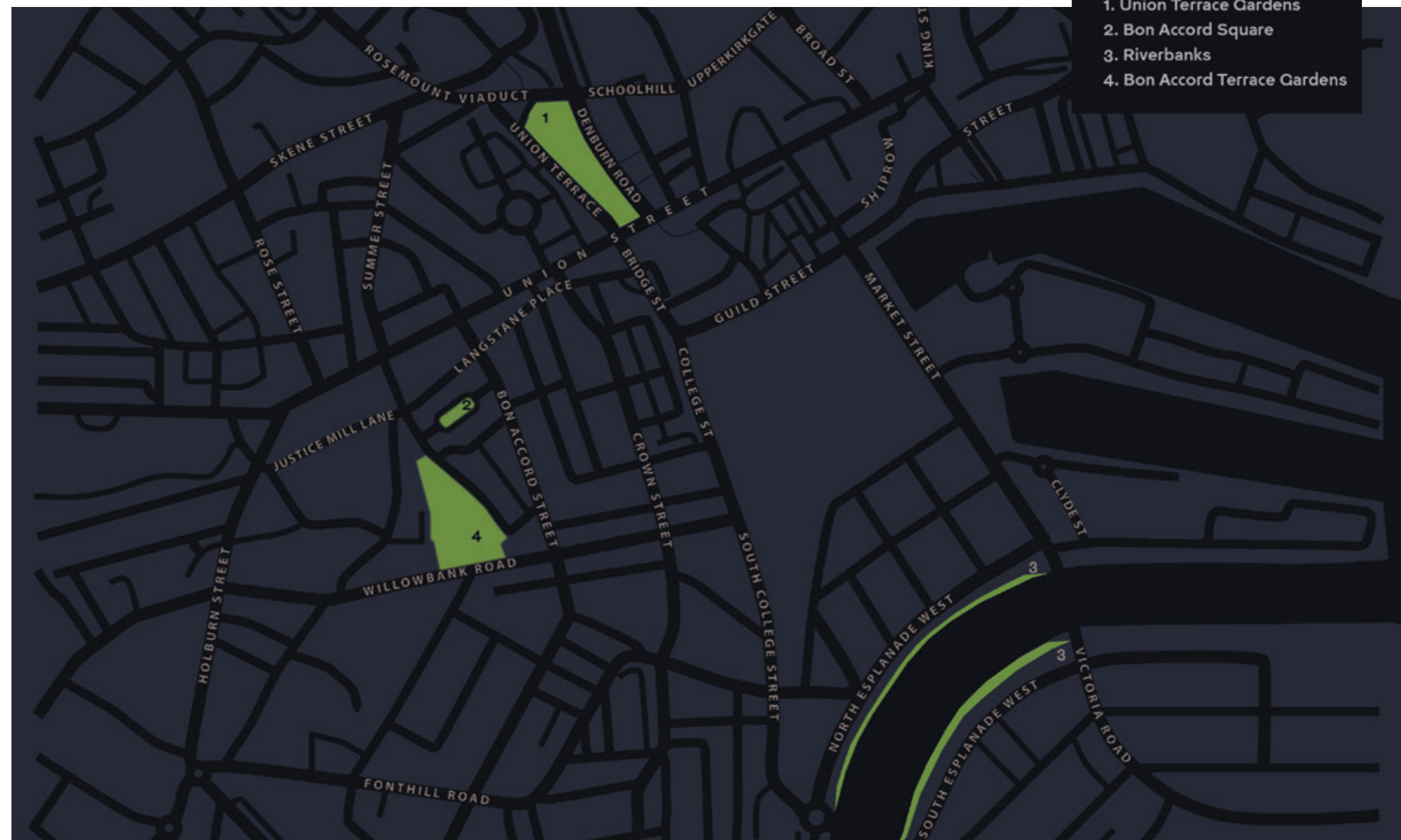
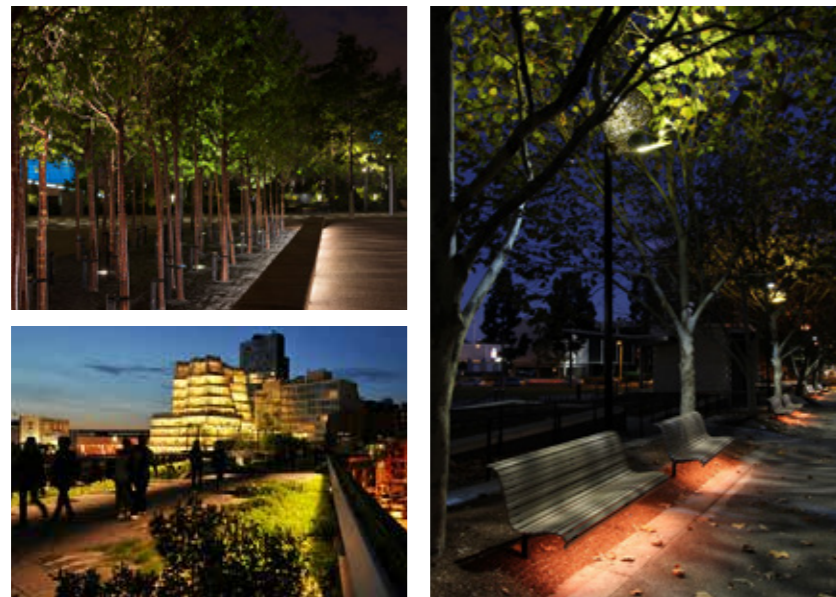
Bon Accord Terrace Gardens

- Distribution: various, pending application.
- Light shall extend into the surrounding areas, including perimeter and landscape surrounds (trees, bushes etc.) to increase perception of brightness and safety.
- Flood-lit spaces with uniform brightness across the entire park are not considered appropriate.

Other notes: Materials shall be stainless steel, galvanised steel or anodised aluminium with Corrosion Resistant Finish. Both shadow and light shall be utilised to distinguish the park from the general streetscape and to provide direction and focus at night time.

Lighting elements	Quantitative measures	Quality measures	Considerations
Functional lighting.	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85	Functional lighting can be achieved in different manners and will be project specific.

Creative lighting considerations for landscape areas.



Map 9 - Landscape areas

1. Union Terrace Gardens
2. Bon Accord Square
3. Riverbanks
4. Bon Accord Terrace Gardens

3.4.8 Façades and Monuments

The rich Aberdeen architectural and sculptural legacy celebrating the city's and Scotland's past is ingrained in its identity. The granite townscape gives the city a distinctive signature. Dotted around the city are a number of architecturally unique buildings. Domes and spires form the distinct Aberdeen skyline.

Currently there are projects already underway to support the development of facade lighting throughout significant heritage buildings in the city centre. These include Aberdeen Art Gallery, Marischal College and the Music Hall.

The following domes and spires should be given due consideration as key to the skyline of the city:

Domes:

- Central Library
- St. Mark's Church,
- His Majesty's theatre
- Cowdray Hall
- Former Aberdeen Academy

Spires:

- Kirk of St Nicholas
- Triple Kirks
- St. Mary's Cathedral
- Gilcomston South Church

The main objectives are:

- To portray Aberdeen's architectural heritage at night, considering the street vistas and the skyline views.
- To improve the legibility of the city and the amenity at night time.
- To promote the activation and movement of visitors through the city whilst being sensitive to the reduction of light pollution and energy consumption.

Design Approach for creative lighting

As part of the Creative lighting strategy key façades and monuments are highlighted on map 9 to identify significant buildings and their pattern in location. A select few as highlighted above have been identified to be illuminated based on their historical, architectural or



Dome of St. Mark's Church



Statue of Edward VI



Triple Kirk



Gilcomston South Church



Central Library



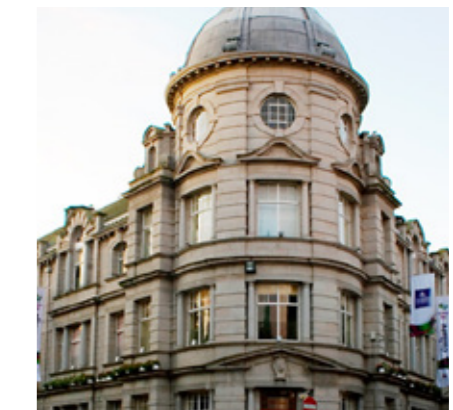
St. Mark's Church



War memorial/ Cowdry Hall



His Majesty's Theatre



Former Aberdeen Academy

cultural value as well as the building context.

Creative lighting should be subtle, highlighting specific features only. Floodlighting entire façades or over illumination for business purposes is not supported. Lighting on general commercial building shall have a 'low key' approach so as not to compete with the identified landmark buildings.

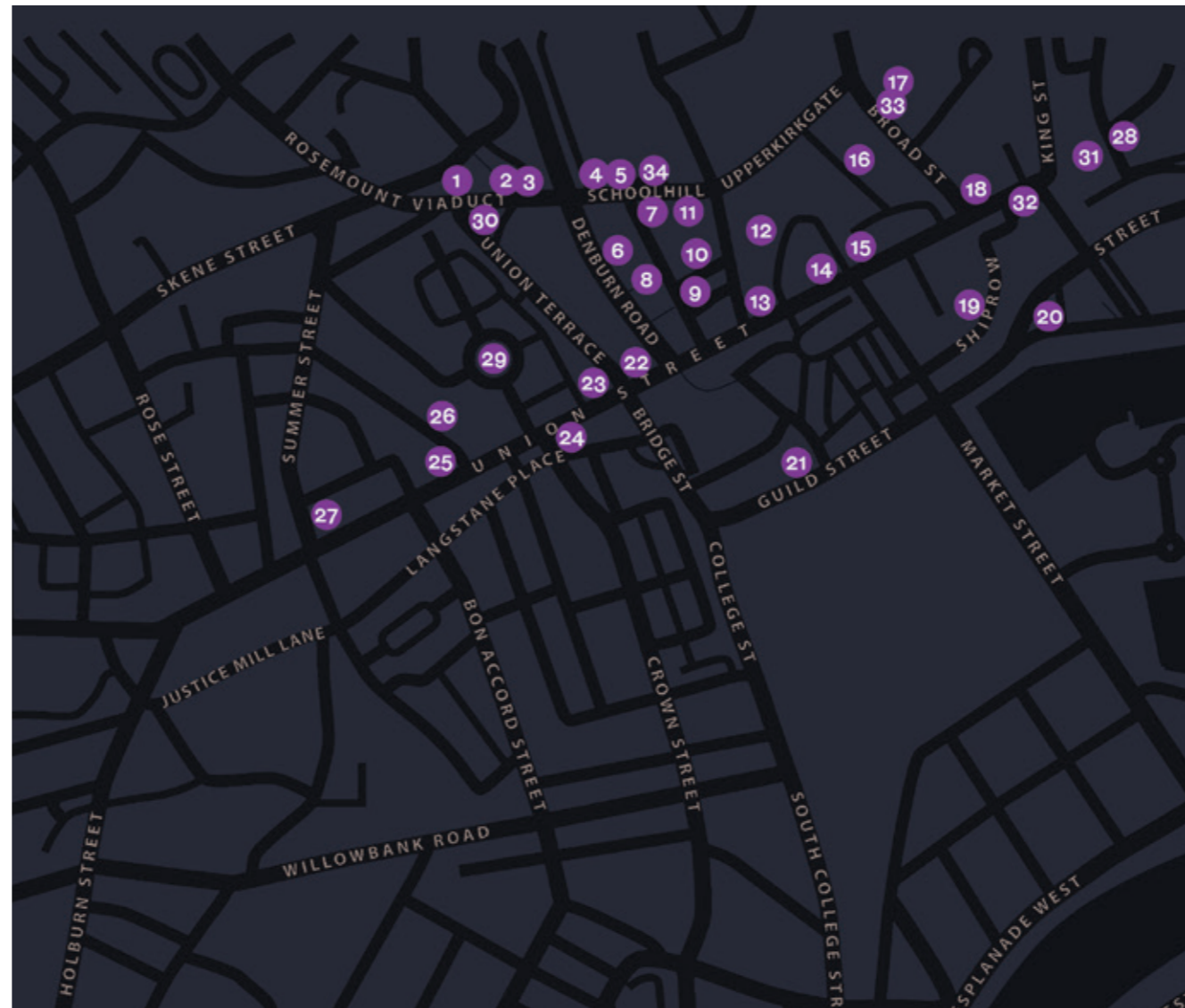
Dark recesses in building façades affect the perception of safety within the streetscape of the public domain. Adequate lighting should be provided to these areas as an integrated part of a building façade lighting scheme.

Lighting equipment shall be integrated in the architecture of the building where possible with the daytime appearance of the luminaires not being visually imposing. The conservation status of the building shall be checked and addressed. Consultation with heritage officers of Aberdeen City Council should be sought and conservation planning policy requirements adhered to.

Location should also be chosen so as to avoid source visibility and glare and to minimise spill light. Facade lighting can be partially integrated into street lighting where applicable.

Luminaire requirements:

- Light Source: LED
- Colour Temperature: 2700K – 3000K to create sense or warmth and ambience. CCT should be tested in mock-up on the actual facade/ stone.
- Minimum CRI Façade Lighting: RA80
- Minimum IP rating: Is dependent on the mounting location but should be no less than IP54, generally when exposed to the weather IP65.
- Installation: External lighting fixtures are to be integrated with the architecture of the building where possible and the daytime appearance of the luminaires is not to be visually imposing. Collaboration with heritage consultant and on-site mock-ups are recommended.



1. Central Library, Rosemount Viaduct
2. Aberdeen's St. Mark Church, Rosemount Viaduct
3. His Majesty's Theatre, Rosemount Viaduct
4. Aberdeen City War Memorial/ Cowdry Hall, Schoolhill
5. Art Gallery, Schoolhill
6. The Triple Kirks, Schoolhill
7. Former Aberdeen Academy, Schoolhill & Belmont Street
8. Former Church, Belmont Street
9. Kirk House, Belmont Street
10. Town School, Little Belmont Street
11. James Dun's House, Schoolhill
12. The Kirk of St. Nicholas, Union Street
13. St. Nicholas Churchyard and Screen, Union Street
14. Royal Bank of Scotland, 78 Union Street
15. Clydesdale Bank, 62 Union Street
16. Provost Skene's House, Questrow
17. Marischal College and Greyfriars Church, Broad Street
18. Town House, Broad Street & Union Street
19. Provost Ross' House, Shiprow
20. Aberdeen Harbour Board, 16 Regent Quay
21. Station Hotel, Guild Street
22. Edward VI Statue, Union Terrace & Union Street
23. Commercial Union, 1 Union Terrace
24. Bank Of Scotland, 201 Union Street
25. Paul & Williamson's, 214 Union Street
26. St. Mary's Cathedral, Huntly Street
27. Gilcomston South Church, Union Street
28. Citadel, Castle street & Justice street
29. Duke of Gordon, Golden Square
30. William Wallace, Rosemount Viaduct
31. Mercat Cross, Castlegate
32. The Mannie, Castle Street
33. Robert The Bruce, Broad Street
34. Charles George Gordon, Broad Street

Map 10 - Façades and monuments

3.4.9 Laneways

The heart of Aberdeen is characterised by narrow, low traffic streets, some dating back to medieval times. Granite road and footpath surfaces are one of the features of this typology. In some of these laneways mostly situated to the south of Union street, desired activation is low while in others it is high.

The main objectives are:

- To focus on pedestrian amenity, making laneways a destination.
- To attract visitors at night and encourage activity.
- To create a sense of identity.
- To increase the perception of safety through passive surveillance for residents and visitors.
- To support wayfinding and connection

Design Approach for creative lighting

Laneway lighting should be appropriate for human scale and activity and should respond to the unique character and scale of each laneway.

The lighting strategy proposes the use of wall mounted lanterns, pedestrian height small poles and catenary installations. Luminaires shall be contemporary in style but create the same warm ambiance of the traditional lanterns. Vertical feature urban texture such as murals or cultural wayfinding points could be highlighted, whilst avoiding unwanted obtrusive light to the neighbouring residential properties.

A consistent luminaire throughout this typology will demonstrate consistency and legibility within the typology and aid wayfinding in the city. The unique identity of each laneway can be translated into lighting design by having a different colour to the internal face of the lanterns cap, which won't dominate its appearance but provide intrigue during the day and have a soft glow at night. The approach sits in line with the colour strategy within the primary routes linking back to the greater scheme of the city centre.

The lighting levels shall be adequate to provide a sense of comfort and safety and promote the use of the laneways as pedestrian and cycling routes. Signage throughout the laneways should be illuminated sufficiently for wayfinding without dominating the overall lighting levels.

Areas that contain commercial night time activity should have increased light levels during



Adelphi Lane



East Green



Mc Combie's Court



Bath Street



Shiprow Lane



St. Nicholas Lane

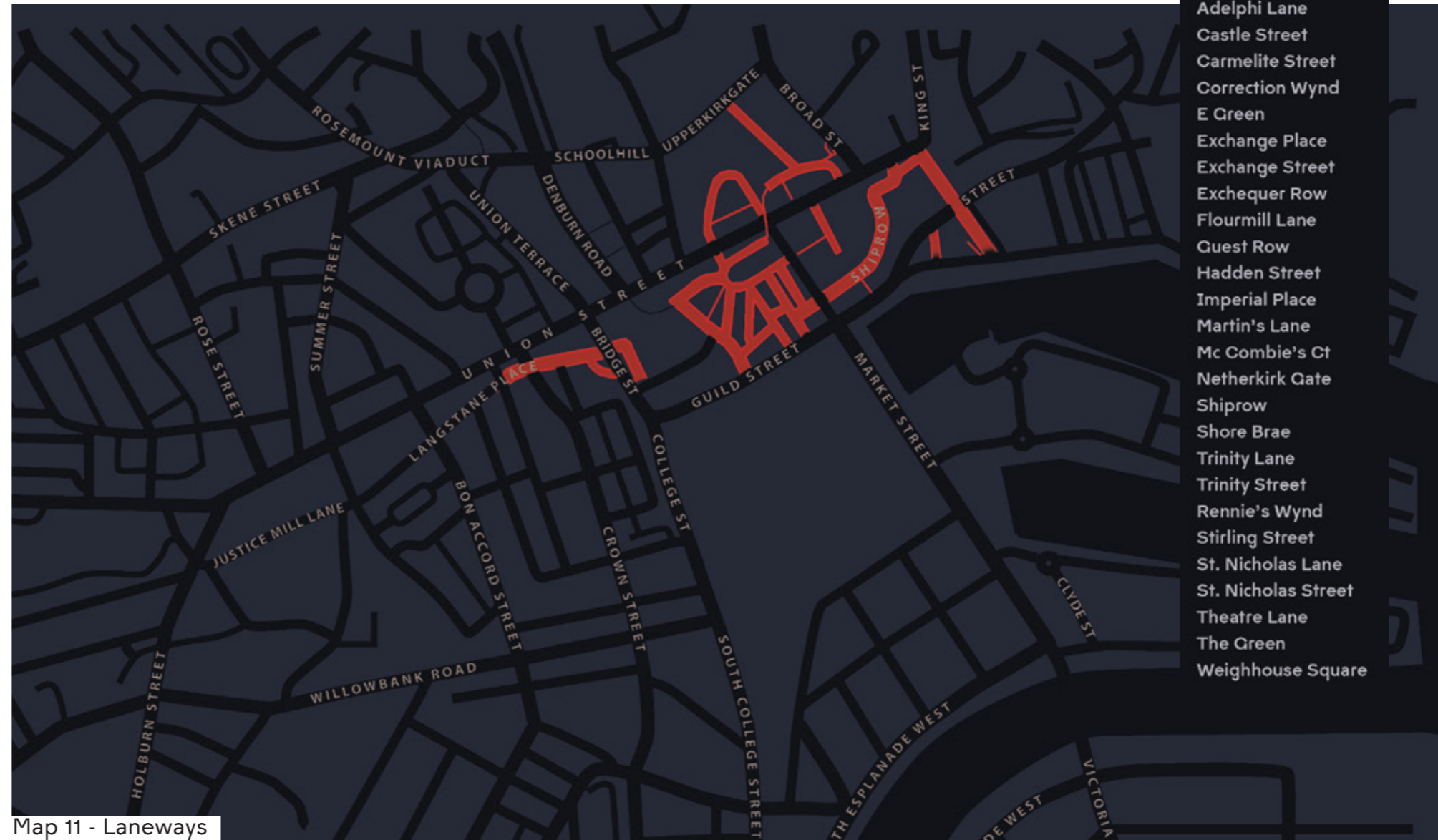
the active hours before curfew to ensure adequate lighting is allowed for their use.

Luminaire requirements:

- Light Source: LED
- Colour Temperature: 2700K – 3000K. Use of colour or cooler colour temperatures could be included for murals or art installations, project dependent, pending approval.
- Minimum CRI: RA85
- Minimum IP rating: Is dependent on the mounting location but should be no less than IP54, generally when exposed to the weather IP65.
- Installation: Enhancement lighting fixtures are to be integrated with the architecture of the building where possible and the daytime appearance of the luminaires is not to be visually imposing.

Lighting elements	Quantitative measures	Quality measures	Considerations
Wall mounted contemporary lanterns, pedestrian height small poles of similar style, catenary installations and signage lighting	Per BS EN 13201-2: 2015 and BS 5489-1:2013	2700 - 3500K Min RA 85	Signage lighting is to be focused directly on to the sign without creation of glare or spill light.

Creative lighting considerations for laneways



3.5 Creative lighting projects

This chapter describes twelve creative lighting catalyst projects, representing each of the eight typologies in section 3.4. They introduce the lighting strategy in Aberdeen City Centre. The selection was informed by the stakeholder engagement and discussions with the City Council and include key areas identified that had a potential for people to pause or to stay.

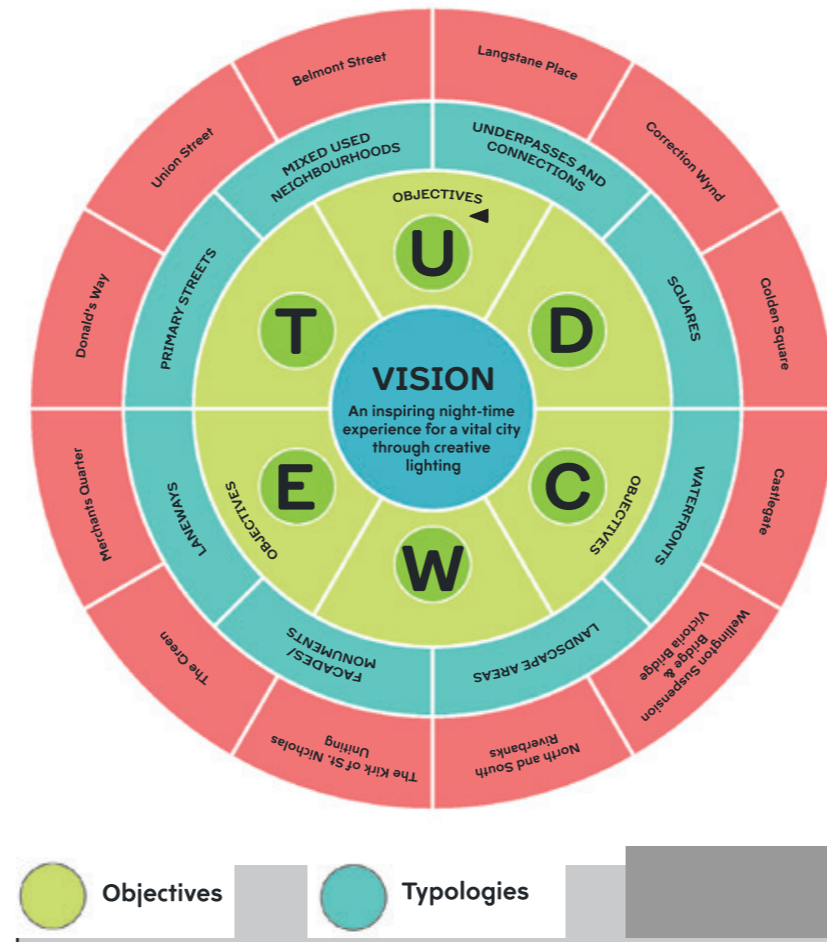
Apart from aesthetic appeal, visual coherence, enhancement of safety and comfort these proposals amplify the vibrancy and contribute to an engaging and memorable night-time journey that expresses the unique identity and characteristic of Aberdeen City Centre.

These projects intend to encourage locals and visitors to linger and gather; to pause during their journey due to engaging and dynamic lighting intervention. They also play a role in wayfinding and orientation by creating landmarks at street and skyline level.

Each of these projects delivers on four or more of the six driving objectives. These are identified for each project. Sections 3.5.1 to 3.5.12 below describe the following projects: Union Street, Belmont Street, Langstane Place, Correction Wynd, Golden Square, Castlegate, Wellington and Victoria Bridges, Riverbanks, The Kirk of St. Nicholas, The Green, Adelphi Lane, Donald's Way.

The design of the creative lighting projects should have regard to the urban realm opportunities revealed in the CCMP. Some project locations such as Belmont Street already offer the high quality urban realm and lighting will enhance the role of the area in the city. Other projects such as the Riverside provide prospects for urban realm interventions and developments, in addition (or following) the lightning proposals.

Union Street is proposed as a pedestrian friendly street that reinforces its role as Aberdeen's major spine and connector.



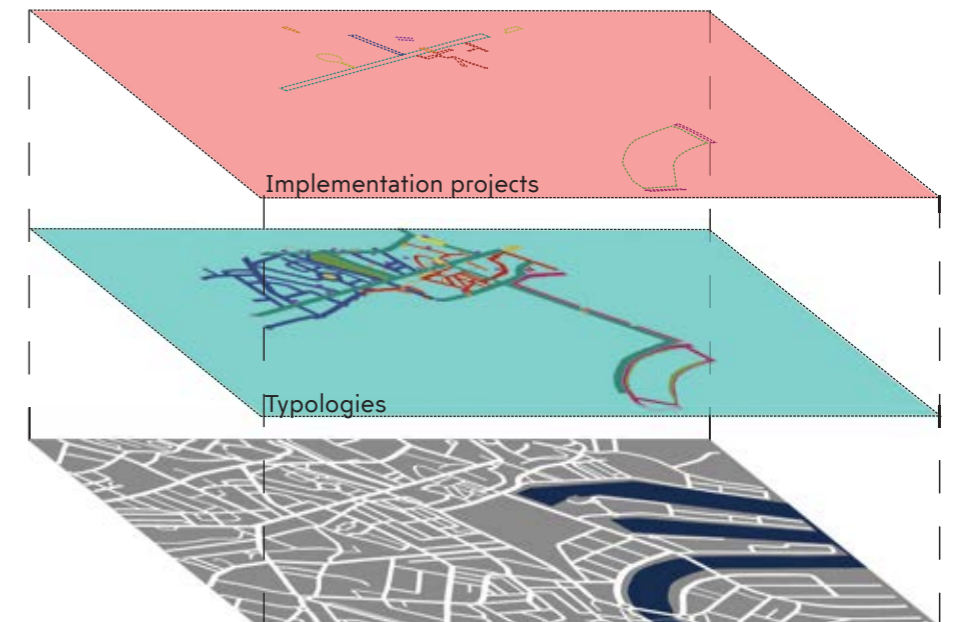
Belmont Street already offers high quality urban realm improvements that have encouraged street markets, pavement life and a vibrant independent retail and business offer. The proposed lighting interventions enhance the street's role in the city.

Langstane Place is planned to offer restricted vehicular movement to prioritise pedestrians and cyclists. The street is seen as a key area for evening economy activities through enhanced pedestrian priority complimented by new cycle routes, improved streetscape and lighting.

Correction Wynd offers the possibilities responding to its

◀ **Complete Creative Lighting Strategy Framework Diagram** - 12 projects from 8 typologies designed to achieve the creative lighting strategy objectives which are based on the Vision for Aberdeen City Centre.

▼ The Creative Lighting Strategy is a two layer approach. Guidelines for the entire city centre, ensuring coherence are provided through the typologies section. They set the standard for the base layer of exterior lighting within the city centre through creative lighting projects. The implementation projects spread over the city centre and representing all the typologies present high impact projects; a creative intervention layer.



historic character. The streets historic role within the city should be revealed through lighting improvements and historic interpretation to encourage greater use of the street.

Golden Square should be re-imagined from a vehicle-dominated car park to a public square and events space associated with the Music Hall. Redesign of Golden Square to accommodate a more pedestrian friendly space can also coincide with the redefinition of South Silver Street as a pedestrian priority zone whilst retaining servicing and access arrangements. Cycle hubs, charging points and a performance space are just some of the interventions considered in the new public space. The public realm works on Golden Square

will greatly improve the spaces' role.

Castlegate should be presented as the 'Central Civic Space' for Aberdeen that responds to the rich architecture and strong urban structure. Ground floor active uses, alfresco dining and markets should ensure a vibrant buzz within the people friendly space. The design approach should be minimalist and defined, adding clarity to the geometry of the space with high quality natural stone materials and lighting. Castlegate should be made event-ready, capable of hosting a range of events and entertainments that will provide a much-needed sense of vibrancy and animation.

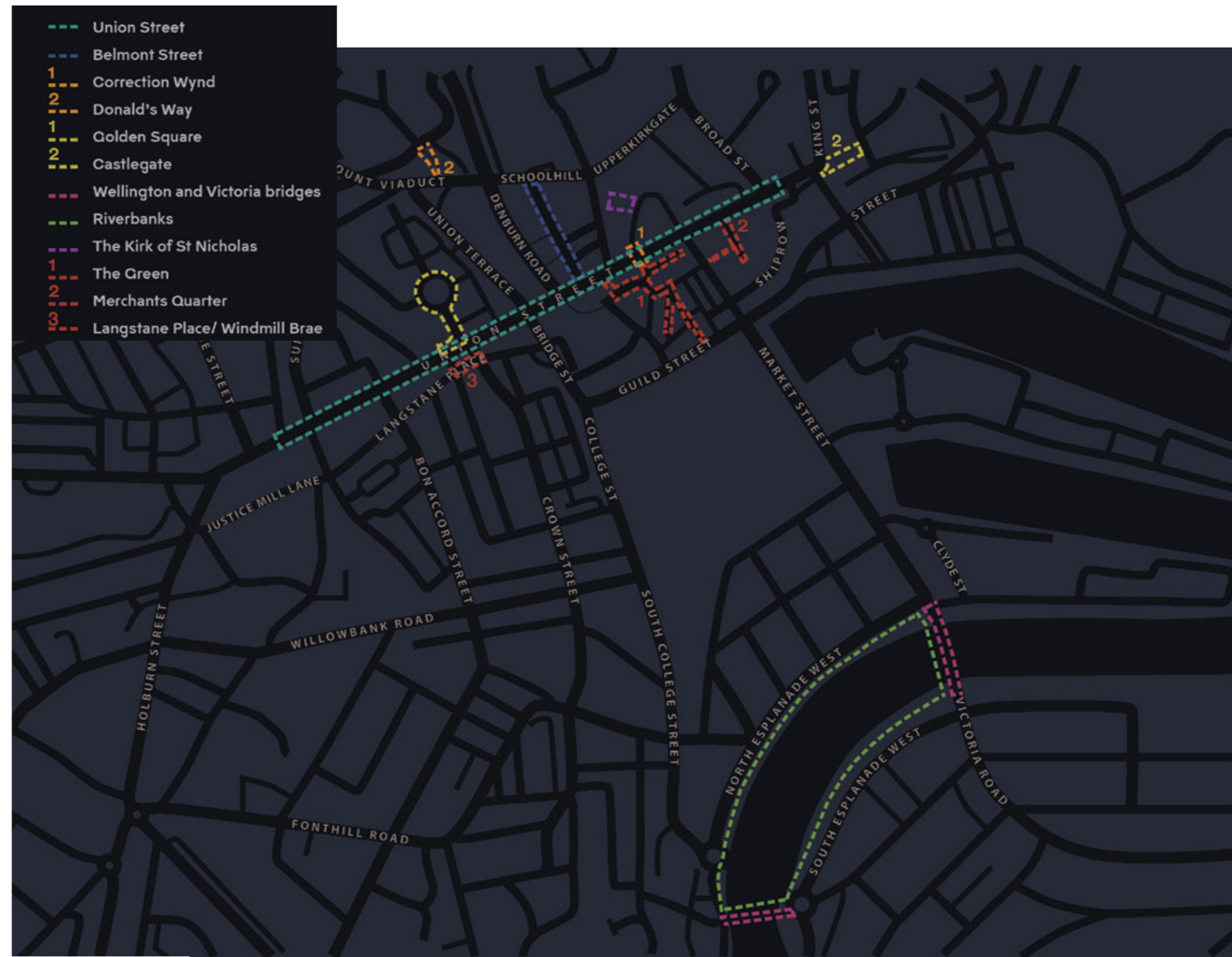
Wellington and Victoria Bridges should offer adequate pedestrian footpaths that promote walkability and the connection between the Torry Waterfront and the city centre. The riverbanks located along Torry Waterfront propose an enhanced riverside promenade and a new parkland environment abound by residential apartments, hotels and ground floor active uses. Adequate seating, lighting and other amenities should be introduced along the promenade encouraging the river as a city destination. Environmental initiatives should also be introduced along the river edge to improve water quality and the ecological condition of the river.

The CCMP highlights the historic importance of the Kirk of St Nicholas Uniting. Lighting improvements are the major opportunity for this significant city centre landmark.

The Green's historic location is identified as a significant opportunity to introduce a mix of uses including retail that enhance the overall vibrancy and attractiveness of the area and other uses such as residential.

The Adelphi Lane Quarter's street art should be continued to compliment the lighting improvements planned in the laneway. Increased ground floor activation along the laneway offers the potential to increase pedestrian footfall and better integrate the lane with Union Street.

Donald's Way should offer improved public realm treatments that relate to the city's granite architecture. By maintaining a simple aesthetic in keeping with the historic character of the lane.



Map 12 - Projects

3.5.1 Union Street





“Union Street has been the beating heart of Aberdeen for generations”
 - ACC Councillor Jenny Laing

Union Street, approximately 0.8 miles long, running East to West supported by a viaduct of arches above the medieval town, was built in the 19th Century. It takes its name from the 1800 Acts of Union between the UK and Ireland. It is a main city centre destination. The section between Castlegate and Holborn junction is also referred to as The Granite Mile. There are plans in the current City Centre Masterplan to exclude car borne traffic from the East part of Union Street between Castlegate and S Silver Street. Union street is within a conservation area.

Objectives

The main project objectives are to:

- Establish at night time the presence equivalent to Union street during the day.
- Provide pedestrian focus while maintaining vehicular friendly lighting.
- Improve the night time economy.

Design Approach

The lighting strategy makes Union Street unique emphasising its identity and strategic position at the heart of the city centre. It provides for events generating an activated and fun atmosphere. Lighting is moved from the building façades to the centre of the street reducing obtrusive light to buildings. The combination of Christmas lighting with this scheme should not be hindered or discouraged. The section of Union Street between Market Street and Broad Street was identified for the first phase or catalyst project.

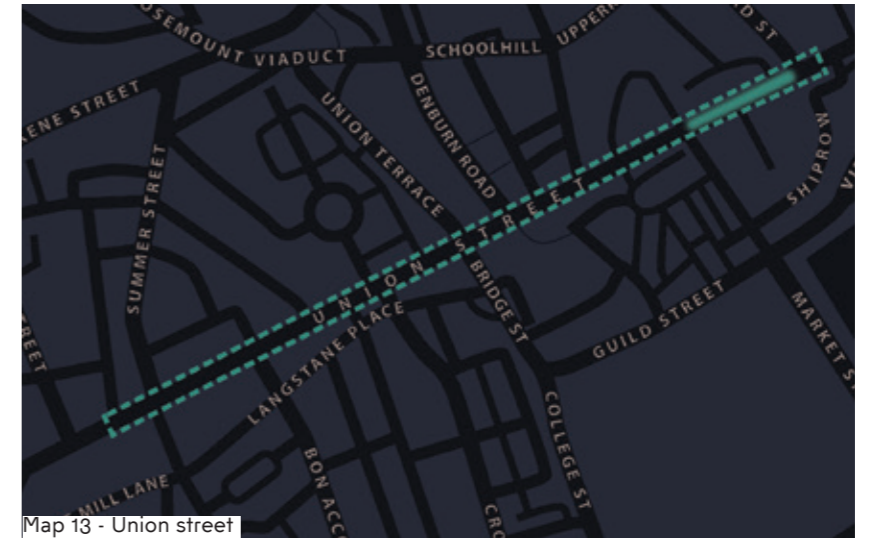
Lighting Elements

Key elements of the scheme are:

- Facade lighting of buildings of architectural interest namely Clydesdale Bank 60-62 Union Street, 39-41 Union Street and 32-38 Union Street, highlighting the most pleasing features making for a coherent backdrop.
- ‘Spill’ light from shopfronts
- Circular shape Union street specific catenary luminaire system along the entire central axis of union street symbolic of its function as a connector within the city.
- For Union Street west only, additional catenary pendant luminaires to both sides of the street that can be turned on and off in a sequence and that can change colour, giving the possibility of moving fun dynamic patterns.

Lighting System Requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.2. Each of the lighting elements should have a consistent lit appearance providing clarity and a hierarchy along the street. Warm white light (3000K - 3500K) shall be used for the façades and shop fronts with a cooler colour temperature for the street lighting (3500-4000K). Catenary pedestrian lights above the pavements



Map 13 - Union street

Entire Union street project extent outline and catalyst project shown shaded



60-62 Union Street



32-38 Union Street



39-41 Union Street

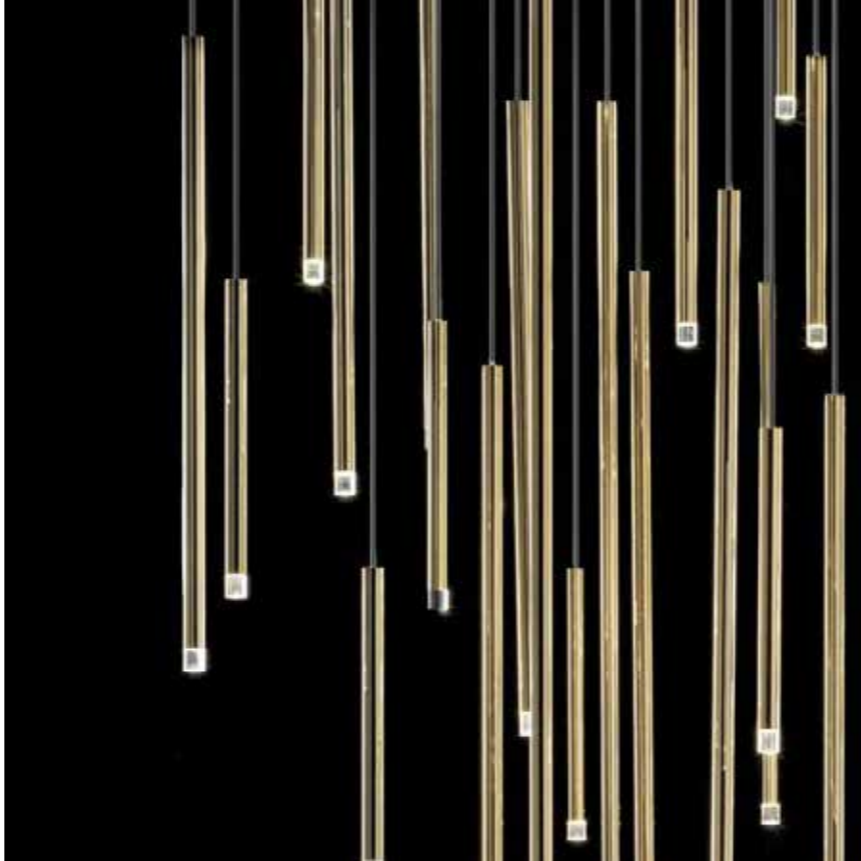
shall have a warm colour temperature (2700 - 3300K). Current luminaire supports and infrastructure shall be utilised for heritage conservation and economic purposes. As part of the entire street project pole supports may be required in areas of the street where there are no buildings to attach to. Facade lighting equipment shall be kept as discreet as possible and any damage to listed buildings avoided.

Control

The control system shall allow flexibility and dynamic effects to pedestrian lighting for selected weekend times and events. Light sensors shall be used to turn all the lights on at dusk and central catenary lights off at dawn thus taking account of annual daylight changes. Facade lighting should be turned off automatically meeting curfew recommendations. Consideration shall be given to turn-off shop front lighting after a time to be agreed with Aberdeen City Council.

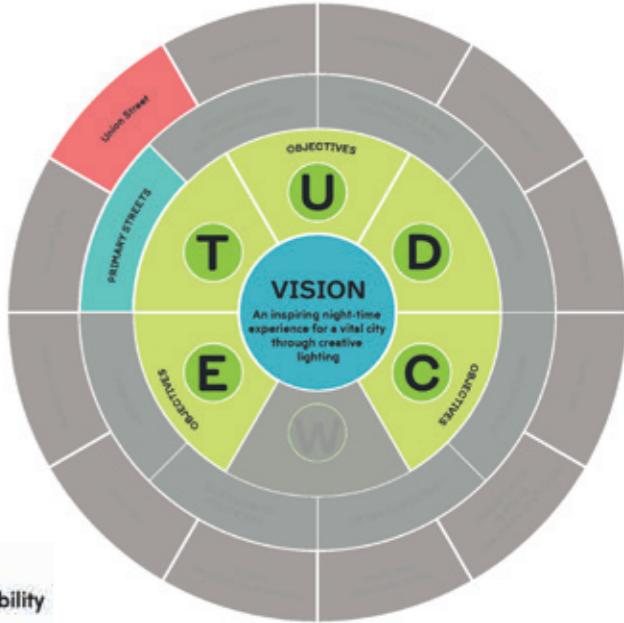
Shopfront lighting

It is recommended that the City Council shop front guidelines are extended to include lighting guidelines.



The Union Street project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy
- Leadership in **T**echnology and sustainability



3.5.2 Belmont Street

Belmont Street runs north to south between Schoolhill and Union Street. It dates back to the 18th Century when the town was expanded. The current street frontages include three church buildings and 18th Century houses that still survive. Belmont Street frames part of the Art Gallery facade situated on Schoolhill and is within a conservation area.

Objectives

The main project objectives are to:

- Create a pedestrian friendly pleasant atmosphere increasing the sense of safety
- Improve the night time economy
- Provide a visual connection between Union Street and Schoolhill, framing a view of the Art Gallery as the focal point on approach from Union Street
- Provide a consistent appearance along the street

Design Approach

The lighting strategy showcases the character of this street and provides a consistent appearance along the street allowing visual continuity that directs the eye, aiding wayfinding. The scheme provides for events, instilling curiosity and change over time, generating interest.

Lighting Elements

Key elements of the scheme are:

- Facade lighting of buildings of architectural interest namely 8-12 Belmont Street, Kirk House, Former Church 33 Belmont Street, Former Aberdeen Academy on the corner of Belmont Street with Schoolhill and Triple Kirks, highlighting the most pleasing features making for a coherent backdrop.
- 'Spill' light from shopfronts
- Consistent illuminated projecting shop signs at current mounting locations
- Elegant catenary lighting system



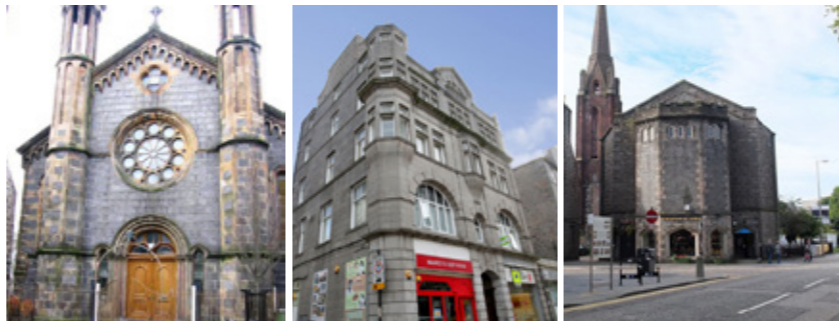
Artist impression of Belmont Street project



Artist impression of Belmont Street project, event mode



Artist impression of Belmont Street project, event mode



Former church
33 Belmont Street

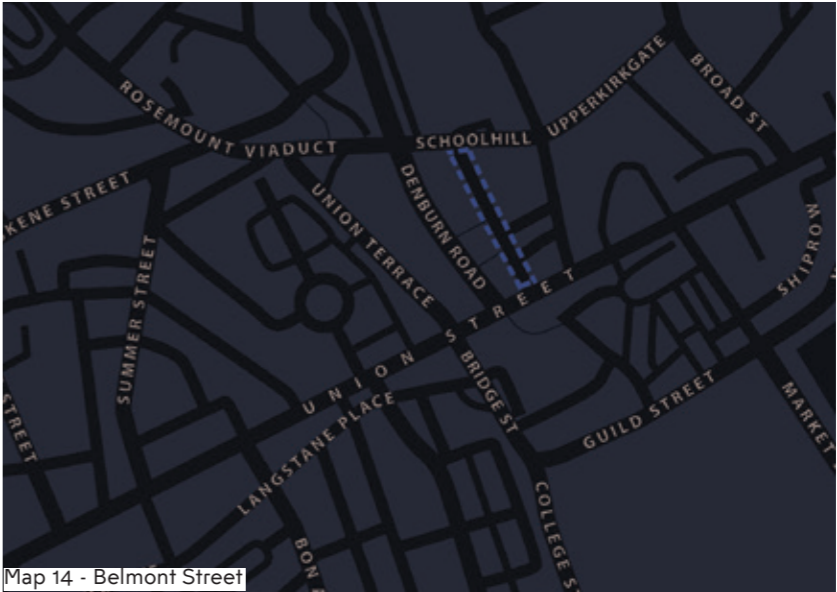
8-12 Belmont Street

Triple Kirks



Former Aberdeen Academy

Kirk House



Map 14 - Belmont Street

Lighting system requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.3. Each of the lighting elements should have a consistent lit appearance providing clarity and a hierarchy along the street. Warm white light (3000K to 3500K) shall be used for the façades and shopfronts with a cooler colour temperature for the street lighting (3500-4000K). Current lighting fixing positions and infrastructure shall be used where possible. Excluding event mode, the projecting shop signage shall be warm white (2700K). As part of the signage design, reference shall be made to the shopfront guidelines.

Control

Light sensors shall be used to turn all lights on at dusk and catenary lighting off at dawn, thus taking account of annual daylight changes. Facade lighting should be turned off automatically meeting curfew guidelines. Consideration shall be given to turn-off shop front lighting automatically after a time to be agreed with Aberdeen City Council.

The control system shall allow for colour change of the projecting shop signage lighting for events and commemorative days. Modification of the light output in the range between 70% and 100% shall also be facilitated enabling street light levels to be used as part of anti-social behaviour control measures.



Aberdeen Art Gallery proposal



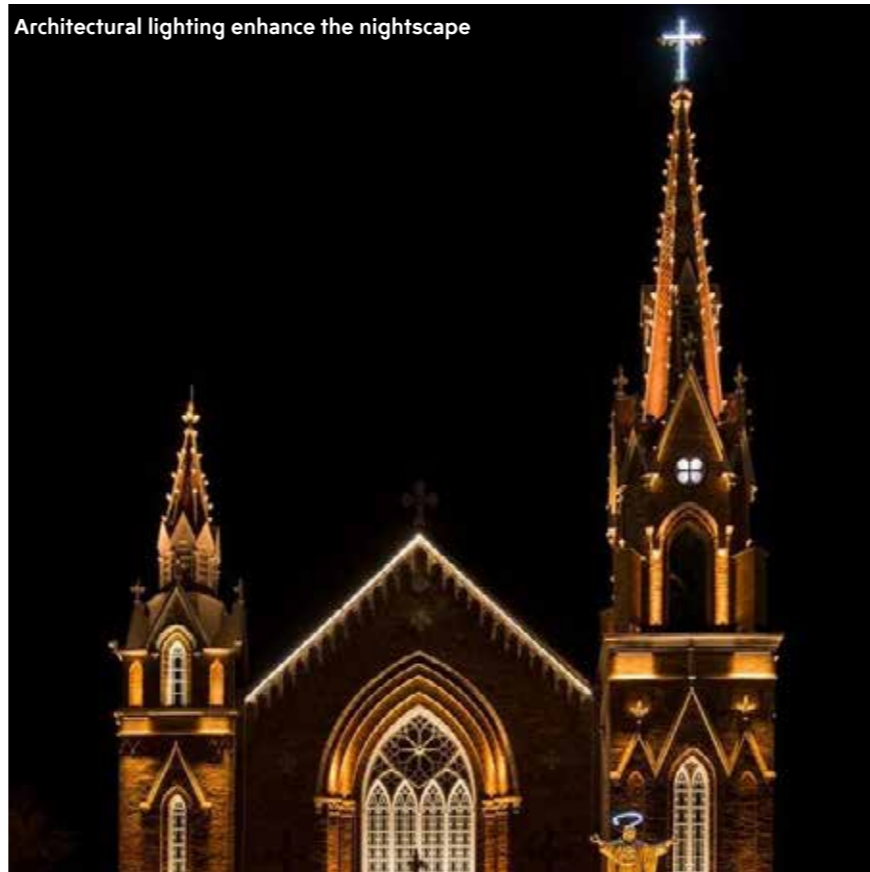
Carefully selected catenary lighting create visual interest



Consistent signage contributes to creating a visual connection towards a focal point



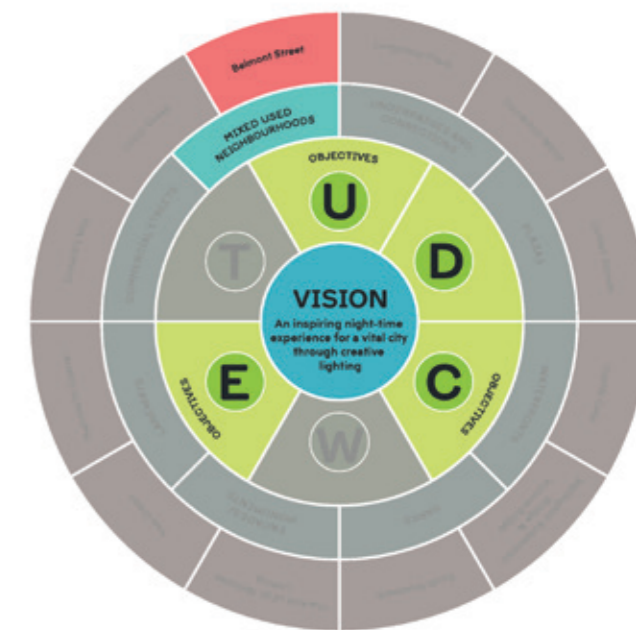
Catenary lighting help declutter urban streets



Architectural lighting enhance the nightscape

The Belmont Street project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy



3.5.3 Langstane Place

Langstane Place, a narrow street to the south of Union Street takes its name after the Lang Stane, a granite menhir type stone. The surrounding buildings include residential, small shops, restaurant and pubs. Langstane Place is part of the Bon Accord/ Crown Street and Union Street Conservation areas. There are plans to make a short section of this street traffic free, raising potential for bars and cafés to extend onto the street creating vibrancy.

Objectives

The main project objectives are to:

- Support the change from vehicular to pedestrian
- Create a landmark place
- Encourage community engagement and a scheme that the users can relate to
- Provide continued interest, encouraging people to return

Design approach

Customised luminaires on a catenary system, with periodically changing appearance, designed with input from various local groups, create a focal point overhead that is reflective of local culture. The installation projects a warm ambiance and a festive feel suited for an area where people gather at night. Wall mounted luminaires provide lighting throughout the rest of the street.

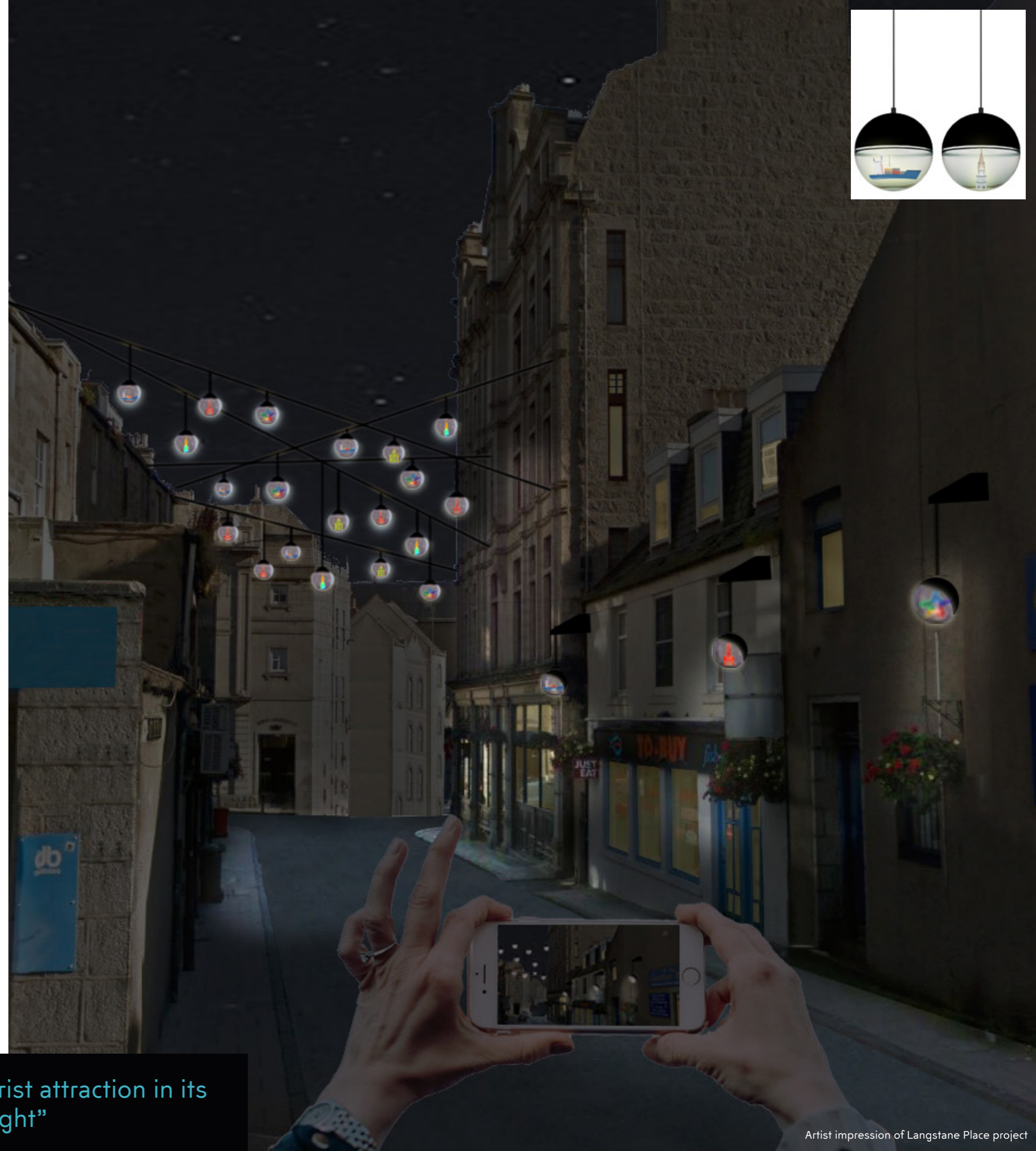
Lighting elements

Key elements of the scheme are:

- Suspended luminaires on a catenary system, including Aberdeen art designed in conjunction with the community. The art within the luminaires can be changed periodically.
- Wall mounted luminaires in keeping with the catenary system lighting.

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.9. Light pollution

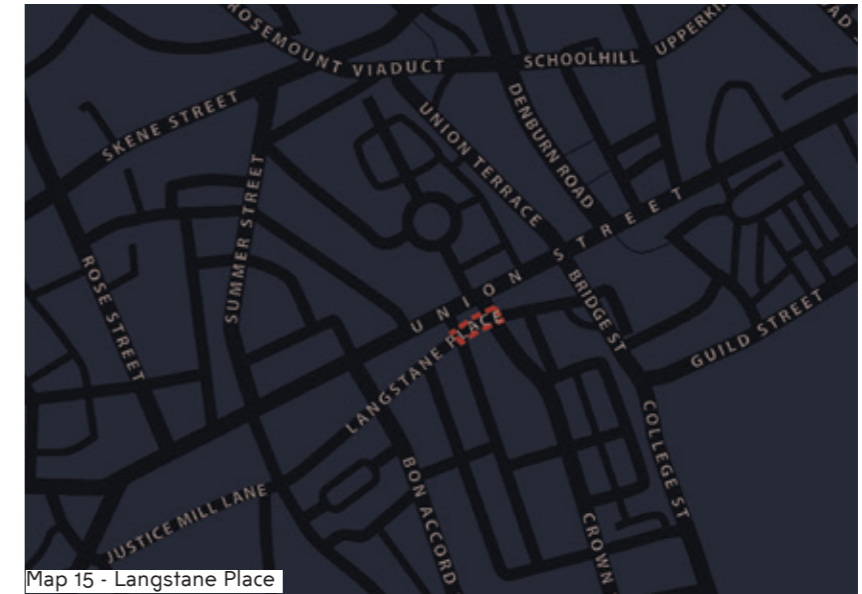
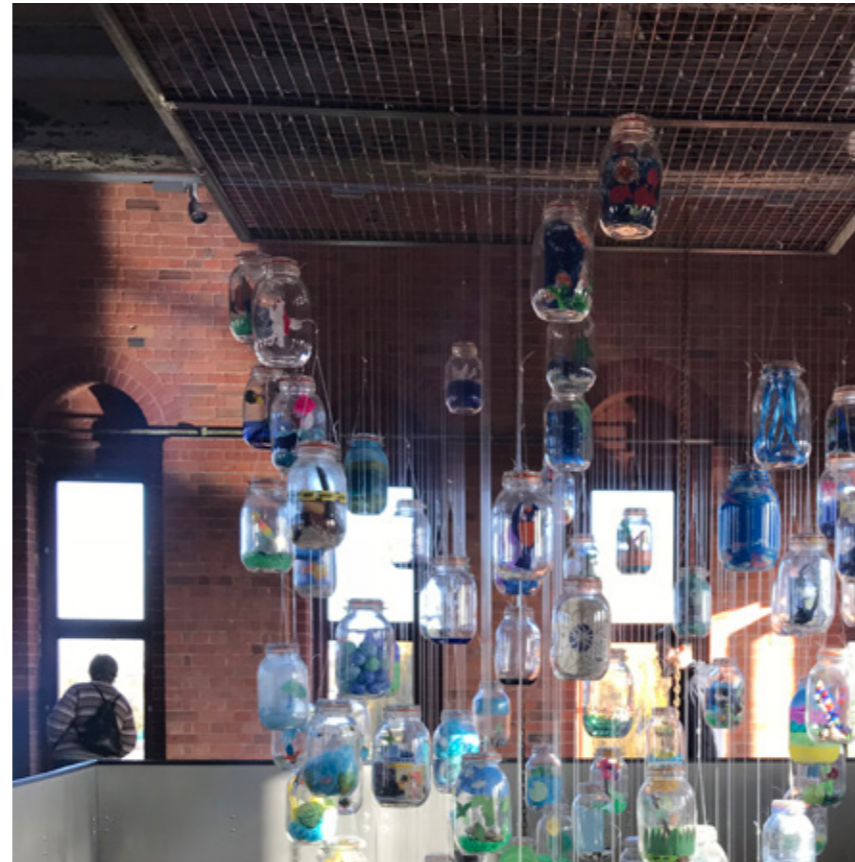


“A tourist attraction in its own right”

and obtrusive light to residential buildings shall be avoided. The luminaires shall allow for the replacement of the artwork without affecting ingress protection. The integrity of the buildings shall be respected and attachment points minimised, to avoid damage to historic buildings.

Controls

Light sensors shall be used to turn the lights on at dusk and off at dawn, thus taking account of annual daylight changes.



Map 15 - Langstane Place



The langstane place project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy

3.5.4 Correction Wynd

The Correction Wynd or 'winding street' takes its name from the House of Correction which stood on the street between the 1637 and the 1711, providing lodging and employment in the cloth trade. The Wynd connects the Green to the grounds of Mither Kirk and transverses Union street. Stairs to the side of the underpass lead to Union street. The Wynd underpass frames the Spire of the Kirk of St. Nicholas when viewed from The Green. Correction Wynd is within the Union Street conservation area and the bridge is a listed structure.

Objectives

The main project objectives are to:

- Enhance the character of the street and focus on pedestrian scale
- Improve the feeling of safety
- Provide a visual connection between Union Street, The Green and The Kirk of St. Nicholas

Design Approach

The lighting strategy follows the architecture, highlighting form and materiality. Light visually connects areas at different levels aiding navigation and wayfinding. Use of contrasting but complementary colours assist visual clarity in the composition. Lighting control is used to introduce dynamism and encourage engagement.

Lighting Elements

Key elements of the scheme are:

- Crazing to the gable ends of the underpass and warm white up lighting to the underpass arch
- Marker lights along the pavement edges towards The Green and the stairway leading to Union Street



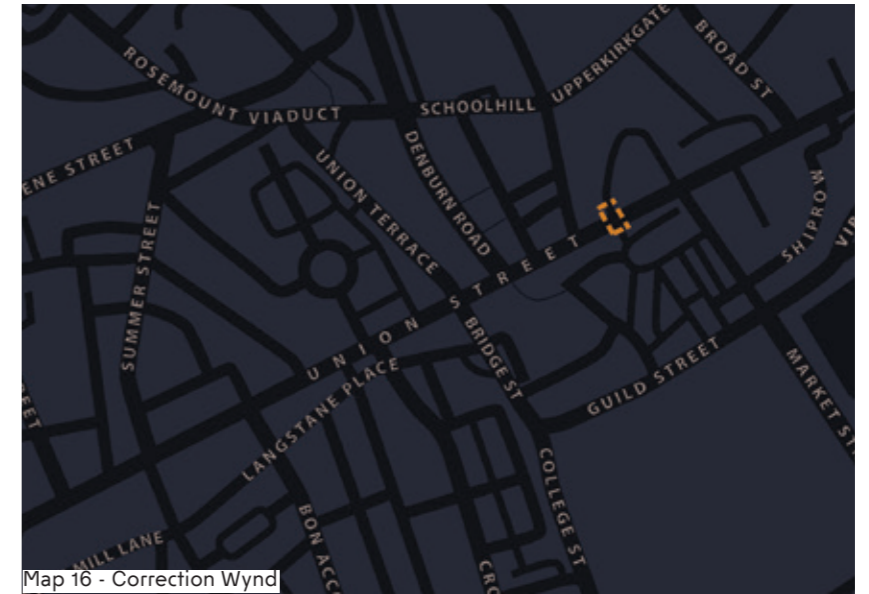
Artist impression of Correction Wynd project, no pedestrians

Lighting System Requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.4. Where warm white light is indicated, it shall have a CCT of not more than 2700K. The design shall respect the historic value of the fabric by limiting services reticulation to less sensitive areas. Attachment points to the bridge shall be minimised and fixings restricted to the mortar joints to avoid penetrations in the stone walls. The lighting equipment shall have adequate protection against vandalism and mechanical impact.

Control

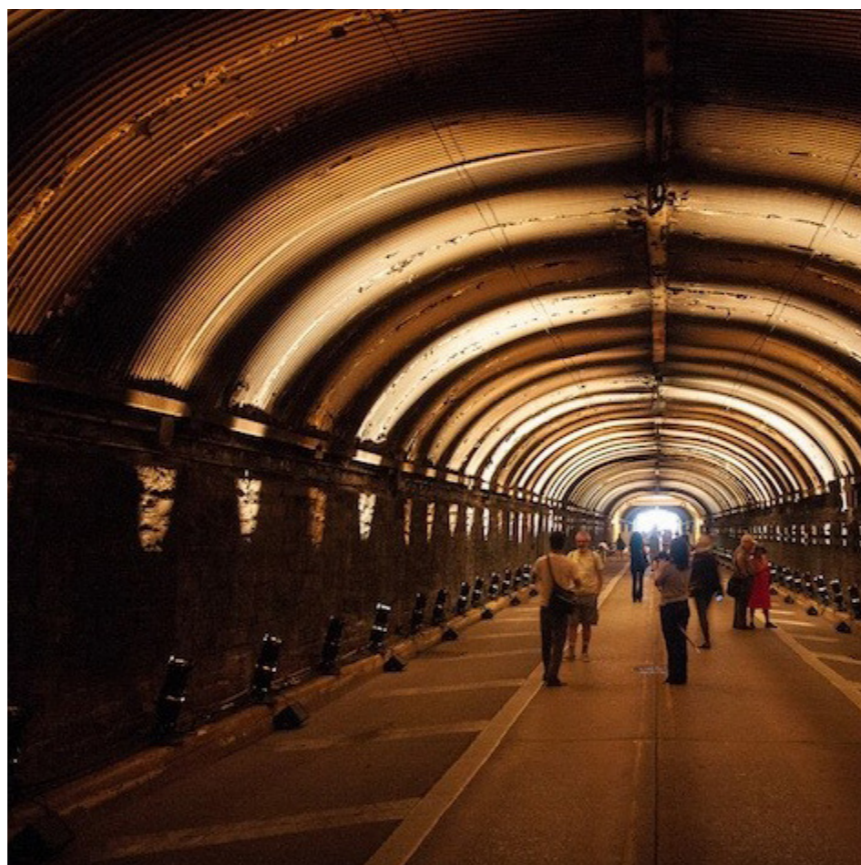
Light sensors shall be used to turn the lights on at dusk and off at dawn, thus taking account of annual daylight changes. The control system shall provide presence detection at regular intervals allowing sections of the underpass to be switched on and off as people walk through it.



Map 16 - Correction Wynd

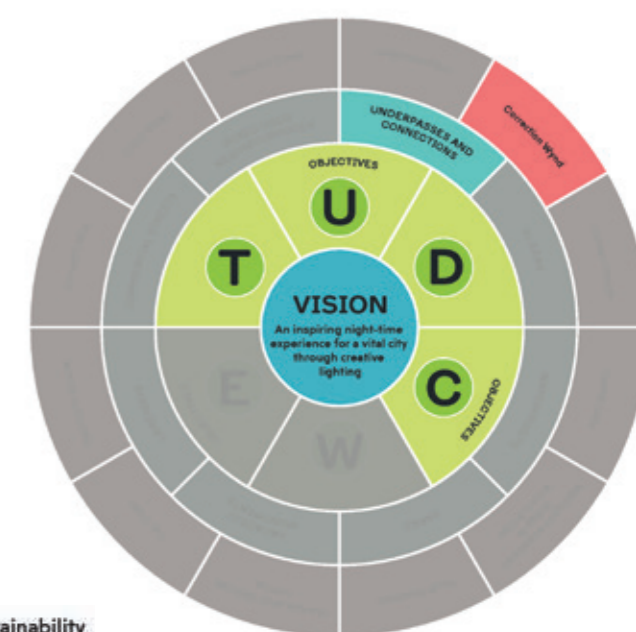


Artist impression of Correction Wynd project, view with pedestrians



The Langstane place project addresses the following objectives:

- Unique Aberdeen
- A welcoming Destination
- A new City experience
- Leadership in Technology and sustainability



3.5.5 Golden Square

Built between 1810 and 1821 Golden Square is an example of a nineteenth century planned square. The surrounding buildings, originally houses are now a mix of offices and residential buildings. A granite statue of the Duke of Gordon stands in the middle of the Square. Golden Square is within the Union Street conservation area. While the buildings maintain the character of the original square the current use as car park has degraded its original appearance and character.

An urban realm project is being planned for this area. The lighting scheme being described here may be implemented in the interim on discontinuation of the car park, or as part of the proposed scheme. Temporary and permanent lighting proposals for the lighting of the Music Hall have been prepared and are planned to be implemented.

Objectives

The main project objectives are to:

- Improve the night time experience, providing amenity and encouraging people to stay longer
- Increase the perception of safety
- Provide a connection between Golden Square and the Music Hall situated on Union Street, S Silver Street and Golden Square

Design Approach

The lighting strategy aims to creatively revive this overlooked square using a simple approach that appeals to the senses, encouraging engagement. Reference to the Music Hall in the vicinity is made through the Music Hall facade lighting and integration of background soundscapes and lighting in Golden Square. Light 'spill' from windows brings the surrounding buildings to life as part of the square night time environment. Urban realm associated works enabling this project include resurfacing of the square and the introduction of perimeter benches.



Artist impression of Golden Square project

Lighting elements

Key elements of the scheme are:

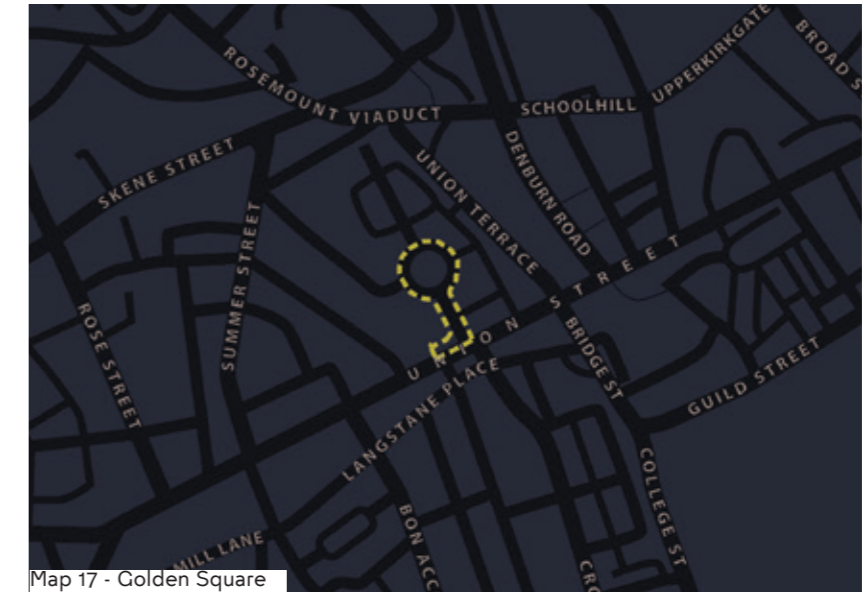
- Tree uplighting
- Central sculpture uplighting
- Ground projections synchronised with soundscapes using gobo projectors and speakers mounted on poles
- Music Hall facade lighting
- Bench integrated lighting

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.5. Existing infrastructure shall be used, with the new poles fitted in the location of existing. Accessible lighting equipment shall have adequate protection against vandalism and mechanical impact.

Control

Light sensors shall be used to turn all lights on at dusk and pole lights off at dawn thus taking account of annual daylight changes. Facade lighting should be turned off meeting curfew guidelines. The gobo projectors and music shall be switched off at a time to be agreed with Aberdeen City Council.

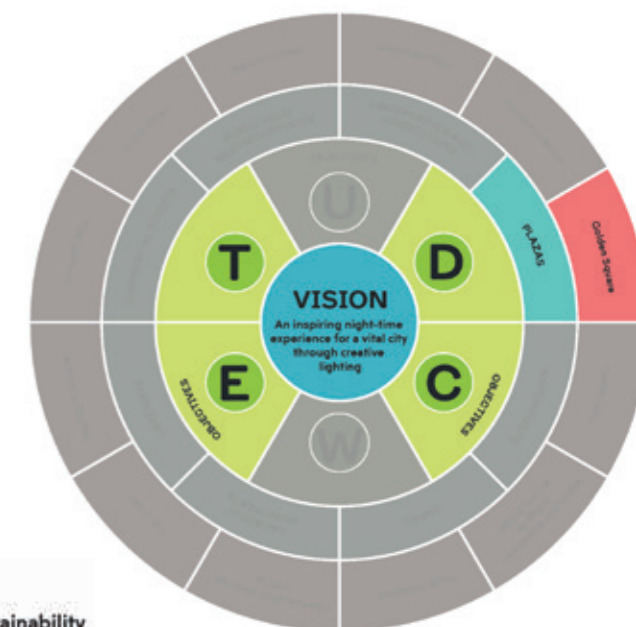


Map 17 - Golden Square



The Golden Square project addresses the following objectives:

- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy
- Leadership in **T**echnology and sustainability



3.5.6 Castlegate

Castlegate is located to the east end of Union Street. The Mercat Cross with highly decorated medallions and the royal Unicorn on top of a Corinthian capital stands at the centre of the square. At the east end of the square on the site of the medieval Aberdeen Castle is the Citadel.

The design of an urban realm for Castlegate with Union Street is proposed in the CCMP. The lighting scheme being described here is proposed in the interim, as a temporary scheme.

Objectives

The main project objectives are to:

- Improve the night time experience, create ambiance and provide a place for people to stay and interact
- Enhance the feeling of safety
- Promote sustainably powered light

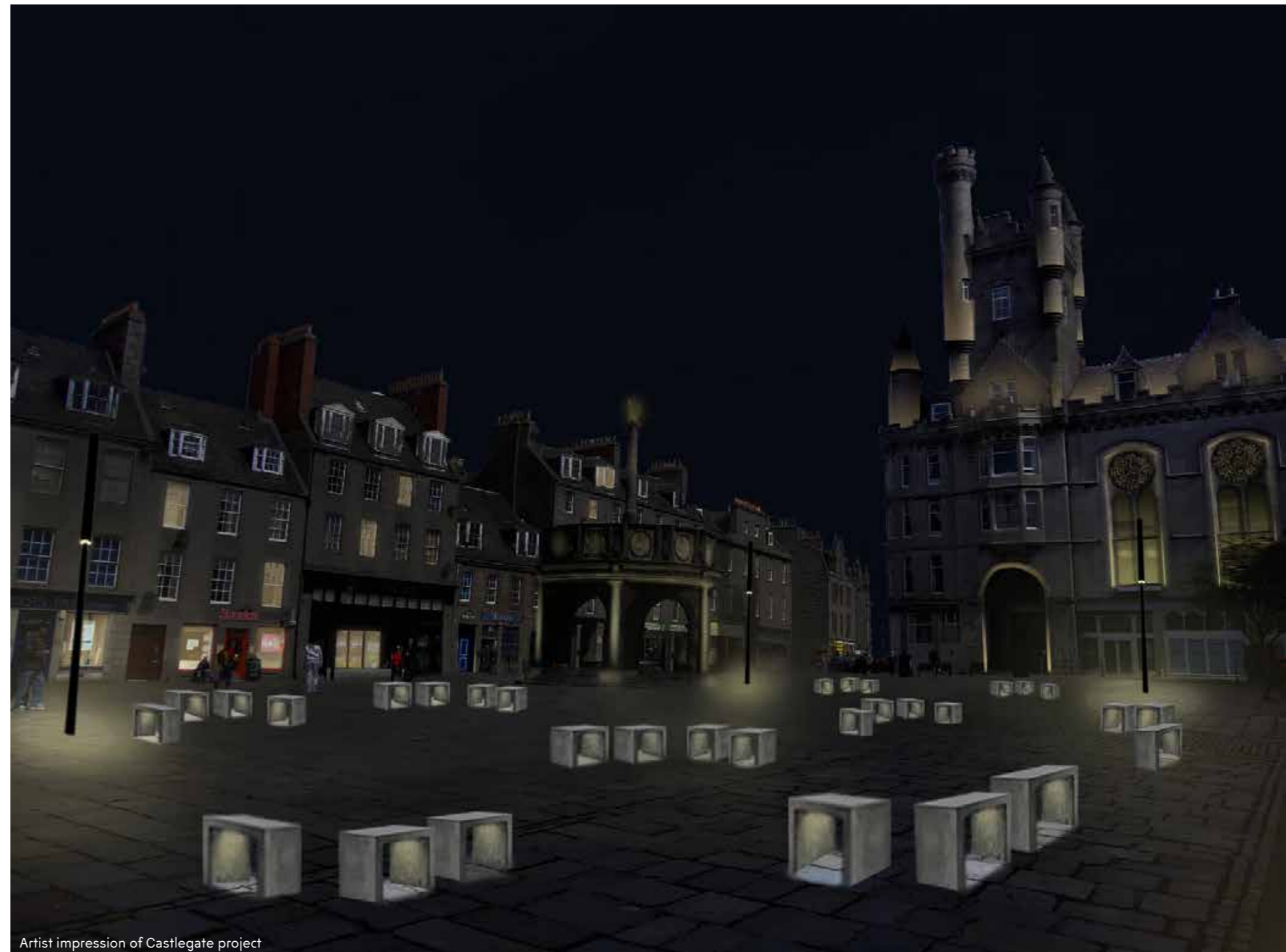
Design approach

A simple lighting approach is proposed using high quality elegant solar powered luminaires and integrating the architectural backdrop in the night time experience of the space by lighting important features. The Mercat Cross remains the focus of the square at night and lit seating elements will allow people to linger.

Lighting elements

Key elements of the scheme are:

- Lighting of features of the Mercat Cross and the surrounding façades
- Provision of solar powered light poles, integrating wi-fi
- Urban seating elements with integrated lighting



Artist impression of Castlegate project

Lighting design requirements

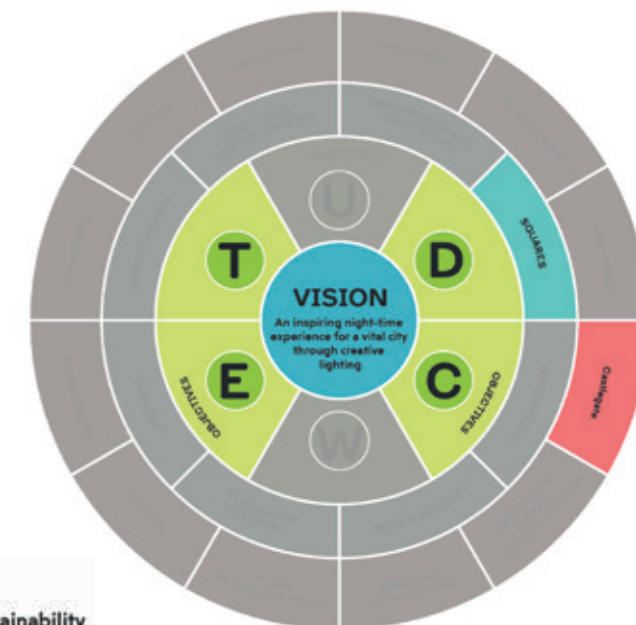
The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.5. The illumination of the Mercat Cross shall be considerate of its listed status and irreversible interventions will not be permitted. The layout of the benches shall consider the installation causing the least damage possible to the existing surface. The existing paving slabs shall be lifted to allow the passage of services and reinstated as part of the project implementation. Accessible lighting equipment shall have adequate protection against vandalism and mechanical impact.

Control

Light sensors shall be used to turn all the lights on at dusk and the street lights off at dawn thus taking account of annual daylight changes. Facade lighting should be turned off meeting curfew guidelines. The benches shall be switched off at a time to be agreed with Aberdeen City Council.



Map 18 - Castlegate



The Castlegate project addresses the following objectives:

- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy
- Leadership in **T**echnology and sustainability

3.5.7 Wellington and Victoria Bridges

The Wellington Suspension Bridge and the Victoria Bridge connect the city centre to Torry Waterfront over the River Dee. The Wellington Bridge goes back to 1830 and has undergone restoration works in 1930 and in 2006/2007. The bearers and suspensions are now made of steel while original iron main chains remain. The Victoria Bridge was built in 1881 and consists of 5 granite arches and 4 piers. Iron lamp standards, originally gas lamps sit on the parapet of the bridge.

Objectives

The main project objectives are to:

- Create connectivity between different parts of the city and between the city centre and the riverfront
- Assist in making the waterside a night time destination within the city centre
- Increase the perception of safety at night along the river
- Create surprising vistas from the bridges to the riverbanks and vice versa

Design approach

Selected architectural elements of the bridges are highlighted: On Victoria Bridge the arches are illuminated creating subtle mirroring water reflections. The existing lanterns on the carriageway are retained and refurbished.

Illuminating both edges of the arches only with a narrow light blade effect can be considered in lieu of washing the entire arch on Victoria Bridge.

On Wellington Bridge, the structural chain supports and the archways are the highlighted features. General lighting is provided on the foot-way of this bridge.

The colour of the archway, footpath and street-lighting are to be warm white at all times, whilst the support chains and bridge arches are lit in either warm white or a contrasting colour on specific days as agreed with Aberdeen City Council.



Artist impression of Victoria bridge project



Artist impression of Wellington bridge project

Lighting elements

Key elements of the scheme are:

- Refurbishment, re-lamping and fitting of optical control to the existing lanterns on Victoria Bridge
- Up lighting to the arches of the Victoria bridge
- Up lighting of the inner archways on both ends of Wellington Bridge
- Lighting of the chain supports on Wellington bridge

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.6. Lighting equipment at water level shall be suitable to resist the harsh weather

conditions. On the footbridge lighting equipment shall have adequate protection against vandalism and mechanical impact.

The river is a Special Area of Conservation and appropriate environmental impact assessment will be required. Lighting has to be carefully placed and designed so that the installation is not harmful to the ecology and does not disrupt the behaviour of fish, particularly their diurnal activities. To this end, no light sources are to be directed to the water and all light sources are to be shielded. The lit surfaces need to remain non-reflective to minimize impact. It is recommended to seek advice from specialists such as ichthyologists about migratory times as part of the design development process.



Map 19 - Wellington and Victoria Bridges

Maintenance access and frequency is to be considered as part of the design. Re-use of existing infrastructure and mounting points is to be investigated where feasible.

Control

Light sensors shall be used to turn lights on at dusk and off at dawn, thus taking account of annual daylight changes.

The control system shall allow for dimming and the ability to regularly change colour and synchronize the lighting for both bridges.

To minimise negative consequences to the environment, lighting is to be switched off between midnight and dawn where most fish migration occurs; and possibly completely during migration periods, confirmed through an appropriate environmental assessment.



Artist impression of Victoria bridge project

Blade effect to the inside and outside edges of arches on Victoria bridge can be considered as alternative to a continuous lighting effect (for ease of maintenance).



The Wellington and Victoria Bridges project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- W**aterfront connections



3.5.8 Riverbanks

This area is framed on both sides by the Wellington and the Victoria Bridges (refer to 3.5.7). A new riverside district including expansion of the riverside park is proposed in the Aberdeen City Masterplan which includes promenades and a naturalistic habitat.

Objectives

The main project objectives are to:

- Make the waterside a night time destination
- Increase the perception of safety at night along the river
- Promote artistic expression

Design approach

A pleasing atmosphere is created through lighting and a recognisable light art installation and its reflections on water on one of the gateways into the city. Due to the topography, views from one section of the riverbank to another generate surprising vistas.

Lighting elements

Key elements of the scheme are:

- A three-dimensional colourful light art piece along the south riverbank edge that respects the context. The light art shall be developed in conjunction with local artist/s.
- Tree up lighting along the riverbanks, predominantly the north riverbank.

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.7.

In selecting luminaires consideration shall be given to the vegetation maintenance strategy to ensure that the design light output is maintained for the duration of the installation. Lighting equipment shall have adequate protection against vandalism and mechanical impact and shall be suitable for the harsh weather conditions.

The river is a Special Area of Conservation and appropriate environmental impact assessment will be required. Lighting



Artist impression of Dee Riverbanks project

has to be carefully placed and designed so that the installation is not harmful to the ecology and does not disrupt the behaviour of fish, particularly their diurnal activities. To this end, no light sources are to be directed to the water and all light sources are to be shielded. The lit surfaces need to remain non-reflective to minimize impact. It is recommended to seek advice from specialists such as ichthyologists about migratory times as part of the design development process.

Control

Light sensors shall be used to turn lights on at dusk thus taking account of annual daylight changes. The art lighting should be turned off automatically meeting curfew guidelines. To minimize negative consequences to the environment, lighting is to be switched off between midnight and dawn where most fish migration occurs; and possibly completely during migration periods.

The tree lighting shall be dimmed down and switched off automatically at times to be agreed with Aberdeen City Council, which time shall be consistent with switching off of the Victoria Bridge.



Map 20 - Riverfronts



The Riverbanks project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- W**aterfront connections

3.5.9 The Kirk of St. Nicholas

The Kirk of St. Nicholas Uniting, also known as the 'Mither Kirk' (mother church) is of great historic and architectural value; a grade A listed building. It is located in the heart of the city, just off Union Street with its spire key to the Aberdeen skyline. Its origins date back to the 12th Century and the church still holds numerous medieval effigies and architectural features, although it has undergone a series of alterations over the years. The Gothic clock tower was rebuilt after a fire destroyed it in 1874. In 1998 the stained glass window at the entrance marked the 500 year anniversary of the enlarged church. The Kirk is in direct dialogue with a colonnade entrance marking the entry to the church grounds.

Objectives

The main project objectives are to:

- Reveal the architectural legacy and the Aberdeen City skyline in their best light against the night sky.
- Stimulate interest and create a welcoming city with a cultural backdrop, which is part of Aberdeen's identity
- Form visual connections during hours of darkness supporting with wayfinding
- Make a significant landmark for planes and trains

Design approach

Lighting follows architecture, highlighting its important architectural features and revealing the layered history of the church with a combination of back lighting and front lighting. The scheme will consider the three-dimensionality of the church, illuminating all façades with emphasis on the aisle ends and East/West façades.

A dynamic installation with selected features illuminated in a sequence at specific times of the day or special events provides added interest.

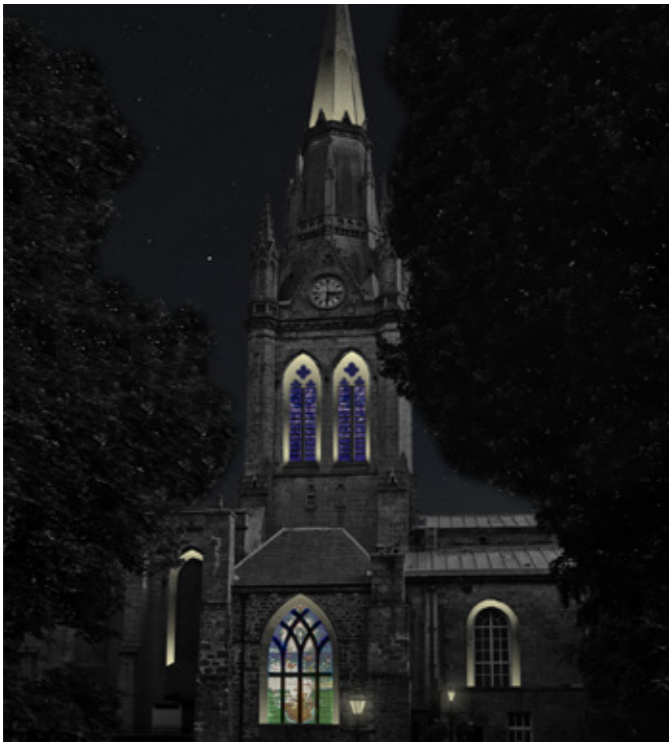
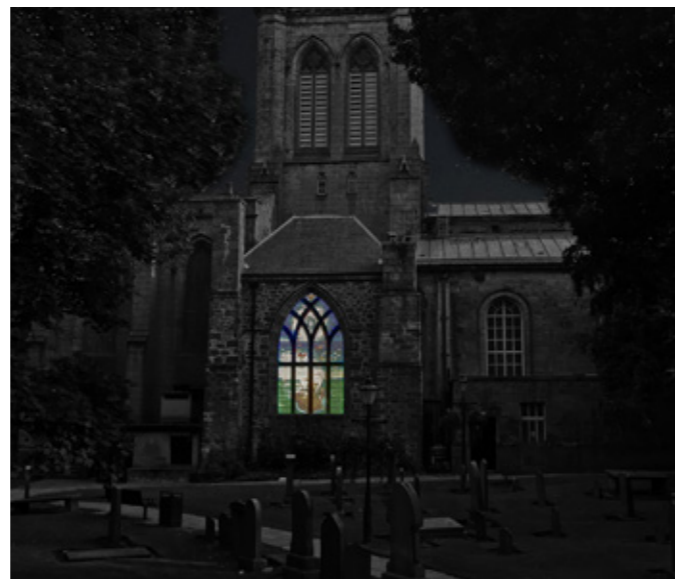
Lighting elements

Key elements of the scheme are:

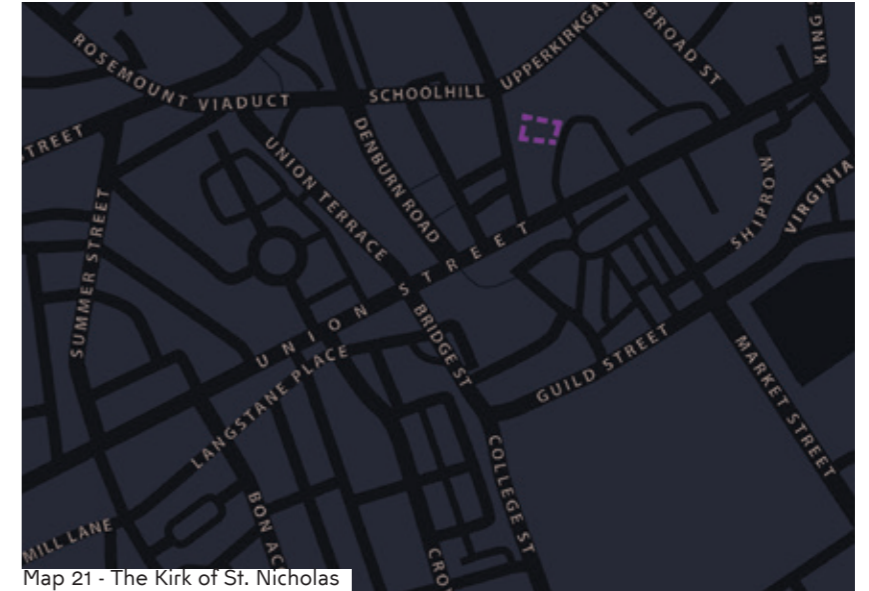
- Lighting of the surroundings, namely that of the churchyard arched entry and re-lamping of existing lanterns.
- Exterior architectural lighting focusing on window and door reveals, buttress walls, the clock-tower and the spire.
- Interior back lighting of stained glass windows.
- Interior lighting to the bell chamber in a blue hue, relating to the colours projected by the stained glass lighting and the colour of divinity. The louvres of the bell chamber would be required to be left in an open position for the illumination to work effectively.



Artist impression of The Kirk of St. Nicholas project



The Kirk's architectural features come to life at night one after the other in a sequence.



Map 21 - The Kirk of St. Nicholas

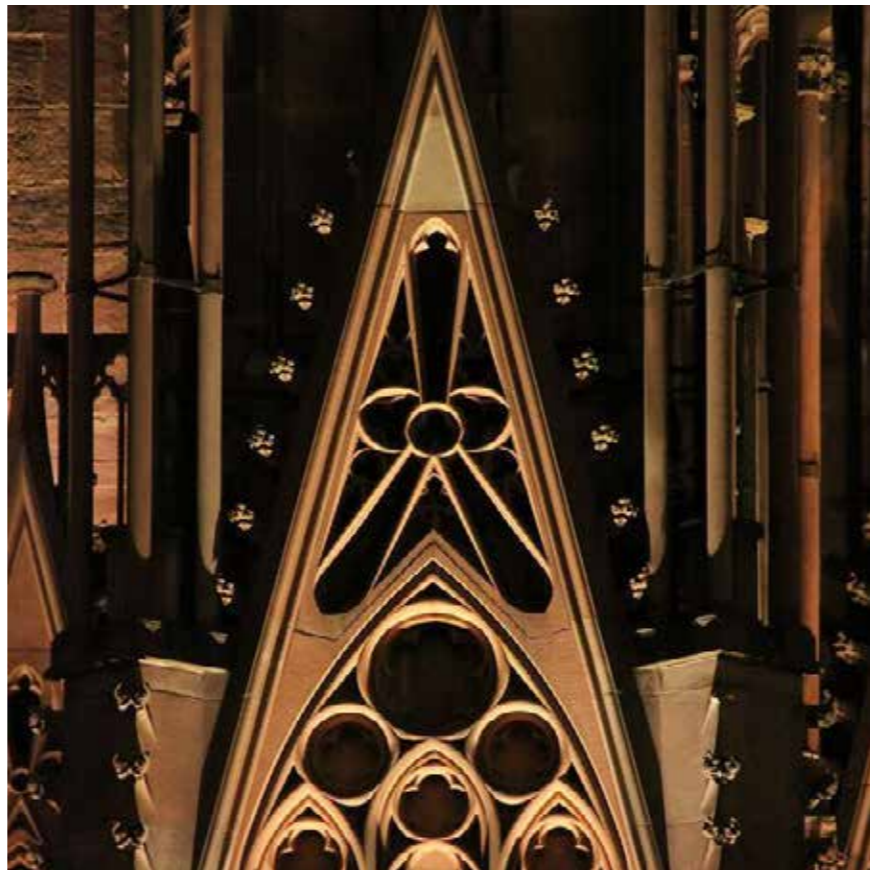
Lighting system requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.8. Warm white light shall be used generally with contrasting cooler tones for the back lighting of the stained glass windows and the blue tone of the bell chamber. The lighting system shall achieve a low power density and high fixture efficiency. All lighting hardware shall be concealed from pedestrian view. The integrity of the building shall be respected, attachment points minimised with fixings in mortar joints to avoid penetrations in the stone walls.

Control system

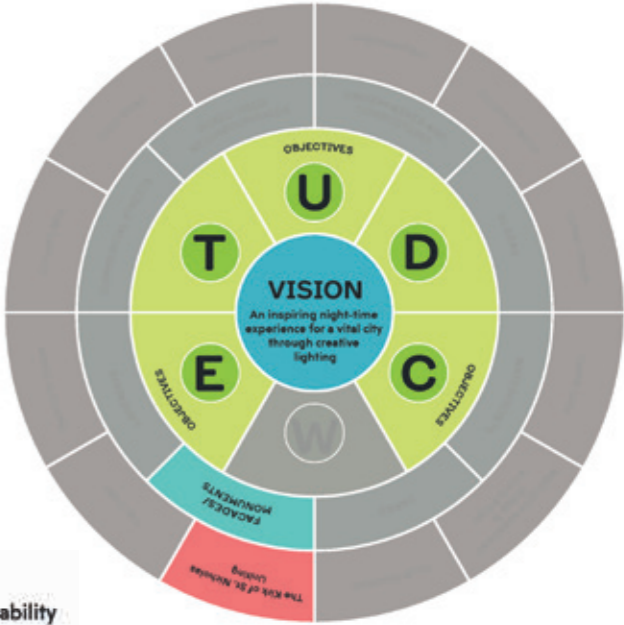
In order to reduce energy consumption, limit light pollution and ensure that the installation is on when it may be appreciated an automatic lighting control system shall be provided with light sensors to turn the lights on at dusk and a time clock to turn the lights off, meeting curfew recommendations.





The Kirk of St. Nicholas project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy
- Leadership in **T**echnology and sustainability



3.5.10 The Green

The Green is one of the oldest parts of the city. Flint remains revealed prehistoric activity but The Green is mainly remembered as a medieval quarter in a strategic location close to the harbour. This area is within the Union Street Conservation Area and part of the Townscape Heritage Initiative.

Objectives

The main project objectives are to:

- Create unique vibrant experiences throughout the year, generating interest encouraging visitors to stay longer and to return
- Improve the perception of safety
- Increase activity and enhance the character of the square
- Promote artistic and cultural expression
- Support the night time economy

Design approach

Human scale is the centre of the lighting strategy for this area. A Green specific luminaire contributes to the identity of the area. Distinctive accents are created by activating surfaces part of the built environment.

Lighting elements

Key elements of the scheme are:

- Projection mapping to the walls or ground surfaces across The Green, involving artists in the projection content development
- Illuminated artwork
- Use of designated walls on The Green as canvas for community film screenings
- Luminaire clusters specific to The Green, providing general illumination and an added ambient light layer.



Artist impression of The Green project

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.9. New pole luminaires shall be installed in the location of existing luminaires to incur the least possible damage and utilise existing infrastructure. Accessible lighting equipment shall have adequate protection against vandalism and mechanical impact. Projection equipment shall be mounted in discreet but accessible locations and have adequate ingress protection.

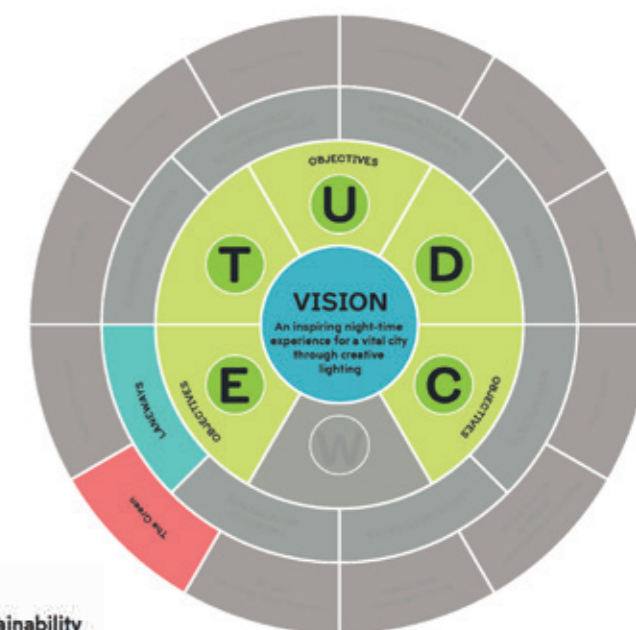
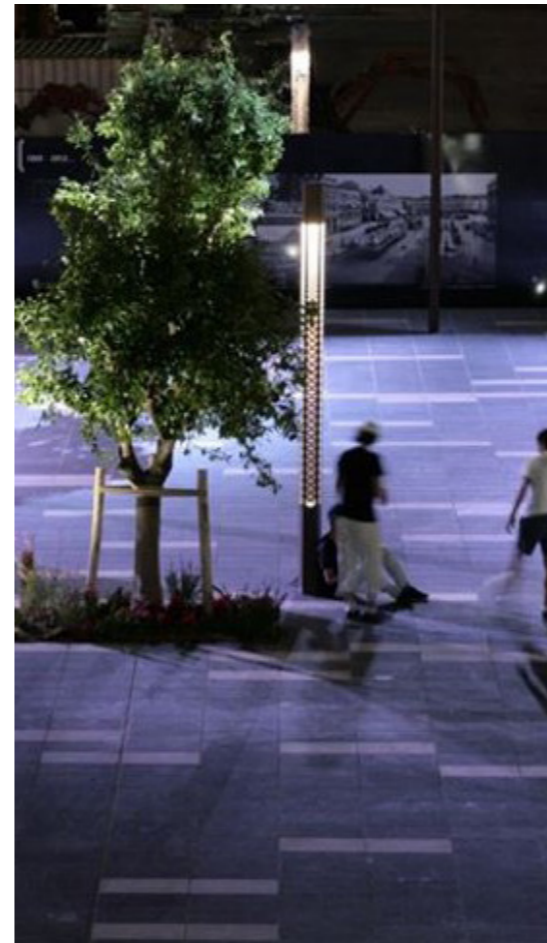
Control

Light sensors shall be used to turn all lights on at dusk and street lighting off at dawn, thus taking account of annual daylight changes. The art lighting and projections should be turned off automatically meeting curfew guidelines.



Map 22 - The Green

Full project extent outlined and catalyst project shown shaded



The Green project addresses the following objectives:

- Unique Aberdeen
- A welcoming Destination
- A new City experience
- Night-time Economy
- Leadership in Technology and sustainability

3.5.11 Adelphi Lane

Adelphi and Adelphi Lane host mainly residential buildings but also small businesses. They are situated within the Union Street Conservation Area.

Objectives

The main project objectives are to:

- Enhance the character of the laneways and create a welcoming atmosphere.
- Focus on the pedestrian scale
- Give each laneway its own identity
- Encourage small businesses to set-up in the laneway which will improve the night time economy

Design approach

Artistic expression and wayfinding are revealed as part of Merchant Quarter nightscape. The charm characteristic of laneways is re-introduced in Adelphi. The warm ambiance of traditional lanterns in laneways is recreated through the use of high quality contemporary luminaires, reflecting the times of this installation. Laneway identity is projected through emphasis of its name into the night time experience.

Lighting elements

Key elements of the scheme are:

- Illumination of murals where applicable
- Replacement of existing wall mounted lanterns with lanterns of various colour, one colour for each laneway
- Projection on the ground of the name of the laneway in the same colour as that of the lanterns
- Illumination of wayfinding signage

Lighting design requirements

The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.9. Existing lantern infrastructure shall be used wherever possible. Light pollution and obtrusive light to residential buildings shall be avoided.



Artist impression of Adelphi Lane project, view from Union Street



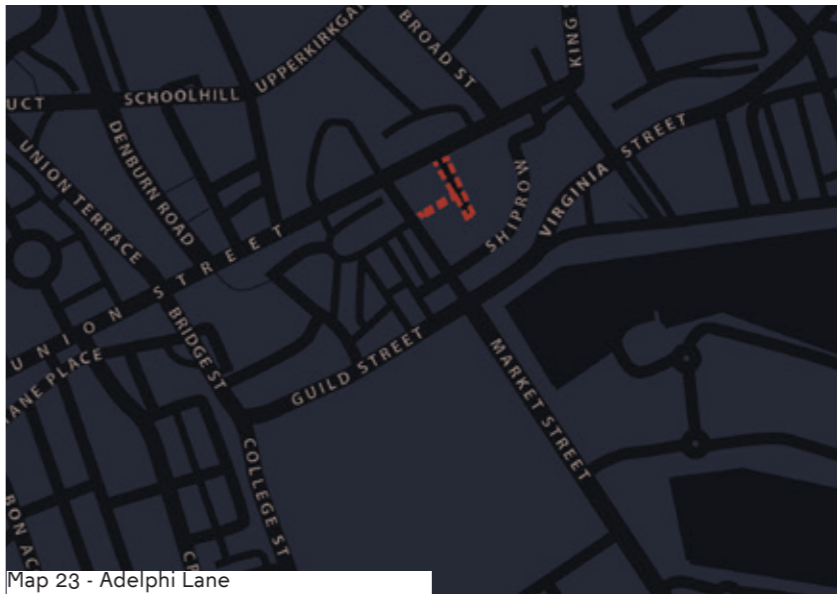
Artist impression of Adelphi Lane project view from Adelphi

Artist impression of Adelphi Lane project view from Adelphi

The daytime visual impact of lighting hardware for the projection and vertical illumination shall be as minimal possible.

Control

Light sensors shall be used to turn all the lights on at dusk and switch off the lanterns at dawn, thus taking account of annual daylight changes. Other lighting part of the scheme shall be turned off automatically at a time to be agreed with Aberdeen City Council.

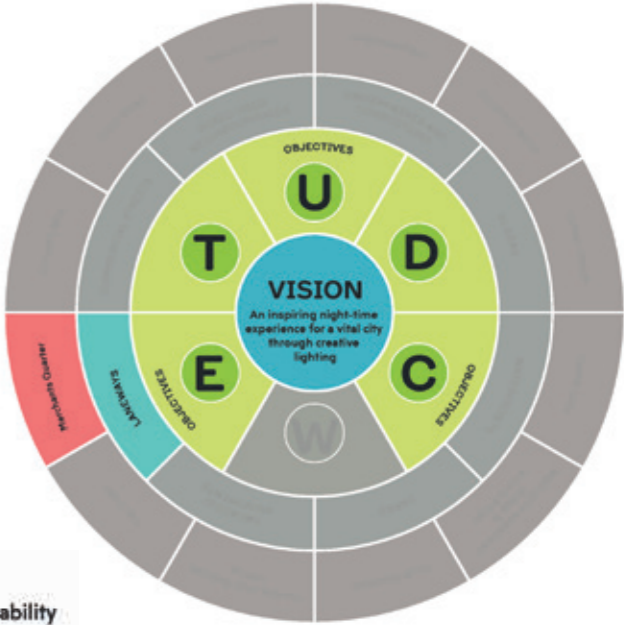


Map 23 - Adelphi Lane



The Adelphi Lane project addresses the following objectives:

- U**nique Aberdeen
- A welcoming **D**estination
- A new **C**ity experience
- Night-time **E**conomy
- Leadership in **T**echnology and sustainability



3.5.12 Donald's Way

Donald's Way is a narrow connection situated between His Majesty's Theatre and St. Mark's Church connecting Skene Street to Rosemount Viaduct. The historic buildings on both sides of this connection are listed.

Objectives

The main project objectives are to:

- Create an animated experience introducing fun and curiosity, encouraging pedestrians to use this connection at night, as they would during the day
- Increase the sense of safety
- Reinforce the spatial qualities of this narrow connection
- Promote science and technology

Design Approach

Playful 'blades' of light on the three surfaces of the laneway turn on and off as pedestrians are moving through it. The stairs leading to a cultural area within the city centre is illuminated, marking a destination point. Interaction is encouraged through the response of light to movement along the laneway.

Lighting elements

Key elements of the scheme are:

- Wall mounted luminaires on both sides of the laneway connection, projecting lines of light
- Handrail integrated lighting to the stairs at the end of the laneway connection

Lighting design requirements

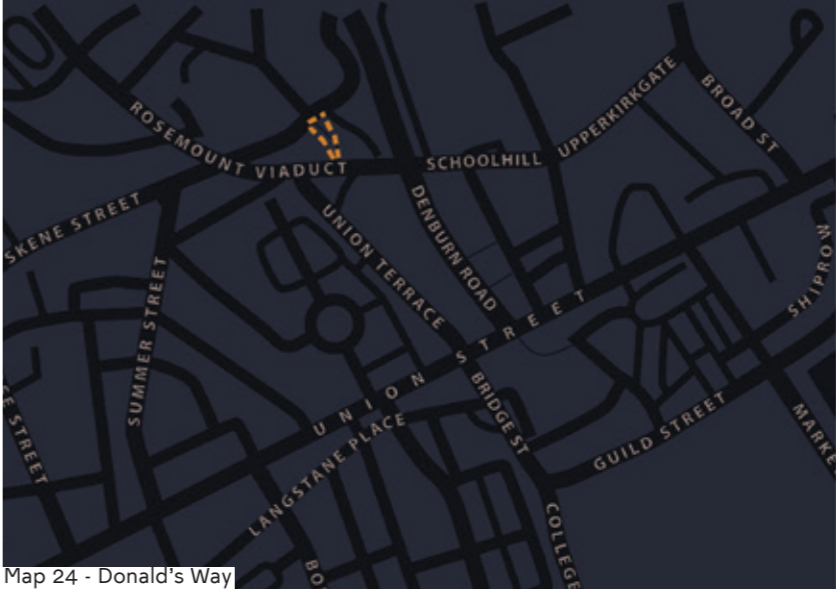
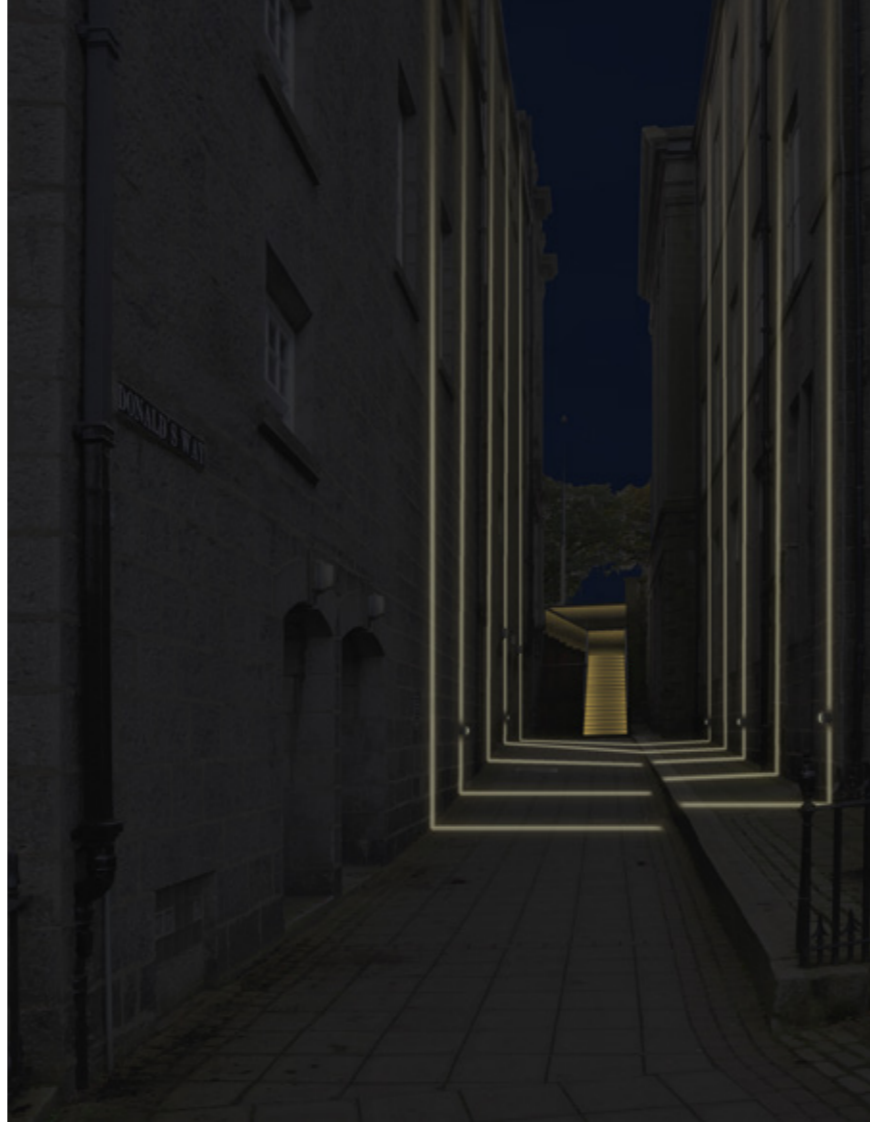
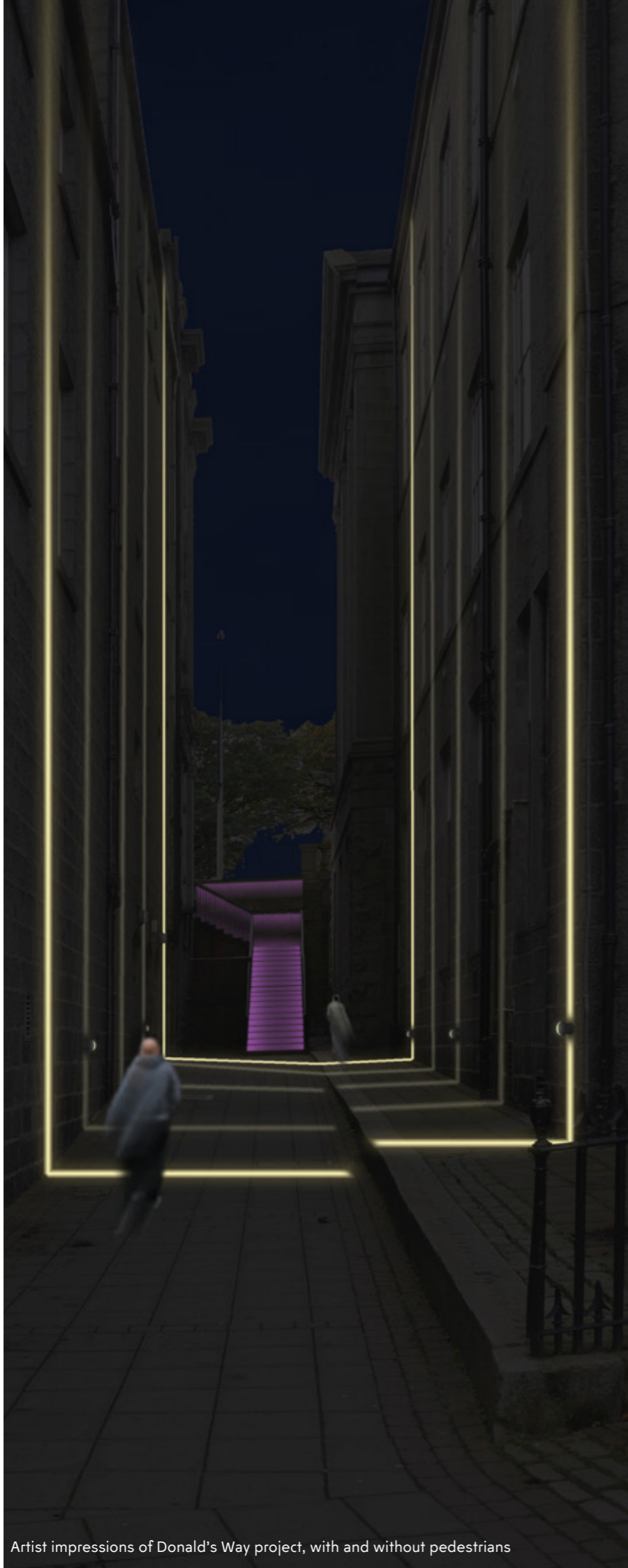
The installation shall meet the quantitative and qualitative requirements as set out in section 3.4.4. Lighting equipment shall have adequate protection against vandalism and mechanical impact. Optical control shall be used to mitigate light pollution.

Control

Light sensors shall be used to turn all the lights on at dusk



Artist impression of Donald's Way project



Map 24 - Donald's Way

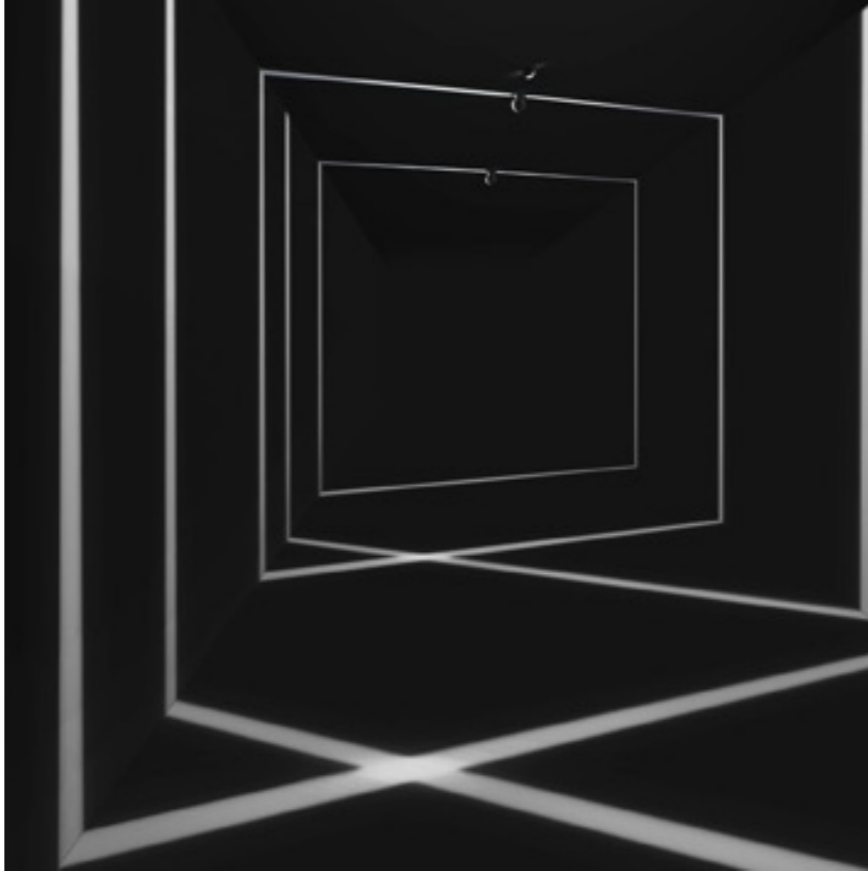
and switch off at dawn, thus taking account of annual daylight changes. The control system shall provide presence detection allowing the intensity of sections of the installation to be switched on and off as people walk through.

Engagement

The project provides an opportunity to engage with the Creative Learning projects programme to develop technology for this project such as allowing light to respond to pedestrian movement and generating kinetic energy from footfall.

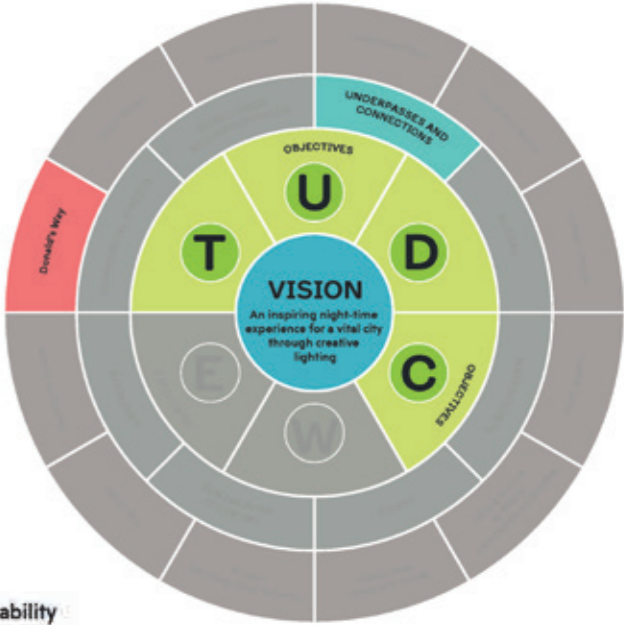


Artist impressions of Donald's Way project, with and without pedestrians



The Donald's Way project addresses the following objectives:

- Unique Aberdeen
- A welcoming Destination
- A new City experience
- Leadership in Technology and sustainability



4 IMPLEMENTATION STRATEGY

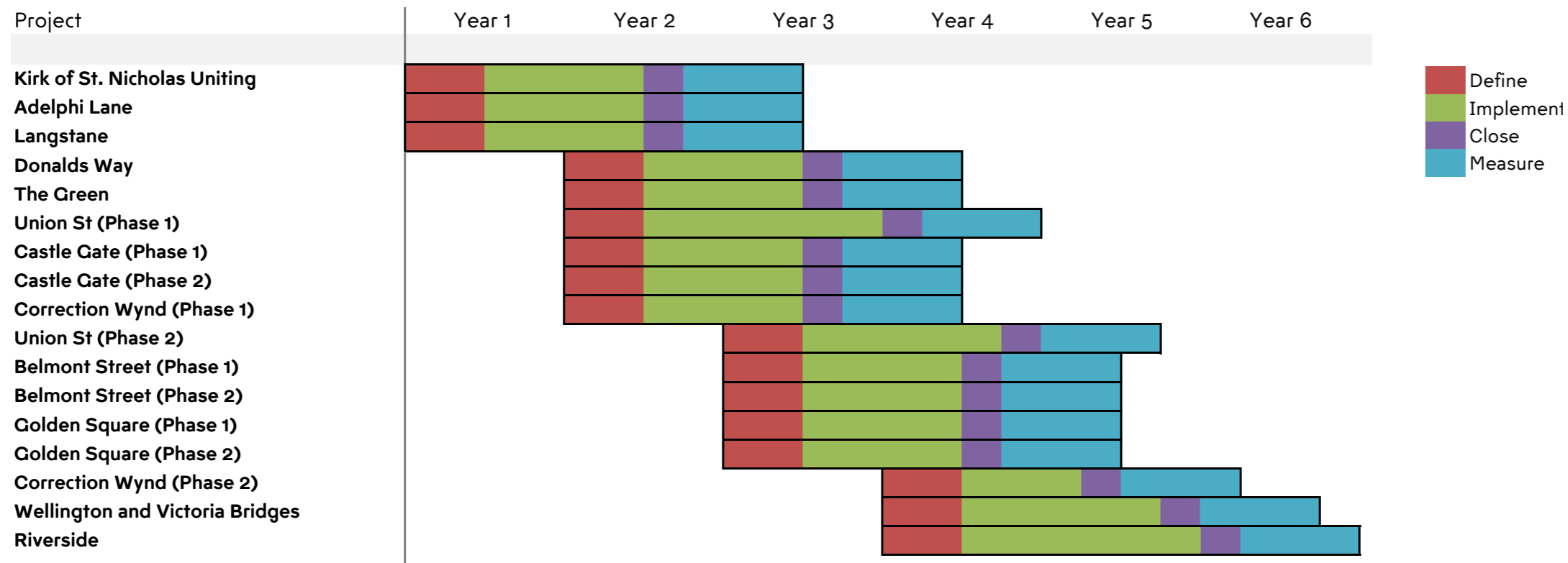
12 Projects are proposed as part of the creative lighting strategy.

Each of the projects will have their individual implementation strategies and cost plan that will include:

- Description
- Location
- Interdependencies
- Programme
- Investment
- Maintenance

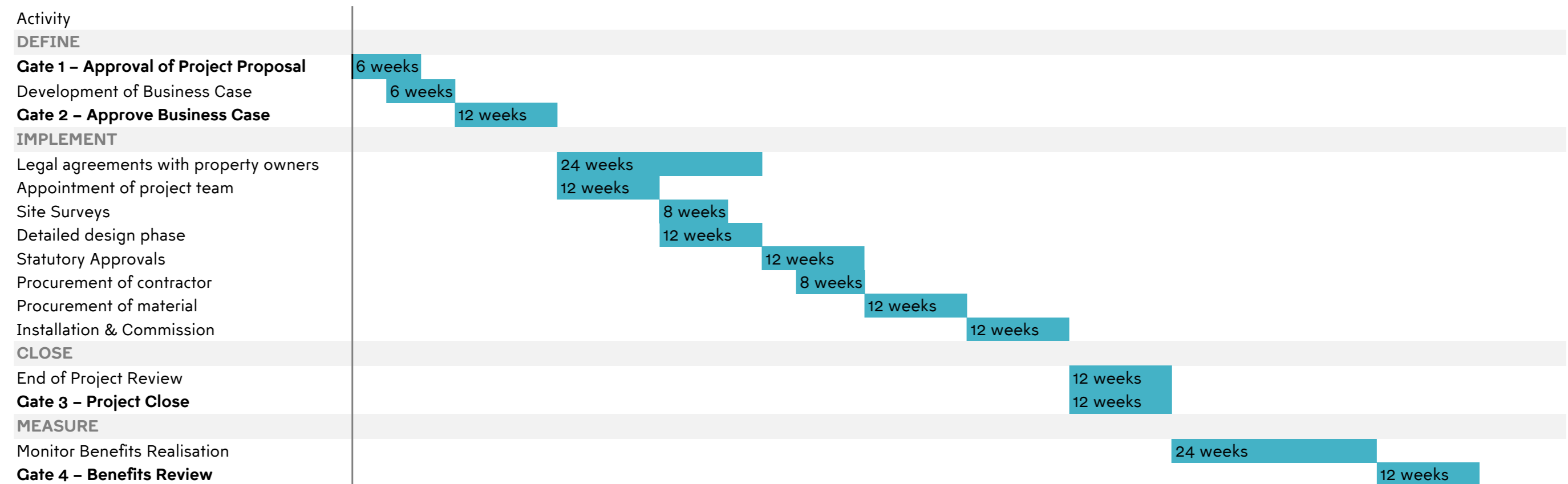
An indicative overarching programme provides a sequence of the project implementation over a five year period.

5 Year Implementation Programme



4.1 Programme

A generic project programme has been developed to align to ACC's project governance structure, alongside general consideration at an outline level of the tasks applicable to all proposed projects under this strategy. This enables an outline framework that ACC can build upon when taking each project business case forward. Durations included are speculative in nature and are based on the project team's and ACC representatives' experiences. Consideration should also be given to procurement strategies, as at present all projects are based on a traditional form. Upon approval to progress the individual project teams should look to develop the project based on the developed design that emerges. It is recommended that a review of the phasing is considered to maintain value during delivery stages.



Generic project implementation programme

4.2 Cost

The overall costs by project are detailed in the following sections 4.4.1 to 4.4.12 and include implementation (capital) costs and life cycle costs.

Implementation costs include the supply + install cost and development cost. The following constitute the supply + install cost:

1. **Supply and installation of lighting equipment** which includes luminaires and controls. MEP sub-contractor preliminaries are allowed for in this section.
2. **Cabling works** including wiring for luminaires and controls, allowance for access equipment, testing/commissioning and MEP sub-contractor preliminaries.
3. **Architectural/structural works** including associated builders' work such as trenching, protection enclosures, making good and hoarding works in accordance with the project requirements.
4. **Infrastructure works** covering new electrical infrastructure where it is currently unavailable.

Development costs, additional to the supply and install cost, are estimated based on the following breakdown:

item	description	cost
1	Main Contractor Preliminaries	20% of total project cost
2	Main Contractor OH&P's	5% of total project cost + item 1
3	Inflation to 4Q19 based on G&T TPI's	2.01% of total project cost + item 1 & 2
4	Design Development Contingency	5% of total project cost + item 1, 2 & 3
5	Construction Risk Allowance	5% of total project cost + item 1, 2, 3 & 4
		10% of total project cost + item 1, 2, 3 & 4 where fixing to listed surfaces is required.
6	Professional Fees, Surveys & Other Costs	15% of total project cost + item 1, 2, 3, 4 & 5
8	Allowance for Project Contingency	10% of total project cost + item 1, 2, 3, 4, 5 & 6

Life cycle costs include operating and maintenance costs covering energy cost, equipment replacement, equipment maintenance, equipment cleaning and disposal of the lighting installation. This costs shall be considered as part of the project development.

4.3 Maintenance

Properly maintained equipment is an essential prerequisite of all lighting installations. It not only is important from a civic appearance aspect but in many cases from public safety and security aspects.

All installations will decrease in effectiveness over time due to aging lamps and the soiling of the exterior of luminaires and reflectors. Aiming is affected by factors such as vibration and poor adjustment after lamp replacement. These characteristics spoil the designed appearance and waste energy.

The preferred maintenance routine is to replace defective lamps (including lamps with degraded output) upon notification of faults, particularly where safety and lit appearance are critical. A preventive regular inspection, cleaning and maintenance programme should be in place with the inspection, cleaning and maintenance cycle driven primarily by the cleaning requirements for the installations (e.g. every 12, 24 or 36 months depending on lamp technology and location). The inspection shall include and record the following:

1. Verification of existing inventory data and corrections as needed
2. External visual condition assessment of luminaire and pole/bracket
 - Missing, damaged or defective components
 - Physical interference such as vegetation
 - Verification of night time operation
3. Replacement of any readily replaceable defective or broken components
4. Determination of current/imminent major repair or replacement required
5. Cleaning of luminaire lens and reflectors and, bulk lamp replacement
6. Repair of luminaire housing and pole damage including corrosion and paint damage

7. Return recovered components for recycle or appropriate disposal. Failed lamps should be sent to an appropriate recycling facility

It is recommended that a luminaire maintenance and lamp replacement schedule are incorporated within documentation provided by the lighting designer for each specific project.

Education of staff plays an important part in a well maintained lighting installation. Not only to fully understand the technical aspects but to also be informed of the lighting design principles and objectives

As part of a smart control system, a solution that can be remotely managed and monitored providing alerts when a luminaire fails would be recommended. This allows faulty fittings to be quickly located and replaced resulting in reduced maintenance costs and a safer street environment.

It is recommended that Aberdeen City Council has a plan that enforces the maintenance strategy allocated to third parties to ensure that the designed appearance is maintained.

4.4 Project Implementation

4.4.1 Union Street

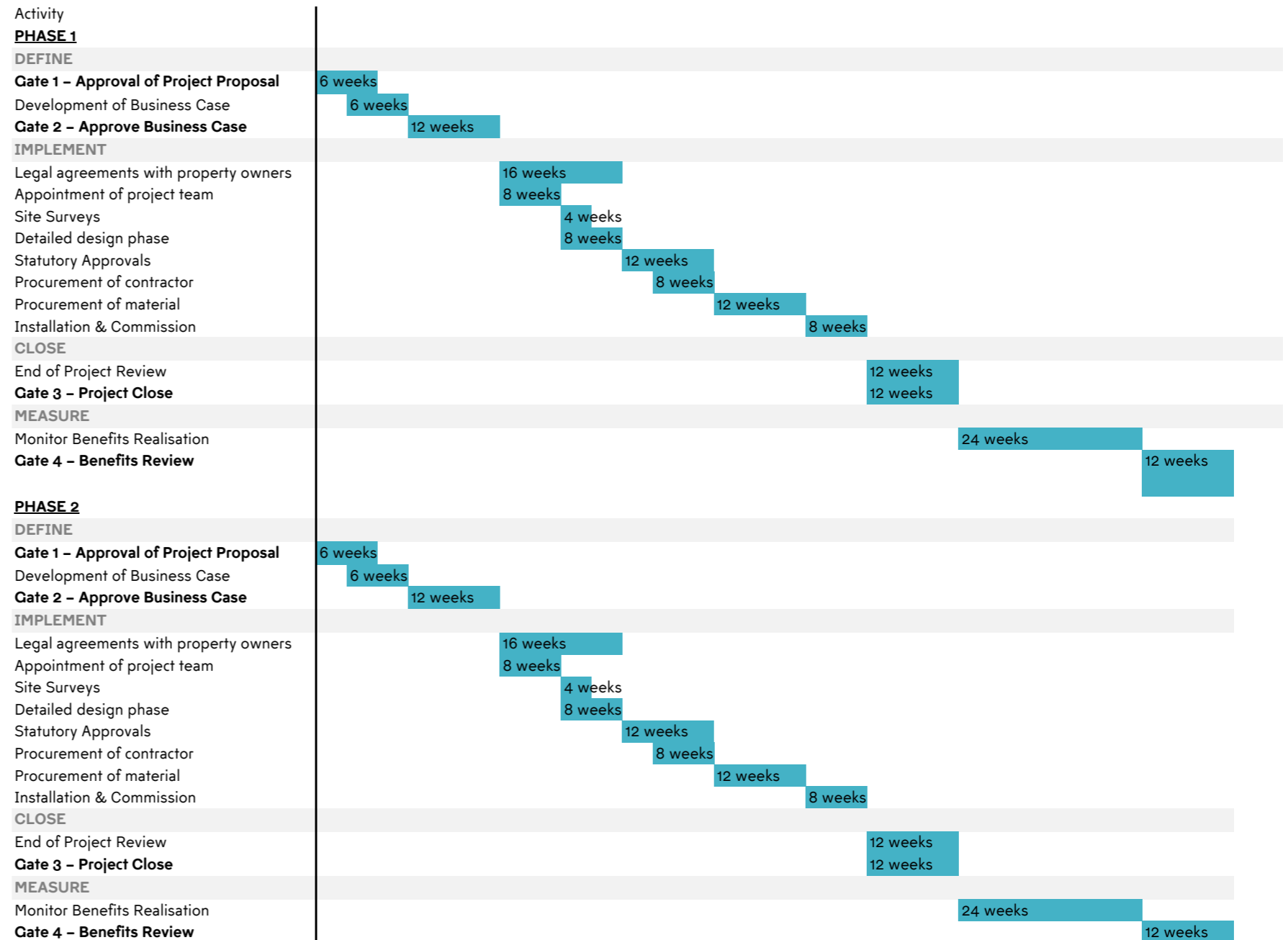


Implementation

The project consists of selective facade lighting and two types of catenary lighting along Union Street. The project will encourage night time economy activation, create entertainment and emphasise Union Street as an important destination in the city. The catalyst project may be rolled out in two phases with the installation of the side pendant luminaires installed following luminaires along the centre of the street, when the pedestrianisation proposal part of the masterplan is implemented.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met
- Co-ordination in implementation with public realm scheme for Union Street



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.
5. Phasing has been implemented by ACC to align to funding availability, it is anticipated each phase will be implemented within different financial years.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of catenary lighting, pendant lighting & façade lighting to a 150m section of Union Street only. Costs exclude infrastructure works, landscaping works & value added tax				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	96,800	96,800
	Cabling Works	1	Item	62,600	62,600
	Associated Architectural / Structural Works	1	Item	93,500	93,500
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	253,000
	<u>Development Cost Allowance For Implementation Costs (Capital Costs)</u>	1	Item	222,000	222,000
	<u>Additional Elements Implementation Costs (Capital Costs)</u>				
	Pendant Lighting Including All Associated Works	1	Item	440,900	440,900
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	441,000
	<u>Development Cost Allowance For Additional Elements Implementation Costs (Capital Costs)</u>	1	Item	387,000	387,000

TOTAL	1,303,000
--------------	------------------

Considerations

- Possible fixings onto listed façades
- The fixing points of the existing street luminaires shall be utilised with additional sensitively designed poles for areas where there are no buildings to mount the cable support on

Funding opportunities

- Opp North East Local growth fund (improve economy, specialised innovation within urban space)
- EU funding (smart sustainable and inclusive growth)*
- Heritage Lottery Fund (historic façade lighting)
- Aberdeen City Council capital funding and/or Growth Accelerator

Maintenance

Maintenance responsibilities of the installation could be as follows:

- Catenary lighting by Aberdeen City Council
- Facade lighting by the building owners

The maintenance strategy shall consider the least disruption for the running of this street as well as health and safety issues. Lighting hardware selection shall consider the maximum possible lifetime.

The above capital cost allows for spare luminaires allocated. As a consequence the ongoing maintenance cost should have a nil net increase in comparison with the current installation.

* With the planned UK withdrawal from the EU in 2019, there is uncertainty about EU funding. Equivalent UK funding at the time of project definition is to be sought.

4.4.2 Belmont Street

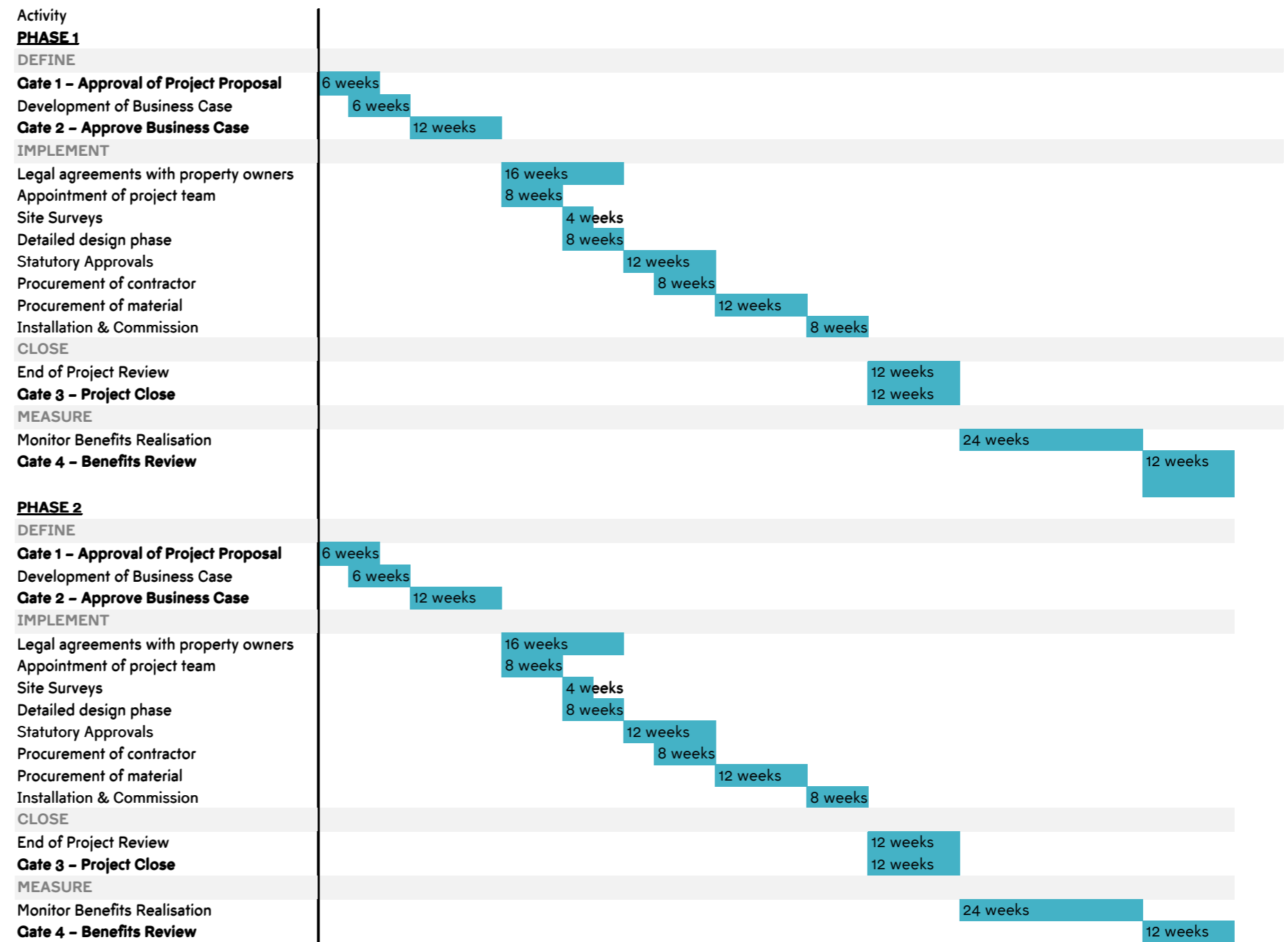


Implementation

The project consists of selective facade lighting, consistent shop projecting signage and catenary lighting system. It will improve the night time economy of Belmont Street and create an appealing night time environment.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met
- Consent and commitment of local businesses



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.
5. Phasing has been implemented by ACC to align to funding availability, it is anticipated each phase will be implemented within different financial years.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of catenary lighting, linear luminaires, in ground lightings & façade lighting to Belmont Street. Costs exclude infrastructure works, landscaping works & value added tax				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	163,100	163,100
	Cabling Works	1	Item	133,500	133,500
	Associated Architectural / Structural Works	1	Item	113,000	113,000
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	410,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	359,600	359,600
	<u>Additional Elements Implementation Costs (Capital Costs)</u>				
	Signage Lighting Including All Associated Works	1	Item	60,800	60,800
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	61,000
	<u>Development Cost Allowance for Additional Elements Implementation Costs (Capital Costs)</u>	1	Item	53,300	53,300

TOTAL	884,000
--------------	----------------

Considerations

- Possible fixings onto listed façades
- The fixing points of the existing street luminaires shall be utilised

Funding opportunities

- Private owners and Aberdeen Inspired (co-ordinated approach for street/shop front)
- Common Good Fund (unifying shop fronts to improve experience and city portfolio)
- Heritage Lottery Fund (uplighting to the churches)
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

Maintenance responsibilities for the installation of catenary lighting shall be by Aberdeen City Council, the facade lighting by the building owners and the shop signage through a lighting maintenance contract funded by Aberdeen Inspired.

The maintenance strategy shall consider maintenance disruptions to the street as well as health and safety issues. Lighting hardware selection shall consider the maximum possible lifetime.

The design shall aim to achieve a nil net increase in maintenance costs of the central catenary system when compared to the current street lighting installation.

4.4.3 Langstane Place

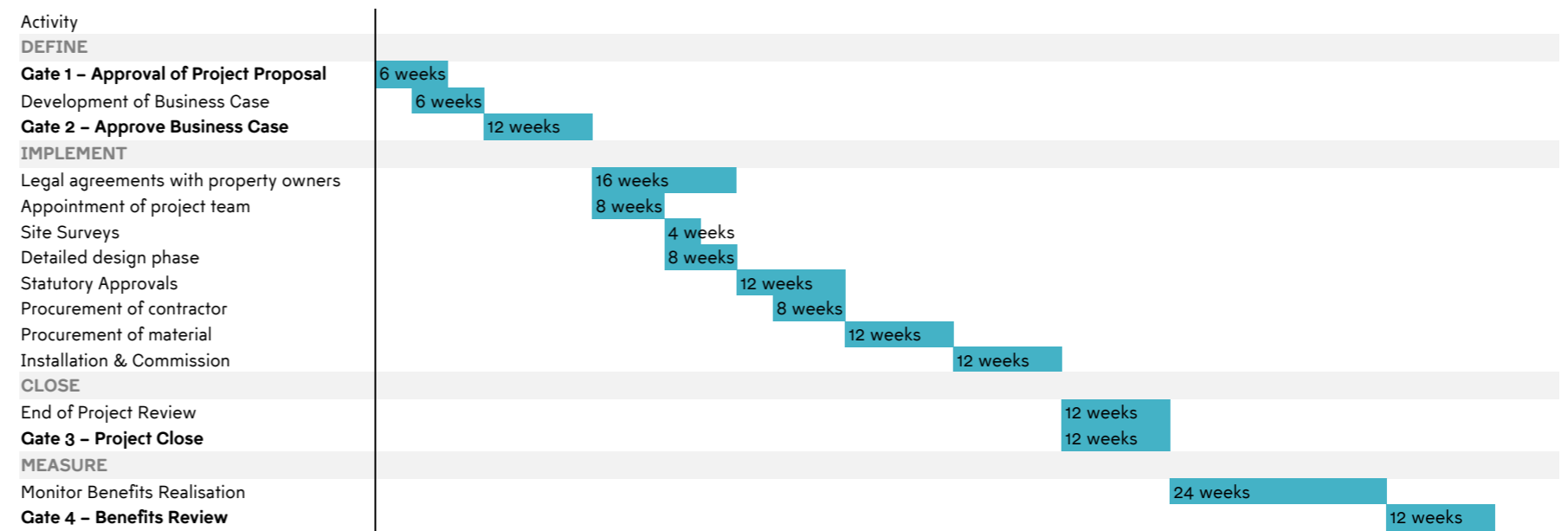


Implementation

This catenary installation with the involvement of the community creates a destination point in a currently overlooked area of the city. It will create a landmark that locals can relate to.

Interdependencies

- Planning consent to be acquired
- Engagement with building owners to obtain permission for the scheme



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of bespoke catenary lighting & bespoke wall mounted luminaires to Langstane Place. Costs exclude infrastructure works, landscaping works & value added tax				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	54,600	54,600
	Cabling Works	1	Item	22,100	22,100
	Associated Architectural / Structural Works	1	Item	18,800	18,800
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	96,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	82,900	82,900

TOTAL	179,000
--------------	----------------

Considerations

- Engagement opportunities for the creation of the artwork, part of the luminaires
- The fixing design and installation shall be in line with conservation best practice

Funding opportunities

- Aberdeen inspired
- Creative Scotland
- Common Good Fund
- Crowd funding (via schools, etc. that might be part of the ultimate display).
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

The Langstane Place installation could be maintained by the business owners in the street, subject to discussion.

The maintenance strategy shall consider health and safety issues. Lighting hardware selection shall consider the maximum possible lifetime.

4.4.4 Correction Wynd

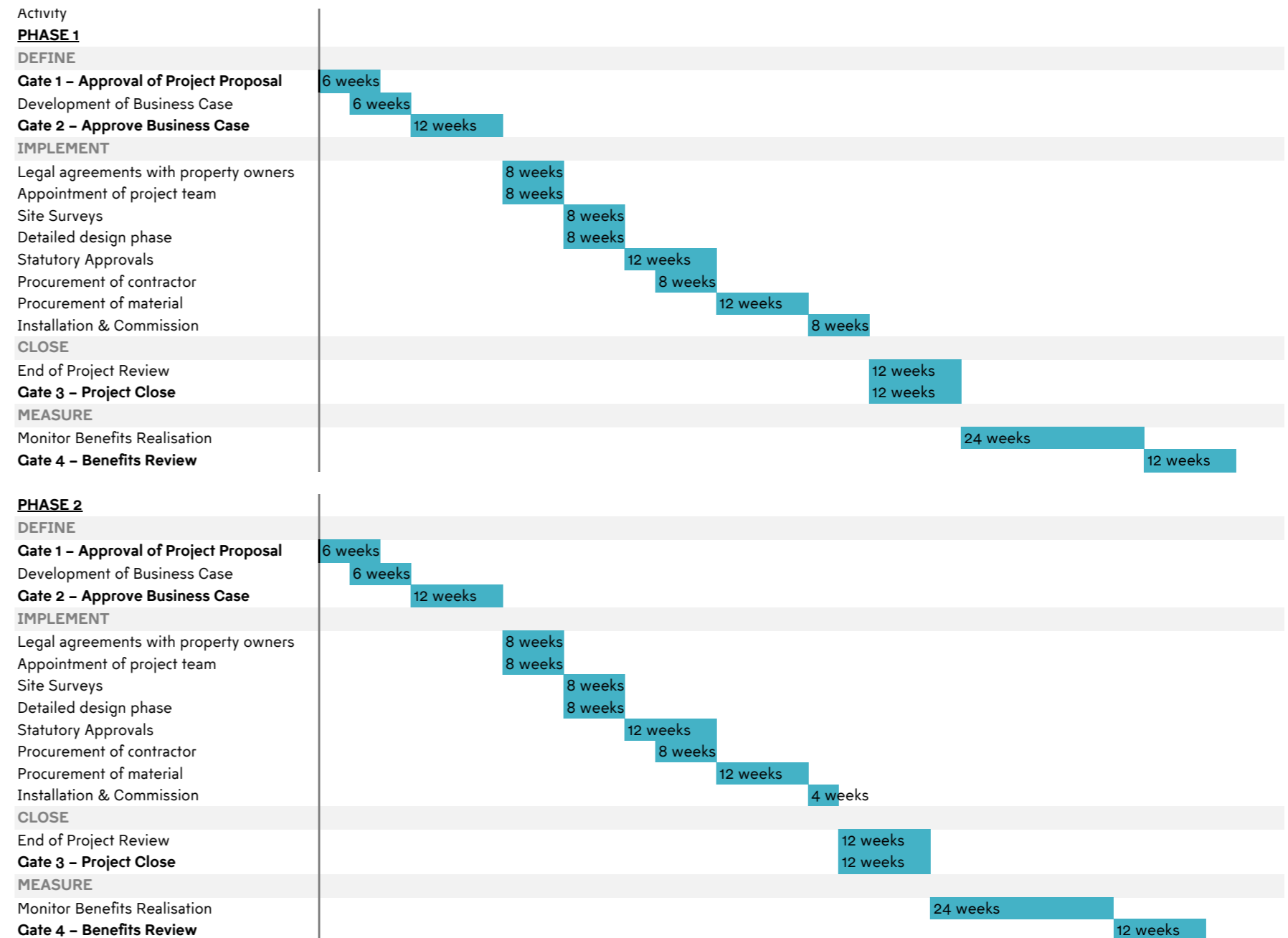


Implementation

Lighting of the underpass and the surrounding area will focus on pedestrian scale, generate curiosity, and create a connection between the Kirk of St. Nicholas, Union street and the Green.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.
5. Phasing has been implemented by ACC to align to funding availability, it is anticipated each phase will be implemented within different financial years.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of in ground linear uplights, in ground paver marker lights & linear grazers to a listed underpass. Costs exclude infrastructure works, landscaping works & value added tax				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	111,800	111,800
	Cabling Works	1	Item	62,000	62,000
	Associated Architectural / Structural Works	1	Item	80,000	80,000
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	254,000
	<u>Development Cost Allowance For Implementation Costs (Capital Costs)</u>	1	Item	222,700	222,700
	<u>Additional Elements Implementation Costs (Capital Costs)</u>				
	Staircase Lighting Including All Associated Works	1	Item	38,100	38,100
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	39,000
	<u>Development Cost Allowance for Additional Elements Implementation Costs (Capital Costs)</u>	1	Item	33,400	33,400

TOTAL	550,000
--------------	----------------

Considerations

- The works shall be carried out in line with conservation best practice and utilising the pavements for services routes

Funding opportunities

- Aberdeen Inspired
- Creative Scotland
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

The Correction Wynd installation shall be maintained by Aberdeen City Council.

Durability of luminaires shall be considered in conjunction with the maintenance strategy.

The above capital cost allows for spare luminaires. It is recognised that there will be an increased in maintenance costs when compared to the current installation. This should be minimised by the selecting luminaires with a long life time and that are easy to access.

4.4.5 Golden Square

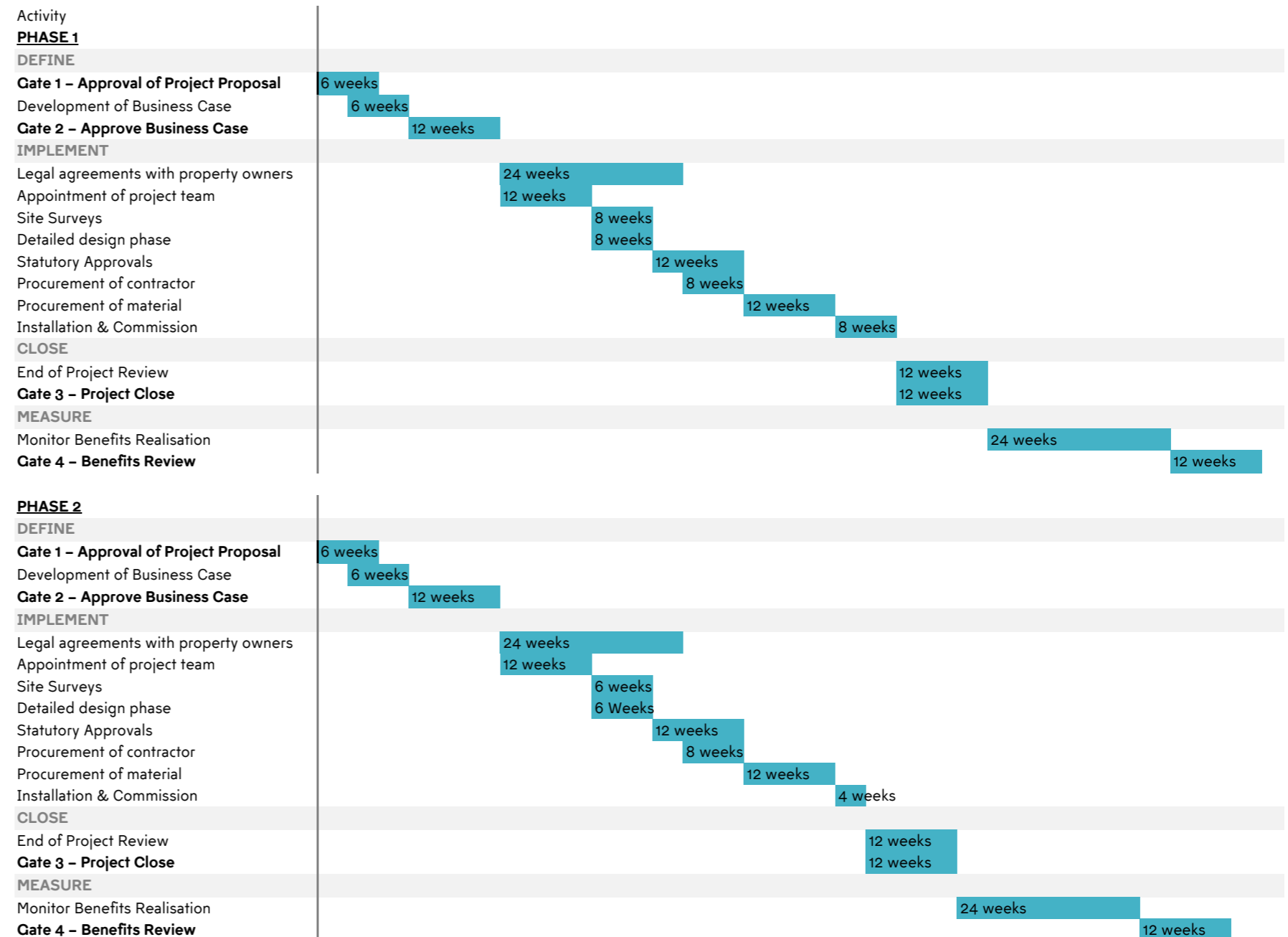


Implementation

Projections and tree uplighting in conjunction with seating zones and sound scape will create ambiance and an environment that appeals to the senses.

Interdependencies

- Planning consent to be acquired
- Public realm design is being planned for the Square



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.
5. Phasing has been implemented by ACC to align to funding availability, it is anticipated each phase will be implemented within different financial years.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of pole mounted speakers, projectors & luminaires and in ground uplighters. Costs exclude infrastructure works, landscaping works & value added tax. It has been assumed that wiring for the tree & statue uplights can be reused from existing and only require new terminations.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	70,500	70,500
	Cabling Works	1	Item	30,100	30,100
	Associated Architectural / Structural Works	1	Item	20,800	20,800
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	122,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	97,700	97,700
	<u>Additional Elements Implementation Costs (Capital Costs)</u>				
	Bench Lighting Including All Associated Works	1	Item	104,100	104,100
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	105,000
	<u>Development Cost Allowance for Additional Elements Implementation Costs (Capital Costs)</u>	1	Item	83,900	83,900

TOTAL	409,000
--------------	----------------

Considerations

- Existing lighting infrastructure shall be used
- The creative lighting scheme is to be integrated in the public realm proposal
- The capital costs provided in the adjacent table include the permanent facade lighting of the music hall but exclude the cost of two temporary facade lighting installations (£ 88,000). Aberdeen City Council will provide 50% of the total cost of these temporary installations. (£ 44,000)

Funding opportunities

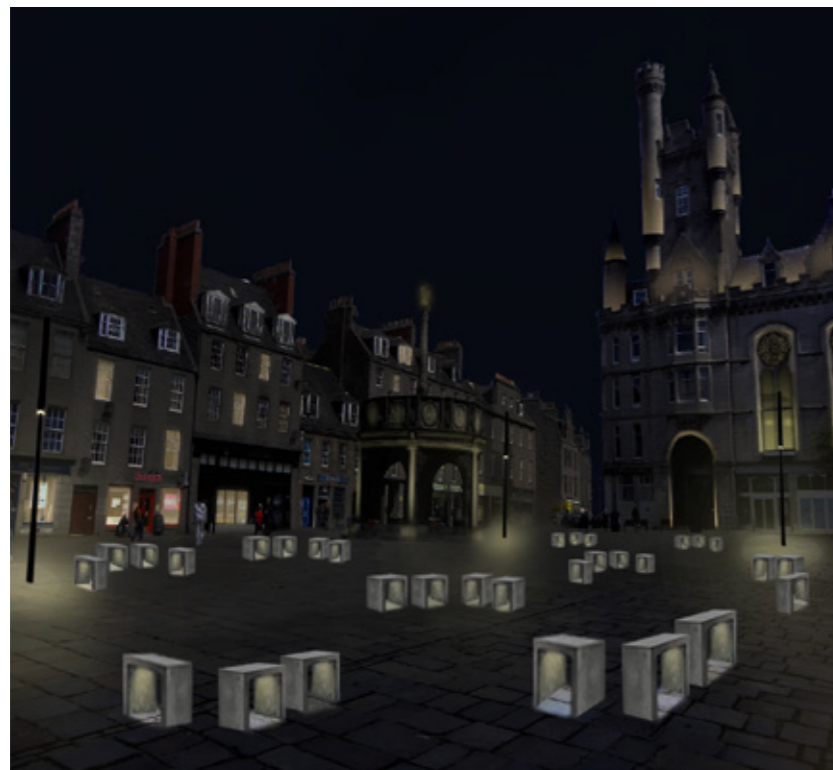
- Opp North East Local growth fund (improve economy, specialised innovation within urban space)
- Aberdeen City Council capital budget and /or Growth Accelerator
- Aberdeen Performing Arts (APA)

Maintenance

The Golden Square installation shall be maintained by Aberdeen City Council and considered as part of the public realm enhancement to the square. Discussions with APA shall be held to ensure commitment to the maintenance of the music hall.

Lighting hardware selection shall consider the maximum possible lifetime.

4.4.6 Castlegate

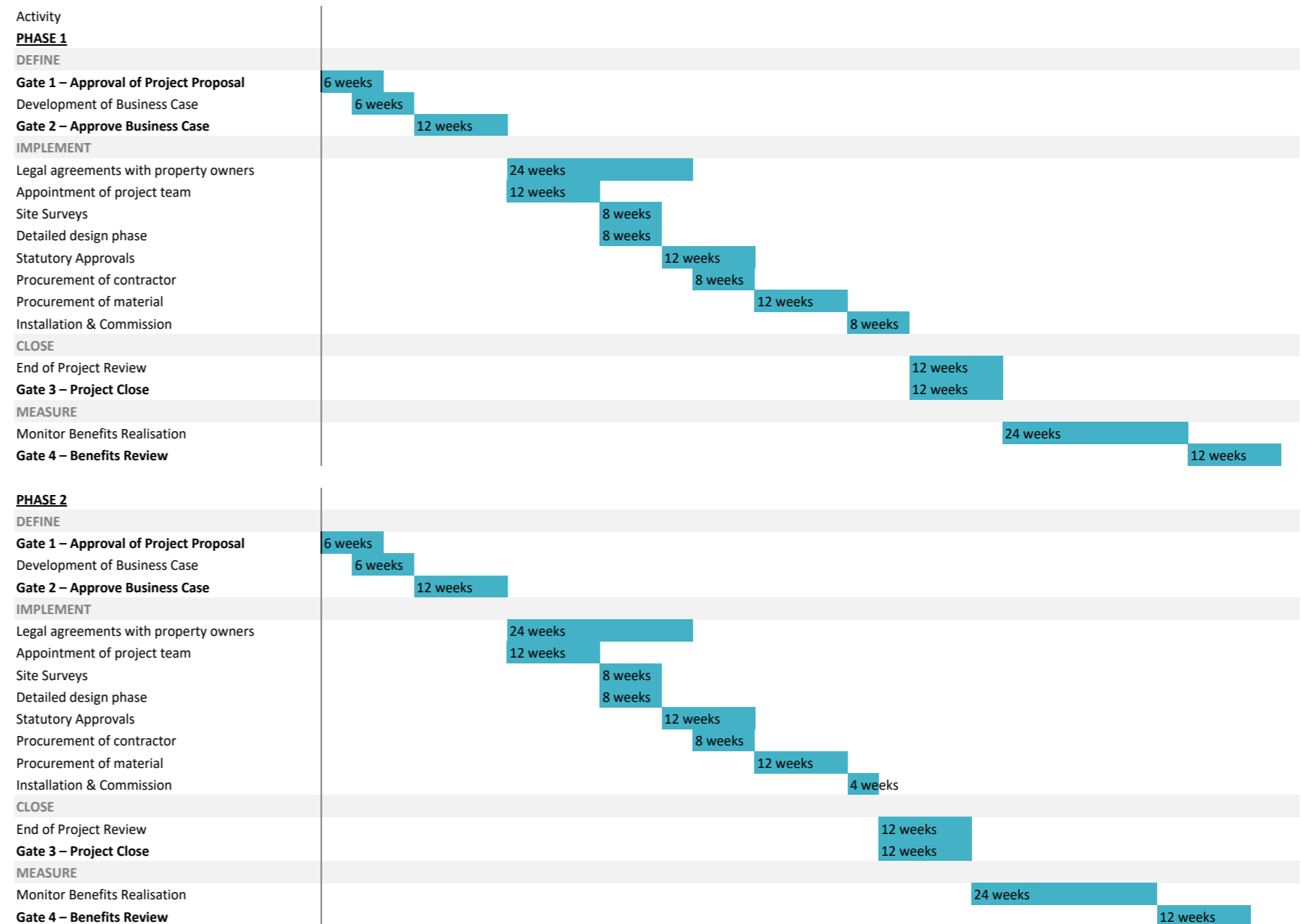


Implementation

The lighting scheme at Castlegate will create ambiance providing a place for people to stay and interact. The architectural backdrop is integrated in the night time experience of the square.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
3. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.
4. Phasing has been implemented by ACC to align to funding availability, it is anticipated each phase will be implemented within different financial years.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of pole mounted speakers, projectors & luminaires and in ground uplighters. Costs exclude infrastructure works, landscaping works & value added tax. It has been assumed that wiring for the tree & statue uplights can be reused from existing and only require new terminations.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	77,900	77,900
	Cabling Works	1	Item	42,200	42,200
	Associated Architectural / Structural Works	1	Item	51,500	51,500
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	172,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	150,600	150,600
	<u>Additional Elements Implementation Costs (Capital Costs)</u>				
	Bench Lighting Including All Associated Works	1	Item	74,300	74,300
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	75,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	65,200	65,200
				TOTAL	463,000

Considerations

- Works shall be carried out in line with conservation best practice

Funding opportunities

- Opp North East Local growth fund (improve economy, specialised innovation within urban space)
- Heritage Lottery Fund (uplighting to the churches)
- Aberdeen Inspired
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

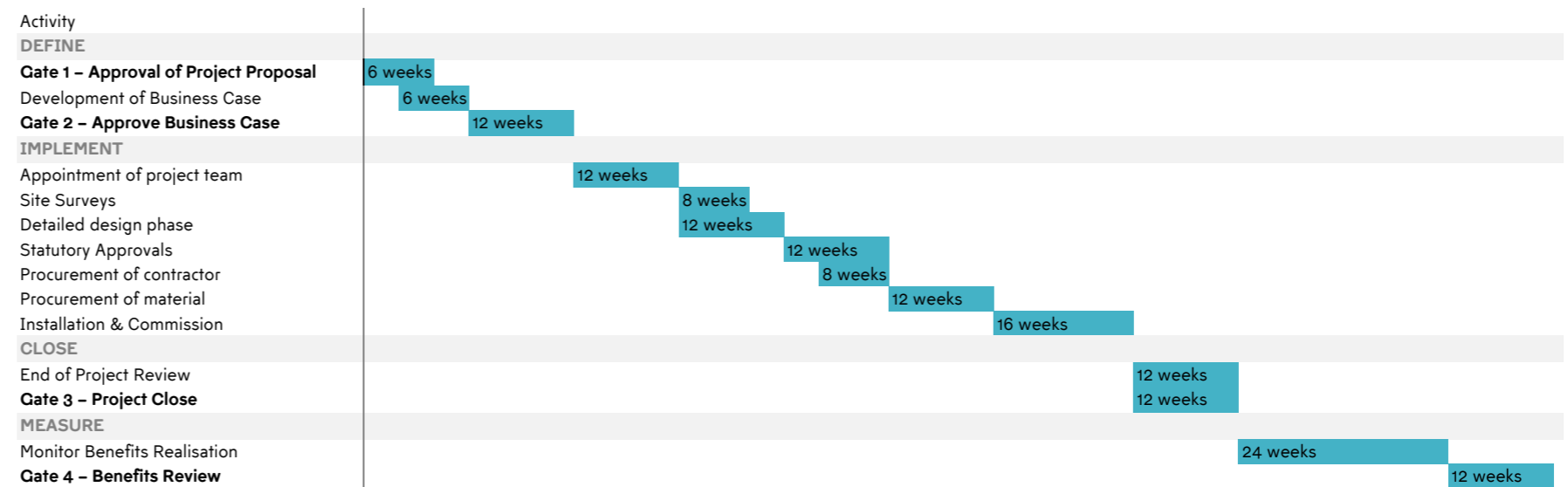
Maintenance responsibilities of the Castlegate installation could be as follows:

- Pole and bench lighting by Aberdeen City Council
- Facade lighting by the building owners

The lifetime of the temporary installation shall be identified and accounted for in the maintenance strategy.

The design shall aim to achieve a nil net increase in maintenance costs of the pole and bench lighting when compared to the current street lighting installation.

4.4.7 Wellington and Victoria Bridges



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Implementation

In conjunction with the riverbanks lighting of the bridges will encourage people to walk by the river, making the waterside part of the City Centre. Surprising vistas are provided from the bridges to the riverbanks and vice versa.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met
- Environmental impact associated with biodiversity to be assessed

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of lighting above the Wellington Bridge & below the Victoria Bridge. Costs exclude infrastructure works, landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	206,000	206,000
	Cabling Works	1	Item	43,100	43,100
	Associated Architectural / Structural Works	1	Item	58,000	58,000
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	308,000
	<u>Development Cost Allowance For Implementation Costs (Capital Costs)</u>	1	Item	325,100	325,100

TOTAL	634,000
--------------	----------------

Considerations

- Environmental conditions
- Existing lighting infrastructure shall be utilised
- Works shall be carried out in line with conservation best practice

Funding opportunities

- Heritage Lottery Fund
- Creative Scotland
- Common Good Fund
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

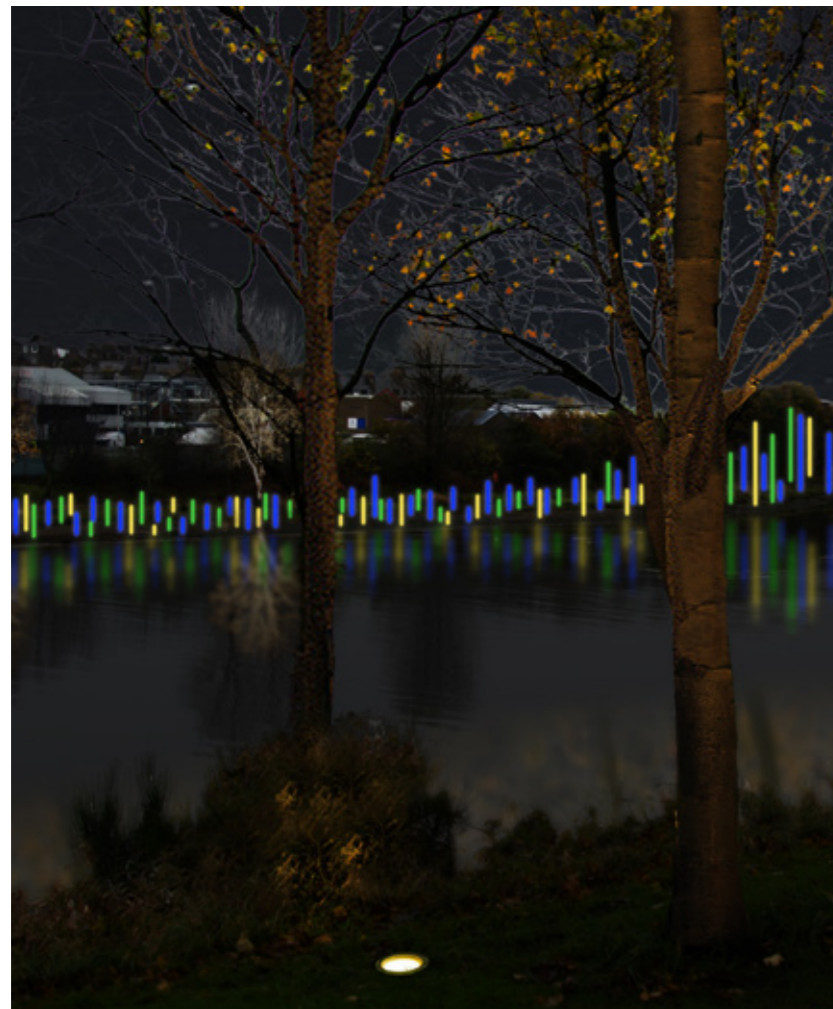
Maintenance responsibilities of the installation could be as follows:

- Wellington Bridge by the City Council
- Victoria Bridge by Aberdeen City Council

The maintenance strategy shall consider health and safety issues. Lighting hardware selection shall consider the maximum possible lifetime.

The design of Wellington Bridge shall aim to achieve a nil net increase in maintenance costs. It is recognised that the maintenance of Victoria Bridge can be considerable due to the environmental conditions.

4.4.8 Riverbanks



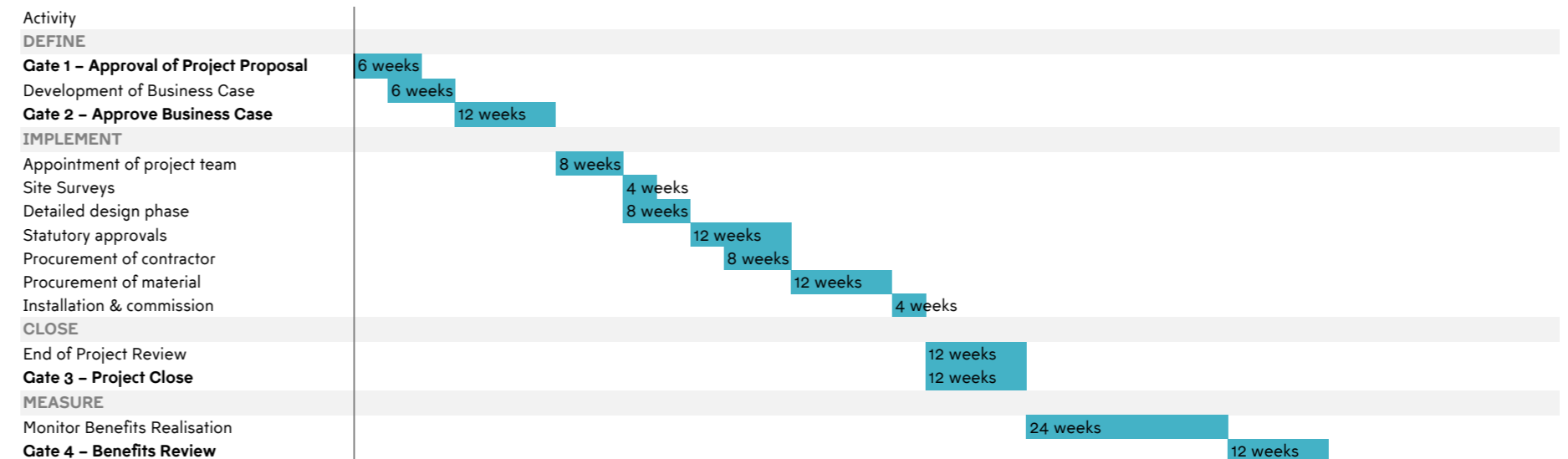
Implementation

Light art and tree uplighting along the river Dee will draw people to the waterfront creating a new night time destination.

Interdependencies

- Permission from Aberdeen Harbour Board to be acquired
- Environmental impact associated with biodiversity to be assessed

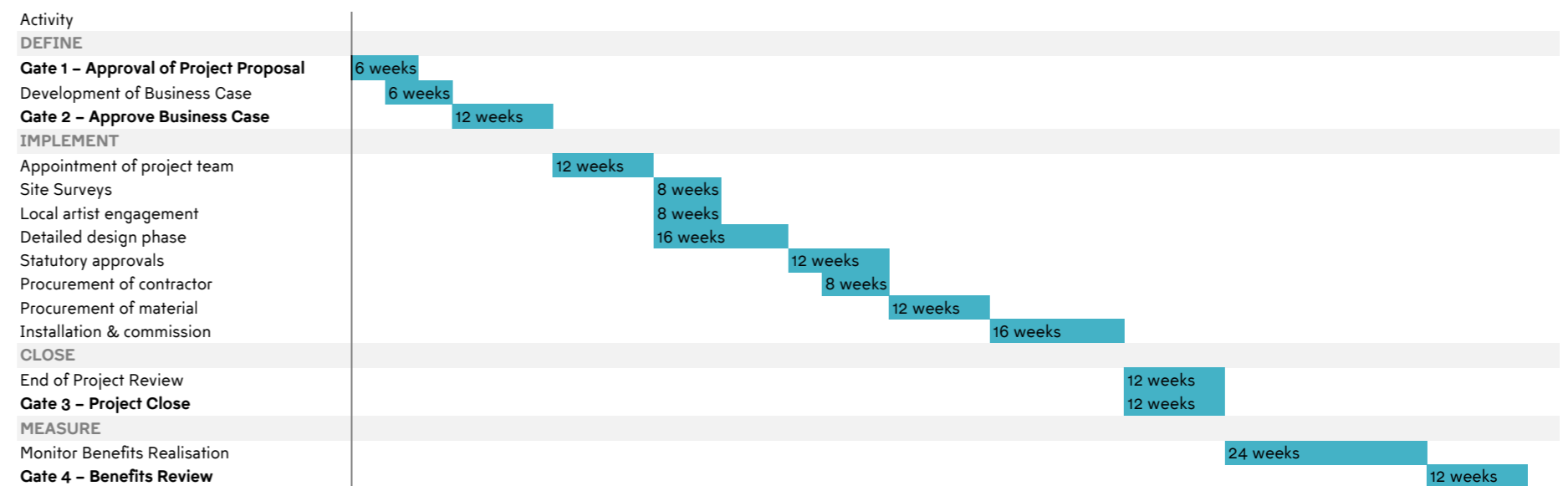
North Riverbank



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
3. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

South Riverbank



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
3. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Cost

North Riverbank

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of lighting along the north riverbank. Costs exclude landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	28,000	28,000
	Cabling Works	1	Item	18,800	18,800
	Associated Architectural / Structural Works	1	Item	37,500	37,500
	Infrastructure Works	1	Item	-	-
				Rounded Total	85,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	88,400	88,400

TOTAL 174,000

South Riverbank

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of lighting along the south riverbank. Costs exclude landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	152,300	152,300
	Cabling Works	1	Item	82,300	82,300
	Associated Architectural / Structural Works	1	Item	107,500	107,500
	Infrastructure Works	1	Item	100,000	100,000
				Rounded Total	443,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	468,000	468,000

TOTAL 911,000

Considerations

- New infrastructure to lighting on the South riverbank
- Environmental conditions
- A selected section of the waterfront shall be prioritised together with the commissioned artist

Funding opportunities

- Creative Scotland
- Common Good Fund
- S75 developer contributions
- Aberdeen City Council capital budget and /or Growth Accelerator

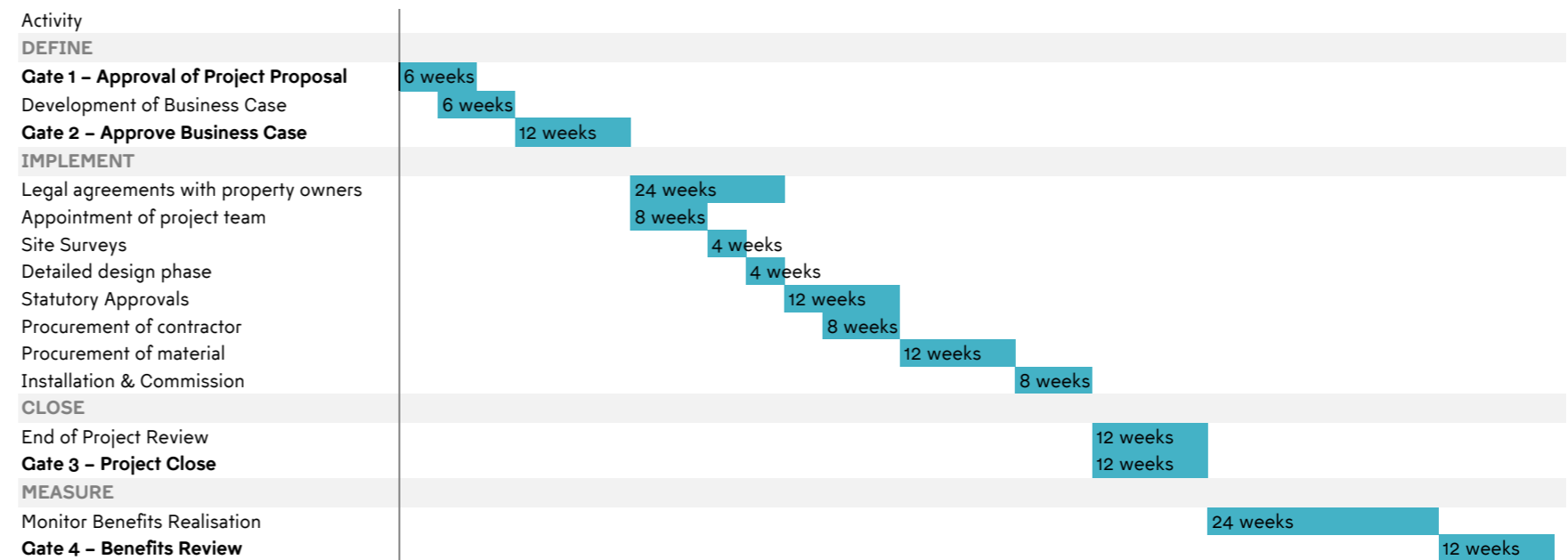
Maintenance

Maintenance responsibilities of the installation shall be as follows:

- North Riverbank tree up lighting by Aberdeen City Council with the estimated maintenance expenditure capitalised
- South Riverbank by management company for the new development planned for the Torry area

The maintenance strategy shall consider health and safety issues.

4.4.9 The Kirk of St. Nicholas



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
3. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Implementation

Façade lighting to the Kirk of St Nicholas to reveal the architectural legacy and the Aberdeen City skyline in their best light against the night sky. The project will assist with stimulating interest and create a welcoming city with a cultural backdrop, which is part of Aberdeen's identity.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met
- Permission from Church of Scotland to be acquired

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u>				
	The supply & installation of lighting both internally & externally to illuminate The Kirk of St. Nicholas Uniting. Costs exclude infrastructure works, landscaping works & value added tax.				
	<u>Information Used</u>				
	Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	55,000	55,000
	Cabling Works	1	Item	41,100	41,100
	Associated Architectural / Structural Works	1	Item	41,500	41,500
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	138,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	119,500	119,500

TOTAL	258,000
--------------	----------------

Considerations

- Fixings onto grade A listed building - works shall be carried out in line with conservation best practice
- The lighting is to be fed through the electrical systems of the church

Funding opportunities

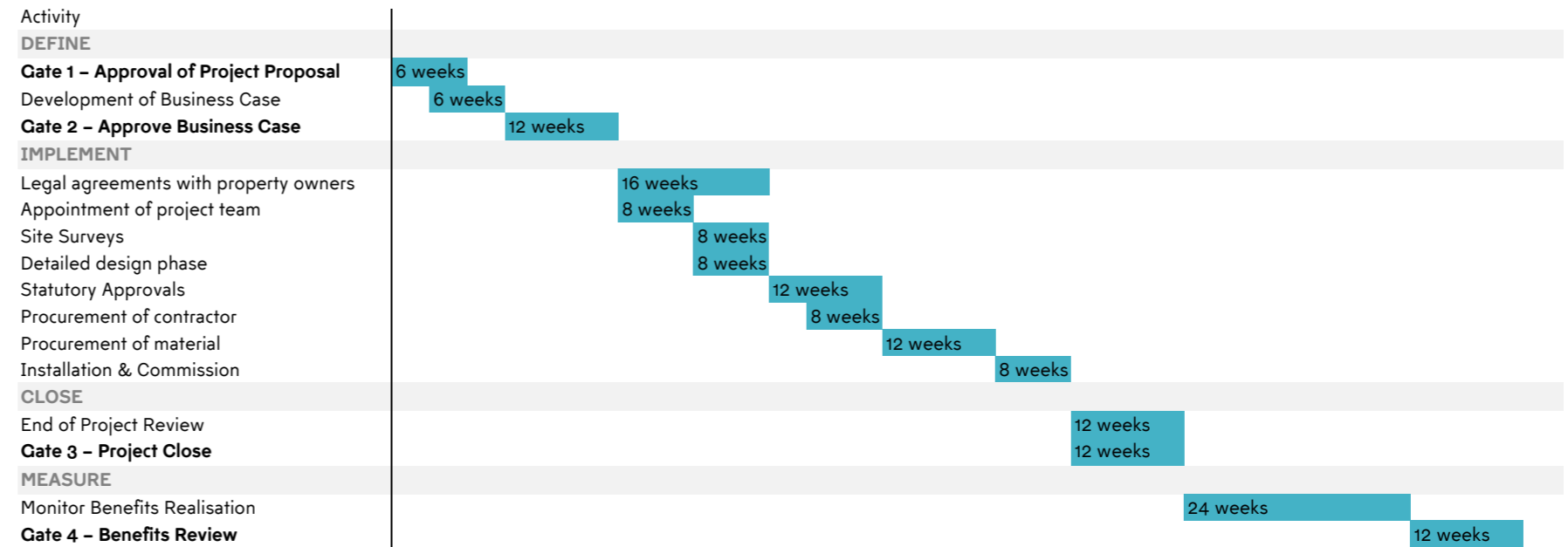
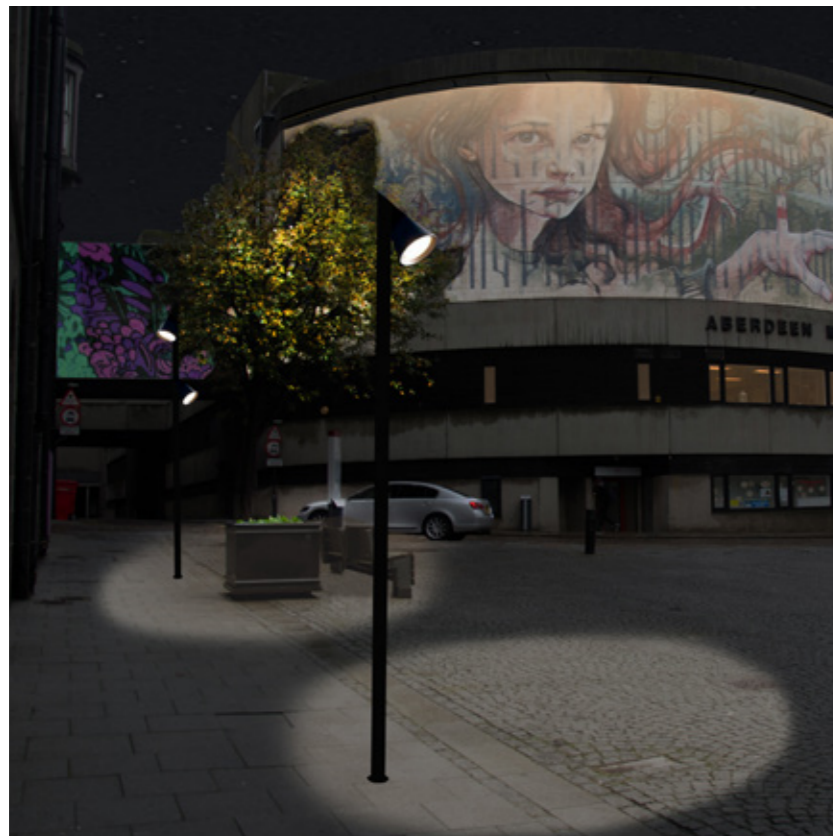
- Aberdeen Inspired
- Heritage Lottery Fund
- Common Good Fund
- Crowd funding/ External fundraising
- Church of Scotland
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

The lighting installation could be maintained by the Church of Scotland.

The maintenance strategy shall consider health and safety issues. Lighting hardware selection shall consider the maximum possible lifetime and luminaire drivers shall be positioned internally to minimise maintenance and replacement requirements.

4.4.10 The Green



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Implementation

The green will be activated through the provision of a dynamic and lively environment, supporting the night time economy. General and ambient lighting at the Green will increase comfort and sense of security.

Interdependencies

- Planning consent to be acquired
- There are proposals for the Market building to be opened up and extend onto the Green

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of up-lighting to trees, pole mounted luminaires, wall washers & projectors to murals. Costs exclude infrastructure works, landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	124,200	124,200
	Cabling Works	1	Item	38,800	38,800
	Associated Architectural / Structural Works	1	Item	19,000	19,000
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	182,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	144,200	144,200

TOTAL	327,000
--------------	----------------

Considerations

- Works shall be carried out in line with conservation best practice
- Annual projections programme shall be defined with the local community such as schools and artists
- Existing infrastructure shall be utilised

Funding opportunities

- Opp North East Local growth fund (improve economy, specialised innovation within urban space)
- Aberdeen Inspired
- Aberdeen City Council capital budgets and/or Growth Accelerator

Maintenance

The installation for The Green shall be maintained by Aberdeen City Council.

Lighting hardware selection shall consider the maximum possible lifetime.

The design shall aim to achieve a nil net increase in maintenance costs of the proposed system when compared to the current street lighting installation.

4.4.11 Adelphi Lane

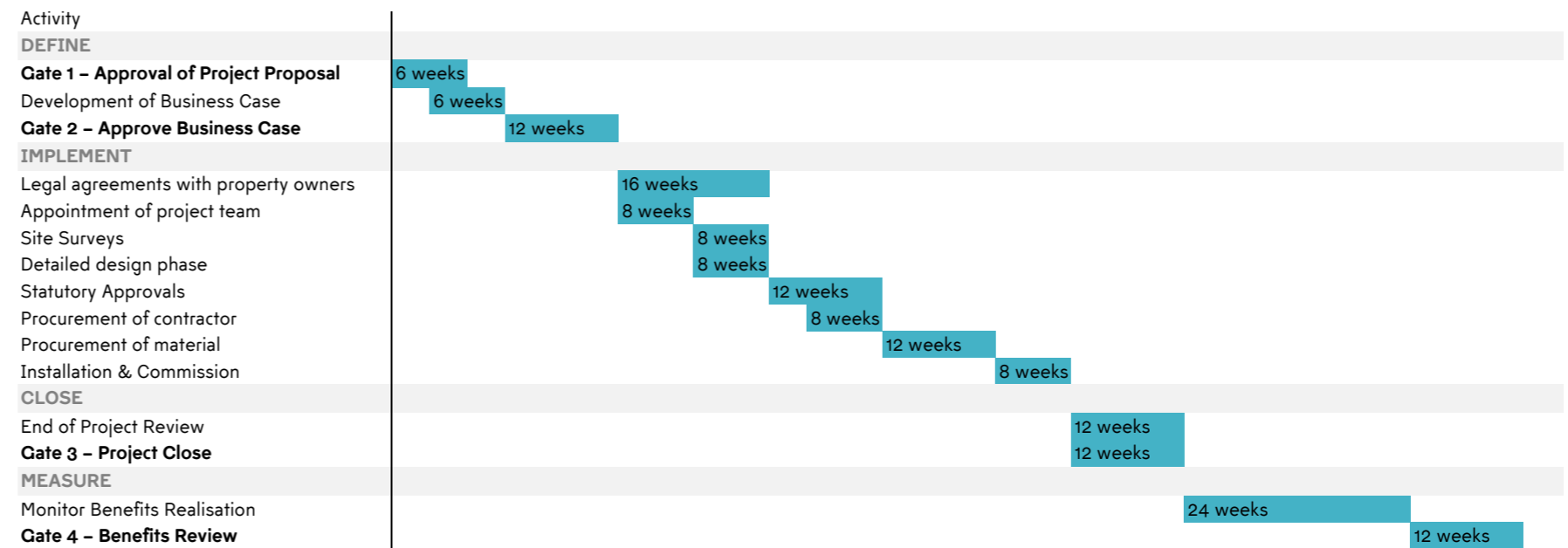


Implementation

The mural lighting, signage lighting and lantern replacement at Adelphi Lane focuses on pedestrian scale and expresses the character of the laneways at night, giving them a unique personality.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of wall washers, spotlights, lanterns & a projector to Adelphi Lane. Costs exclude infrastructure works, landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	45,000	45,000
	Cabling Works	1	Item	12,600	12,600
	Associated Architectural / Structural Works	1	Item	10,000	10,000
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	68,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	58,800	58,800

TOTAL	127,000
--------------	----------------

Considerations

- Works shall be carried out in line with conservation best practice
- Existing infrastructure shall be utilised

Funding opportunities

- Common Good Fund
- S75 developer contributions
- Aberdeen City Council's Capital budget and/or Growth Accelerator

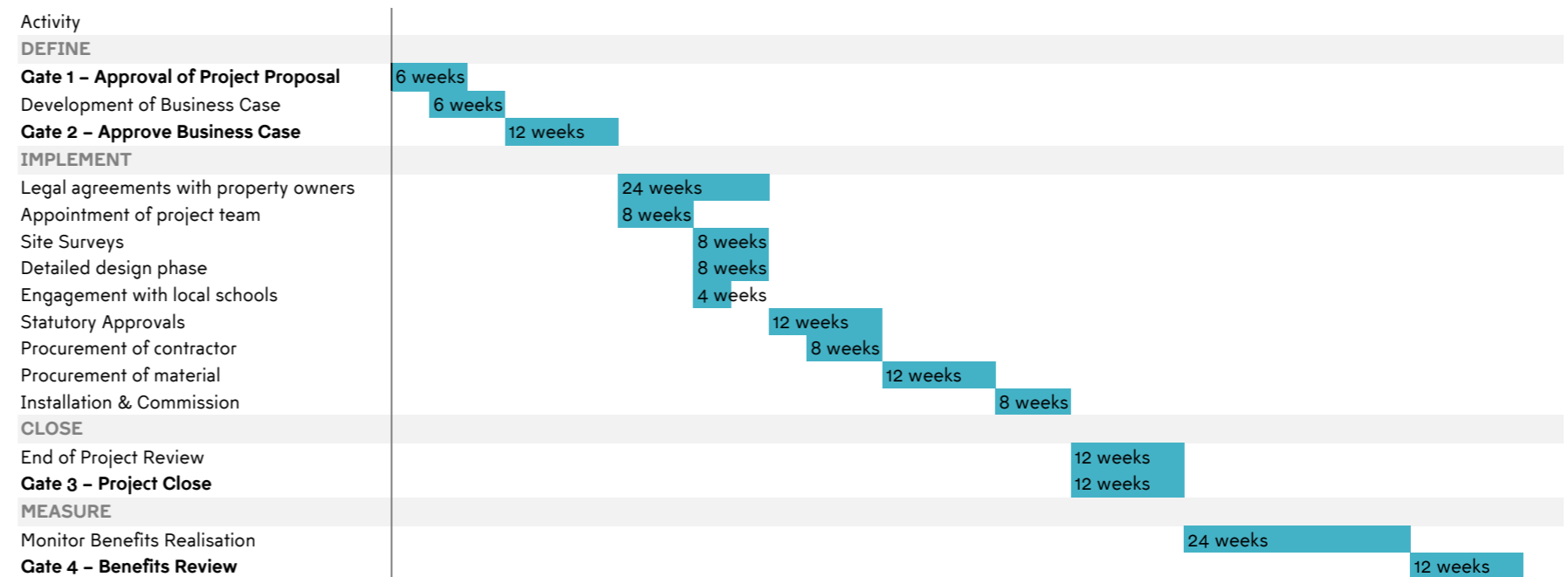
Maintenance

The lighting for Adelphi and Adelphi Lane shall be maintained by Aberdeen City Council.

Lighting hardware selection shall consider the maximum possible lifetime.

The design shall aim to achieve a nil net increase in maintenance costs when compared to the current street lighting installation.

4.4.12 Donald's Way



Points of note

1. Legal agreements may be required due to interphases with private properties.
2. As part of the installation phase, road closures may be required, as such phasing may impact on durations.
3. Durations are based on project team experience and will be subject to review and agreement with individual project teams and contractors.
4. Programme makes no allowance for utility upgrade, diversions or connection works due to unknown scope.

Implementation

The lighting scheme will instil fun and curiosity, encouraging pedestrians to use this connection at night, same as one would during the day. Lighting reinforces the spatial qualities of this connection and makes the staircase a destination point.

Interdependencies

- Planning consent to be acquired
- Conservation area and listed building requirements to be met
- Permission from Church of Scotland to be acquired

Cost

REF.	DESCRIPTION	QUANTITY	UNIT	RATE	TOTAL
	<u>Scope of Works</u> The supply & installation of light blade effect luminaire, lighting integrated into handrails & linear lighting to staircase in Donald's Way. Costs exclude infrastructure works, landscaping works & value added tax.				
	<u>Information Used</u> Base unit rates that the indicative costs have been calculated with.				
	<u>Implementation Costs (Capital Costs)</u>				
	Luminaires, Supply & Install	1	Item	51,600	51,600
	Cabling Works	1	Item	6,700	6,700
	Associated Architectural / Structural Works	1	Item	12,500	12,500
	Infrastructure Works	1	Item	Excluded	Excluded
				Rounded Total	71,000
	<u>Development Cost Allowance for Implementation Costs (Capital Costs)</u>	1	Item	68,200	68,200

TOTAL	140,000
--------------	----------------

Considerations

- Works shall be carried out in line with conservation best practice
- Listed building consent is required
- Existing lighting infrastructure shall be utilised

Funding opportunities

- Aberdeen Inspired
- Creative Scotland
- Common Good Fund
- Aberdeen City Council capital budget and /or Growth Accelerator

Maintenance

The lighting for Donald's way shall be maintained by Aberdeen City Council.

Lighting hardware selection shall consider the maximum possible lifetime.

The design shall aim to achieve a nil net increase in maintenance costs when compared to the current street lighting installation.

4.5 Prioritisation

The projects have been prioritised as shown in the adjacent table based on the following:

- Objectives addressed
- Cost
- Available funding
- Project input
- Interdependencies

This order informs the indicative five year implementation programme described earlier.

Priority	Project		Achieved Objectives	cost	Interdependencies
1	3.5.6	Castlegate Phase 1	E, T, D, C	£ 322,600	•Planning consent to be acquired •Conservation area and listed building requirements to be met
2	3.5.9	Kirk of St Nicholas	E, T, U, D, C	£ 257,500	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Permission from Church of Scotland to be acquired
3	3.5.11	Adelphi Lane	E, T, U, D, C	£ 126,800	•Planning consent to be acquired •Conservation area and listed building requirements to be met
4	3.5.3	Langstane Place	E, U, D, C	£ 178,900	•Planning consent to be acquired •Engagement with building owners to obtain permission for the scheme
5	3.5.12	Donald's Way	T, U, D, C	£ 139,200	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Permission from Church of Scotland to be acquired
6	3.5.1	Union St Phase 1	E, T, U, D, C	£ 827,900	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Co-ordination in implementation with public realm scheme for Union Street
7	3.5.10	The Green	E, T, U, D, C	£ 326,200	•Planning consent to be acquired •There are proposals for the Market building to be opened up and extend onto the Green
8	3.5.4	Correction Wynd Phase 1	T, U, D, C	£ 476,700	•Planning consent to be acquired •Conservation area and listed building requirements to be met
9	3.5.4	Correction Wynd Phase 2	T, U, D, C	£ 72,400	•Planning consent to be acquired •Conservation area and listed building requirements to be met
10	3.5.2	Belmont St Phase 1	E, U, D, C	£ 769,600	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Consent and commitment of local businesses
11	3.5.2	Belmont St Phase 2	E, U, D, C	£ 114,100	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Consent and commitment of local businesses
12	3.5.8	Riverbanks Phase 1	U, D, C, W	£ 173,400	•Permission from Aberdeen Harbour Board to be acquired •Environmental impact associated with biodiversity to be assessed
13	3.5.1	Union St Phase 2	E, T, U, D, C	£ 475,000	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Co-ordination in implementation with public realm scheme for Union Street
14	3.5.6	Castle Gate Phase 2	E, T, D, C	£ 140,200	•Planning consent to be acquired •Conservation area and listed building requirements to be met
15	3.5.5	Golden Square Phase 1	E, T, D, C	£ 219,000	•Planning consent to be acquired •Public realm design is being planned for the squareProject
16	3.5.5	Golden Square Phase 2	E, T, D, C	£ 219,000	•Planning consent to be acquired •Public realm design is being planned for the squareProject
17	3.5.7	Wellington and Victoria bridges	U, D, C, W	£ 633,100	•Planning consent to be acquired •Conservation area and listed building requirements to be met •Environmental impact associated with biodiversity to be assessed
18	3.5.8	Riverbanks Phase 2	U, D, C, W	£ 911,000	•Permission from Aberdeen Harbour Board to be acquired •Environmental impact associated with biodiversity to be assessed
TOTAL COST				£ 6,382,600	

Glossary

Accent	Where light is used to emphasise or highlight objects.
Beam distribution	The spread of light emitted from a luminaire, where the beam angle is in degrees.
Brightness (luminance)	The physical quantity corresponding to the brightness of a surface in a specified direction. Unit: cd/m ²
Colour temperature	A numerical value to the colour emitted by a light source, measured in degrees of Kelvin.
Colour rendering index (CRI)	The effect of a light source on the colour appearance of an object, stated as Ra value.
Correlated colour temperature (CCT)	The absolute temperature of a black body radiator whose chromaticity most nearly resembles that of the light source being considered. Unit: Kelvin.
Curfew	The time after which stricter requirements (for the control of obtrusive light) will apply.
Efficacy	A factor which quantifies the effectiveness of a luminaire in converting electrical power to light.
Environmental zone	Environmental zones (E1 to E4) stated within local planning authorities development plans for exterior lighting control.
Glare	The discomfort or impairment of vision experienced when parts of the field of view are excessively bright.
Gobo projection	A gobo is a stencil or template placed inside or in front of a light source to control the shape of the emitted light.
IK rating	Defines levels of protection by enclosures for electrical equipment against external mechanical impacts
IP rating	Defines levels of sealing effectiveness of electrical enclosures against intrusion from foreign bodies (tools, dirt etc.), moisture, and water
Lamp	Complete light source unit.
Light Level (illuminance)	The luminous flux arriving at a surface divided by the area of the illuminated surface. Unit: lux
Luminaire	Complete lighting units consisting of lamp, control gear (if required), reflector and housing.
Lumen	Unit of luminous flux used to describe a quantity of light emitted by a source or received by a surface. Unit: lumens
Obtrusive light	A form of pollution that can be substantially reduced without detriment to the lighting task.
Shield	Mechanical baffle attached to luminaire to prevent glare in a particular direction.
Strobing	Light effect where there are regular flashes of light
Surface reflectance	Reflectance of the surface of a material is its effectiveness in reflecting light. It is the fraction of incident electromagnetic power that is reflected at an interface.
Watt	Unit of electrical power

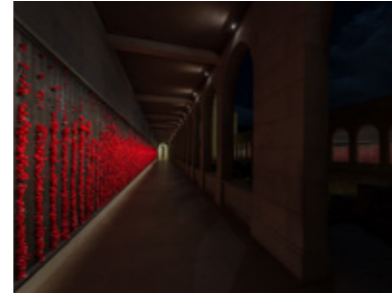
Image appendix



Project: Union Terrace Gardens, Aberdeen, UK
Reference: UTC planning application



Project: Aberdeen Art Gallery, Aberdeen
Reference: AAG planning application



Project: Australian War Memorial, Canberra
Reference: www.steensenvarming.com/projects



Project: London urban realm project
Reference: www.i.pinimg.com



Project: Augmenting 'Spatiality', Abercrombie Lane, Sydney
Reference: www.innovativerigging.com.au/portfolio-type/augmenting-spatiality-abercrombie-lane-sydney/



Project: Duke of York Chelsea, London, UK
Reference: http://www.fleagor.com/landscape-lighting-design-guide/guide-of-york-square-chelsea-lighting-design-by-dpa-outdoor-guide-amazing-bedroom-living-room-outdoor-landscape-lighting-design-guide-lighting-design/



Project: Triple Kirk, Aberdeen, UK
Reference: Triple Kirk planning application



Project: Marischal College, Aberdeen, UK
Reference: Atelier 10 concept document



Project: Piano installation, Sydney
Reference: Steensen Varming inhouse photography



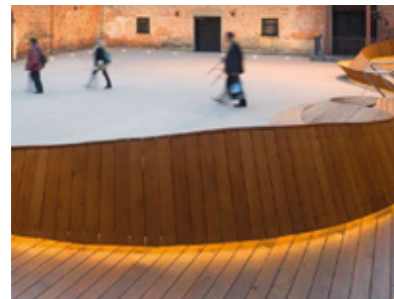
Project: Let There be Light, Londonderry, Ireland
Reference: www.belfasttelegraph.co.uk/news/northern-ireland/let-there-be-light-800000-public-art-finally-shows-its-true-colours-29001989.html



Project: Frederiksberg New Urban Spaces
Reference: www.afconsult.com/lighting?project=frederiksberg-new-urban-spaces-3



Project: Gladsville Bridge, Sydney, Australia
Reference: www.xenian.com.au/photogallery/gladesvillebridge.html



Project: Tasmanian Museum Art Gallery, Australia
Reference: www.steensenvarming.com/projects



Project: Utzon Centre, Aalborg, Denmark
Reference: http://www.steensenvarming.com/projects



Project: Duke of York Steps landscape design, London UK
Reference: www.darcawards.com/architectural/duke-of-york-uk



Project: Devonshire Square, London, UK
Reference: www.gettyimages.co.uk/license/144845325



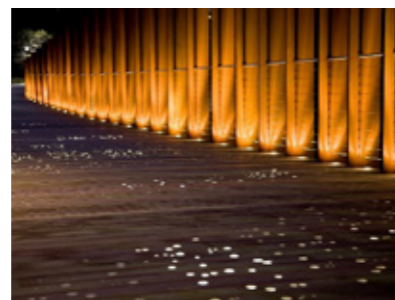
Project: Walkway near Oceans Garden, Kobe, Japan
Reference: www.hei.at/en/projects/



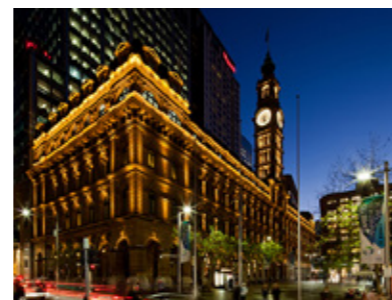
Project: Leningrad Railway Station, Moscow
Reference: https://www.shutterstock.com/video/clip-11349143-stock-footage-moscow-circa-historic-building-of-the-leningradsky-railway-station-and-night-traffic-is.html?src=rel/23910475:3/3p



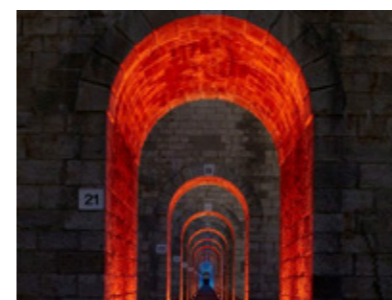
Project: Walkway near Oceans Garden, Kobe, Japan
Reference: www.hei.at/en/projects/



Project: University of Sydney campus, Australia
Reference: www.steensenvarming.com/projects



Project: Martin Place master plan, Sydney
Reference: www.steensenvarming.com/projects



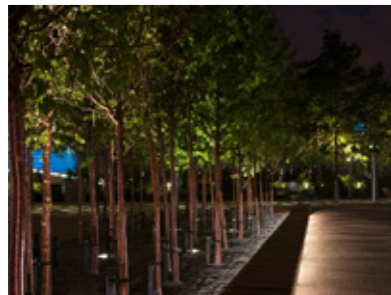
Project: Chaumont Viaduct, Chaumont, France
Reference: www.iguzzini.fr



Project: Streetwalk, City of Sunderland, UK
Reference: www.contemporist.com/streetwalk-by-charlie-davidson/



Project: Queen Elizabeth Park, London, UK
Reference: https://i.pinimg.com/originals/08/



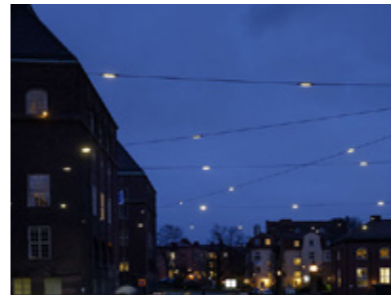
Project: Queen Elizabeth Olympic Park, London
Reference: www.darcawards.com/architectural/wp-content/uploads/sites/2/2016/04/Queen-Elizabeth-Olympic-Park_James-Newton_08.png



Project: Scott Monument, UK
Reference: www.darcawards.com



Project: Museo Madre Light Installation, Naples
Reference: <https://www.pinterest.co.uk/pin/294071050652883270/>



Project: KTH Square, Sweden
Reference: darcawards.com/architectural/kth-square-sweden/



Project: 'Under a Different Light', Thessaloniki, Greece
Reference: www.repubblica.it



Project: Holmbladsgade Urban Lighting, Copenhagen Denmark
Reference: inhouse image



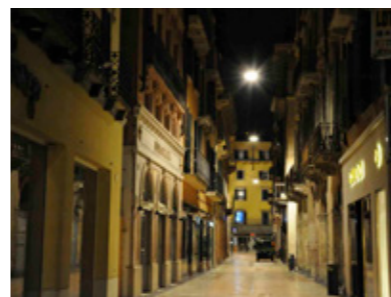
Project: High Line, New York, USA
Reference: www.photos.severinghaus.org/keyword/The%20High%20Line/i-nSXh4QC/A



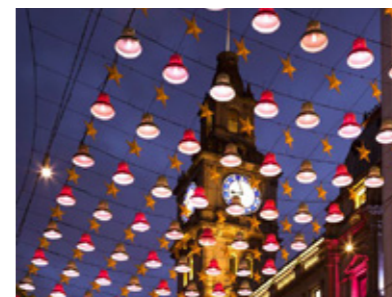
Project: Rust finish lamp shade
Reference: www.pinterest.es/pin/770819292442286053/



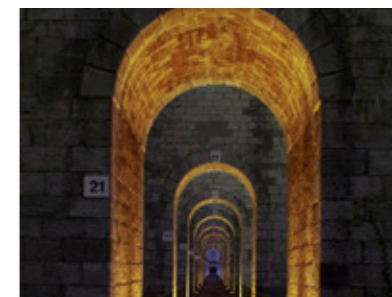
Project: Slingsby Place, London UK
Reference: www.i.pinimg.com/originals/26/de/ee/26deee6ae009eb4fd0ac77998c21ad25.jpg



Project: Neri Lighting project, Verona, Italy
Reference: <https://www.pinterest.com/pin/516084438525541664/>



Project: Christmas Lighting Melbourne, Australia
Reference: <https://www.ronstanindustrial.com>



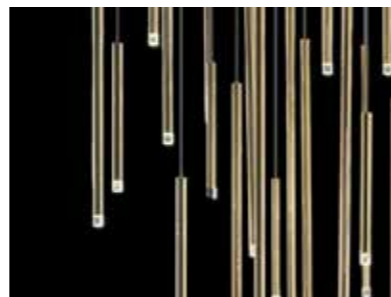
Project: Chaumont Viaduct, Chaumont, France
Reference: www.iguzzini.fr



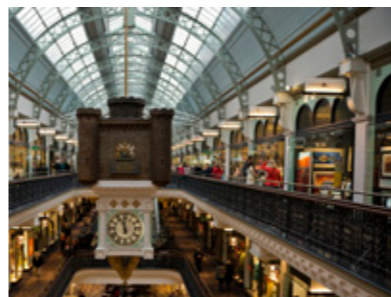
Project: Bankstown CBD Civic Precinct Lighting Masterplan Implementation
Reference: <http://www.steensenvarming.com/projects>



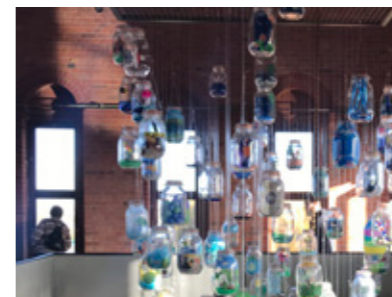
Product: Toldbod 120 Duo-Pendelleuchte, Louis Poulsen
Reference: www.prediger.de



Product: A-Tube Nano
Reference: www.studioitaliadesign.com



Project: Queen Victoria building, Sydney
Reference: www.campervanfinder.com.au/queen-victoria-building/



Project: Walthamstow Wetlands
Reference: inhouse image



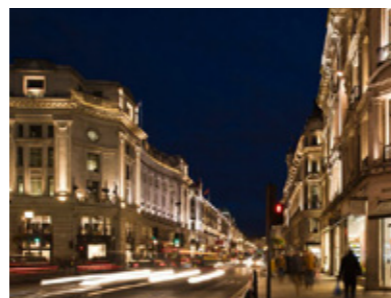
Project: Lights of Sakura-Zaka, Tokyo, Japan
Reference: www.english.chikada-design.com



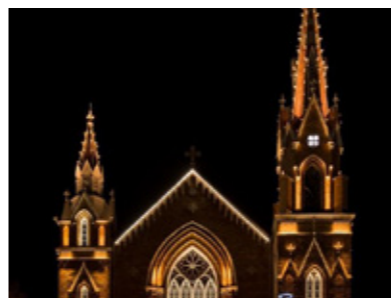
Project: In Lumine Tuo, Utrecht, Netherlands
Reference: www.images.adsttc.com



Product: Soho lamp design
Reference: www.marset.com/en/lamps/soho-outdoor/



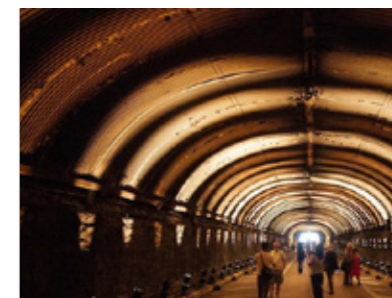
Project: Regent Street, London, UK
Reference: www.jnphotographs.co.uk/gallery.php?introNo=4&catNo=12&gallNo=85



Project: Sainte-Agnès Church, Lac-Mégantic, Canada
Reference: journalmrg.com/un-eclairage-reussi/



Project: 'Under a Different Light', Thessaloniki, Greece
Reference: <https://www.flickr.com/photos/sixtwelve/8263242633>



Project: Park Avenue Tunnel, New York, USA
Reference: <https://mymodernmet.com/rafael-lozano-hemmer-voice-tunnel-nyc/>



Project: ZAC LA DUCHÈRE (GPV) - LYON
Reference: <http://www.leseclairagistesassocies.com/realisation/lyon-la-duchere-grand-projet-de-ville>



Project: GAMMEL HELLERUP GYMNASIUM
Reference: <http://aasarchitecture.com/2013/08/multi-purpose-hall-for-the-gammel-hellerup-gymnasium-by-big.html>



Project: Solvesborg Bridge, Sweden
Reference: www.designboom.com/architecture/ljusarkitektur-illuminates-glowing-solvesborg-bridge-in-sweden-12-16-2013/



Project: Light at Hermitage Museum and Gardens, Norfolk, USA
Reference: Unknown



Project: White Night Melbourne 2016
Reference: www.smh.com.au/entertainment/white-night-melbourne-2016-crowds-underwhelmed-by-allnight-arts-party-20160220-gmzdue.html



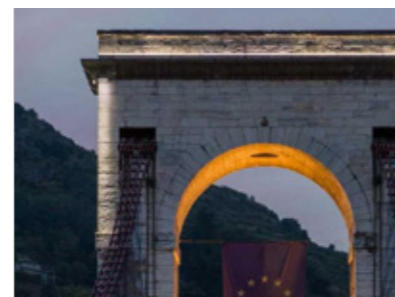
Project: Art in Berlin Germany
Reference: www.pinsdaddy.com



Project: Landscape Lighting Schemn, Verdensparken, Norway
Reference: www.darcawards.com/architectural/verdensparken-norway/



Product: PANCHETTO
Reference: www.luciferos.it



Project: Passerelle Marc Seguin, France
Reference: www.flux-lighting.com/en/module/realisations/display?id_realisation_type=34#realisation_fancy_94



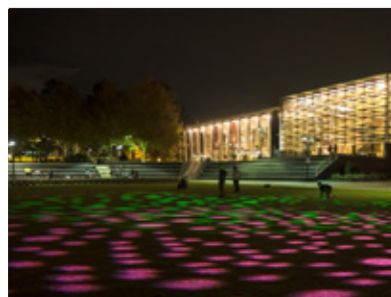
Project: Strasbourg Cathedral, France
Reference: www.lightzoomlumiere.fr/realisation/cathedrale-de-strasbourg-techniques-dun-eclairage-innovant/



Product: UN by EWO
Reference: www.ewo.com/outdoor-lighting/lighting-systems-led/un



Project: Leake Street, London UK
Reference: www.designcurial.com



Project: Bankstown Civic Precinct, Bankstown, Australia
Reference: <http://www.steensenvarming.com/projects>



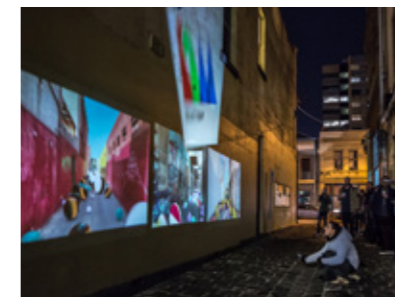
Product: iGuzzini Trick
Reference: <https://www.pinterest.com/pin/82619949411555742/>



Project: Quay Branly museum, Paris
Reference: <http://www.panoramio.com/photo/32427372>



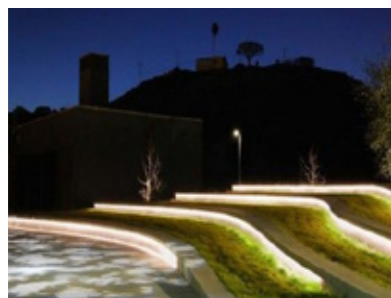
Project: In Lumine Tuo, Utrecht, Netherlands
Reference: www.archlighting.com



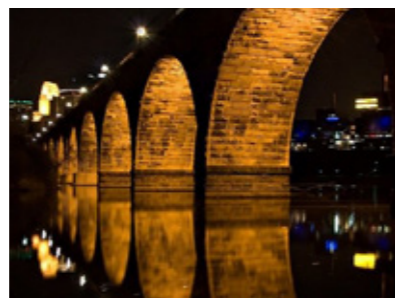
Project: BRUNSWICK LANEWAY, Melbourne
Reference: www.theloop.com.au/DesignByKai/portfolio/brunswick-laneway-play/117510



Project: Alley in Venice
Reference: www.reddit.com



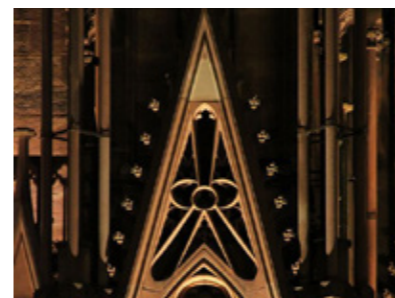
Project: "Moonlit Theater" for YouTube, Los Angeles, USA
Reference: <http://oculuslightstudio.com/2013/moonlit-theater/>



Project: Stone Arch Bridge, Minneapolis, USA
Reference: www.pinterest.com/pin/552605816750072849/



Project: Field of Light at Simbionte, Mexico by Bruce Munro
Reference: <http://www.brucemunro.co.uk/>



Project: Strasbourg Cathedral, France
Reference: www.lightzoomlumiere.fr/realisation/cathedrale-de-strasbourg-techniques-dun-eclairage-innovant/



Product: TREILLE by Technilum
Reference: <http://www.technilum.com/en/product/treille>



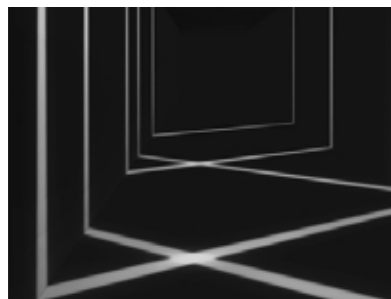
Product: TOLDBOD
Reference: www.louispoulsen.com



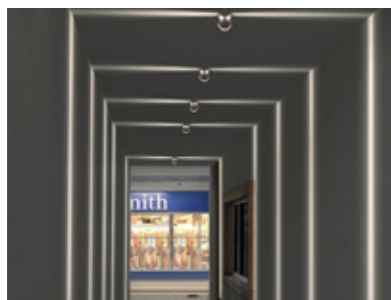
Project: Coast Path Staircase, Plymouth, UK
Reference: www.archilovers.com/projects/92378/gallery?696052



Product: iGuzzini Trick
Reference: www.iguzzini.com



Product: iGuzzini Trick
Reference: www.iguzzini.com



Product: iGuzzini Trick
Reference: www.iguzzini.com

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	1 February 2018
REPORT TITLE	Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress
REPORT NUMBER	ECS/18/012
DIRECTOR	Bernadette Oxley / Helen Shanks, Interim Directors of Education and Children's Services
REPORT AUTHOR	Euan Couperwhite, Head of Policy, Performance and Resources

1. PURPOSE OF REPORT:-

- 1.1 Following this Committee's consideration of the report attached as Appendix 1 at its reconvened meeting of 6 December 2017, this report provides detail on the urgent, necessary and desirable works for Provost Skene's House and seeks approval for the additional spend associated with the revised scope of works. The report also provides detail on the revised construction programme for Aberdeen Art Gallery and instructs the Head of Finance to confirm how the additional costs may be met.

2. RECOMMENDATIONS

- 2.1 It is recommended that Committee:
- a) Note the amended programme for the Aberdeen Art Gallery redevelopment as presented in paragraphs 3.3 and 3.4 of this report;
 - b) Note the breakdown of works for Provost Skene House which identified as urgent, necessary and desirable and which is presented at 3.2 (Table 1) of this report;
 - c) Approves Option 3 in regard to the refurbishment of Provost Skene's House as detailed in the Exempt Appendix 1 of this report;
 - d) Delegates authority to the Interim Director of Communities, Housing and Infrastructure, following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement and thereafter award of contract to undertake internal and external works;

- e) Instruct the Head of Finance to identify funding options for the additional costs of Aberdeen Art Gallery redevelopment and Provost Skene's House revised scope of refurbishment as presented in Section 2 of the Exempt Appendix 1 and submit this to the Council's 2018/19 budget setting meeting;
- f) Approve the total estimated expenditure for Provost Skene's House refurbishment as detailed in the Exempt Appendix 1 to this report; and
- g) Otherwise note the contents of this report.

3. BACKGROUND AND MAIN ISSUES

Provost Skene's House (PSH) Refurbishment and Hall for Heroes

3.1 Committee heard at its reconvened meeting of 6 December, 2017 that following a detailed survey conducted in the summer of 2017 that works to the building had been classified under the following categories as being:

- Urgent;
- Necessary; and
- Desirable.

3.2 Having reviewed the contents of the survey report and taking Committee's instruction at its December 2017 meeting, the table below detail the works associated within each of the above categories.

Table 1: Classification of Works

BUILDING COMPONENT	URGENT	NECESSARY	DESIRABLE
ROOFS	<p>Cast iron rainwater downpipes to be cleaned, repaired, replaced and refixed as necessary</p> <p>Cast iron gutters to be cleaned, repaired, replaced and refixed as necessary</p> <p>Improve detailing at various locations of lead flashings and gutters to prevent overflowing or water penetration</p> <p>Replace rotten timbers throughout</p> <p>Replace failing lead flashings</p> <p>Replace chipped, cracked and slipped slates throughout</p>	<p>Lift and replace poorly detailed old lead roof coverings to flat roofs</p> <p>Reconstruction of cope at chimney heads</p> <p>Repoint stonework in chimneys or reslate roof over a new breathable underlay throughout</p>	

	<p>Replace mortar skewes</p> <p>Replace cracked ridge stones</p> <p>Repoint all ridge stones and skew stones</p> <p>Valleys at turret to be repaired and new lead flashings installed</p> <p>Install new rainwater goods at area of roof missing this installation</p>		
EXTERNAL WALLS	<p>Failing mortar joints to be raked out and repointed with lime mortar in areas of damp penetration</p> <p>Inspection and repair or replacement of broken lintels</p> <p>Commission stone conservator to assess the carved dormer masonry and act on findings</p> <p>Commission stone conservator to assess the eroded masonry corbels and act on findings</p> <p>Commission stone conservator to assess the stone pediments and act on findings</p> <p>Revise detailing at exposed wallheads to make waterproof</p>	<p>Failing mortar joints to be raked out and repointed with lime mortar</p> <p>Structural repairs as described in structural engineer's report</p> <p>Brush down stonework to remove algal growth and removal of growth on ledges and projections</p> <p>Install ground drainage at base of walls in areas of harling or areas of high ground levels</p> <p>Failing and poorly repaired window rybats to be replaced</p> <p>Replace broken stone lintels</p> <p>Replace failing quoin stones</p>	Remove inappropriate plastic vent pipe
WINDOWS	Full overhaul as required, replacement of rotten timber, repaint and repoint of windows	<p>Repaint internally</p> <p>Replace cracked panes</p>	
EXTERNALS DOORS		Adjust, repair and redecorate doors	
WALL FINISHES	<p>Commission condition assessment of timber boarded walls and act on results</p> <p>Strip and replaster in lime plaster to badly damaged areas due to moisture ingress</p>	<p>General repairs throughout</p> <p>Strip and replaster in lime plaster to badly damaged areas due to moisture ingress</p> <p>Woodworm investigation and treatment</p>	Repaint walls
FLOOR FINISHES	Carry out structural repairs to timbers	<p>Install DPM and insulation to ground floor</p> <p>Consolidate stone flags and undertake patch repairs</p> <p>General repairs to upper</p>	Redecorate timber floors

		floors	
CEILING FINISHES	<p>Tie back sagging ceiling to joists and repair</p> <p>Commission condition assessment of timber boarded ceilings and act on results</p> <p>Replace rotten timbers</p>	<p>Repair cracking ceilings</p> <p>Replace inappropriate paintwork at stairwells</p> <p>Remove corrosion from metal frames ceiling and repaint</p> <p>Strip and replace failing ceilings with new lime plaster</p> <p>Replace inappropriate poor condition plasterboard ceiling</p> <p>Woodworm investigation and treatment</p>	Repaint ceilings
INTERNAL DOORS		<p>Repairs as required</p> <p>Stitch repair to stone lintel</p> <p>Replace damaged timber lintel</p>	<p>Ease, adjust and redecorate</p> <p>Replace inappropriate ironmongery</p>
MECHANICAL AND ELECTRICAL SERVICES	Upgrading and modernizing of services installations	Resolve trailing leads	Replace with appropriate fittings
FIREPLACES	Clear and survey all flues. Rectify water ingress issues		Repairs to hearths
GENERAL ISSUES	<p>Open up chimney capping and unblock fireplaces to conduct survey. Act on results. Vent cap chimney on completion.</p> <p>Asbestos survey and act on results</p> <p>Damp survey to areas identified in structural report and act on results</p> <p>Fire risk assessment to be undertaken and act on results</p> <p>Lightning protection system to be assessed and revised as required</p> <p>Heritage Impact Assessment to be undertaken</p> <p>Structural monitoring over an 18 month period</p>	Install a French drain around the building where external levels are high	

Aberdeen Art Gallery – Programme Update

- 3.3 Paragraphs 3.7 and 3.8 of the report submitted to the December 2017 meeting of this Committee, advised Members of the construction and fit out programmes. Updated details of these programmes are set out in the following paragraphs for information.
- 3.4 The construction programme continues to be reviewed with the contractor, contract administrator and the Council's Project Manager. Key items for consideration are:
- The contractor has now indicated an end of March 2018 completion, although there continue to be concerns regarding programme slippage. This situation is being monitored on a daily basis.
 - Fit-out Works - The fit-out programme is 9 months. Assuming the construction contract completes in March 2018, completion of fit-out would be December 2018. Council officers and the Project Manager are presently considering what, if any, changes could be made to compress the timescale of the fit-out element should the construction work go beyond March 2018. This work is being done in an effort to achieve, if possible, an opening in January 2019.

4. FINANCIAL IMPLICATIONS

- 4.1 Financial implications arising from the 3 categories of work relating to the refurbishment of Provost Skene's House are detailed in paragraph 2.1 of the Exempt Appendix 1 of this report.
- 4.2 Commentary on the cost of works at Aberdeen Art Gallery is included at paragraph 2.2 and 2.3 of the attached Exempt Appendix 1.

5. LEGAL IMPLICATIONS

- 5.1 The Head of Legal and Democratic Services and officers from the Legal Team in the Council's Commercial and Procurement Services continue to attend to the interests of the Council as regards the Contractor's claim in accordance with delegated powers. This work is being supported by the Council's specialist external appointees, namely its Claim's Consultant and its specialist contentious construction lawyers who are to assist with the claims alongside the Art Gallery Project Contract Administrator.

6. MANAGEMENT OF RISK

- 6.1 Committee considered the risks which were contained within the report presented to them at their December 2017 meeting. Since Committee

considered the report in its December meeting there have been no new risks identified.

- 6.2 There are no further financial, employee, customer / citizen, environmental, technological, legal or reputational risks.

7. IMPACT SECTION

- 7.1 The considerations in this report do not provide any new impacts related to economy, people, place or technology on the strategic themes of Aberdeen City Council and Community Planning Aberdeen, as set out in the Aberdeen City Local Outcome Improvement Plan 2016-26 and the Aberdeen City Council Strategic Business Plan.

8. BACKGROUND PAPERS

Report to Council on 23 August 2017 **Council Financial Performance – Quarter 1 2017/18 (CG17/084)**

Report to Audit, Risk and Scrutiny on 27 June 2017 **Review of the Capital Programme Governance (CHI/17/153)**

Report to FP&R Committee on 20 September, 2016 **Refurbishment of Provost Skene's House (ECS\16\058)**

Adams Napier Partnership June 2017 **Condition Survey Report on Provost Skene's House, Aberdeen**

Capital Board on 15 November, 2017 **Provost Skene's House Business Case**

Report to FP&R on 19 June 2014 **Art Gallery Redevelopment Programme Procurement of the Construction Works (ECS-14-046)**

Art Gallery redevelopment programme – procurement of the Museums Collections Centre, Education, Culture and Sport Committee, 27 March 2014
Aberdeen Art Gallery redevelopment programme, Urgent Business Committee, 29 November 2012

Aberdeen Art Gallery redevelopment, Education, Culture and Sport Committee, 7 June 2012 and Finance and Resources Committee, 21 June 2012

Finance Policy & Resources Committee, 15 September 2015, Article 25: **Art Gallery Redevelopment Fundraising**

Finance Policy & Resources Committee, 7 June 2016, Article 27: **Art Gallery Fundraising - Update**

Finance Policy & Resources Committee, 1 December 2016: **Art Gallery Fundraising**

Finance, Policy and Resources Committee, 6 December 2017 (reconvened meeting): **Aberdeen Art Gallery Redevelopment and Provost Skene's House Refurbishment and Museum Progress**

9. APPENDICES (if applicable)

Exempt Appendix 1: – Business Case for Provost Skene House and
Financial Information

10. REPORT AUTHOR/ HEAD OF SERVICE DETAILS

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

This page is intentionally left blank

Exempt information as described in paragraph(s) 8 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 4 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 8 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 8 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 10 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank