

Public Document Pack



To: All Members of the Council

Town House,
ABERDEEN, 23 February 2018

COUNCIL

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **MONDAY, 5 MARCH 2018 at 10.30am.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

ADMISSION OF BURGESSES

1(a) Admission of Burgesses

DETERMINATION OF URGENT BUSINESS

2(a) No urgent business at this stage

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

4(a) Declarations of Interest (Pages 9 - 10)

REQUESTS FOR DEPUTATION

- 5(a) No requests at this stage

MINUTES OF PREVIOUS MEETINGS OF COUNCIL

- 6(a) Minute of Special Meeting of Aberdeen City Council of 25 November 2017 - for approval (Pages 11 - 18)
- 6(b) Minute of Special Meeting of Aberdeen City Council of 11 December 2017 - for approval (Pages 19 - 20)
- 6(c) Minute of Meeting of Aberdeen City Council of 11 December 2017 - for approval (Pages 21 - 32)
- 6(d) Minute of Special Meeting of Aberdeen City Council of 29 January 2018 - for approval (Pages 33 - 44)
- 6(e) Minute of Meeting of Urgent Business Committee of 21 December 2017 - for approval (Pages 45 - 52)
- 6(f) Minute of Meeting of Urgent Business Committee of 1 February 2018 - for approval (Pages 53 - 54)

REFERRALS FROM COMMITTEES

- 7(a) Notice of Motion by Councillor Delaney - referred by Communities, Housing and Infrastructure Committee of 16 January 2018 (Pages 55 - 58)
- 7(b) Disposal of Former Victoria Road School - referred by Finance, Policy and Resources Committee of 1 February 2018 (Pages 59 - 92)

COMMITTEE BUSINESS STATEMENT, MOTIONS LIST, TRACKER AND OTHER MINUTES

- 8(a) Business Statement (Pages 93 - 100)
- 8(b) Motions List (Pages 101 - 104)
- 8(c) Tracker (Pages 105 - 112)

- 8(d) Minutes of Meetings of Appointment Panel of 27, 28, 29 and 30 November 2017 and 1 December 2017 - for approval (Pages 113 - 122)
- 8(e) Minutes of Meetings of Appointment Panel of 1, 2, 14, 15, 16 and 21 February 2018 - for approval (Pages 123 - 136)

GENERAL BUSINESS

- 9(a) Target Operating Model - Supporting Governance Framework - OCE/18/025 (Pages 137 - 456)
- 9(b) Fairer Aberdeen Fund Annual Report 2016-17 - CHI/17/278 (carried forward from December 2017 meeting) (Pages 457 - 478)
- 9(c) Adoption of Supplementary Guidance in Support of the Local Development Plan - Greenferns Development Framework - CHI/17/234 (carried forward from December 2017 meeting) (Pages 479 - 516)
- 9(d) Bon Accord Care - Annual Performance Report - HSCP/17/094 (carried forward from December 2017 meeting) (Pages 517 - 548)
- 9(e) Chief Social Work Officer's Annual Report - ECS/17/065 (carried forward from December 2017 meeting) (Pages 549 - 620)
- 9(f) Aberdeen City Integration Joint Board - OCE/18/024 (Pages 621 - 648)
- 9(g) Aberdeen City Health and Social Care Partnership (ACHSCP) Integration Scheme - HSCP/17/125 (Pages 649 - 730)
- 9(h) Community Planning Aberdeen - Annual Outcome Improvement Report 2016/17 - OCE/18/001 (Pages 731 - 818)
- 9(i) Outside Bodies - CG/18/033 (Pages 819 - 822)
- 9(j) Treasury Management Policy and Strategy - CG/17/152 (Pages 823 - 842)
- 9(k) Equality Figures - Progress on Actions - CG/18/026 (Pages 843 - 848)
- 9(l) Relaxation of Drinking in Public Places Byelaw for BP Big Screens 2018 - CHI/18/010 (Pages 849 - 858)
- 9(m) The 'Final Straw' - campaign to ban plastic drinking straws in Scotland - CHI/18/012 (Pages 859 - 864)

9(n) World Energies Cities Partnership and International Trade Opportunities - CHI/18/014 (Pages 865 - 870)

NOTICES OF MOTION

10(a) Notice of Motion by Councillor McRae (carried forward from December 2017 meeting)

“That Council -

1. Agrees that Aberdeen City Council is committed to improving the health and wellbeing of our citizens by having access to clean air in our city.
2. Notes Glasgow City Council’s proactive approach through the implementation of a trial period of the ‘City Tree’ to help with the reduction of vehicle emissions. This self-contained unit works to the equivalent of around 275 trees and removes 240t of carbon per year. Glasgow City Council have already seen a noticeable difference in the air quality surrounding these units and have been largely welcomed by the city’s residents. The City Tree is free standing and approximately 4m (h) x 3m (l) with bench seating on either side for residents to use. The installation is largely a self-maintaining system powered via solar panels on the top of the installation. Special moss cultures filter pollutants such as particulate matter, nitrogen oxide, this makes them ideal air purifiers.
3. Instructs the Interim Director of Communities, Housing and Infrastructure (or equivalent) to bring forward a business case to a future meeting of the Communities, Housing and Infrastructure Committee (or equivalent), based on the viability of locating City Tree(s), or other solutions, in key locations in the city where immediate improvements in air quality are deemed necessary.”

10(b) Notice of Motion by Councillor Delaney (carried forward from December 2017 meeting)

“That Council -

1. Acknowledges the difficulties faced by residents who cannot get out of their driveways as a result of people parking in such a manner as to block their exit.
2. Acknowledges Police Scotland are the appropriate enforcement authority in respect of enforcement.
3. Recognises Police Scotland are not always in a position to attend such offences as a result of resourcing and prioritisation of calls.
4. Recognises that City Wardens may be better placed to assist in such circumstances if they had the power to do so.
5. Instructs the Chief Executive to write to the Transport Minister requesting that the offence of obstruction of a dropped kerb which provides private access to a driveway be decriminalised and future enforcement be the responsibility of Council officers in line with Decriminalised Parking Enforcement.”

10(c) Notice of Motion by Councillor Flynn (carried forward from December 2017 meeting)

“That Council instructs the Interim Director of Communities, Housing and Infrastructure (or equivalent) to look into extending the requirement to make affordable housing contributions to dedicated student accommodation and to report back to the relevant committee.”

10(d) Notice of Motion by Councillors Flynn and Nicoll (carried forward from December 2017 meeting)

“That Council -

- (1) Notes the hard work and endeavours of Cove residents to develop and promote and continue to deliver the Cove Woodland Walk for the benefit of the community and their commitment to improving community facilities still further with the creation of the Cove Woodland Trust SCIO.
- (2) Congratulates the membership of the Cove Woodland Trust SCIO, on their ongoing work and commitment to secure funding to facilitate the purchase of approximately 16 acres of additional land in the area of the Cove Woodland Walk that would allow for the development of the area into a County Park for the benefit of the community.
- (3) Notes that the Cove Woodland Trust SCIO at present has insufficient funding available to complete the purchase of land necessary to expand the existing Cove Woodland Walk.
- (4) Instructs the Interim Director of Communities, Housing and Infrastructure (or equivalent) to work with members of the Cove Woodland Walk SCIO to ascertain what funding streams may be available to support the charity in securing the necessary funding:-
 - (a) to purchase the necessary land to bring it within the trust’s ownership and control; and
 - (b) that would allow for development of the land into a community controlled Country Park.”

10(e) Notice of Motion by Councillor Yuill

"That this Council:

1. Thanks all staff involved in carrying out winter maintenance (gritting and snow clearing) during the recent cold weather;
2. Recognises that many people expressed concern at the slippery condition of many pavements for lengthy periods during the recent cold weather;
3. Expresses concern that over 400 requests from residents and community groups for one tonne bags of salt remained unfulfilled at the end of January and that people are now being told they will not receive these bags of salt until winter 2018/19;
4. Notes that officers will be reporting to the appropriate committee on 2017/18 Winter Maintenance Operations;
5. Instructs officers to report by October 2018 on how winter maintenance operations could be improved by:
 - a. Considering whether additional pavement ploughs / grit spreaders are required and advising on the financial and staffing implications of that.
 - b. How an appropriate network of grit bins could be provided across Aberdeen.
 - c. A review of the mechanism for providing one tonne bags of salt to individuals and community groups to ensure these are provided timeously.
 - d. Considering how best to provide residents and community groups with bulk bags of salt smaller than one tonne in size.
 - e. Considering how appropriate snow clearing equipment could be provided to community and residents' groups who wish to make use of such equipment."

10(f) Notice of Motion by Councillor John

"That this council congratulates Mr Eddie Stevenson on raising over £10,000 with his final Christmas lights display, and notes that after 35 years of providing Christmas lights display in aid of charity, Mr Stevenson has raised over £137,000 in total. Council further notes that not only has this money been donated to local charities which support children but the displays themselves have brought joy to many local children and families over the years. That the council thanks Mr Stevenson for his hard work and dedication to charity and wishes him all the best for the future."

EXEMPT / CONFIDENTIAL BUSINESS

11(a) Complaints Review Committee - 29 January 2018 - CG/18/029 (Pages 871 - 884)

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

This page is intentionally left blank

Agenda Item 4(a)

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

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

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

OR

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

OR

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

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

OR

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

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

This page is intentionally left blank

ABERDEEN CITY COUNCIL

Beach Ballroom
ABERDEEN, 25 November 2017

MINUTE OF SPECIAL MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

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

COUNCILLORS

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

Lord Provost Barney Crockett, in the Chair

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=122&MId=6024&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.

Special Council Meeting, Saturday, 25 November 2017

With reference to Article 34 of the minute of its meeting of 15 March 2017, and in accordance with arrangements made pursuant thereto, the Council convened this day at the Beach Ballroom, Aberdeen, for the purpose of admitting Denis Law CBE as an honorary Freeman of the City of Aberdeen.

The proceedings were opened by the Lord Provost who said:-

“My Lords and Ladies, Members of Parliament, Members of the Scottish Parliament, fellow Councillors, distinguished guests, ladies and gentlemen and Denis Law.

I am absolutely delighted to welcome you all to this historic ceremony at which the Freedom of the City of Aberdeen is being bestowed on Denis Law CBE - in recognition of his outstanding career as a world renowned footballer, his dedication to charitable endeavour and his commitment to community sport in Aberdeen.”

There followed the singing of a hymn, and after a prayer by the Reverend Stephen Taylor, City Chaplain, the Lord Provost continued:-

“The story of Denis Law is a fascinating tale of triumph over adversity that saw a young Aberdeen loon rise from humble beginnings to become one of the greatest football players the world has ever seen.

For those from further afield, ‘loon’ is the word in the North-East of Scotland’s Doric language used to describe a young boy or teenage male. This particular loon went on to become a legend.

The story of Aberdeen’s most famous sporting son has been well told in print and on screen but is one worthy of repeating.

Denis was born to George and Robina on 24 February 1940 at 6 Printfield Terrace, in Woodside, Aberdeen. He was the youngest of seven children, the son of a fisherman.

Despite difficulties with his vision as a boy, to the extent of playing football with one eye closed throughout his childhood, he never once let that deter him from chasing the dream of being the best. A nation owes a debt of gratitude for that spirit of perseverance.

Denis was obsessed with football from a very young age and spent all his time playing and watching local teams. He was a keen supporter of Aberdeen Football Club and would try to gain entry into Pittodrie even when he didn’t have enough money to pay for a ticket. He remains a life-long Dons fan.

His first experience of playing in a team came when he was selected to play for Hilton Primary School under-11s at the age of nine. Clearly his early promise was already shining through.

After finishing primary school he progressed to Powis Secondary School, now known as St Machar Academy.

Special Council Meeting, Saturday, 25 November 2017

At 13 years of age Denis joined Aberdeen Lads Club, and helped raise funds to form the Lads Club Colts. Showing promise, he was soon selected to play for Aberdeen Schoolboys and then went on to represent Scotland Schoolboys.

In April 1955 Denis was invited for a trial at Huddersfield Town. Despite an uncharacteristically quiet performance, where his small build and poor eyesight were picked up on, he was signed by the club.

Although homesick at first, things eventually worked out for Denis when another famous Scottish football name became manager of Huddersfield - Bill Shankly.

Denis made his professional debut aged 16 on Christmas Eve in 1956 in a 2-0 win against Notts County. Under the influence of his new manager he began to flourish and he signed his first professional contract with Huddersfield in February 1957.

While at Huddersfield, Denis underwent correctional eye surgery; eventually allowing him to play with both eyes open which not only improved his skill on the ball but also gave him the self-confidence to shine as one of the team's most inventive young players.

In March 1960 Denis signed for Manchester City for a then British record fee of £55,000.

He played for one season before signing for Torino FC in June 1961 for another British record transfer fee of £110,000. It is fair to say Denis did not enjoy the Italian style of defensive football, which went against his creative nature, and returned to the UK the following year after narrowly escaping from a serious car accident.

In July 1962 Manchester United signed Denis for another British record fee of £115,000. The new recruit was an instant success at Old Trafford as he helped transform Manchester United into a winning team.

In 1963 under the guidance of Matt Busby, Denis scored a hat-trick in a 5-0 demolition of his old side Huddersfield Town before meeting Leicester City in the FA Cup Final. He scored the first goal in a 3-1 win as the goals kept flowing.

Manchester United also went on to win the league while Denis finished the season as top scorer; his skill, agility and pace helped him become one of the most clinical finishers in Europe.

Denis was in his prime throughout seasons 63/64/65 and became world famous. Of course every superstar needs a trademark and in the case of Denis, it was the iconic goal celebration which we are all so familiar with and which we see around us today.

In 1964 Denis was crowned Europe's player of the year at the FIFA Ballon D'or ceremony. Denis remains the only Scottish player to ever receive the most prestigious award in the beautiful game.

We had the honour of hosting the Scottish National Team just a long stone's throw from here earlier in the month, for the international against the Netherlands, what would the current Scotland team give for a player as inspirational as Denis?

Special Council Meeting, Saturday, 25 November 2017

He holds the record for the most hat-tricks scored by a Manchester United player, with an impressive ratio of a goal every other game. Denis has scored more goals per game for Manchester United than any other player.

Fellow Manchester United player George Best summed it up when he said: "Denis Law, simply the greatest."

Denis eventually left Manchester United in April 1973 and re-joined Manchester City for one final season in a move that was to prove eventful. Without their talisman, Manchester United were in desperate trouble at the foot of the league table and on the last day of the season in 1973-74, the Manchester derby ended in gloom for United at Old Trafford. With only minutes left, an instinctive back-heel shot from Denis gave City the win.

Denis chose not to celebrate his goal against his former team in what was to be his last game in league football. Manchester United were relegated to the second division later that day by virtue of other results.

Despite his infamous part in that day, Denis remains a true Manchester United legend amongst the fans who nicknamed him 'The King of Old Trafford' and 'The Lawman'.

Sir Alex Ferguson, a Freeman of Aberdeen and celebrated manager of Manchester United, said of Denis: "We all need role models. Denis was a year and half older than me; I looked at him and thought that's what I want to be."

Pele, regarded by so many as the world's greatest ever player, said: "Denis Law was the only British player good enough to play for Brazil."

Denis is a proud Scot though and wore the dark blue of his country with distinction.

In 1958, Scotland manager Matt Busby gave Denis his first international cap against Wales. He hit the ground running and scored his first international goal in a 3-0 win at St Ninian Park. At 18 years of age he was the youngest player to be capped by Scotland.

In the 1967 Home Championships, Denis scored a memorable goal in Scotland's famous 3-2 victory over England at Wembley - the match which made Scotland the 'unofficial' world champions and eventually won them the tournament.

In his 16-year international career Denis gained 55 caps and scored 30 goals for his country. He was recognised as Scotland's golden player by the SFA as part of Uefa's jubilee celebrations in 2003. Denis Law is the nation's most prolific goal scorer.

Although Denis retired from football a number of years ago now he is still passionate about the game and is always keen to know the latest scores for the Dons and Manchester United.

Away from football he has devoted his time to his family and working tirelessly on behalf of various charities.

Special Council Meeting, Saturday, 25 November 2017

Indeed, Denis was awarded a CBE by Buckingham Palace for his charity work as well as his sporting achievements. That honour is fitting recognition for his commendable fundraising work with the Denis Law Legacy Trust, Streetsport, Meningitis Now and Cancer Research UK.

He has been awarded an honorary Doctor of Laws by the Robert Gordon University in recognition of his support for the Streetsport initiative in Aberdeen. He also holds degrees from the University of Aberdeen and St Andrew's University.

The Denis Law Legacy Trust was established to provide young people with free access to sport and other creative activities and help disadvantaged young people achieve positive destinations in life.

Its overall aim is to support and empower young people to be confident, capable, independent and responsible citizens within their communities.

The Trust works in partnership with a range of businesses, organisations, individuals and volunteers and students at the Robert Gordon University to deliver its activities and programmes.

It has worked closely with Aberdeen City Council on an initiative to remove 'No Ball Games' signs from parks and play areas - the first city in the UK to do so - in an effort to encourage children to take part in regular physical activity.

The charity has established Scotland's first 'Cruyff Court' in Aberdeen in partnership with the Johan Cruyff Foundation and Aberdeen City Council, which opened in July 2017.

A Cruyff Court is a concept devised by Dutch footballing legend Johan Cruyff, which enables the development of a free of charge, floodlit, all-weather multi-sports pitch which you do not have to book, within a built up urban environment.

The introduction of the Cruyff Court Denis Law pitch offers access to a wide range of free sports and creative activity sessions, including freestyle football, street hockey, dance and art - all of which help underpin the educational, social and inclusive values of both the Cruyff Foundation and the Denis Law Legacy Trust.

Streetsport - Denis Law Legacy Trust's flagship initiative - delivers free sports and creative activities for young people 50 weeks of the year, by deploying mobile activity arenas directly into local communities in the evenings during peak times of anti-social behaviour.

It aims to 'reduce instances of youth crime and anti-social behaviour; promote health and wellbeing and encourage inclusivity through sport, physical activity and creative endeavour'.

For many the two main barriers to participation in sport are cost and travel and over the last 10 years Denis Law's Streetsport has helped to eliminate both of these barriers.

The majority of the young people that the Trust targets are not associated with established sports clubs or youth groups, and by demonstrating measurable results in a

Special Council Meeting, Saturday, 25 November 2017

number of areas including crime reduction, skills development, partnership building and volunteering, the Legacy Trust has helped to foster a sense of social value and belonging within many regeneration communities. As a city, we owe an enormous debt of gratitude for the work that has been done.

Streetsport has received numerous awards over the years. This year alone they include:

- UK national winner at the Pride of Sport Awards - this award, which the Trust received only a few days ago, recognises a group of people who have worked together in partnership as a force for good in their local community, improving the lives of people around them through sport.
- Aberdeen Sport Awards winner - Best Community Sports Project in October.
- The Queen's Award for Voluntary Service, the MBE for volunteer groups, in June.
- In April, the UK national winner at the Streetgames Awards - Sport for Good category. This award recognises a project which uses sport and its benefits to change the lives of young people.
- And in January, recognition for the greatest contribution to Police priorities at the National Police Awards.

Such is the reputation of Streetsport, his Royal Highness Prince Harry chose the initiative as his first ever official visit to Aberdeen when he travelled north last year.

From being a loon playing football with your pals, to playing alongside some of the most entertaining and skilful footballers the world has ever seen, for your dedication to charitable work and the work that continues to be done by the Denis Law Legacy Trust - it's all truly awe inspiring. Denis - you are a living legend!

The city of Aberdeen has many fine traditions and foremost amongst these is the conferral of the Freedom of the City on those who in the Council and its citizens hold in high regard and have accomplished eminence in many fields of public service and achievement.

The Freedom of the City is by far the highest honour the City of Aberdeen can bestow and dates back to the 12th Century.

The Freedom Roll contains the names of many great people who have commanded the admiration of the city, the nation and the world. Those honoured in the past 100 years include Winston Churchill, Nelson Mandela, Mikhail Gorbachev, Sir Alex Ferguson, the Highlanders, 4th Battalion of the Royal Regiment of Scotland, and the comedy trio Scotland the What?.

Those admitted to the Freedom Roll have been those of whom the citizens of the Royal Burgh of Aberdeen have the highest regard. Conferrals of the Freedom of the City were made and I quote: "In token of the most devoted love and affection of the most distinguished respect."

There is little doubt that Denis Law has won that right.

Special Council Meeting, Saturday, 25 November 2017

On this day, Saturday the twenty-fifth of November 2017, it is my pleasure to call upon the Chief Executive, Angela Scott, to read the Burgess Ticket and sign the Roll.”

Thereupon, the Chief Executive read the terms of the entry in the Burgess Register which, on signature would formally confer upon Denis Law the Freedom of the City. The text on the ticket was as follows:-

At Aberdeen the Twenty Fifth of
November in the year Two Thousand
and Seventeen in the Presence of the
Lord Provost and other Members of
Aberdeen City Council

WHICH DAY

Denis Law

Commander of the Order of the British Empire, was admitted and received as a Free Burgess and Guild Brother of the City and Royal Burgh of Aberdeen in recognition of his outstanding career as a world renowned footballer, his dedication to charitable endeavour and his commitment to community sport in Aberdeen.

Extracted from the City Records
and the City Seal hereto affixed

ANGELA SCOTT
Chief Executive

Thereafter the Lord Provost, the Chief Executive and Denis Law CBE signed the Burgess Roll.

The Lord Provost then presented Denis Law CBE with a silver casket bearing the City Crest and suitably inscribed, and the Chief Executive affixed the Burgess Ticket to his cap.

Denis Law CBE acknowledged the tremendous honour which had been conferred on him with a short speech of thanks.

The Lord Provost then called for three cheers for the City’s newest Freeman, a call which brought forth an enthusiastic response. Thereafter the national anthem was sung and Reverend Taylor pronounced the benediction. Following which the proceedings ended.

- **BARNEY CROCKETT, Lord Provost**.

This page is intentionally left blank

ABERDEEN CITY COUNCIL

Town House,
ABERDEEN, 11 December 2017

MINUTE OF SPECIAL MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

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

COUNCILLORS

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

Lord Provost Barney Crockett, in the Chair

The agenda and reports associated with this minute can be found at:-
<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=122&MId=6040&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.

Special Council Meeting, Monday, 11 December 2017

REVIEW OF COMMUNITY COUNCIL GOVERNANCE - CG/17/135

1. The Council had before it a report by the Head of Legal and Democratic Services which presented the Revised Scheme for the Establishment of Community Councils, including boundary changes for various Community Councils, and sought approval for the documents to be issued for public consultation.

The report recommended:-

that the Council -

- (a) note the revisions to the Scheme and associated documents as set out in Appendix 1;
- (b) note the proposed boundary and name changes for Community Councils as outlined in Appendices 2 and 3;
- (c) note the preferred boundary option between Bucksburn and Newhills and Dyce and Stoneywood Community Councils as outlined in Appendices 2 and 3;
- (d) approve the issue of a public notice inviting members of the public to comment on the Scheme and associated documents;
- (e) grant delegated powers to the Head of Legal and Democratic Services to make minor amendments to the Constitution and to amend the population figures on an annual basis; and
- (f) note that a report providing the outcome of the public consultation and requesting approval of the amended Scheme and boundaries would be reported to a Special Meeting of Council in March 2018.

The Council resolved:-

to approve the recommendations.

- BARNEY CROCKETT, Lord Provost.

ABERDEEN CITY COUNCIL

Town House,
ABERDEEN, 11 December 2017

MINUTE OF MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

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

COUNCILLORS

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

Lord Provost Barney Crockett, in the Chair

The agenda and reports associated with this minute can be found at:-
<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=122&MId=4328&Ver=4>

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

Council Meeting, Monday, 11 December 2017

ANNOUNCEMENTS

1. The Lord Provost highlighted that the Freedom of the City for Denis Law CBE on 25 November 2017 had been a great success and thanked officers for their hard work in organising the event and members for supporting it.

The Lord Provost congratulated Councillor Laing on being named Scottish Local Politician of the Year at the Herald's Scottish Politician of the Year Awards on 16 November 2017.

The Council resolved:-

to concur with the Lord Provost's remarks.

ADMISSION OF BURGESSES

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

Clive Alexander Kennedy, Chartered Engineer, Aberdeen
Phionna McInnes, Charity Magazine Owner, Aberdeen
Dr David John Northcroft, Retired Vice Principal, Aberdeen
Professor Derek Ogston CBE, Retired Senior Vice Principal, Aberdeen

DETERMINATION OF URGENT BUSINESS

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

10(h) Notice of Motion by Councillor Samarai

The Council resolved:-

to agree that the matter be considered as a matter of urgency and as the next item of business.

The Lord Provost intimated that he had directed in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973, that the following item be considered as a matter of urgency to enable the Council to consider the matter without delay.

NOTICE OF MOTION BY COUNCILLOR SAMARAI

4. The Council had before it the following notice of motion by Councillor Samarai:-

Council Meeting, Monday, 11 December 2017

“That Council -

- (1) adds its support to the campaign to reverse the recent decision by Royal Bank of Scotland (RBS) to close bank branches in Dyce and Bridge of Don accepting that local banks are an integral part of communities; and
- (2) instructs the Chief Executive to write to the UK Government who are responsible for the regulation of banking services across Scotland and also the owner of the controlling stake in RBS, to outline the importance of community banking facilities throughout the city both to residents and businesses alike and asking them to seek immediate talks with RBS to pursue the reversal of this decision.”

Councillor Samarai moved, seconded by Councillor Alphonse:-

That the Council approve the notice of motion.

Councillor Houghton moved as an amendment, seconded by the Depute Provost:-

That the Council -

- (1) add its support to the campaign to reverse the recent decision by RBS to close bank branches in Dyce and Bridge of Don accepting that local banks are an integral part of communities; and
- (2) instruct the Chief Executive of the Council to write to the Board and Chief Executive of RBS, who are responsible for operational matters, to ask that they reconsider the decision of proposed closures and take note of the impact on those less able to use online banking.

On a division, there voted:-

For the motion (22) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart, Townson and Yuill.

For the amendment (22) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Sellar, Jennifer Stewart and Wheeler.

Absent from the division (1) - Councillor Reynolds.

There being a tied vote, in terms of Standing Order 29.6, the Lord Provost exercised his casting vote for the amendment.

The Council resolved:-
to adopt the amendment.

DETERMINATION OF EXEMPT BUSINESS

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

Council Meeting, Monday, 11 December 2017

11(a) Waste Management Services Contract - Management Board and Third Party Recyclate

The Council resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 11(a) so as to avoid disclosure of exempt information of the class described in paragraph 9 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

6. Councillor Cooke declared an interest in relation to item 7(a) (National and Local Business Rates Relief Schemes) by virtue of his membership of Aberdeen and Grampian Chamber of Commerce. Councillor Cooke did not consider that the nature of his interest required him to leave the meeting.

Councillor Allard declared interests in relation to item 7(a) by virtue of being a Council appointed member of the North East Scotland Fisheries Development Partnership (NESFDP) and the Grampian Valuation Joint Board (GVJB). Councillor Allard considered that the nature of his interest in relation to the NESFDP required him to leave the meeting and take no part in the Council's deliberations thereon.

Councillors Houghton and Yuill declared interests in relation to item 7(a) by virtue of being Council appointed members of the NESFDP. Councillors Houghton and Yuill did not consider that the nature of their interests required them to leave the meeting.

Councillor Laing declared an interest in relation to item 7(a) by virtue of being a Council appointed member of the NESFDP. Councillor Laing considered that the nature of her interest required her to leave the meeting and take no part in the Council's deliberations thereon.

The Depute Provost declared interests in relation to item 7(a) by virtue of being a Council appointed member of the NESFDP and the GVJB. The Depute Provost did not consider that the nature of his interests required him to leave the meeting.

Councillors Duncan and Imrie and the Depute Provost declared interests in relation to item 7(c) (Year of Young People Cultural Award Programme) by virtue of having been Council appointed Trustees to Aberdeen International Youth Festival (AIYF), however they had all recently resigned. Councillors Duncan and Imrie and the Depute Provost did not consider that the nature of their interests required them to leave the meeting.

Councillor Boulton declared an interest in relation to item 7(c) by virtue of being a Council appointed Trustee to AIYF. Councillor Boulton considered that the nature of her interest required her to leave the meeting and take no part in the Council's deliberations thereon.

Councillors Allard and Laing declared interests in relation to item 9(d) (Fairer Aberdeen Fund Annual Report 2016-17) by virtue of being Council appointed members of the Fairer Aberdeen Board. Councillors Allard and Laing did not consider that the nature of their interests required them to leave the meeting.

Council Meeting, Monday, 11 December 2017

Councillor Nicoll declared an interest in relation to item 9(h) (Bon Accord Care - Annual Performance Report) by virtue of holding power of attorney for a family member who was resident in sheltered housing under the control of Bon Accord Care. Councillor Nicoll did not consider that the nature of his interest required him to leave the meeting.

Councillor Mason MSP declared a general interest as Member of the Scottish Parliament for North East Scotland.

ORDER OF AGENDA

7. The Lord Provost proposed that item 9(a) - Target Operating Model - be considered as the next main item of business after the minute of the previous meeting, and this was agreed.

MINUTE OF MEETING OF ABERDEEN CITY COUNCIL OF 11 OCTOBER 2017

8. The Council had before it the minute of meeting of Aberdeen City Council of 11 October 2017.

The Council resolved:-
to approve the minute.

TARGET OPERATING MODEL - OCE/17/024

9. With reference to Article 17 of the minute of its meeting of 23 August 2017, the Council had before it a report by the Chief Executive which presented proposals for the Council's senior management structure below Director level for approval.

The report recommended:-
that the Council -

- (a) note the update on, and feedback to, the programme of engagement with stakeholders on the development of the Target Operating Model and feedback to consultation on the proposed interim functional structure, together with officer responses to that feedback, as set out in Appendix A;
- (b) note the feedback to consultation on the proposed interim functional structures from Trades Unions, together with officer responses to that feedback, as detailed in Appendix B, and to further note that engagement and consultation with Trades Unions will continue to be a priority as the Target Operating Model is implemented;
- (c) approve the proposed interim functional structure shown in Appendix C, including the proposed establishment of Governance, City Growth and Place functions;
- (d) approve the proposed Tier 2 Chief Officer posts, related job profiles and salary levels, as detailed in Appendix D and the addendum to the report;
- (e) approve the Job Matching Process for Tier 2 Chief Officer posts as set out in Appendix E, for the purposes of implementing this phase of the Target Operating Model and to instruct the Chief Executive to undertake recruitment to those Tier

Council Meeting, Monday, 11 December 2017

- 2 Chief Officer posts which are not filled through the Job Matching Process or the redeployment of displaced Heads of Service, in accordance with the Council's Standing Orders and Scheme of Delegation, and agree that an Appointment Panel be established comprising nine members (2 Conservative, 2 Labour, 1 Independent, 3 SNP and 1 Liberal Democrat) to recruit to any unfilled Chief Officer posts that require to be advertised;
- (f) instruct the Chief Executive to develop further the Council's organisational design to implement the Target Operating Model and submit recommendations for change, as necessary, to the Strategic Transformation Committee; and
 - (g) note the previous instruction to the Chief Executive to report to Council in March 2018, on proposals for an institutional governance framework for the Council and a broader placed based urban governance framework, and to instruct the Chief Executive to consider the portfolios, and position within the organisational structure, of Governance, City Growth and City Planning within these proposals.

Councillor Laing moved, seconded by Councillor Wheeler:-

That the Council -

- (1) approve recommendations (a) to (f) as outlined above; and
- (2) note the previous instruction to the Chief Executive to report to Council in March 2018, on proposals for an institutional governance framework for the Council and a broader placed based urban governance framework, and to instruct the Chief Executive to consider the portfolios, and position within the organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan within future proposals.

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

That the Council -

- (1) note the content of the report, agree that change is necessary within the organisation and that £15million of reserves has been allocated towards a Transformation Fund;
- (2) furthermore, note that the savings identified through changes to the Tier 1 structure, as identified in item 9(d) of the meeting of Full Council on 23 August 2017, and the Tier 2 structure as identified in the report today have a combined total of just £1,813,725 over the course of five years;
- (3) does not believe that the level of detail provided to date provides members with the necessary assurances in relation to how and where the remaining £123,186,275 of savings over five years will be identified;
- (4) does believe that -
 - a. the structure as proposed in the report, rather than simplify processes, appears overly complex and replaces silos with new silos;
 - b. any new structure should include a senior post held by an educational professional with specific remit for education; and
 - c. any new structure should include a senior post with a remit for the successful implementation of the City Centre Masterplan;
- (5) based on the above, and information provided to members to date, express no confidence in the Target Operating Model; and
- (6) therefore instruct the Chief Executive, at the earliest opportunity, to provide a report to a meeting of Full Council with a structure which addresses these points.

Council Meeting, Monday, 11 December 2017

On a division, there voted:-

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

For the amendment (22) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart, Townson and Yuill.

The Council resolved:-
to adopt the motion.

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

DECLARATION OF INTEREST

In accordance with Article 6 of this minute, Councillors Allard and Laing left the meeting prior to consideration of the following item of business.

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

10. With reference to Article 16 of the minute of meeting of the Finance, Policy and Resources Committee of 1 December 2017, which had been referred to it for consideration by eight members of the Committee in terms of Standing Order 31.1, the Council had before it (1) a report by the Head of Finance which provided an update in relation to business rates relief granted under both the national transitional relief scheme and the local rates relief scheme; and (2) the decision of the Committee, which was as follows:-

- (i) to 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;
- (ii) to note that eight applications for the local relief scheme were received after the deadline and would therefore not be considered for approval;
- (iii) to extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018; and
- (iv) to instruct 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.

Council Meeting, Monday, 11 December 2017

Councillor Lumsden moved, seconded by Councillor Boulton:-

That the Council -

- (1) 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;
- (2) note that eight applications for the local relief scheme were received after the deadline and would therefore not be considered for approval;
- (3) agree to extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018;
- (4) instruct 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;
- (5) agree that the Council has the power to offer discretionary non-domestic rates relief to business in Aberdeen and has used that power as detailed within the report; and
- (6) agree that Aberdeen City Council remains the lowest funded Council in Scotland and as a result SNP austerity is having a detrimental effect on those within Aberdeen that require our assistance most and that by asking the Council to provide £1.02million of relief to businesses when the Scottish Government has the regulatory powers to do so means the Council cannot spend £1.02million on revenue priorities such as education child poverty and social care as well as the upgrading of our roads and pavements.

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

That the Council -

- (1) 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;
- (2) note that eight applications for the local relief scheme were received after the deadline and would therefore not be considered for approval;
- (3) agree to extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018;
- (4) 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 process 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
- (5) 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, the fish processing sector.

After eight members had spoken in the debate, Councillor Houghton moved as a procedural motion, seconded by Councillor Graham, that no further debate take place in terms of Standing Order 28.1.

Council Meeting, Monday, 11 December 2017

On a division, there voted:-

For the procedural motion (22) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

Against the procedural motion (18) - Councillors Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Flynn, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart and Townson.

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

Absent from the division (2) - Councillors Allard and Laing.

The Council resolved:-

to adopt the procedural motion.

In accordance with Standing Order 28.2, Councillors Flynn and Lumsden summed up and the matter was put to the vote.

On a division, there voted:-

For the motion (22) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Boulton, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

For the amendment (21) - Councillors Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart, Townson and Yuill.

Absent from the division (2) - Councillors Allard and Laing.

The Council resolved:-

to adopt the motion.

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

11. With reference to Article 12 of the minute of meeting of the Finance, Policy and Resources Committee of 1 December 2017, the Council had before it, by way of remit, a report by the Head of Finance which provided an update on Treasury Management activities undertaken in 2017/18.

The report recommended:-

that the Finance, Policy and Resources Committee -

- (a) consider and note the Treasury Management activities undertaken in the 2017/18 financial year as detailed in the report; and

Council Meeting, Monday, 11 December 2017

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

The Finance, Policy and Resources Committee approved the recommendations.

The Council resolved:-

to note the Treasury Management activities undertaken to date in the 2017/18 financial year.

DECLARATION OF INTEREST

In accordance with Article 6 of this minute, Councillor Boulton left the meeting prior to consideration of the following item of business.

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

12. With reference to Article 13 of the minute of meeting of the Finance, Policy and Resources Committee of 6 December 2017, which had been referred to it for consideration by eight members of the Committee in terms of Standing Order 31.1, the Council had before it (1) 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; and (2) the decision of the Committee, which was to 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 Lumsden moved, seconded by Councillor Lesley Dunbar:-

That the Council -

- (1) agree that the Year of Young People 2018 is an opportunity for Aberdeen City Council to celebrate the amazing young personalities, talents and achievers by providing positive opportunities and pathways for young people;
- (2) agree in celebration of the 2018 designated Year of Young People, to establish a new funding programme to support the delivery of youth-led creative activity in the city and that the primary benefactors will be young people groups (age 0-25) based within Aberdeen City;
- (3) note the Council's commitment to delivering on the Local Outcome Improvement Plan 'Children are our future' including the new Aberdeen Cultural Strategy ambition 'Releasing our Creativity'; and
- (4) agree 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 Flynn moved as an amendment, seconded by Councillor Greig:-

That the Council -

- (1) note that the Aberdeen International Youth Festival (AIYF) has been an important part of Aberdeen's cultural offering for many years;

Council Meeting, Monday, 11 December 2017

- (2) note the long term relationship that exists between Aberdeen City Council and AIYF and the importance of maintaining the good brand name of the organisation and the close cultural 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 29 September and ask that a final Business Plan, taking account of the above, is resubmitted to the Head of Education and Inclusion once approved by the AIYF Board of Trustees;
- (5) note that the Council 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 as a self-sufficient model;
- (6) note that the Council 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, to 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;
- (9) agree that the Year of Young People 2018 is an opportunity for Aberdeen City Council to celebrate the amazing young personalities, talents and achievers by providing positive opportunities and pathways for young people;
- (10) agree in celebration of the 2018 designated Year of Young People, to establish a new funding programme to support the delivery of youth-led creative activity in the city and that the primary benefactors will be young people groups (age 0-25) based within Aberdeen City;
- (11) note the Council's commitment to delivering on the Local Outcome Improvement Plan 'Children are our future' including the new Aberdeen Cultural Strategy ambition 'Releasing our Creativity'; and
- (12) agree 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.

After eight members had spoken in the debate, Councillor Houghton moved as a procedural motion, seconded by Councillor Graham, that no further debate take place in terms of Standing Order 28.1.

On a division, there voted:-

For the procedural motion (22) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

Council Meeting, Monday, 11 December 2017

Against the procedural motion (22) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Greig, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart, Townson and Yuill.

Absent from the division (1) - Councillor Boulton.

There being a tied vote, in terms of Standing Order 29.6, the Lord Provost exercised his casting vote for the procedural motion.

The Council resolved:-
to adopt the procedural motion.

Councillor Laing moved as a procedural motion, seconded by Councillor Lumsden:-
That the Council suspend Standing Order 37.2 to enable the meeting to continue beyond four hours.

On a division, there voted:-

For the procedural motion (22) - Lord Provost; Depute Provost; and Councillors Allan, Bell, Lesley Dunbar, Duncan, Graham, Grant, Houghton, Hunt, Imrie, John, Laing, Lumsden, Macdonald, Avril MacKenzie, Malik, Mason MSP, Reynolds, Sellar, Jennifer Stewart and Wheeler.

Against the procedural motion (19) - Councillors Allard, Alphonse, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Flynn, Henrickson, Hutchison, MacGregor, Catriona MacKenzie, McLellan, McRae, Nicoll, Noble, Samarai, Sandy Stuart and Townson.

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

Absent from the division (1) - Councillor Boulton.

The Senior Democratic Services Manager advised the Council that the procedural motion had failed to attract the necessary two thirds of the members present and entitled to vote in terms of Standing Order 38.1. The meeting therefore concluded in accordance with Standing Order 37.2, with all remaining business to be considered at a later date.

- BARNEY CROCKETT, Lord Provost.

ABERDEEN CITY COUNCIL

Town House,
ABERDEEN, 29 January 2018

MINUTE OF SPECIAL MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

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

COUNCILLORS

YVONNE ALLAN
CHRISTIAN ALLARD
ALISON ALPHONSE
PHILIP BELL
MARIE BOULTON
DAVID CAMERON
JOHN COOKE
NEIL COPLAND
WILLIAM CORMIE
STEVEN DELANEY
JACQUELINE DUNBAR
LESLEY DUNBAR
SARAH DUNCAN
STEPHEN FLYNN
GORDON GRAHAM
ROSS GRANT
MARTIN GREIG
DELL HENRICKSON
RYAN HOUGHTON
MICHAEL HUTCHISON
CLAIRE IMRIE

FREDDIE JOHN
JENNIFER LAING
DOUGLAS LUMSDEN
SANDRA MACDONALD
NEIL MacGREGOR
AVRIL MacKENZIE
CATRIONA MacKENZIE
ALEXANDER McLELLAN
CIARÁN McRAE
M. TAUQEER MALIK
THOMAS MASON MSP
ALEXANDER NICOLL
JAMES NOBLE
GILLIAN SAMARAI
PHILIP SELLAR
JENNIFER STEWART
SANDY STUART
GORDON TOWNSON
JOHN WHEELER
and
IAN YUILL

Lord Provost Barney Crockett, in the Chair

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=122&MId=6092&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.

Special Council Meeting, Monday, 29 January 2018

DECLARATIONS OF INTEREST

1. The following declarations of interest were intimated:-

- (a) Councillor Henrickson declared an interest by virtue of him being a season ticket holder with Aberdeen Football Club (the applicant) and also a shareholder for Aberdeen Football Club. Councillor Henrickson considered that the nature of his interest required him to leave the meeting and took no part in the Council's deliberations thereon.
- (b) Councillor Alphonse declared an interest by virtue of having had business dealings with Stewart Milne, Chairman of Aberdeen Football Club. Councillor Alphonse considered that the nature of her interest required her to leave the meeting and took no part in the Council's deliberations thereon.
- (c) Councillors Jackie Dunbar, McLellan and McRae declared interests as employees of Kevin Stewart MSP who had publicly supported the application, however they had not had any involvement in the matter;
- (d) Councillor Copland declared an interest as a substitute member of the Strategic Development Planning Authority (SDPA)
- (e) Councillor Hutchison declared interests by virtue of (1) his employment by Kevin Stewart MSP who had publicly supported the application, however Councillor Hutchison had not had any involvement in the matter; (2) his employment with the British Army in terms of their agreement with Aberdeen Football Club for their use of the training facilities at Gordon Barracks; (3) his membership of Foundations of Hearts who partly owned Heart of Midlothian Football Club; and (4) his small personal shareholding in Heart of Midlothian Football Club which had publicly supported the application;
- (f) Councillor Samarai declared an interest as an employee of Mark McDonald MSP who had publicly supported the application, however Councillor Samarai had not had any involvement in the matter;
- (g) Councillor Nicoll declared an interest as the former Company Secretary of Aberdeen Rugby Limited;
- (h) Councillor Catriona MacKenzie declared interests as an employee of Kevin Stewart MSP and Kirsty Blackman MP who had both publicly supported the application, however Councillor Catriona MacKenzie had not had any involvement in the matter;
- (i) Councillor Cooke declared interests by virtue of his membership of Aberdeen and Grampian Chamber of Commerce and the SDPA;
- (j) Councillors Allard, Delaney, Imrie and Jennifer Stewart declared interests by virtue of knowing a number of people who had made representation on the application (both for and against);
- (k) Councillor Yuill declared interests by virtue of his membership of the SDPA and as a substitute member of NESTRANS;
- (l) Councillors Boulton, Graham and Grant declared interests by virtue of their membership of the SDPA;
- (m) Councillor Macdonald declared an interest by virtue of her membership of NESTRANS;
- (n) Councillor Bell declared interests by virtue of his membership of the SDPA and NESTRANS; and

Special Council Meeting, Monday, 29 January 2018

- (o) Councillor Mason MSP declared interests by virtue of his position as a Member of the Scottish Parliament for North East Scotland and as a substitute member of the SDPA.

All Councillors considered that the nature of their interests did not require them to leave the meeting with the exception of Councillors Alphonse and Henrickson who left the meeting before any consideration was given to the application.

LAND AT WEST KINGSFORD (NORTH OF THE A944 ROAD), SKENE ROAD

2. The Council had before it a report by the Development Management Manager which recommended:-

That the Council (a) express a willingness to approve the application for proposed community and sports facilities, football academy (comprising outdoor pitches, pavilion and ancillary buildings), stadium (20,000 capacity), ancillary uses, formation of access roads, parking and associated landscaping and engineering works subject to the 36 conditions detailed below and conclusion of a planning obligation securing:-

- developer contributions relating to Core Paths; and
- set up and operation of a Public Transport Steering Group (including mechanism for monitoring and review); and

(b) notify Scottish Ministers under the Town and Country Planning (Neighbouring Planning Authorities and Historic Environment) (Scotland) Direction 2015.

Phasing

- (1) That no development pursuant to the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority full details of the phasing of the proposed development, which shall include a description of the elements to be delivered in each phase (Phase 1 - training facilities and Phase 2 - stadium) including structural landscaping, roads, car parking, access junctions, drainage and footpaths.

Reason - in order to ensure that each phase of development is accompanied by the appropriate infrastructure and landscaping, and to set the basis for the provision of information relating to other conditions.

Construction Environment Management Plan (CEMP)

- (2) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a full site specific CEMP for the relevant phase (including details of construction-phase Sustainable Urban Drainage Systems (SUDS) and any waterbody works) and thereafter all works associated with the relevant phase of the development shall be carried out in accordance with the approved CEMP.

Reason - in the interests of pollution prevention.

Special Council Meeting, Monday, 29 January 2018

Environmental Management Plan (EMP)

- (3) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority an EMP for the relevant phase. Thereafter, each development phase shall be implemented in full accordance with the procedures, protocols, restrictions and mitigation measures specified in the agreed EMP for the relevant phase.

Reason - in the interests of ensuring that the environmental impacts of the development are appropriately mitigated, in accordance with the accompanying Environmental Statement.

Restriction on use within Class 11 (Assembly and Leisure)

- (4) Notwithstanding the provisions of Class 11 (Assembly and Leisure) of the Town and Country (Use Classes) (Scotland) Order 1997, the stadium hereby approved shall not be used for any purposes other than the holding of sporting events. For the avoidance of doubt, this would allow for conferencing and event-related hospitality, but would not permit use of the stadium as a venue for live music concerts or other uses within parts (a) to (d) of Class 11.

Reason - to ensure that the impacts associated within alternative uses within Class 11 can be fully considered in terms of compliance with the Development Plan, with associated impacts established through appropriate supporting information.

Controlled Parking Zone (CPZ)

- (5) That no development within Phase 2 (stadium) shall take place unless a Traffic Regulation Order (TRO) has been granted for the implementation of a Controlled Parking Zone (CPZ) extending to an area which covers all roads and streets within Westhill and Elrick which lie within a 30 minute walk-time of the application site. Thereafter, the stadium shall not be brought into use unless a CPZ has been so implemented.

Reason - in the interests of delivering the overall Transport Strategy relating to this development, and to control on-street car parking within the surrounding residential streets.

A944 Crossing (i)

- (6) That no development within Phase 2 (stadium) shall be undertaken unless a scheme detailing a safe means for pedestrians to cross the A944 between Arnhall Business Park and the application site has been submitted to and agreed in writing by the planning authority.

Reason - in the interests of pedestrian accessibility and safety.

A944 Crossing (ii)

- (7) That the stadium shall not be brought into use unless the agreed means (secured by condition 6) of ensuring safe pedestrian crossing over the A944 between Arnhall Business Park and the application site has been implemented in full.

Special Council Meeting, Monday, 29 January 2018

Reason - in the interests of pedestrian accessibility and safety.

Bus Laybys

- (8) That no development within Phase 2 (stadium) shall take place unless a scheme for the provision of bus laybys on the A944, between its junctions with the B9119 and Westhill Drive, has been submitted to and agreed in writing by the planning authority. Thereafter the stadium shall not be brought into use for matches/events unless the agreed bus laybys have been fully implemented and are available for use.

Reason - in the interests of promoting sustainable travel.

Widening of Cycle/Footway to East

- (9) That the stadium shall not be brought into use unless the existing cycle/footway between the application site and the access to Prime Four Business Park (Kingswells Causeway), to the east of the site, has been upgraded to achieve a continuous 3m width along its route.

Reason - in order to ensure that adequate pedestrian/cycle infrastructure is provided to facilitate travel by sustainable means and ensure pedestrian and cyclist safety.

Overall Landscape Strategy

- (10) That no development shall be undertaken unless a revised landscape masterplan for the entire site - including revised proposals to draw structural landscaping into the site, details of landscaped landforms to be set adjacent to site accesses (including plans and cross-sections that clearly demonstrate the extent of cut and fill) and the extent of site-wide structural planting to be carried out within the first phase of development has been submitted to and agreed in writing by the planning authority.

Reason - in the interests of ensuring that the development is integrated into an appropriate landscape setting.

Phased Landscaping Schemes

- (11) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority, a further scheme of landscaping for the relevant phase which complies with the overall landscape strategy secured by condition 10, which shall include indications of all existing trees and landscaped areas on the land, and details of any to be retained, together with measures for their protection in the course of development, and the proposed areas of tree/shrub planting including details of numbers, densities, locations, species, sizes and stage of maturity at planting, and riparian habitat proposals. Thereafter, all landscaping works shall be carried out in accordance with the landscaping scheme approved in relation to that phase.

Reason - in the interests of ensuring that the development is integrated into an appropriate landscape setting.

Special Council Meeting, Monday, 29 January 2018

Riparian Habitat

- (12) That no development within the application site shall be undertaken unless a scheme detailing proposals for the finalised riparian habitat within the identified 12m buffer to the Brodiach Burn has been submitted to and agreed in writing by the planning authority, in consultation with SEPA. These submissions should include clear plans and details for morphological improvements (i.e. measures to restore the watercourse to a more natural form), riparian planting (including of wetlands) and management proposals (including for, for example, control of non-native invasive species). The agreed scheme shall be implemented in accordance with the timescales specified therein.

Reason - in order to help compensate for the loss of the man-made pond and MG9 and MG10 wetland habitats on the site.

External Materials

- (13) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a further scheme detailing all external finishing materials to the proposed buildings, along with associated boundary enclosures, hardscaping and wayfinding strategy for the relevant phase has been submitted to and approved in writing by the planning authority. Thereafter the development shall be finished in complete accordance with the approved scheme unless a written variation has been approved by the planning authority.

Reason - in order to ensure high design quality, as required by policy D1 (Quality Placemaking by Design) of the Aberdeen Local Development Plan 2017.

SUDS

- (14) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a scheme of all drainage works for the relevant phase designed to meet the requirements of SUDS. Thereafter, all works shall be implemented prior to first occupation of any buildings within the relevant phase, in full accordance with the approved scheme.

Reason - to ensure that the development can be adequately drained.

Connection to Public Drainage Network

- (15) That neither Phase 1 (training facilities) nor Phase 2 (stadium) shall be brought into use until a connection to the public drainage network for the relevant phase has been made.

Reason - to ensure that the development can be adequately drained.

Land Raising

- (16) That no land raising of any part of the car park area shall be undertaken above the levels identified in plan 111644/2002 Rev B of the plans hereby approved.

Reason - in the interests of preventing flood risk.

Special Council Meeting, Monday, 29 January 2018

Site Remediation (1)

- (17) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) shall take place unless it is carried out in full accordance with a scheme to address any significant risks to the relevant phase from contamination on the site that has been submitted to and approved in writing by the planning authority. The scheme shall follow the procedures outlined in "Planning Advice Note 33 Development of Contaminated Land" and shall be conducted by a suitably qualified person in accordance with best practice as detailed in "BS10175 Investigation of Potentially Contaminated Sites - Code of Practice" and other best practice guidance and shall include:
1. an investigation to determine the nature and extent of contamination
 2. a site-specific risk assessment, including a gas risk assessment that considers both onsite and offsite receptors
 3. a remediation plan to address any significant risks and ensure the site is fit for the use proposed
 4. verification protocols to demonstrate compliance with the remediation plan
 5. a site-specific working plan detailing protocols to control/mitigate risks that may arise as a result of the remedial activities.

Reason - to ensure that the site is suitable for use and fit for human occupation.

Site Remediation (2)

- (18) That Phase 1 (training facilities) or Phase 2 (stadium) shall not be brought into use unless:
1. any long term monitoring and reporting that may be required by the approved scheme of contamination or remediation plan or that otherwise has been required in writing by the planning authority is being undertaken for the relevant phase; and
 2. a report has been submitted and approved in writing by the planning authority that verifies that the remedial works for the relevant phase have been carried out in full accordance with the remediation plan, unless the planning authority has given written consent for a variation.

Reason - to ensure that the site is suitable for use and fit for human occupation

Noise and Vibration

- (19) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a Construction Noise and Vibration Management Plan for the relevant phase and in accordance with BS5228-1:2009 and any noise attenuation measures identified in the report have been implemented in full.

Reason - in order to protect the amenity of residents in the surrounding area.

Dust

- (20) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a Dust Risk

Special Council Meeting, Monday, 29 January 2018

Assessment and Dust Mitigation Plan for the relevant phase and any dust attenuation measures identified in the report have been implemented in full.

Reason - in order to protect the amenity of residents in the surrounding area.

Lighting

- (21) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a scheme for external lighting (including both construction-related and operational lighting - including hours of use) for the relevant phase, including details of screening and alignment to avoid direct illumination of neighbouring land and property, and thereafter Phase 1 and Phase 2 of the development shall not be brought into use until the scheme has been implemented for that phase.

Reason - in the interest of the amenity of the surrounding area.

Shuttle Buses

- (22) That Phase 2 (stadium) of the development hereby approved shall not be brought into use unless there has been submitted to and approved in writing by the planning authority a further scheme for the provision of shuttle buses to and from the site when a match or other major event is taking place. Thereafter, use of the stadium for matches and major events shall not take place other than in accordance with the details so agreed, unless alternative arrangements have been agreed via the Public Transport Steering Group.

Reason - in order to encourage the use of more sustainable means of travel.

Travel Plan and Transport Management Strategy (1)

- (23) (a) The proposed development shall not become operational until a Travel Plan/Transport Management Strategy, which addresses inter alia, access by walking and cycling, public transport provision, car parking management and traffic management, has been submitted to and approved in writing by the planning authority, following consultation with Transport Scotland and Police Scotland.

The Transport Management Strategy shall incorporate a monitoring and review process to be undertaken for each match day/event held at the stadium. Where this review process identifies issues with the existing Transport Management Strategy, the applicant shall submit proposals to address these issues to the planning authority who, in consultation with the relevant roads authorities (Transport Scotland, Aberdeen City Council and Aberdeenshire Council) and Police Scotland, shall consider approval of amendments to the Transport Management Strategy for subsequent events.

(b) Specifically, with regards to the trunk road network, the Transport Management Strategy shall identify the procedures for managing queues before and after matches on the A90 slip roads at the AWPR/A944 Kingswells South Junction, for example, through traffic signal control or manual control by Police Scotland. Where permanent traffic signal control is proposed, the layout design

Special Council Meeting, Monday, 29 January 2018

and specification shall all be approved in writing by the planning authority, following consultation with Transport Scotland and Police Scotland, and thereafter installed to the agreed plans prior to the development becoming operational.

Reason - to minimise interference with the safety and free flow of traffic on the trunk road network.

Travel Plan and Transport Management Strategy (2)

- (24) That Phase 2 (stadium) of the development hereby approved shall not be brought into use unless the approved Travel Plan and Transport Management Strategy have been implemented.

Reason - in order to comply with the requirements of Scottish Planning Policy with regard to transport and to minimise interference with the safety and free flow of traffic on the trunk road network.

Road Signage

- (25) No part of the development shall become operational until details of match day advanced directional and warning signage have been submitted to, and approved by, the planning authority, following consultation with Transport Scotland, and thereafter erected in accordance with the agreed plans.

Reason - to minimise interference with the safety and free flow of traffic on the trunk road network.

Junction Details

- (26) That no development relating to Phase 1 (training facilities) or Phase 2 (stadium) shall be commenced unless details of the road access junctions with the A944 to serve that phase of development (as established via condition 1: Phasing), including inter alia: junction layout, traffic signals and timings, and interface with existing cycle/footways have been submitted to, and approved by, the planning authority, following consultation with Transport Scotland and Police Scotland. Thereafter, no buildings within that phase shall be brought into use unless the junctions have been constructed and made available for use in accordance with the agreed plans.

Reason - to minimise interference with the safety and free flow of traffic on the trunk road network.

Car Parking on Site (Phase 1)

- (27) That Phase 1 (training facilities) of the development hereby approved shall not be brought into use unless the car parking areas associated with Phase 1 hereby granted planning permission have been constructed, drained, laid-out and demarcated in accordance with Drawing No. 10422-P(90)003 RevC of the plans hereby approved or such other drawing as may subsequently be submitted and approved in writing by the planning authority. Such areas shall not thereafter be used for any other purpose other than the purpose of the parking of cars ancillary to the development and use thereby granted approval.

Reason - in the interests of public safety and the free flow of traffic.

Special Council Meeting, Monday, 29 January 2018

Car Parking on Site (Phase 2)

(28) That Phase 2 (stadium) of the development hereby approved shall not be brought into use unless the car parking areas associated with Phase 2 hereby granted planning permission have been constructed, drained, laid-out and demarcated in accordance with Drawing No. 10422-P(90)003 RevC of the plans hereby approved or such other drawing as may subsequently be submitted and approved in writing by the planning authority. Such areas shall not thereafter be used for any other purpose other than the purpose of the parking of cars ancillary to the development and use thereby granted approval.

Reason - in the interests of public safety and the free flow of traffic.

Energy Strategy

(29) That development relating to Phase 2 (stadium) hereby approved shall not be commenced unless details of the zero and low carbon equipment and water saving technologies to be incorporated into the stadium and predicted carbon emissions, using SAP or SBEM calculations, through an Energy Strategy have been submitted to and approved in writing by the planning authority. Thereafter the equipment shall be installed in accordance with those approved details prior to first occupation.

Reason - to ensure this development complies with requirement for on-site carbon emissions contained in Scottish Planning Policy (SPP) and specified in the City Council's relevant published Supplementary Planning Guidance, 'Reducing Carbon Emissions In New Development' and Policy R7 of the Aberdeen Local Development Plan 2017.

Cycle Storage

(30) That no development pursuant to Phase 1 (training facilities) or Phase 2 (stadium) of the planning permission hereby approved shall be carried out unless there has been submitted to and approved in writing by the planning authority a scheme for cycle storage for the relevant phase and thereafter Phase 1 and Phase 2 of the development shall not be brought into use until the scheme has been implemented for that phase.

Reason - in the interests of encouraging more sustainable modes of travel.

Plant noise

(31) That building services and plant shall not exceed noise rating curve 25 in the nearest residential dwelling (windows open).

Reason - in the interests of safeguarding residential amenity from noise nuisance.

Waste

(32) That Phase 1 (training facilities) or Phase 2 (stadium) shall not be brought into use unless provision has been made within the development site for refuse storage and disposal, including the provision of litter bins and recycling facilities, in accordance with a scheme for the relevant phase which has been submitted to and approved in writing by the planning authority.

Special Council Meeting, Monday, 29 January 2018

Reason - in order to preserve the amenity of the neighbourhood and in the interests of public health.

Use of Training/Academy Pitches

- (33) That the training/academy pitches shall not be used outwith the hours of 0900 - 2100.

Reason - in the interests of safeguarding residential amenity from disturbance relating to noise.

Deliveries

- (34) That deliveries shall not take place outwith the hours of 0700 - 1900.

Reason - in the interests of the amenity of the area.

Noise relating to Hot Foot stalls

- (35) That sales of hot food shall not take place within 150m of any residential property unless appropriate noise mitigation measures, relating to noise arising from associated generators and plant, have been submitted to and agreed in writing by the planning authority and have thereafter been implemented in accordance with the approved scheme.

Reason - in the interests of the safeguarding residential amenity.

Weekday Matches

- (36) That football matches played by Aberdeen FC, international football matches, and international rugby matches held on Mondays to Fridays shall not commence before 1900 hours unless otherwise agreed in writing by the planning authority.

Reason - in the interests of the free flow of traffic on the local road network.

The Depute Provost moved, seconded by Councillor Cooke:-

That the Council approve the recommendation contained within the report, and agree in the event that the applicant seeks to vary conditions following consideration of any matters by Aberdeenshire Council that this be submitted to Council for consideration rather than dealt with by officers under delegated powers.

Councillor Boulton moved as an amendment, seconded by Councillor Bell:-

That the Council -

- (1) refuse the application on the grounds that it is contrary to the following policies:-
 - NE2 - Greenbelt
 - I1 - Infrastructure Delivery & Planning Obligations
 - T2 - Managing the Transport Impact of Development
 - T3 - Sustainable and Active Travel
 - SDP/LDP Local Transport Strategy, City Centre Masterplan
 - NC1 - City Centre Development – Regional Centre
 - NC4 - Sequential Approach and Impact

Special Council Meeting, Monday, 29 January 2018

- NC5 - Out of Centre Proposals; and
(2) instruct officers to enter into meaningful dialogue with Aberdeen Football Club to find alternative locations.

On a division, there voted:-

For the motion (32) - Lord Provost; Depute Provost; and Councillors Allan, Allard, Cameron, Cooke, Copland, Cormie, Jackie Dunbar, Lesley Dunbar, Duncan, Flynn, Graham, Grant, Houghton, Hutchison, Imrie, John, Laing, Lumsden, MacGregor, Catriona MacKenzie, McLellan, McRae, Malik, Nicoll, Noble, Sellar, Jennifer Stewart, Sandy Stuart, Townson and Wheeler.

For the amendment (9) - Councillors Bell, Boulton, Delaney, Greig, Avril MacKenzie, Macdonald, Mason MSP, Samarai and Yuill.

Absent from the division (2) - Councillors Alphonse and Henrickson.

The Council resolved:-

- (i) to adopt the motion;
- (ii) to approve the minute of meeting of the Planning Development Management Committee Pre-Determination Hearing of 17 January 2018; and
- (iii) to thank the officers involved with the application for their considerable efforts.

- BARNEY CROCKETT, Lord Provost.

URGENT BUSINESS COMMITTEE

ABERDEEN, 21 December 2017. Minute of Meeting of the URGENT BUSINESS COMMITTEE. Present:- Councillor Laing, Convener; Councillor Lumsden, Vice Convener; and Councillors Allard, Boulton, Cameron, Delaney (as substitute for Councillor Yuill), Jackie Dunbar, Duncan, Flynn, Grant, Houghton, Malik (as substitute for Councillor Boulton for Article 4), Nicoll and Wheeler (as substitute for Councillor Donnelly).

The agenda and reports associated with this minute can be found at:-
<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=334&MId=6062&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 Council minute and this document will not be retrospectively altered.

DETERMINATION OF URGENT BUSINESS

1. In terms of Standing Order 28(6)(vi) of the Council's Standing Orders from 2014, which had been retained, and in accordance with Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973, the Committee was informed that it had to determine (1) that the items on the agenda were of an urgent nature; and (2) that the Committee required to consider the items and take decisions thereon.

The Committee resolved:-

to agree that all items on the agenda were of an urgent nature and required to be considered this day to allow decisions to be taken at the earliest opportunity.

DETERMINATION OF EXEMPT BUSINESS

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

- Waste Management Services Contract - Management Board and Third Party Recyclate

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of the aforementioned item so as to avoid disclosure of exempt information of the class described in paragraph 9 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

3. Councillor Duncan declared an interest in relation to the Year of Young People Cultural Award Programme item (Article 4 of this minute refers) by virtue of having been

URGENT BUSINESS COMMITTEE

21 December 2017

a Council appointed Trustee to Aberdeen International Youth Festival (AIYF), however she had recently resigned. Councillor Duncan did not consider that the nature of her interest required her to leave the meeting.

Councillor Boulton declared an interest in relation to the same item by virtue of her position as a Council appointed Trustee to AIYF. Councillor Boulton considered that the nature of her interest required her to leave the meeting and take no part in the Committee's deliberations thereon.

In accordance with Article 3 of this minute, Councillor Boulton left the meeting prior to consideration of the following item of business, and Councillor Malik joined the meeting as her substitute.

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

4. With reference to Article 12 of the minute of meeting of Council of 11 December 2017, and Article 13 of the minute of meeting of the Finance, Policy and Resources Committee of 6 December 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.

The report had been referred to Council for consideration by eight members of the Finance, Policy and Resources Committee in terms of Standing Order 31.1 following its decision to 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.

The Vice Convener moved, seconded by Councillor Houghton:-

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

That the Committee -

- (1) note that the 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 AIYF and the importance of maintaining the good brand name of the organisation and the close cultural 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

URGENT BUSINESS COMMITTEE

21 December 2017

- 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 29 September and ask that a final Business Plan, taking account of the above, is resubmitted to the Head of Education and Inclusion once approved by the AIYF Board of Trustees;
 - (5) note that the Council 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 as a self-sufficient model;
 - (6) note that the Council 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, to 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;
 - (9) agree that the Year of Young People 2018 is an opportunity for Aberdeen City Council to celebrate the amazing young personalities, talents and achievers by providing positive opportunities and pathways for young people;
 - (10) agree in celebration of the 2018 designated Year of Young People, to establish a new funding programme to support the delivery of youth-led creative activity in the city and that the primary benefactors will be young people groups (age 0-25) based within Aberdeen City;
 - (11) note the Council's commitment to delivering on the Local Outcome Improvement Plan 'Children are our future' including the new Aberdeen Cultural Strategy ambition 'Releasing our Creativity'; and
 - (12) agree 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.

On a division, there voted:- for the motion (7) - Convener; Vice Convener; and Councillors Duncan, Grant, Houghton, Malik and Wheeler; for the amendment (6) - Councillors Allard, Cameron, Delaney, Jackie Dunbar, Flynn and Nicoll.

The Committee resolved:-
to adopt the motion.

URGENT BUSINESS COMMITTEE
21 December 2017

AIR QUALITY LOW EMISSION ZONES UPDATE - CHI/17/277

5. With reference to Article 21 of the minute of meeting of Council of 21 June 2017, the Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which advised of progress in the development of a Low Emission Feasibility Study and the national Low Emission Zone (LEZ) regime.

The report recommended:-

that the Committee -

- (a) instruct the Interim Director of Communities, Housing and Infrastructure to continue to progress the Low Emission Feasibility Study in accordance with the methodology detailed in the Technical Guidance and prescribed timescales and continue to inform the Council of the study outcomes at prescribed stages of the assessment process; and
- (b) instruct the Interim Director of Communities, Housing and Infrastructure to inform the Council of the implications of any new legislation, national policy and guidance relating to LEZs and air quality as they are published.

The Committee resolved:-

to approve the recommendations.

BERRYDEN CORRIDOR IMPROVEMENT - COMPULSORY PURCHASE ORDER - CHI/17/037

6. With reference to Article 23 of the minute of meeting of Council of 14 December 2016, the Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which sought approval for a Compulsory Purchase Order (CPO) to be made to facilitate the construction of the Berryden Corridor Improvement and for the necessary consents to deliver the project.

The report recommended:-

that the Committee -

- (a) resolve to make a CPO and instruct the Head of Legal and Democratic Services to implement the statutory procedures following on from the making of the Order; and
- (b) instruct the Head of Planning and Sustainable Development to apply for all necessary consents to progress the project.

The Committee resolved:-

- (i) to approve recommendation (a); and
- (ii) to instruct the Roads Projects Team Leader to apply for all necessary consents to progress the project.

URGENT BUSINESS COMMITTEE
21 December 2017

NOTICE OF MOTION BY COUNCILLORS LAING AND LUMSDEN

7. The Committee had before it the following notice of motion by Councillors Laing and Lumsden:-

“That this Council (1) pledges its support to the Active Aberdeen Partnership’s campaign to **Activate the City** making 2018 the Year of an Active City; and (2) underlines its commitment to helping people take part in physical activity and sport, creating better lifestyles and improving wellbeing through being active more often.

For the **Activate the City** campaign to succeed, the commitment of everyone with the power to support transformational change is needed.

Local leaders and champions are needed to help transform physical activity and sport engagement in their city, neighbourhood and workplace; from strategic leaders to parents, teachers, friends and colleagues in every community.

Leaders across the system, in all sectors, can support the ambition to **Activate the City** and make Aberdeen the most active city in Scotland by 2020, by helping establish an active culture and making personal and organisational commitments to change.

Activate the City is set to be a transformational campaign; the beginning of a ground-breaking strategy that sets to improve the health and wellbeing of the local population for years to come.”

#activatethecity

The Committee resolved:-
to approve the notice of motion.

In accordance with the decision recorded under Article 2 of this minute, the following item was considered with the press and public excluded.

WASTE MANAGEMENT SERVICES CONTRACT - MANAGEMENT BOARD AND THIRD PARTY RECYCLATE - CHI/17/282

8. The Council had before it a report by the Interim Director of Communities, Housing and Infrastructure which sought approval of various matters relating to the Waste Management Services Contract between the Council and Suez Recycling and Recovery North East Ltd to enable the effective and efficient management of the

URGENT BUSINESS COMMITTEE

21 December 2017

contract, and for commercial opportunities to be pursued in relation to the Materials Recycling Facility plant at Altens East.

The report recommended:-

that the Committee -

- (a) appoint the Head of Public Infrastructure and Environment to fill a vacancy on the management board established under the Waste Management Services Contract between the Council and Suez Recycling and Recovery North East Ltd, effective immediately, and note the Interim Director of Communities, Housing and Infrastructure will continue to represent the Council on the management board with both representatives acting in line with their existing delegated powers;
- (b) approve the delegations of authority to the Head of Public Infrastructure and Environment as detailed in Appendix 2 of the report for the duration of the Waste Management Services Contract between the Council and Suez Recycling and Recovery North East Ltd;
- (c) delegate authority to the Head of Public Infrastructure and Environment following consultation with the Head of Finance, the Head of Commercial and Procurement Services and the Convener of the Communities, Housing and Infrastructure Committee, to negotiate and conclude the variations necessary to the Waste Management Services Contract in relation to the acceptance of third party recyclate at Altens East Plant provided that the nature of those variations results in a net reduction of the Council's operational costs of the Altens East Plant; and
- (d) delegate authority to the Head of Public Infrastructure and Environment following consultation with the Head of Finance, the Head of Commercial and Procurement Services and the Convener of the Communities, Housing and Infrastructure Committee, to give Suez consent to bid for (i) the inclusion of the Altens East Plant on framework agreements for waste recycling services; and (ii) individual contracts to provide waste recycling services to third parties (i.e. other local authorities or commercial entities) using the Altens East Plant to process the recyclate, as and when such opportunities arise, contingent upon the variation to the Waste Services Contract mentioned in (c) above having been concluded.

The Committee resolved:-

to approve the recommendations.

- **JENNIFER LAING, Convener**.

URGENT BUSINESS COMMITTEE
21 December 2017

This page is intentionally left blank

URGENT BUSINESS COMMITTEE

ABERDEEN, 1 February 2018. Minute of Meeting of the URGENT BUSINESS COMMITTEE. Present:- Councillor Laing, Convener; Councillor Lumsden, Vice-Convener; and Councillors Allard, Cameron, Donnelly, Jackie Dunbar, Duncan, Flynn, Graham (as substitute for Councillor Boulton), Houghton, Nicoll, Wheeler (as substitute for Councillor Grant) and Yuill.

The agenda and reports associated with this minute can be found at:-
<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=334&MId=6117&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 Council minute and this document will not be retrospectively altered.

DETERMINATION OF URGENT BUSINESS

1. In terms of Standing Order 28(6)(vi) of the Council's Standing Orders from 2014, which had been retained, and in accordance with Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973, the Committee was informed that it had to determine (1) that the item on the agenda was of an urgent nature; and (2) that the Committee required to consider the item and take a decision thereon.

The Committee resolved:-

to agree that the report was of an urgent nature and required to be considered this day to enable members to consider changing the date of the Council Budget meeting at the earliest opportunity.

BUDGET SETTING 2018/19 - CHANGE OF DATE - CG/18/028

2. The Committee had before it a report by the Director of Resources which requested that the date of the Council Budget meeting be changed.

The report recommended:-

that the Committee agree to change the date of the Council Budget meeting from 19 February 2018 to 6 March 2018.

The Council resolved:-

to approve the recommendation.

- JENNIFER LAING, Convener.

URGENT BUSINESS COMMITTEE
1 February 2018

COMMUNITIES, HOUSING AND INFRASTRUCTURE COMMITTEE

16 JANUARY 2018

NOTICE OF MOTION BY COUNCILLOR DELANEY

12. The Committee had before it the following notice of motion by Councillor Delaney.

That the Committee:-

1. Notes the decision of Council of 29 June 2016 to permit buses, cyclists and pedestrians to use the “shared surface” proposed for Broad Street;
2. Notes the concerns raised by people with visual, hearing and mobility loss regarding the safe use of the planned “shared surface” on Broad Street;
3. Agrees that in the interests of public safety Broad Street should be fully pedestrianised between its junctions with Upperkirkgate and Queen Street and to instruct the Head of Public Infrastructure and Environment to commence the traffic regulation order for this measure with costs for this legal process to be met from contingencies and to report to the appropriate committee in this regard; and
4. Instructs the Interim Head of Planning and Sustainable Development to explore with Sustrans any funding implications which may arise from this change and to report this to the appropriate committee.

Councillor Hutchison proposed the following revision to the notice of motion which was accepted by Councillor Delaney and thereafter:-

Councillor Delaney moved, seconded by Councillor Hutchison:-

That the Committee:-

1. Notes the decision of Council of 29 June 2016 to permit buses, cyclists and pedestrians to use the “shared surface” proposed for Broad Street;
2. Notes the concerns raised by people with visual, hearing and mobility loss regarding the safe use of the planned “shared surface” on Broad Street;
3. Agrees that in the interests of public safety Broad Street should be fully pedestrianised between its junctions with Upperkirkgate and Queen Street and to instruct the Head of Public Infrastructure and Environment to commence the traffic regulation order for this measure with costs for this legal process to be met from contingencies and to report to the appropriate committee in this regard; and that this report identifies a safe segregated

cycling route as well as accessibility routes into Marischal College, following consultation with the Disability Equity Partnership;

4. Instructs the Interim Head of Planning and Sustainable Development to explore with Sustrans any funding implications which may arise from this change and to report this to the appropriate committee; and
5. Instructs the Interim Director of Communities Housing and Infrastructure to enter into discussions with bus operators regarding changes to bus routes and stops as a result of a road closure between Upperkirkgate and Queen Street to lessen the impact upon city centre residents seeking to access routes and report back to the relevant committee; and that officers are instructed to review the traffic light sequencing on routes including, but not exclusive to, Union Street, King Street and West North to reflect a permanent closure.

Councillor Lumsden moved as an amendment, seconded by Councillor Bell:-

That the Committee;-

1. Agrees that changing the Council's policy on Broad Street, before we have seen the impact of buses, cycles and pedestrians using the shared space, will have significant implications for our established transport strategy agreed at the Communities, Housing and Infrastructure 'Committee' on 20th January 2016. Notes that there may also be implications for the funding already secured from Sustrans in support of the delivery of the project;
2. Agrees that the existing Traffic Regulation Order would have to be amended and any such amendment would require to go through a lengthy legal process. This two stage process is likely to cause delays to the completion of the scheme and it would be May 2018 at the earliest before the legal process could be completed, noting this process would be open to objections, particularly from the public transport operators which may result in the requirement for a Public Hearing, extending the timescale for delivery by a further 6 to 9 months;
3. Agrees to proceed with the full implementation of the Broad Street partial pedestrianisation as previously agreed at Council on 29th June 2016;
4. Instructs the Interim Head of Planning and Sustainable Development to carry out a full review of the Broad Street partial pedestrianisation, (one year after opening) on the effectiveness of the scheme, the implications on the City centre network, the CCMP and reporting back with recommendations taking into consideration (2) above to members at the earliest opportunity.

On a division, there voted:-

For the motion (8) – Councillors Copland, Cormie, Delaney, Jackie Dunbar, Flynn, Hutchison, McRae and Nicol.

For the amendment (9) – The Convener, Vice Convener Bell and Councillors Donnelly, Duncan, Graham, Imrie, Lumsden, Macdonald and Jennifer Stewart.

Following the vote, Councillor Delaney intimated that he wished to refer the Notice of Motion to Full Council in terms of standing order 31.1.

Councillor Delaney was supported by Councillors Copland, Cormie, Jackie Dunbar, Flynn, Hutchison, McRae and Nicol.

The Committee resolved:-

- (i) to approve the amendment; and
- (ii) to refer the notice of motion to Full Council in terms of standing order 31.1.

DRAFT

This page is intentionally left blank

FINANCE, POLICY AND RESOURCES COMMITTEE

1 FEBRUARY 2018

DISPOSAL OF FORMER VICTORIA ROAD SCHOOL – CHI/17/312

1. (A) In accordance with article 4 of this minute, the Committee heard the following deputation from Mr David Fryer and Mr Alistair Spence on behalf of Torry Development Trust.

Mr Spence made reference to a meeting with two Council officers who requested details of Torry Development Trust (TDT). He indicated that he had the impression that the officers had made their mind up that the TDT could not deliver their proposals, hence the report's recommendation to market the site.

He advised that in a few short weeks, the TDT had before them three different proposals for the site, however the officer report was not complimentary inferring that we would not be able to carry out our proposals. He wanted to clarify that the comments in the report which stated that we had no interest in what happened to the building as long as it was saved, were very much taken out of context. He explained that what he had referred to in this statement was that he could not care less what was done 'in terms of the three proposals', as long as the building heritage was saved.

The Committee then heard Mr Fryer make reference to the previous meeting on 1 December 2017, at which the TDT presented the case for retention of the very fine examples of granite heritage and the need to link these to new uses to meet community needs following full restoration. He explained that they had received a hand of friendship for the TDT to take the lead to develop alternative uses on the Victoria Road School site and were professionally advised by others in the family of development trusts that up to six-month's would be needed to present their assessments.

He indicated that TDT started small and was growing with opportunity and support to progress a detailed evaluation followed by public consultations on identified options to date. He questioned whether the door was being closed on them.

He made reference to the time TDT have had since the previous committee meeting (27 working days), and during this short time they had identified strong community focused options through meeting three potential development partners and projects that could deliver community benefits such as affordable housing, working mum's nursery, job club, heritage museum and sports/youth provision for Torry and the city.

He advised that in the days and weeks open to them, they have received goodwill, pro-bono offers from individual professionals, the Scotland Town Partnership, Grampian Housing Association and the Development Trust Association to assist and support them as an effective development partner.

He indicated that their community knowledge, skills and attributes of some 200+ years was an invaluable resource in that they were the community cement that could bond together a project with the potential development partners to help them achieve a new future for the granite heritage of Old Torry. In addition, in the last week, he explained that they had received 15 applications for membership of the TDT and there were more arriving as interest in their endeavours has grown.

Mr Fryer advised that Torry had a history of centuries of innovation, achievement and enterprise and a soon to be published book would record numerous Torry firsts, many of which now had world-wide significance. He explained that they were driven by that same community enterprise that also brought together funding for the first harbour school at Abbey Road in 1875. He made reference to the School, indicating that it was one of the last granite assets of Old Torry which was taken into Council ownership by the then Aberdeen Schools Board and stated that a locally lead community with inputs and engagement could help restore these fine buildings to once again meet the community needs of today. He requested that the Council should join them and allow them to complete the programme as submitted.

Mr Fryer concluded by asking members to give them the tools and they would finish the job they had started.

(B) With reference to article 9 of the minute of meeting of 1 December 2017, the Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which provided an update on the discussions with Torry Development Trust following the Committee on 1 December 2017 and sought approval for the recommendations in order to see the property and the site brought back into economic use.

Torry Development Trust's Indicative Project Programme, dated 25 January 2018 had been tabled at the meeting.

The report recommended:-

that the Committee -

- (a) instruct the Head of Land and Property Assets to openly market the site with the aspiration that proposals from interested parties must seek to retain as much of the buildings on the site as possible; and
- (b) to note that the outcome of the marketing exercise would be brought back to the most appropriate committee before the summer recess.

The Convener, seconded by the Vice Convener moved:-

that the recommendations included within the report be approved.

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

that the Committee –

- (1) delay marketing the site meantime; and
- (2) extend the period of discussion with the Torry Development Trust to 1 June 2018, to allow them to bring back proposals to develop the site.

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

The Committee resolved:-
to adopt the motion.

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

DRAFT

This page is intentionally left blank

COMMITTEE	Finance, Policy and Resources
DATE	1 February 2018
REPORT TITLE	Disposal of the Former Victoria Road School
REPORT NUMBER	CHI/17/226
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Neil Strachan

1. PURPOSE OF REPORT:-

- 1.1 This report gives Committee an update on the discussions with Torry Development Trust following the Committee on 1 December 2017 and seeks approval for the recommendations in order to see the property and the site brought back into economic use.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee approves the following recommendations:-
- a) Instruct the Head of Land and Property Assets to openly market the site with the aspiration that proposals from interested parties must seek to retain as much of the buildings on the site as possible.
 - b) The outcome of the marketing exercise will be brought back to the most appropriate committee before the summer recess.

3. BACKGROUND/MAIN ISSUES

- 3.1 At the Finance and Resources Committee of 1 December 2017 the committee resolved to :
- (i) to note the submissions made by the Torry Development Trust and the contents of this report; and
 - (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.

3.3 At the Committee on 1 December a deputation was received by members of the Torry Development Trust in relation to the former Victoria Road School. They verbally indicated to committee that the Report should be rejected indicating that there was strong community support to save the building, outlining a number of ideas on how this could be achieved and indicating that they had had conversations with a number of parties willing to help them do this. Officers were asked to investigate the background to their deputation and report back. Immediately following the Committee decision officers spoke to representatives of Torry Development Trust to arrange a meeting to discuss the Committee decision and agree the course of action require to report back to this Committee. A timeline of events since the Committee of 1 December is outlined below:

3.4

Date	Event
1 December 2017	Chat with members of TDT to agree meeting to discuss Committee decision required as soon as possible.
4 December 2017	Emails by officers to TDT seeking dates and times for a meeting and outlining a proposed agenda for the meeting.
6 December 2017	Email from officers to TDT seeking to get proposed meeting set up.
6 December 2017	Email from TDT advising that it was a very busy time of year but trying to get a date for the following week.
8 December 2017	Invite received from TDT to meeting at 2.30pm on 13 December 2017.
13 December 2017	Meeting with TDT
20 December 2017	Email from officers advising of a potential interested party in the school site and advising that they would be looking to get in touch with TDT.
20 December 2017	Response from TDT advising that David Fryer's telephone number could be provided to any further interested parties. Email

	also confirmed they would be providing progress report by 12 January 2018.
4 January 2018	Email from TDT requesting to use a retail unit on Victoria Road to allow their options to be displayed and collect views and opinions
5 January 2018	Officer response to advise that there are some potential units in Torry that maybe available but seeking further clarity on timescale and use.
5 January 2018	Further email from TDT advising the use would be for less than 28 days and seeking clarity on potential costs.
10 January 2018	Email from officers advising that we would see what options for temporary use of a retail unit could be provided. Also looked to set up a date and time for a meeting following the submission of information due by TDT on 12 January.
11 January 2018	Email from TDT advising they would be available on 18 January.
12 January 2018	Submission provided by TDT. (see appendix 1).
17 January 2018	Email from officers outlining what information that was requested but not provided in their submission of 12 January and looking for clarity on the request for a 6 month period for the Trust to complete their assessment stages.
18 January 2018	Meeting with TDT
18 January 2018	Email from TDT

	providing copy of support letter and email from Grampian Housing Association.
24 January 2018	Email from officers to TDT advising that we had not received any further information and seeking any information they have as a matter of urgency.
24 January 2018	Email from TDT advising they were working on completing the information.
25 January 2018	Submission provided by TDT.

- 3.5 At the meeting with TDT on 13 December 2017 officers requested information from TDT, a copy of which is contained within appendix 2. At that meeting TDT were unable to provide significant detail under these headings which is why when the “progress report” was provided by TDT on 12 January 2018 officers issued the email contained in appendix 3 which requested the information again.
- 3.6 The final submission received by TDT on 25 January 2018 is included in appendix 4 of this report. This submission was in response to the requests for information on key questions in relation to the trust.

Torry Development Trust

The submission confirms that the trust has 5 trustees and 6 members with an indication that there are 10 pending members. There is a membership fee of £5 and you must be a resident of Torry and over 18 years old to be a member. The submission provides a short note on who the 5 trustees are. Guidance from Scottish Government recommends that any Community Group looking to take on an asset should have a membership of at least 20. The submission advises that the trust is a charity registered in Scotland. A link to the charities regulator is shown below. No accounts are available on line as they have less than £25,000.

<https://www.oscr.org.uk/about-charities/search-the-register/charity-details?number=SC047191>

Experience

No significant detail has been provided on projects that the TDT have been involved with. The 12 January submission states that the trust had introduced Christmas lights into Torry, environmental projects and secured funding for the Torry Heritage Book. The submission provided on 25 January indicates a number of agencies, individuals and organisations who have indicated support. At each meeting with TDT, David Murray (architect) has been present and his knowledge and experience in construction and development

trusts will be very beneficial to TDT. None of the other parties have been present at meetings with Council officers and from the information provided there is a lack of clarity as to how each named party will be involved. It is understood that TDT have joined the Scottish Towns Partnership and DTAS membership of these organisations will allow the trust to access support.

Financial Information

No account information has been provided although the submission does state that they have submitted accounts to Companies House. Investigations with <https://beta.companieshouse.gov.uk/company/SC480641> shows accounts to June 2016 and reserves less than £10,000. There is no indication of any funding having been secured for any of the Feasibility work that they intend to undertake over the next 6 months. Their project programme indicates time required for investigating sources of funding and for preparing and submitting applications. There would appear to be a risk that without funding being in place there is no guarantee that the work outlined within the project plan could be completed within the timescale.

Communication with Wider Community

The submission has not provided any significant details on the support for the work of the trust within the wider Torry Community. From the documents submitted the best officers could say is that 21 members of Torry community are keen on the development trusts ideas. The submission does state that they have a website (<http://www.torrydevelopmenttrust.org.uk>) and Facebook profiles. There are proposals to undertake public engagement through exhibitions and forums although none of these are planned. The trust has already asked if the Council would make a retail unit in Torry available for their temporary use.

Support from other organisations

The submission provided on 25 January provides a list of organisations and individuals who have indicated they would be interested in being part of the project. However there is no real clarity over what roll each group would take. As stated above officers have only met members of TDT and David Murray in relation to this project.

Proposals

The submission has provided an idea of what proposals they are currently considering for the site. The document states clearly that they wish to development the site with the community's interests and aspirations at its heart and meet established local needs. However from the submissions there is no clear indication of what community need the trust are attempting to meet. In fact at the recent meeting with officers the individuals present at the meeting were asked to clarify what the need was with no clear single aspiration. One individual stated that they had no interest in what happened in the building as long as it was saved. It is of concern that the trust has been set up to save the building rather than with a specific community need or aspiration in mind.

- 3.7 TDT has been provided with time, as agreed, to provide the Council with basic information and to confirm that they are representative of the Torry

Community and that they have deliverable plans to develop the site for the good of the Torry community. The information provided by the Trust lacks some basic and fundamental information which suggests that while there is significant passion and desire by the group to see a positive redevelopment of the site there is concern over resource, capacity and vision to achieve this. .

- 3.8 Taking into account the due diligence undertaken in a very short timeframe officers are of the opinion that the trust is currently not in a position to progress with the project and by providing the trust with a further 6 months this would just delay the process of seeing the site brought back into economic use. It is noted that there is a strong desire from the group to see some of the granite buildings retained on the site. The Planning Authorities decision to reject the recent planning application to demolish all the buildings on the site and redevelop with new build residential units supports this ambition. In consideration of this it is recommended that the Council openly advertise the sale of the site with the desire to see existing buildings retained on site where this is possible. In order to prevent this process from being prolonged it is recommended that the marketing period is kept to a minimum with a closing date for submissions set to allow officers to report back to the appropriate Council Committee in May or June.

4. FINANCIAL IMPLICATIONS

- 4.1 The property has been vacant since it was declared surplus to requirements by the Education Service at the Education, Culture and Sport Committee of 8 October 2009. Since the instruction to market the property it has been marketed by two separate agents. During the time the property has been vacant it has been the subject of repeated vandalism and theft. This has result in significant damage being done to the property which has included water ingress and fire damage. The property was subject to a small fire in April 2015 which has resulted in the first floor structure being damaged.
- 4.2 Since October 2011, which is as far back as our current system allows us to interrogate, there has been approximately £23,000 spent on re-securing the property by Building Services, it should be noted that around £7,500 of this has been spent in the last 12 months. This is the cost of the call out and the materials used. It does not however provide the cost of Land and Property Assets staff instructing the work, inspecting the property and responding to concerns from the local community regarding the building.
- 4.3 Further the property has been a burden on the emergency services with Police Scotland confirming that they have been called a total of 19 times in the previous 12 months regarding the property and in most cases this resulting in an officer being sent to follow up the incident.
- 4.4 If the Council where to transfer the building to the TDT now, they would require to meet a range of costs including vacant rates, building owners insurance, public liability insurance along with securing the building and whatever repairs they see fit. They do not currently have the resource to do this.

- 4.5 In marketing the site on the assumption that as much of the existing building are retained a question will be raised around the best value criteria. It is possible that without the existing buildings being on site a larger or better scheme could be replaced on the site and in turn a higher capital value. As previously noted there will be planning consideration around the retention of buildings on the site .Any best value considerations will be explored in detail in a future report following the outcome of the marketing exercise.

5. LEGAL IMPLICATIONS

- 5.1 There would be no immediate legal implications of this report however the Property Team in Legal may be required to assist with the assessment of the submissions following the closing date if the report's recommendations are approved. Further the Property Team in legal will also be involved in any discussions regarding best value following the marketing of the site.

6. MANAGEMENT OF RISK

- 6.1 In relation to this project there are two main areas of risk, these being the risk to public safety due to the deteriorating condition of the asset and a reputational risk due to public desire to keep the building, however below is a note under the appropriate headings.
- 6.2 **Financial**
By retaining the building on the site there will be a continuing financial burden on the Council to undertake repairs and to respond to incidents at the site. The report outlines the quickest way the property could be removed from the Council's ownership and responsibility.
- 6.3 **Employee**
The continued holding of the asset places a risk on officers who are required to inspect the property. The recommendation looks to commence a process which will see the site disposed to a party who will be able to redevelop the site.
- 6.4 **Customer / citizen**
As stated above the property has been the subject of repeated acts of vandalism. The site is secured by gates, walls and also heras fencing however still access is being gained to the site. Further all window openings are already boarded at ground floor level and have to be checked regularly to ensure none are removed. While the building remains on the site and not being redeveloped it will remain a target for vandalism. The recommendation looks to ensure a process is put in place to secure the redevelopment of the site as soon as possible.
- 6.5 **Environmental**
The existence of the derelict building on the site does not benefit the environment of the surrounding properties. The recommendation looks to commence a process which will see the site redeveloped and brought back into economic use.

6.6 Technological
There is not expected to be any risk under this heading.

6.7 Legal
There is not expected to be any further legal issues.

6.8 Reputational Risk
By ensuring that the future marketing of the site clearly states that it is the Council's desire to see as much of the existing buildings retained on the site this shows that Council are looking to address concerns of the local community. However by not having the redevelopment of the site lead by Torry Development Trust there could be a perception that the Council is only playing lip service to the Communities desires. However it should be noted that the submissions provided by the Trust do not provide evidence of the support from the Community for their proposals.

7. IMPACT SECTION

7.1 Economy

The recommendations will hopefully ensure the site could be disposed of thus allowing the site to be brought back into economic use.

7.2 People

The presence of a derelict building in a community is not desirable. Further a number of local residents have contacted the Council concerned with the vandalism and the fact that people are attracted to the site. The redevelopment of the site should reduce the opportunity for vandalism and hopefully reduce the impact on the local residents.

7.3 Place

The redevelopment of the site will see the reuse of a derelict site and therefore reduce the potential for further vandalism on the site.

7.4 Technology

It is not anticipated that this proposal will have any impact on technology.

8. BACKGROUND PAPERS

None

9. APPENDICES (if applicable)

Appendix 1 – Initial Submission

Appendix 2 – Officers agenda for meeting on 13 December 2017

Appendix 3 – Request for more information email

10. REPORT AUTHOR DETAILS

Neil Strachan
Property Estates Manager
nstrachan@aberdeencity.gov.uk
3062

HEAD OF SERVICE DETAILS

John Quinn
Head of Land and Property Assets
jquinn@aberdeencity.gov.uk
3363

This page is intentionally left blank

Torry Development Trust
(A Company Limited by Guarantee, and a Registered Charity in Scotland)

To date we have developed small scale local projects funded from various sources that includes the introduction of Christmas Lights in Torry, environmental improvements and the funding of the recently published Torry Heritage Book

Victoria Road School Sites – progress report

On Friday 1st December, the Finance Committee of the City Council signalled their willingness for the TDT to identify and report back on development initiatives linked to the retention and restoration of the existing granite buildings on the sites

The Trustees have formally committed the TDT to engage with private, public and third sector organisations to enable solutions to be outlined to demonstrate that new uses will

- 1 Meet local needs
- 2 Have strategic fit
- 3 Demonstrate social value and sustainability

TDT has been fortunate to have been able to tap into business and professional advice and expertise from many willing sources (individuals and organisations) who share common goals and aspirations. This input, guidance and direction has been provided on a no commitment goodwill basis to help us to move forward and develop ideas at this early stage.

Some of these are referred to here but in due course, when a formal proposal comes forward, this help will be fully acknowledged and attributed formally. The Trustees recognise that the Trust is the catalyst which can bind the other partners (RSL, NHS, ACC or charities, etc) and enables the beneficial reaction.

To date, we have achieved support and commitment from local and national organisations, and

- 1 Through membership of the Scotland Towns Partnership, we have access to expertise and project management skills of their associates
- 2 Through membership of the Development Trust Association (Scotland), advice, information and support is available through a network of Development Trusts and professional staff
- 3 Have received pro-bono advice from building and property professionals, sharing architectural, structure engineering, quantity surveying and property management skills
- 4 Have received a letter of formal support from Grampian Housing Association to secure housing and community focused solutions on the site and to assist projects adopted for development by the TDT
- 5 Have met with three potential development partnerships to explore people focused solutions where the buildings through adaption can accommodate new user needs, and have received formal expressions of interest to help to advance working with the TDT and the Council to achieve the architectural and community regeneration of the granite heritage of Torry linked to meeting desired community outcomes. Outline uses identified and under active consideration to date are affordable housing, co-housing and supportive care, sports and community uses,

embracing a mix of traditional uses as well as innovative models of care that address population demographics

- 6 Have made a request to the City Council for temporary the use of an empty shop in the vicinity of Victoria Road in February for the purposes of presenting schemes for public comment
- 7 Have initiated a request through Grampian Housing Association to meet the Health and Social Care Partnership and the City Council to discuss cross-tenure, community focussed solutions for housing for older people using the restored buildings on the site
- 8 Have requested a meeting before the end of January with the four local councillors to appraise them of the initiatives identified to date, and separately we also await a reply about the Locality Planning Board

Delivery

We recognise that TDT's aspirations must be based on identified legitimate needs and must be deliverable. We have ensured that the focus of our attention is to find an appropriate and viable use or combination of uses for the Victoria Road School buildings and site but we are alert to the wider considerations of how this will link to the surrounding area and to future developments of adjacent land.

The Intangible Value of Place

With regard to the retention of the existing school buildings, we fully appreciate that this is a significant challenge in a number of respects but recognise that the buildings are fundamentally sound and capable of being adapted to a number of uses.

These buildings have a distinctive and social value to the Torry community and to visitors to the area which goes way beyond any monetary price tag and they provide a strong historical link that creates the sense of place and community identity.

For this reason, our process of considering options will be to firstly explore each potential use or combination of uses to determine if they meet established needs. Secondly, we will explore whether these uses provide a good fit by conversion and repurposing of the existing structures. We will then seek to establish the financial and technical viability of each option.

To achieve this, we envisage a three-stage process comprising information gathering; development and exploration of options; options appraisal and identification of preferred option; feasibility appraisal and formal proposal to ACC.

Next Step

A period of some six months from the original decision of the Finance Committee on 1st December is requested to allow time for all assessment stages that have started to be completed so help secure the desired outcome of people-focussed community regeneration that utilises assets of the past to meet the needs of the community for future years

David Fryer – For and On Behalf of Torry Development Trust



ABERDEEN
CITY COUNCIL

LAND & PROPERTY ASSETS
MEETING WITH TORRY DEVELOPMENT TRUST
TORRY COMMUNITY CENTRE
14:30
13/12/2017

AGENDA

1. Introductions
2. Committee decision 1st December 2017
3. Council position
 - a. Site risk
 - b. Background to report
 - c. Previous marketing
 - d. Asset management priorities
4. Torry Development Trust
 - a. legal status/ personnel/ resources
 - b. Community needs
 - c. Development proposals
 - d. Delivery proposal?
 - e. Support?
5. Communication protocol
6. Timetable of next steps.

This page is intentionally left blank

Neil Strachan

From: Neil Strachan
Sent: 17 January 2018 13:47
To: 'David Fryer'
Cc: Stephen Booth
Subject: Former Victoria Road School - TDT

David,

Thanks for your brief note detailing your progress report on the former Victoria Road School site and we look forward to meeting you tomorrow to discuss.

However prior to the meeting we would like to provide below some thoughts on what has been provided. You will recall at our meeting on 13 December 2017 that we made it clear that we have to make it clear to the committee the capacity and capability of the Torry Development Trust to deliver what is a difficult and complicated project. We had anticipated your submission would include some information from you on Torry Development Trust and the people involved in the project. Specifically we had hoped you would be able to clarify

- The Board of Directors/ Trustees incl. relevant CV information
- Details on other projects you have been involved with and relevant experience for a project of this scale
- Any relevant financial information
- The number of members you have from the community and how you communicate with them and the wider community.
- Evidence of support from other organisations and whether this is technical, political or financial at this stage.

You have not provided any of this detail in the progress report.

In order that useful information can be provided to Committee we require information from you under these headings.

We note that you have requested that the Council provide the Trust with 6 months from 1 December 2017 for "all assessment stages" to be completed. However you have not provided detail as to what this means, what your timeline would be for delivering this and your project plan for providing the outcome of your assessment stages. We require this level of information for Committee and therefore would ask that you start to pull this information together now so that it can form part of the report for 1 February Committee.

Happy to discuss this in detail tomorrow however we felt it would be advantageous for this to be issued to you in advance of our meeting.

Regards

Neil.

Neil Strachan MRICS
Property Estates Manager

Land and Property Assets
Communities Housing & Infrastructure
Aberdeen City Council
Business Hub 10
Second Floor South

This page is intentionally left blank

COMMUNITY NEEDS AND ASPIRATIONS

We don't just want a solution we want the best solution. One which is carried out with the community's interests and aspirations at its heart and meets established local needs.

Over the years many of these aspirations and needs have been brought to the attention of Torry Community Council and are regularly being confirmed to members of Torry Development Trust.

However, to ensure that these are captured in an objective and verifiable way, we will engage in a number of consultation events and utilise a number of outreach channels. These will include:

- Public exhibition events to display options.
- Public forum event to explain ideas, options, opportunities and challenges, delivery methodology and to engage in a question and answer session to ensure all issues are fully aired.
- Social media campaign to ensure an ongoing and lively discussion.

A side benefit of this communication and engagement programme is that, based on the experience of other Scottish Developments Trusts, this will provide a great opportunity to recruit new members to the Trust. (The membership drive is a high priority for the Board and one of the Directors will be appointed as the Director responsible for building a strong membership base).

There is a lot of dissatisfaction among Torry residents over the perception of many years of unfulfilled promise and missed opportunities. We intend for this project to be a means of channelling the untapped energy and potential of the community to the achievement of an ambitious and exciting common goal.

SUPPORT

The Directors of Torry Development Trust have been amazed at the amount of goodwill and support which has come our way since the beginning of this latest phase of our Victoria Road School journey in the few weeks since 1st December, 2017!

Some of this assistance and support is summarised below:

Scottish Towns Partnership (STP)

See appendix I

Development Trusts Association Scotland (DTAS)

Large and small, rural and urban, mainland and island-based, communities all over Scotland are setting up development trusts to help their neighbourhoods flourish through community-led activity, partnership working and enterprise.

As a membership organisation, the Development Trusts Association Scotland (DTAS) uses its expertise to inform, support and represent this network of development trusts, facilitating the sharing of knowledge and expertise and encouraging mutualism and co-operation.

The Scottish Government funds DTA Scotland's Community Ownership Support Service (COSS) to provide advice and support to community groups considering acquiring public assets through asset transfer (<http://www.dtascommunityownership.org.uk>). There is a great deal of advisory material available to Torry Development Trust on the COSS website and in

Appendix 4

printed form, and a DTAS COSS Adviser will also be able to provide advice and support to the Trust.

In addition, as a provisional member of DTA Scotland, Torry Development Trust is able to access a wide range of DTAS member benefits, including support from the north area DTAS Development Officer with the continuing establishment of Torry DT as the membership-based development trust for Torry (<http://www.dtascot.org.uk/benefits/support>). Both these DTAS roles in support of Torry Development Trust are likely to be provided by DTAS staff member Rory Dutton.

Grampian Housing Association

- 1 Support for the Board of Directors/ Trustees and the Victoria Road School sites

I am happy that Grampian staff or myself act as advisor and mentor during the development process.

- 2 Our involvement

As a potential and willing joint venture partner, I am happy for you to submit Grampian's track record in development if the Council need reassurances around competency and skills. Our largest project in the City exceeded £10m and we have worked with many partners on significant infrastructure sites, including the NHS, Aberdeen Foyer to name but two.

If Grampian were to formally selected as TDT's joint venture partner, then the Association can bring significant assets and cash flows to the project, with a turnover of £18m and a net surplus in 2016-17 of £1.5m. If the Council need to see a copy of our accounts for 2016-17 they can be sent electronically.

The Association is an active developer and intends building around 500 new homes by 2021, and this programme could include, should the Trust wish, the housing developed at Torry Road School. The Association provides a suite of development services to other housing associations and co-ops, including a project management team, clerks of works, capital finance management and so on. We also have a design team framework agreement allowing us access to the best consultants in the North East.

- 3 Developing a Project Plan

GHA can also help out with pulling this together and I am happy to discuss what assistance you and the Trust need.

Neil Clapperton
Chief Executive
GHA

David Murray / David Murray Associates

David is an experienced and respected local Architect with many years' experience in new build and conversion of a broad range of building types. Of particular relevance to TDT is his knowledge gained over 40 years in social housing and the conversion and adaptation of historic buildings.

Appendix 4

David is a founding member of Udney Community Trust which is widely known for its highly successful £1.5 m community owned wind turbine project. David has been providing invaluable guidance and encouragement to TDT board members from before the Torry Trust was even established.

He and his team of Architects often work on a pro bono or no commitment basis with third sector organisations to initiate community benefit projects which need professional expertise and guidance before funding is available to pay for such services. Such input has been available to TDT since its inception.

Alastair Walker / Atholls Ltd

Alastair is a well-known Chartered Surveyor with a long and distinguished professional career which included 22 years as a Partner of D M Hall then, since 2005, with Atholls as first partner then, when the firm was restructured in 2012, as Managing Director. He also lectured at RGIT in Valuation and Urban Land Economics.

Alastair has extensive knowledge of the local property market through many years of experience in all types of valuation including residential, commercial and retail property.

TDT are extremely grateful that Alastair has offered his knowledge and expertise to guide and advise the Board on all aspects of property valuation.

Alastair has already provided positive input on the initial range of project options being considered relative to current local property market conditions. He has also identified some insights into the benefit of conversion properties in the market place relative to more conventional new build properties and the conditions whereby these might best be realised to enhance value and marketability.

He will work with TDT and other participants to help identify the most favourable development option(s) from a property valuation perspective.

Martin Callan / Cromdale Ltd

Martin Callan is a well-known local Property Developer who has initiated numerous developments in and around the Aberdeen Harbour area.

Martin worked with TDT on its initial bid, back in 2013, for a mixed-use development which would have provided a business centre in the converted nursery school and residential conversion of the main school building.

Because circumstances have changed and the business centre would no longer be viable Martin's company will no longer be interested in playing a part in the development of the school site. Martin however remains committed to the concept of regeneration in this part of Aberdeen and wherever possible the retention and reuse of Aberdeen's granite heritage. He has offered to provide commercial market guidance and experience to the TDT Board in an advisory capacity.

Beedie Mitchell

Beedie Mitchell, Quantity Surveyors, also have some past knowledge of the buildings and site having provided cost advice to one of the bidders when the site was put on the market a few years ago.

Appendix 4

They have been providing some early stage cost advice and information in relation to the various options being considered by the TDT.

Cameron and Ross

Cameron and Ross, structural and civil engineers, have some past knowledge of the buildings and site having provided technical support to one of the bidders when the site was put on the market a few years ago.

They have been providing some early stage technical input and guidance in relation to the various options being considered by the TDT.

John Corbett / SAOL

TDT was introduced to John Corbett by Phil Prentice of STP. John is very successful property developer who, along with a couple of prominent Scottish businessmen has set up a specialist development company, SAOL, specifically to address a range of challenging needs in relation to housing for the elderly. They will do this in a very innovative way which has not yet been provided in the UK.

Their development model would be intergenerational and include a nursery and accommodation for 40 residents – 30 in their own homes and 10 as short term stay accommodation in partnership with NHS. The project would provide a significant number of new jobs to members of the community.

They will be looking at 2 – 4 pilot projects in Scotland and have strong Government backing for the concept. Although, due to prior commitments, Torry cannot at this stage be one of those pilots, John and his team are willing to work with TDT and provide access to their research, their contacts and in practical terms, by acting as a reference point for financial and practical guidance.

Steven Tolson

Steven is past Chairman of the RICS Scotland Board and Chair of the RICS Scotland Regeneration and Education Forums and plays an active collaborative role with Scottish Government and Local Authorities. He has experience in property development and investment, regeneration, valuation, urban design and public policy for over 30 years. He specialises in private and affordable housing, care homes and other healthcare facilities.

Steven is a strong advocate for co-housing and has recently produced '*A Scottish Co-Housing Manifesto*' which has been presented to Scottish Government and shared with many people in the housing and political arena. He is currently working with numerous co-housing groups.

He has provided TDT with case study information on several co-housing projects and information on the co-housing concept. His input harmonises with the SAOL concept for intergenerational projects and potential partnerships with NHS and other organisations such as Housing Associations.

With his interest and experience in regeneration projects Steven immediately grasped the tremendous potential of Victoria Road School and its location in Torry. He has committed to provide time and expertise to help get this project off the ground and will be able to provide numerous links and introductions as the project moves forward.

Torry Development Trust – established in June 2014

The TDT has five trustees, six members and ten pending applications for membership. We communicate with the community through a dedicated and now renewed website and through Social Media, mainly Facebook. We are a Company Limited by Guarantee with our own Company Secretary, the Grant Smith Law Practice. We have timeously submitted our accounts to Companies House, and since 2017. We are now a registered charity in Scotland.

Together we have some 200 years' worth of community development knowledge, experience and skills built up through employment and community activities

**Betty Lyon
Trustee**

1992 – 2016 worked for NUPE/UNISON several promotions to Full Time Trade Union Official. After 25 years in the Trade Union movement. I decided to take early retirement to give more time to volunteering in the Torry Community.

The post involved working with Public and Private sector employers across North East Scotland from Perth to Shetland, negotiating terms and conditions and associated employment issues, representing, organising and supporting members through various situations. I have worked with MP's, MSP's and Councillors, campaigning locally and on Scottish wide issues.

Prior to retirement I became a volunteer at Old Torry Community Centre Association, and am now Secretary. I am a Trustee of Old Torry Community Centre Association Charity, and became a Director of Torry Development Trust in October 2017. I was a Community Councillor and Chair of Torry Community Council until September 2017

I have been actively involved in fundraising for good causes and charities across Aberdeen for many years. Since joining OTCCA I have been involved in fundraising for the OTCCA, gaining funding from various avenues, holding budgets and ensuring that any funding received for the OTCCA is spent according to the remit of the terms of the funding.

**Ally Spence
Trustee**

Alistair Caie Spencer. DOB: 24.08.1936

Education: Middlefield Primary School, Hilton Junior Secondary School, Torry Junior Secondary School.

Employment History: Time Served Sheet Metal Worker – worked in Southern Rhodesia.

Conscripted into the Royal Rhodesia Regiment, reached the dizzy rank of Acting Lance Corporal.

Returned to UK January 1962.

Appendix 4

Accepted by the North Eastern Fire Brigade October 1962; Promoted to Leading Fireman January 1970; Promoted to Sub Officer J June 1973; Promoted to Station Officer July 1977. Four years operational; 15 years Fire Prevention; retired from the Brigade August 2001.

Around that time, I became a Community Councillor, I am the Planning Officer of Torry Community Council.

I was made a Member of the British Empire in the Queens New Year Honours List in 1988, I was awarded the Honour by the Queen on July 4th 1988.

Since 1983 I have been a member of LIONS International (Aberdeen) the largest Service Club in the world. All monies raised go directly to a particular Charity chosen by us.

I moved back to Torry in April 1986 and have fought hard to represent my place of birth. Whilst in the Brigade I organised the Rota for voluntary Fire Brigade Personnel to drive the Christopher car to take the elderly a short run. The car was owned by VSA and driven mainly by off duty firemen. The vehicle was often used day and night.

At the present time I am a Director of Torry Development Trust. I am a thrawn, determined person, fully able to put Torry matters to the powers that be, and fight for what we believe is best for our Community.

ACSpence – MBE; Grad.1.Fire.E. LSGCM

David Fryer
Trustee

I am a confident, self-driven and results orientated individual who sets high standards for the delivery of projects and programmes to achieve assigned aims and objectives. As a community entrepreneur, I like to lead on new initiatives to make differences for communities, and as a leader, I am used to presenting policy and strategy reports to Committees, Boards, Community Organisations, academic bodies and partnerships, and undertake community and charity activities as a volunteer

Educational Achievements

- Corporate Membership of the Chartered Institute of Housing - 2005
- Degree in Housing Studies - Sheffield Hallam University - 2004
- MBA with the Open University in Scotland - 1996
- Degree in Architecture - University of the Southbank (1979)

Demonstrable Achievements

Appendix 4

- 1 Leading as Projects Manager with the City Council until 2011, my work was focussed on economic, environmental; and social regeneration projects in the south and city centre of Aberdeen, that included
 - Delivering the Retail Rocks project in Torry in 2010
 - Working within a small team to secure support for establishing the Business Improvement District in Aberdeen in 2011
 - Promoting environmental regeneration for the south of Aberdeen through a pan-European project with the University of Aberdeen from 2007-2009
 - I managed the Duthie Park 125th Anniversary event in 2008 on behalf of the City Council, schools and community organisations which led to nation-wide coverage of the event, and was delivered within budget for the event. I have organised small scale community galas and events over a number of years

- 2 A major element of my community and professional work has been to blend the aims and objectives of all parties such as community leaders, elected members locally and nationally, trade unions, public and private sector partners and stakeholders to jointly achieve desired outcomes. I have been involved in community, social and regeneration projects for a number of years

Involvement with Professional, Academic and Enterprise Bodies

- Social Enterprise Academy – Member and participant
- Member, Development Trust Association
- Chartered Institute of Housing (CIH) Membership since 1988. Member of the Scotland Branch Committee for many years and a convenor of break-out sessions at Annual Conference on numerous occasions
- OU Alumni - a keen interest in Alumni matters for over 20 years.
- Aberdeen Social Enterprise Network - participant
- Aberdeen Entrepreneurs - active participant
- Active Member of the Aberdeen Business Network

Involvement with Community Organisations

- Secretary of Torry Community Council November 2012 – September 2017
- Chair of the Old Torry Community Centre Association since June 2013
- Director - Torry Development Trust since June 2014
- Member of Rotary International in Aberdeen since 2005. Club President 2017-18

**Bill Esson
Trustee**

Born and brought up in Torry, Bill has some forty years' worth of knowledge and experience of community projects and activities. Having worked for many years as a harbour pilot, Bill has skills in coaching, listening and negotiation. With a passion for all things nautical and heritage, Bill is keen to pursue practical hands on projects in boat craft. He served for many years as a member of Torry Community Council and helped form the Torry History Society some twenty years ago.

Bill is now a volunteer with the Old Torry Community Centre and a member of the Centre's Management Committee. As a former special constable, Bill has experience of all of life's challenges, and as an active member of the Development Trust, is keen to ensure that all projects bring pride, enjoyment and recognition to Torry's granite heritage

**Ian Wright
Trustee**

Ian wright: Date of birth is 04/02/1949. I have lived in Torry since 1969. Initially I lived in Victoria Road, moving to Walker Road in 1975. On leaving school I joined the Royal Navy. On discharge I worked at the Fishmeal Factory in Torry, then moved on to an oil service company. Initially I worked offshore soon moving to an office-based position of Service Supervisor. I changed my career direction and became a school welfare officer with ACC in 1986. Approx. 3 years later I moved to Albyn House which was a detox/rehab facility for people with alcohol issues. I then moved to ACC where I was employed as a Resettlement Officer for homeless people. I retired in 2013.

I have been an active member of the Torry Community over a long period of time. I co-managed Walker Road School football team for 12 years and participated in many school activities. I have been an active member of Torry Community Council for about 8 years, and I also assist outwith any community-based activities or events if available. i.e. Big Noise, local Gala events. I have been a member and Director of the Torry Development Trust since its inception. I also participate in the Living Streets project, and the Victoriart project, both facilitated by ACC.

PROJECTS

TDT requested and obtained, from the Finance, Policy and Resources Committee on 1st December, the opportunity to prepare a formal proposal for the redevelopment of Victoria Road School and a period of six months was sought and granted to carry that out. The Committee requested a progress report to be presented at its February 2018 meeting.

This interim statement is TDT's work-in-progress statement summarising what has so far been achieved and pointing the way forward to the presentation of a formal viable proposal at the end of six months.

In December, TDT made their plea based on the perception, supported by local knowledge, that there was strong potential to achieve a sensitive yet viable rehabilitation and regeneration project on this site and to do so by retaining a valuable part of Aberdeen's granite heritage. ("*Granite buildings – that's what defines Aberdeen!*" – Perceptive statement by Phil Prentice, STP at our meeting in Edinburgh).

In the short time since December, a number of exciting project opportunities have been identified. There are many variables and a number of potential mixes of accommodation, partnership and contractual arrangements and these are summarised below.

TDT are now working, with our team of supporters and potential partners to develop these ideas in greater detail so that a final number of clearly defined options can be pinned down to allow an objective and comprehensive options appraisal to be carried out. Once that has been done, the best and most viable option will be presented as a formal proposal to the Council complete with a delivery package.

[REDACTED]

[REDACTED] has set out to create a purpose-built health, fitness and life centre where people from all walks of life can feel safe, involved and which will help them on a journey to develop life and social skills.

Boxing champion [REDACTED] (nicknamed the [REDACTED]) is the driving force behind this ambitious project. Through many years of involvement with local charity work [REDACTED] has identified many failures in provision for people disadvantaged by physical and social challenges and has set his mind to create this facility which can be used by anyone in the community.

This is a genuinely exciting health, leisure and community benefit opportunity and Lee recognizes that Victoria Road School's location and the existing buildings could be an excellent fit with his vision. He is very interested in working with TDT to carry out a feasibility appraisal and this is currently under way.

The project would provide a mix of uses and a range of accommodation which will include a specialist gym, café, restaurant, events space, some residential accommodation related to the work of the Village and other supporting elements. An initial assessment of the accommodation requirements and the space available within the former school buildings shows a remarkably good fit and work is now under way to explore this in more detail.

[REDACTED] has obtained a lot of backing from prominent local charities who are eager to utilise the facilities which will be provided. He has also gathered a board of prominent sports and business personalities who will direct the activities of the Community Interest Company which is being incorporated to deliver the project.

Affordable Housing

TDT have identified several possible variants of conversion and new build to provide residential accommodation with an emphasis on affordable housing.

One approach would be a joint venture arrangement between an RSL and TDT. There are a number of benefits which arise from this approach and RSL's are often very keen to work with Development Trusts with a number of successful exemplars completed or in progress in Scotland.

Grampian Housing Association (GHA) have expressed interest and support to the Trust and discussions are in progress to explore what might be achieved and the range of mechanisms to deliver a project of this nature.

One method to achieve such an end would be to work with a development partner who would deliver the project as a turn-key package, working in collaboration with TDT and GHA.

TDT have been approached by an Aberdeen property development company who are proposing such a package to deliver an affordable housing development of the site which would retain the shell of the main building and a small portion of the former nursery school together with a large new link block extending to five storeys.

Other potential development partners with similar recent project experience have also been identified who can offer a similar approach but with differing parameters and expectations.

Negotiations on all these options are ongoing.

Co-Housing

There is a growing movement of people in Scotland who wish to sign up to a collective approach to housing delivery and living. Co-housing is a form of living where people come together with the intention of living independently in an interactive environment of shared activities and interests.

Co-housing seeks to emulate and re-create the neighbourly support and friendly exchanges often associated with the past. Co-housing is not a utopian commune but a format where people maintain their independence and are motivated by good neighbourliness and collective management of their environment and activities.

In Sweden co-housing represents 18% of the total housing stock; the average is around 10% for continental Europe but less than 0.5% half of one percent in the UK!

Of particular interest to TDT is the potential for inter-generational housing which includes single and family households who seek a tailor-made design approach and a collective approach to living.

Co-housing also lends itself to the potential of mixed use development where a variety of other uses and facilities can be provided which serve the co-housing residents and their neighbours from the surrounding area. This also enables the creation of local employment opportunities.

Appendix 4

TDT recognise the potential for a co-housing development to be the main element of the regeneration of Victoria Road School or a supporting element provided in combination with either of the options already highlighted above.

All of the Above!

The final proposal may combine part or all of the above together with some other elements such as some form of heritage component or some small element of business use.

At this stage TDT consider all options to be on the table and none of the above ideas are being excluded till all the relevant information is available to allow informed decisions to be made.

We are excited by the potential which has so far been identified and look forward to working these through over the coming months with a range of partners and supporters to achieve a final outcome which everyone involved can be justly proud of.

This page is intentionally left blank

Torry Development Trust
INDICATIVE PROJECT PROGRAMME

DRAFT

#	Title	Dec 17			Jan 18				Feb 18			Mar 18			Apr 18			May 18							
		49	50	51	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
0	Victoria Road School	[Gantt bar spanning Dec 17 to May 18]																							
1	Explore Options and Develop Brief	[Gantt bar spanning Dec 17 to May 18]																							
2	Clarify ACC Requirements / Restrictions	[Gantt bar spanning Dec 17 to May 18]																							
3	Develop Project Strategy	[Gantt bar spanning Dec 17 to May 18]																							
4	Build Team of Professional / Technical Advisors	[Gantt bar spanning Dec 17 to May 18]																							
5	Investigate Sources of Funding	[Gantt bar spanning Dec 17 to May 18]																							
6	Prepare and Submit Funding Applications	[Gantt bar spanning Dec 17 to May 18]																							
7	Explore Legal Matters	[Gantt bar spanning Dec 17 to May 18]																							
8	Feasibility Study	[Gantt bar spanning Dec 17 to May 18]																							
9	Surveys and Enquiries	[Gantt bar spanning Dec 17 to May 18]																							
10	Obtain Building Fabric Reports if Available	[Gantt bar spanning Dec 17 to May 18]																							
11	Building / Site Inspection	[Gantt bar spanning Dec 17 to May 18]																							
12	Investigate Engineering Issues	[Gantt bar spanning Dec 17 to May 18]																							
13	Utilities - Preliminary Enquiries	[Gantt bar spanning Dec 17 to May 18]																							
14	Electricity	[Gantt bar spanning Dec 17 to May 18]																							
15	Water	[Gantt bar spanning Dec 17 to May 18]																							
16	Sewer Connections	[Gantt bar spanning Dec 17 to May 18]																							
17	Gas	[Gantt bar spanning Dec 17 to May 18]																							
18	BT	[Gantt bar spanning Dec 17 to May 18]																							
19	Options Appraisal	[Gantt bar spanning Dec 17 to May 18]																							
20	Concept Design of Options	[Gantt bar spanning Dec 17 to May 18]																							
21	Budget Cost Analyses	[Gantt bar spanning Dec 17 to May 18]																							
22	Development Appraisals	[Gantt bar spanning Dec 17 to May 18]																							
23	Project Appraisal - Sustainability and Delivery	[Gantt bar spanning Dec 17 to May 18]																							
24	Consultations	[Gantt bar spanning Dec 17 to May 18]																							
25	Community Consultation	[Gantt bar spanning Dec 17 to May 18]																							
26	Membership Drive	[Gantt bar spanning Dec 17 to May 18]																							
27	Exhibition	[Gantt bar spanning Dec 17 to May 18]																							
28	Q + A Forum	[Gantt bar spanning Dec 17 to May 18]																							
29	Social Media Campaign	[Gantt bar spanning Dec 17 to May 18]																							
30	Liaise with Roads	[Gantt bar spanning Dec 17 to May 18]																							
31	Liaison with Planners	[Gantt bar spanning Dec 17 to May 18]																							
32	Preparation, Submission and Presentation	[Gantt bar spanning Dec 17 to May 18]																							

Victoria Road School, Torry
REGENERATION PROJECT

Date: 25.01.18

This page is intentionally left blank

COUNCIL
BUSINESS STATEMENT
5 MARCH 2018

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

Reports which are overdue are shaded

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
1.	Council 21.06.17 Article 18	<u>Fairer Aberdeen Fund</u> The Council agreed that the Fairer Aberdeen annual report be submitted to the Council meeting for consideration, with the six month progress report issued as a Service Update in future.	A report is on the agenda - this report was on the Council agenda on 11 December 2017, however it was not considered due to the meeting concluding after four hours in terms of Standing Order 37.2.	Interim Director of Communities, Housing and Infrastructure	11.12.17
2.	Council 23.08.17 Article 18	<u>Council Diary - 2018</u> The Council noted that a new committee structure was expected to be effective from 1 April 2018 and that a calendar of meetings for April to December 2018 would be reported to Council in December 2017.	This matter will be incorporated within the Target Operating Model - Supporting Governance Framework report which is on the agenda. The original Council Diary report was on the Council agenda on 11 December 2017, however it was not considered due to the meeting concluding after four hours in terms of Standing Order 37.2.	Head of Legal and Democratic Services	11.12.17

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
3.	Council 11.10.17 Article 14	<p><u>Consultation of Supplementary Guidance in Support of the Local Development Plan - Greenferns Development Framework</u></p> <p>The Council (1) approved the Draft Greenferns Development Framework for public consultation over a six week period; and (2) instructed the Interim Director of Communities, Housing and Infrastructure to report the results of the public consultation and any proposed revisions to the Draft Development Framework to the next Council meeting.</p>	<p>A report is on the agenda - this report was on the Council agenda on 11 December 2017, however it was not considered due to the meeting concluding after four hours in terms of Standing Order 37.2.</p>	Interim Director of Communities, Housing and Infrastructure	11.12.17
4.	Council 02.03.16 Article 13	<p><u>Integration Joint Board (IJB) for Health and Social Care</u></p> <p>The Council instructed the Chief Executive to provide an update report to members on matters relating to the IJB that she considered to be of interest to them at the Council meetings of 17 August and 14 December 2016 and quarterly thereafter, such reports including financial monitoring information in relation to the IJB.</p>	<p>A report is on the agenda.</p>	Chief Executive	05.03.18
5.	Council 15.03.17 Article 13 Council 23.08.17 Article 17	<p><u>Committee Orders of Reference and Standing Orders/Governance Framework</u></p> <p>The Council, at its meeting on 15 March 2017, (1) noted that the new Standing Orders did not contain provisions equivalent to the existing Standing Orders</p>	<p>A report is on the agenda which deals with this item and item 6 below.</p>	Head of Legal and Democratic Services	05.03.18

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		<p>28 (Committees of the Council), 37 (General Delegations to Committees), 38 (Exclusions from Delegations) and 39 (Expenditure on Hospitality), and agreed that these would remain in force until such time as alternative Committee Orders of Reference were presented and the Council Travel Policy was amended; (2) agreed that the existing Committee Orders of Reference remain in force for the time being, with alternative proposals to be brought to Council in due course; and (3) agreed that "Part III - Officers of the Council" (with the exception of Standing Order 45 - Report by Chief Officers) of the existing Standing Orders also remain in force for the time being, with alternative proposals to be brought to Council in due course.</p> <p>The Council at its meeting on 23 August 2017, instructed the Head of Legal and Democratic Services to report to Council by its meeting in March 2018 seeking the necessary approvals for a governance framework to support the implementation of the Target Operating Model; to include a Scheme of Governance setting out the Terms of Reference for the Council, its revised committees and sub-committees and appropriate delegations to officers within the revised structure and a revised Council diary for 2018/19.</p>			

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
6.	<p>Council 23.08.17 Article 17</p> <p>Council 11.12.17 Article 9</p>	<p><u>Council Target Operating Model</u></p> <p>The Council agreed the distributive leadership principles set out in the Urban Governance discussion document and instructed the Chief Executive, the Council Leader and the Lord Provost, as the Council's senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council by its meeting in March 2018 with proposals in relation to:</p> <ul style="list-style-type: none"> • co-ordinating Council civic, political and executive leadership structures; • establishing revised regional structures for discussion and interaction; and • developing partnership models with both governments and other stakeholders offering interaction at executive team level within the Council <p>At the Council meeting on 11 December 2017, the Council noted the previous instruction to the Chief Executive to report to Council in March 2018, on proposals for an institutional governance framework for the Council and a broader placed based urban governance framework, and instructed the Chief Executive to consider the portfolios, and position within the</p>	<p>A report is on the agenda which deals with this item and item 5 above.</p>	<p>Chief Executive</p>	<p>05.03.18</p>

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan within future proposals.			
7.	Council 11.10.17 Article 12	<p><u>Disciplinary Cases Involving Employees with a Disability</u></p> <p>The Council:-</p> <ul style="list-style-type: none"> (i) noted that the Chief Executive would look at the disciplinary cases involved; (ii) noted that the Interim Director of Communities, Housing and Infrastructure would work with the Interim Head of Human Resources to address any specific issues relating to the Directorate; (iii) noted that the Head of Legal and Democratic Services would work with the Interim Head of Human Resources to carry out a review of the relevant policies and procedures to ensure that they complied with the Council's obligations in terms of legislation with particular reference to equalities legislation; (iv) requested the Interim Head of Human Resources to investigate whether equivalent data was available from other local authorities on a national basis for comparative purposes; (v) requested the Interim Head of Human Resources to report back to Council in approximately six months in terms of progress with the actions above; and (vi) otherwise noted the responses in 	A report is on the agenda.	Interim Head of Human Resources	05.03.18

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
		relation to the equality figures on the number of disciplinary cases involving employees with a disability.			
8.	Council 11.10.17 Article 14	<p><u>Local Authority Community Covenant</u></p> <p>The Council (1) instructed the Chief Executive to work with relevant groups representative of the armed forces community and its interests, the business community and Community Planning Partners to develop a refreshed Armed Forces Covenant for the city, delegating authority to the Chief Executive to sign the Covenant along with the Lord Provost on behalf of the Council; and (2) requested the Chief Executive to report back to Council on progress in March 2018.</p>	Work is ongoing with the Armed Forces to ensure that the refreshed covenant reflects both their updated aims, and the Council's strategic objectives.	Head of Communities and Housing	05.03.18
9.	Special Council 11.12.17 Article 1	<p><u>Review of Community Council Governance</u></p> <p>The Council noted that a report providing the outcome of the public consultation and requesting approval of the amended Scheme for the Establishment of Community Councils and boundaries would be reported to a Special Council meeting in March 2018.</p>	This requires a Special Council meeting which will be held on 5 March at 10.15am, and a separate agenda has been issued containing this report.	Head of Legal and Democratic Services	05.03.18

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

<u>No.</u>	<u>Minute Reference</u>	<u>Council/Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>
13.	Council 15.03.17 Article 21	<p><u>Union Terrace Gardens</u></p> <p>The Council agreed to instruct the Head of Economic Development to submit a report to the first available Finance, Policy and Resources Committee with recommendations on the preferred contractor from the procurement exercise and the final costs of the scheme.</p>	<p>At its meeting of 20 September 2017, the Finance, Policy and Resources Committee agreed to transfer this item to the Council Business Statement.</p> <p>The detailed planning application for Union Terrace Gardens is being assessed by the Planning Service in preparation for determination by the Planning Development Management Committee. If all statutory approvals are obtained, officers will then proceed with the procurement exercise to appoint a construction contractor. The preferred contractor and the final costs of the scheme will be reported to the first available Council meeting following the procurement exercise, which, based on advice from the Commercial and Procurement Service, and assuming all statutory approvals are obtained, will be the one scheduled for October 2018, following the procurement exercise with the aim to commence construction works in quarter four 2018.</p>	Head of Economic Development	08.10.18

**COUNCIL
MOTIONS LIST**

5 MARCH 2018

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

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
1.	<p><u>Motion by Councillor Grant</u></p> <p>“Council notes First Aberdeen has announced the planned withdrawal of the X40 and 11 services from Kingswells with similar withdrawals having already been made right across the city. Notes that bus operators in Aberdeen appear to put profit before the needs of passengers who often rely upon buses to get to and from work.</p> <p>Agrees to instruct the Chief Executive to explore all options for Aberdeen City Council to facilitate the running of a bus service, those options to include the setting up of a company and/or working in partnership with an operator who already holds a PSV bus operator’s licence, and to report back to</p>	15.03.17	<p>The Council at its meeting on 15 March 2017 approved the terms of the motion.</p> <p>At its meeting of 21 June 2017, the Council resolved:-</p> <p>(i) to instruct the Interim Director of Communities, Housing and Infrastructure to report to the Communities, Housing Committee in August 2017 with a proposal for a revised Quality Partnership for public transport;</p> <p>(ii) to instruct the Interim Director of Communities, Housing and Infrastructure to report to the Finance, Policy and Resources Committee in September 2017 with options for dealing with gaps in the public transport network, where a need has been identified and for a decision</p>	<p>(i) A report on the Regional Quality Partnership for Public Transport was approved by the CH&I Committee on 29 August 2017. A further report confirming the terms of the Quality Partnership Board and region-wide Voluntary Quality Partnership Agreement and associated technical, procedural and/or financial matters arising will be presented to the new Policy and Resources Committee in April 2018;</p> <p>(ii) A report on the management of gaps in the Public Transport Network was presented to the FP&R Committee on 20 September 2017 and three supported services were approved (subject to available budget) in Kingswells,</p>	Interim Director of Communities, Housing and Infrastructure	05.03.18

<u>No.</u>	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Decision of Council</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Officer</u>	<u>Due Date</u>
	Council in June 2017.”		<p>to be made;</p> <p>(iii) to instruct the Interim Director of Communities, Housing and Infrastructure to arrange for an appropriate procurement exercise to be carried out so as to seek a provider for an enhanced public bus service to Kingswells to extend the current service, to 6.00am to 11.00pm daily, Monday through Friday as soon as possible. Subject to timing requirements of the financial year 2017/18 in recognition of the exceptional circumstances impacting on those residents living in Kingswells. This will be on the understanding that the maximum cost of such enhanced public bus service will be £25,000 and will be funded from contingencies and that all relevant legal provisions are complied with, including with reference to state aid; and</p> <p>(iv) to instruct the Interim Director of Communities, Housing and</p>	<p>Airyhall/Craigiebuckler (evenings) and Dubford/Denmore (Sundays). Procurement works are now underway, with a revised targeted implementation date of 1 April 2018, subject to the budget setting process. Existing bus services will continue to operate in the interim;</p> <p>(iii) Completed;</p> <p>(iv) Transport Scotland has commenced a consultation on <i>‘Local Bus Services in Scotland - Improving the Framework for Delivery’</i>, for progressing the new Transport Bill. The consultation focuses on partnerships, franchising, local authority operated bus services and open data. Officers are collating feedback for the Council’s response which will be agreed through the Corporate Management Team in consultation with elected members and a report will be provided once the draft Transport Bill has been issued.</p>		

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

This page is intentionally left blank

CYCLE 1 - COMMITTEE STATISTICS

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
Integration Joint Board (IJB) for Health and Social Care	05/03/2018	Angela Scott		The Council instructed the Chief Executive to provide an update report to members on matters relating to the IJB that she considered to be of interest to them at the Council meetings of 17 August and 14 December 2016 and quarterly thereafter, such reports including financial monitoring information in relation to the IJB.	

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Council Target Operating Model - Scheme of Governance and Urban Governance	05/03/2018	Angela Scott & Fraser Bell		<p>A report on the Council's Scheme of Governance, which incorporates the Committee Orders of Reference, and the Council also agreed the distributive leadership principles set out in the Urban Governance discussion document and instructed the Chief Executive, the Council Leader and the Lord Provost, as the Council's senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council at this meeting. This report will also set out the reporting arrangements for Governance, Place, City Growth and City Centre Masterplan.</p>	
Equality Figures - Progress on Actions	05/03/2018	Morven Spalding		<p>Carry out a review of the relevant policies and procedures to ensure that they complied with the Council's obligations in terms of legislation with particular reference to equalities legislation</p>	

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Armed Forces Covenant	05/03/2018	Derek McGowan		The Council (1) instructed the Chief Executive to work with relevant groups representative of the armed forces community and its interests, the business community and Community Planning Partners to develop a refreshed Armed Forces Covenant for the city, delegating authority to the Chief Executive to sign the Covenant along with the Lord Provost on behalf of the Council; and (2) requested the Chief Executive to report back to Council.	Withdrawn
Union Terrace Gardens	05/03/2018	Richard Sweetnam	Bernadette Marjoram	Please see update in the Business Statement	Withdrawn - report is now going in October.

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Bus Service Options	05/03/2018	Chris Cormack	Eric Owens	An update on a Response to motion instructing the Chief Executive to explore all options for Aberdeen City Council to facilitate the running of a bus service, those options to include the setting up of a company and/or working in partnership with an operator who already holds a PSV bus operator's licence, and to report back to Council in June 2017	Withdrawn - The further report confirming the terms of the Quality Partnership Board and region-wide Voluntary Quality Partnership Agreement and associated technical, procedural and/or financial matters arising will be presented to the to the new Policy and Resources Committee on 30th April 2018. No change to previous update - Procurement works are now underway, with a revised targeted implementation date of 1st April 2018, subject to budget setting process. Existing bus services will continue to operate in the interim. Report on consultations being submitted to the next Council meeting.
Adoption of Supplementary Guidance in support of the Local Development Plan - Loirston Development Framework"	05/03/2018	Sandy Beattie	Eric Owens		Withdrawn - There will be no report on Loirston. It has been agreed with the landowner that there was no need to update the current guidance. CHI/17/280 should therefore be removed from the agenda list.
ESCO Report	05/03/2018	Terri Vogt	Eric Owens	The purpose of the report is to present the business case for ACC to establish an ESCO as an arm's length organisation following from a recommendation made at Full Council on the 17th August 2016.	Withdrawn - ESCo paper will need to be deferred until the next Council meeting due to the budget meeting taking place the next day

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Community Planning Aberdeen - Annual Outcome Improvement Report 2016/17	05/03/2018	Michelle Cochlan	Derek McGowan - report will be under Angela Scott	To present the first Annual Report against the Aberdeen City Local Outcome Improvement Plan 2016-26	
Public Transport Consultations	05/03/2018	Chris Cormack	Eric Owens	To report back to members on the progress of the Scottish Transport Bill and responses submitted by the Council on consultations to date	Withdrawn - delayed until the next full council meeting
A Cultural Strategy for Aberdeen 2018-2028	05/03/2018	Fiona Clark/Mark Bremner	Helen Shanks	To present the strategy for approval and advise of the processes used to develop the 3 year action plan	Withdrawn - delayed until the next full council meeting
Review of Community Council Governance	05/03/2018	Karen Finch	Fraser Bell	To present the amended Scheme for the Establishment of Community Councils following the completion of the first stage of public consultation.	
Relaxation of Drinking in Public Places Byelaw for BP Big Screens 2018	05/03/2018	Dawn Schultz	Richard Sweetnam	To seek permission to approach the Scottish Government to confirm the suspension of the operation of the Aberdeen City Council Drinking in Public Places Byelaw 2009. This will permit the responsible consumption of alcohol within the boundaries of the main grass area of Duthie Park for BP Big Screens, Verdi's "La Boheme" on Tuesday 26 June 2018 from 1700 – 2300hrs.	
The Final Straw	05/03/2018	Andy Campbell	John Quinn	To consider a letter from Kate Forbes MSP calling for ACC to ban plastic straws from catering services	

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Treasury Management Policy and Strategy	05/03/2018	Neil Stewart	Steve Whyte	To outline the Treasury Management Policy and Strategy for 2018/19 to 2020/21, for approval.	
Appointments to Outside Bodies	05/03/2018	Roderick MacBeath	Fraser Bell	To consider whether to appoint members to vacancies on the AIYF Trust, Robb's Trust and Mitchell's Hospital Trust	
Review of Integration Scheme	05/03/2018	Judith Proctor		To approve revisions to the Integration Scheme - these need to be approved by the Council and NHS Grampian before submission to the Scottish Parliament	
Social Work Complaint Review Committee Minute – 29 January 2018	05/03/2018	Iain Robertson	Fraser Bell	To present to Council the recommendations and minute of the Complaints Review Committee meeting of 29 January 2018.	
World Energy Cities Partnership and international trade opportunities	05/03/2018	Matt Lockley	Richard Sweetnam	To seek approval for international travel related to trade opportunities and the WECP	

BUDGET - COMMITTEE STATISTICS**The Tracker Shows the Reports Which are Expected to be Submitted to the Budget Meeting**

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
North East Scotland Pension Fund Budget 2018/19 - 2022/23	06/03/2018	Gill Mutch	Steve Whyte	The purpose of this report is to provide Council with details of the budget included in the 2018/19 – 2022/23 General Fund budget that relates to the North East Scotland Pension Fund (NESPF).	
Draft Housing Revenue Account (HRA) Budget and Housing Capital Budget 2018/19 to 2022/23	06/03/2018	Helen Sheritt	Steve Whyte		
Common Good Budget 2018/19	06/03/2018	Helen Sheritt	Steve Whyte		
General Fund Revenue Budget 2018/19 to 2022/23 & Capital Programme 2018/19 to 2022/23	06/03/2018	Sandra Buthlay	Steve Whyte		

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 27 November 2017. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Chairperson; and Councillors Boulton, Flynn, Laing and Yuill.

Also in attendance:- Angela Scott, Chief Executive; Morven Spalding, Interim Head of HR; Lesley Strachan, HR Business Partner; Garfield Cameron, Penna; and Roderick MacBeath, Legal and Democratic Services (part of meeting).

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

POST OF DIRECTOR OF RESOURCES

1. The Panel met to interview candidates for the post of Director of Resources.

The Panel interviewed the candidates who had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to each applicant were considered.

The Panel resolved:-

to agree that Candidate 1 be taken forward to the final selection day on 1 December 2018.

- **COUNCILLOR DOUGLAS LUMSDEN, Chairperson.**

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 28 November 2017. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Chairperson; and Councillors Boulton, Laing and Yuill.

Also in attendance:- Angela Scott, Chief Executive; Morven Spalding, Interim Head of HR; Lesley Strachan, HR Business Partner; Garfield Cameron, External Consultant – Penna; and Karen Finch, Legal and Democratic Services (part of meeting).

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

POST OF CHIEF OPERATING OFFICER

1. The Panel met to interview candidates for the post of Chief Operating Officer.

The Panel interviewed the candidates who had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to each applicant were considered.

The Panel resolved:-

to agree that Candidate 2 be taken forward to the final selection day on 1 December 2018.

- COUNCILLOR DOUGLAS LUMSDEN, Chairperson.

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 29 November 2017. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Chairperson; and Councillors Boulton, Laing and Yuill.

Also in attendance:- Angela Scott, Chief Executive; Morven Spalding, Interim Head of HR; Lesley Strachan, HR Business Partner; and Stephanie Dunsmuir, Legal and Democratic Services (part of meeting)

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

POST OF DIRECTOR OF RESOURCES

1. The Panel met to interview candidates for the post of Director of Resources.

The Panel interviewed the candidates who had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to each applicant were considered.

The Panel resolved:-

to agree that Candidates 3 and 4 be taken forward to the final selection day on 1 December 2018.

- COUNCILLOR DOUGLAS LUMSDEN, Chairperson.

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 30 November 2017. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Chairperson; and Councillors Boulton, Laing and Yuill.

Also in attendance:- Angela Scott, Chief Executive; Morven Spalding, Interim Head of HR; Lesley Strachan, HR Business Partner; Garfield Cameron (External Consultant, Penna) and Mark Masson, Legal and Democratic Services (part of meeting)

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

POST OF DIRECTOR OF COMMISSIONING

1. The Panel met to interview candidates for the post of Director of Commissioning.

The Panel interviewed the candidates who had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to each applicant were considered.

The Panel resolved:-

to agree that Candidates 1 and 3 be taken forward to the final selection day on 1 December 2018.

- COUNCILLOR DOUGLAS LUMSDEN, Chairperson.

This page is intentionally left blank

APPOINTMENT PANEL

1 December 2017

ABERDEEN, 1 December 2017. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Convener; and Councillors Boulton, Laing and Yuill.

Also in Attendance: Angela Scott (Chief Executive, Aberdeen City Council (ACC)), Morven Spalding (Interim Head of HR, ACC), Lesley Strachan (HR Business Partner, ACC), Iain Robertson (Democratic Services, ACC) and Garfield Cameron (External Consultant, Penna).

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

JOB PROFILE

1. The Panel had before it the job profile for the post of Director of Commissioning.

The Panel resolved:-

To note the job profile.

POST OF DIRECTOR OF COMMISSIONING

2. The Appointment Panel met to determine whether to appoint to the post of Director of Commissioning.

The Panel resolved:-

- (i) to offer the post of Director of Commissioning to Frank McGhee subject to satisfactory checks being undertaken, including references; and
- (ii) in the event that Frank McGhee did not accept the post that it be offered to the second preferred candidate.

JOB PROFILE

3. The Panel had before it the job profile for the post of Director of Resources.

The Panel resolved:-

To note the job profile.

POST OF DIRECTOR OF RESOURCES

4. The Appointment Panel met to determine whether to appoint to the post of Director of Resources.

The Panel resolved:-

- (i) to offer the post of Director of Resources to Steven Whyte subject to satisfactory checks being undertaken, including references; and
- (ii) in the event that Steven Whyte did not accept the post that it be offered to the second preferred candidate.

JOB PROFILE

5. The Panel had before it the job profile for the post of Chief Operating Officer.

The Panel resolved:-

To note the job profile.

POST OF CHIEF OPERATING OFFICER

6. The Appointment Panel met to determine whether to appoint to the post of Chief Operating Officer.

The Panel resolved:-

To offer the post of Chief Operating Officer to Rob Polkinghome subject to satisfactory checks being undertaken, including references.

JOB PROFILE

7. The Panel had before it the job profile for the post of Director of Customer Services.

The Panel resolved:-

To note the job profile.

POST OF DIRECTOR OF CUSTOMER SERVICES

8. The Appointment Panel met to determine whether to appoint to the post of Director of Customer Services.

The Panel resolved:-

To offer the post of Director of Customer Services to Anderson (Andy) MacDonald subject to satisfactory checks being undertaken, including references.

- **COUNCILLOR DOUGLAS LUMSDEN, Convener**.

APPOINTMENT PANEL

ABERDEEN, 1 February, 2018. - Minute of Meeting of the APPOINTMENT PANEL. Present: - Councillor Boulton, Convener; and Councillors Cameron, Cooke, Donnelly, Graham, Greig, Laing, Lumsden and Nicoll.

Also in attendance:- Angela Scott, Chief Executive, Lesley Strachan, HR Business Partner, Iain Robertson, Democratic Services and Nick Raper, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

APPOINTMENT OF CONVENER

1. The Panel was requested to submit nominations for the appointment of Convener.

The Panel resolved:-
to appoint Councillor Boulton as Convener.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer of Strategic Place Planning.

The Panel resolved:-
to note the job profile.

APPLICATIONS FOR POST OF CHIEF OFFICER OF STRATEGIC PLACE PLANNING

3. The Panel had before it (1) a list of applicants; (2) copies of each applicant's curriculum vitae; and (3) copies of each applicant's supporting statement.

The Panel resolved:-
to not progress any of the candidates through to the next stage of the recruitment process and to advertise the post to external applicants.
- **COUNCILLOR BOULTON, Convener.**

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 1 February, 2018. - Minute of Meeting of the APPOINTMENT PANEL. Present: - Councillor Laing, Convener; Councillor Donnelly, the Depute Provost; and Councillors Boulton, Cameron, Copland, Lumsden, Catriona Mackenzie, Malik and Townson.

Also in attendance:- Angela Scott, Chief Executive, Morven Spalding, Interim Head of Human Resources, Lesley Strachan, HR Business Partner, Lynsey McBain, Democratic Services and Nick Raper, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

APPOINTMENT OF CONVENER

1. The Panel was requested to submit nominations for the appointment of Convener.

The Panel resolved:-

to appoint Councillor Laing as Convener.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer of People and Organisation.

The Panel resolved:-

to note the job profile.

APPLICATIONS FOR POST OF CHIEF OFFICER OF PEOPLE AND ORGANISATION

3. The Panel had before it (1) a list of applicants; (2) copies of each applicant's curriculum vitae; and (3) copies of each applicant's supporting statement.

The Panel resolved:-

to not progress any of the candidates through to the next stage of the recruitment process and to advertise the post to external applicants.

- **COUNCILLOR LAING, Convener.**

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 2 February 2018. Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Convener; and Councillors Boulton, Delaney, Jackie Dunbar, Duncan, Flynn, Graham, McLellan and Wheeler.

Also in attendance:- Simon Haston, Head of IT and Transformation, Lesley Strachan, HR Business Partner, Kate Lines, Democratic Services and Nick Raper, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

APPOINTMENT OF CONVENER

1. The Panel was requested to submit nominations for the appointment of Convener.

The Panel resolved:

to appoint Councillor Lumsden as Convener.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer - Digital and Technology.

The Panel resolved:

to note the job profile.

APPLICATIONS FOR POST OF CHIEF OFFICER - DIGITAL AND TECHNOLOGY

3. The Panel had before it (1) a list of applicants; (2) copies of each applicant's curriculum vitae; and (3) copies of each applicant's supporting statement.

The Panel resolved:

to not progress any of the candidates through to the next stage of the recruitment process and to advertise the post to external applicants.

- **COUNCILLOR LUMSDEN, Convener.**

APPOINTMENT PANEL
2 February 2018

APPOINTMENT PANEL

ABERDEEN, 14 February 2018. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Laing, Convener; and Councillors Allan, Alphonse, Boulton, Donnelly, Jackie Dunbar, Flynn, Samarai and Wheeler.

Also in attendance:- Angela Scott, Chief Executive, Lesley Strachan, HR Business Partner, Iain Robertson, Democratic Services and Nick Raper, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

MINUTE OF PREVIOUS MEETING

1. The Panel had before it the minute of its previous meeting of 1 February 2018.

The Panel resolved:-

To approve the minute as a correct record.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer of Customer Experience.

The Panel resolved:-

To note the job profile.

POST OF CHIEF OFFICER OF CUSTOMER EXPERIENCE

3. With reference to the minute of its meeting of 1 February 2018, the Appointment Panel met to interview the candidate for the post of Head of Chief Officer of Customer Experience.

The Panel interviewed the candidate that had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to the applicant was considered.

The Panel resolved:-

To offer the post of Chief Officer of Customer Experience to Jacqui McKenzie, subject to satisfactory checks being undertaken, including references.

- **COUNCILLOR JENNIFER LAING, Convener.**

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 15 February 2018. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Boulton, Chairperson; and Councillors Allan, Cameron, Donnelly, Jackie Dunbar, Henrickson, Lumsden, Malik and Townson.

Also in attendance:- Steve Whyte, Director of Resources; Lesley Strachan, HR Business Partner; Nick Raper, External Consultant – Penna; and Karen Finch, Legal and Democratic Services (part of meeting).

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

MINUTE OF SHORTLEET MEETING OF 2 FEBRUARY 2018

1. The Panel had before it the minute of the shortleet meeting of 2 February 2018.

The Panel resolved:-

to approve the minute as a correct record.

JOB PROFILE

2. The Appointment Panel had before it the job profile for the post of Chief Officer – Corporate Landlord.

The Panel resolved:-

to note the job profile.

POST OF CHIEF OFFICER – CORPORATE LANDLORD

3. With reference to the minute of its meeting of 2 February 2018, the Appointment Panel met to interview the candidate for the post of Chief Officer – Corporate Landlord.

The Panel interviewed the candidate that had been short-leeted for the post, following which the outcomes of the full range of assessment information relevant to the applicant was considered.

The Panel resolved:-

To offer the post of Chief Officer - Corporate Landlord to Stephen Booth, subject to satisfactory checks being undertaken, including references.

- COUNCILLOR MARIE BOULTON, Convener.

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 16 February 2018. - Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Convener; and Councillors Boulton, Cooke, Duncan, Graham, Greig, McRae, Nicoll and Wheeler.

Also in attendance:- Angela Scott, Chief Executive, Lesley Strachan, HR Business Partner, Allison Swanson, Democratic Services and Nick Raper, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

MINUTE OF PREVIOUS MEETING

1. The Panel had before it the minute of its previous meeting of 2 February 2018.

The Panel resolved:-

to approve the minute as a correct record.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer of Business Intelligence and Performance Management.

The Panel resolved:-

to note the job profile.

POST OF CHIEF OFFICER OF BUSINESS INTELLIGENCE AND PERFORMANCE MANAGEMENT

3. With reference to the minute of its meeting of 2 February 2018, the Appointment Panel met to interview the candidate for the post of Head of Chief Officer of Business Intelligence and Performance Management.

The Panel interviewed the candidates that had been short-listed for the post, following which the outcomes of the full range of assessment information relevant to the applicants was considered.

The Panel resolved:-

to offer the post of Chief Officer of Business Intelligence and Performance Management to Martin Murchie, subject to satisfactory checks being undertaken, including references.

- **COUNCILLOR DOUGLAS LUMSDEN, Convener.**

This page is intentionally left blank

APPOINTMENT PANEL

ABERDEEN, 21 February 2018. Minute of Meeting of the APPOINTMENT PANEL. Present:- Councillor Lumsden, Convener; and Councillors Boulton, Jackie Dunbar, Flynn, Laing, Malik, Nicoll, Wheeler and Yuill.

Also in attendance:- Steve Whyte, Director of Resources, Lesley Strachan, HR Business Partner, Lynsey McBain, Democratic Services and Phil Badley, Consultant, Penna.

CONFIDENTIAL INFORMATION

The press and public were excluded from the meeting in terms of Section 50A 3(b) of the Local Government (Scotland) Act 1973.

APPOINTMENT OF CONVENER

1. The Panel was requested to submit nominations for the appointment of Convener.

The Panel resolved:
to appoint Councillor Lumsden as Convener.

JOB PROFILE

2. The Panel had before it the job profile for the post of Chief Officer - Finance.

The Panel resolved:
to note the job profile.

APPLICATIONS FOR POST OF CHIEF OFFICER - FINANCE

3. The Panel had before it (1) a list of applicants; (2) copies of each applicant's curriculum vitae; and (3) copies of each applicant's supporting statement.

The Consultant issued a summary of the applicants and this was tabled at the meeting.

The Panel resolved:
to not progress any of the candidates through to the next stage of the recruitment process and to advertise the post to external applicants.
- **COUNCILLOR LUMSDEN, Convener.**

APPOINTMENT PANEL
2 February 2018

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 th March
REPORT TITLE	Target Operating Model – Supporting Governance Framework
REPORT NUMBER	OCE/18/025
DIRECTOR	Chief Executive
REPORT AUTHOR	Fraser Bell

1. PURPOSE OF REPORT:-

This report proposes a governance framework to support the implementation of the Target Operating Model and considers the portfolios, and position within the interim functional structure, of Governance, City Growth and City Planning.

2. RECOMMENDATION(S)

That the Council:-

- (i) approves Appendix A – Scheme of Governance Introduction;

Committee Terms of Reference

- (ii) approves Appendix B – Committee Terms of Reference – with effect from 1 April 2018;
- (iii) approves the disestablishment of the Capital Reference Group which will be replaced with the Capital Programme Sub Committee;
- (iv) appoints a Convener and Vice Convener to the committees listed in paragraph 4.3.3, as appropriate;
- (v) sets a membership number and political composition for each committee listed in paragraph 4.3.3 based on the figures set out in Appendix H and appoints members thereto, on the basis that names can be provided to the Chief Officer – Governance after the meeting and that he be authorised to finalise membership where required;
- (vi) approves the remuneration of the Lord Provost and one post of Council Leader and the allocation, and amount in each case, of

senior councillor allowances, on the basis of the guidance contained in paragraphs 4.3.20 – 4.3.22;

- (vii) agrees the appointment of the current external members to the Operational Delivery Committee as the committee discharging the education function, as set out at paragraph 4.3.7;
- (viii) appoints all elected members on the Operational Delivery Committee, plus two members per political group, to the School Placings and Exclusions Appeal Committee;
- (ix) approves the appointment of two named local representatives plus two substitutes from each of the recognised trade unions as advisers to the Staff Governance Committee, as set out in paragraphs 4.3.12 – 4.3.15 of the report; and to note the trade union responses in Appendix I;
- (x) agrees that each committee, and thereafter Full Council, considers an annual report against each committee's Terms of Reference in the format of Appendix J;
- (xi) approves the diary of meetings from 1 April 2018 to 1 April 2019 attached at Appendix K;

Powers Delegated to Officers

- (xii) approves Appendix C – Powers Delegated to Officers – with effect from 1 April 2018, subject to recommendation (xiii);
- (xiii) instructs the Chief Officer – Strategic Place Planning to seek approval from the Scottish Ministers to amend the Planning Scheme of Delegation under Section 43A of the Town and Country Planning (Scotland) Act 1997 (as amended) - which relates to “Local Developments”;

Standing Orders for Council, Committee and Sub Committee Meetings

- (xiv) approves Appendix D - Standing Orders for Council, Committee and Sub Committee Meetings – with effect from 1 April 2018;

Financial Regulations

- (xv) approves Appendix E – Financial Regulations – with effect from 1 April 2018;

Procurement Regulations

- (xvi) approves Appendix F – Procurement Regulations – with effect from 1 April 2018, subject to recommendations (xvii) and (xvii);
- (xvii) approves the revised procurement thresholds referred to in paragraph 4.7 and set out within the Procurement Regulations in accordance with the workforce design principle to empower staff; and agrees that the revised thresholds shall take effect from 1 July 2018 and the current procurement thresholds shall remain in place until 30 June 2018;
- (xviii) instructs the Chief Operating Officer, the Directors of Resources, Commissioning and Customer, the Chief Officer – Governance, Chief Officer – Strategic Place Planning and the Chief Officer – City Growth to report to the Strategic Commissioning Committee:
 - (a) on 19 June 2018 with procurement workplans detailing all contracts expected to be procured for the remainder of 2018/2019 involving expenditure in excess of £50,000 for supplies/services contracts and £250,000 for works contracts to support implementation of the revised procurement thresholds as per recommendation (xvii); and
 - (b) prior to the start of each financial year thereafter, a workplan for the full year ahead;

Member Officer Relations Protocol

- (xix) approves Appendix G – Member Officer Relations Protocol – with effect from 1 April 2018;

Civic Leadership

- (xx) endorses the values and principles of civic leadership and engagement as set out in Appendix L, noting their alignment with the Target Operating Model Design Principles, agreed by Council in August 2017;
- (xxi) refers the development of models for civic leadership and engagement to the appropriate committees in order that they might give active consideration to how civic leadership and collaborative decision making could be strengthened within the areas of their responsibility;

Implementation and Monitoring

- (xxii) agrees the delivery of training and development on the Scheme of Governance:
 - (a) for elected members, on the weeks commencing 16 and 23 March 2018 and over the following 12 months; and

- (b) for officers, commencing with an event to the third tier on 16 March on the Committee Terms of Reference, in order to embed the revised governance framework in all services;
- (xxiii) instructs the Chief Officer – Governance to report back to Council within 12 months on the operation of the Scheme of Governance documents;

Urban Governance

- (xxiv) notes the wider consultation on the development of a new leadership framework for considering the place and people implications of the economic performance of the city;
- (xxv) approves, in principle, the creation of the coordinating structures as follows:
 - (a) Infrastructure Group;
 - (b) Inclusive Economic Growth Group;
 - (c) Internationalisation Group – Export and Trade;
 - (d) Internationalisation Group – Inward Investment;
 - (e) Energy Hub;
 - (f) Smarter Aberdeen (Digital);
 - (g) Public Protection; and
 - (h) Water, Sewerage and Flood.
- (xxvi) instructs the Chief Officer – City Growth to co-design a ‘terms of reference’ for each group set out in recommendation (xxv) with the proposed members of each group and to report back to Full Council in August 2018 with proposed ‘terms of reference’;

Organisational Design

- (xxvii) agrees that the portfolios and position within the organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan will be as described at section 6 below.

3. BACKGROUND

3.1 On 23rd August 2017 the Council approved a realignment of Council activity into the Target Operating Model, towards which the organisation would transition over the ensuing months. This redesign of the organisation is being founded upon design principles which were also agreed by Council in August, 2017. These are:-

- i. **Customer Service Design** – we need to define how we deliver customer service.
- ii. **Organisational Design** – we need to define the organisational structures; roles, responsibilities, skills and capabilities; role performance measures.
- iii. **Governance** – we need to define the governance arrangements and reporting requirements to run the organisation in an efficient and effective way.
- iv. **Workforce** – we need to define the level and capability of people required to contribute positively to outcomes and to serve our customers. How many people do we need? How do we remunerate them? What skills and knowledge are required? What ways of working and what culture do we need? Promote equality in the workplace.
- v. **Process Design** – we need to define the functional and business processes to support the business objectives, while ensuring we consolidate and streamline common activity.
- vi. **Technology** – we need to identify what technology is needed to deliver services to our customers whilst ensuring we use the technology in a person centred way.
- vii. **Partnerships & Alliances** – we need to define how we collaborate with public, private, third sector and communities to achieve successful outcomes.

In December 2017, the Council considered and approved further recommendations relating to the implementation of the organisational design aspects of the Target Operating Model. The primary focus of this report is “Governance”, however, the proposals which have been brought forward have been developed giving explicit consideration to each of these design principles.

3.2 The report considered by Council in August 2017 stated that it was necessary to review decision making and participation within an appropriate governance framework to support the Target Operating Model and Council agreed to:-

“Instruct the Head of Legal and Democratic Services to report to the Council by its meeting in March 2018 seeking the necessary approvals for a governance framework to support the implementation of the Target Operating Model; this will include a Scheme of Governance setting out the Terms of Reference for the Council, its revised committees and sub-

committees and appropriate delegations to officers within the revised structure and a revised Council diary for 2018/19.”

- 3.3 The August 2017 report also included a discussion paper, “Urban Governance: A Distributive Leadership Model to Underpin a new Approach to Urban Governance”. This paper described the need for enhanced place leadership where representatives from key partners, including communities, could play an active role alongside the Council in addressing the City’s challenges and maximising its opportunities. The Council:-

“Agreed the distributive leadership principles set out in the Urban Governance discussion document and instructed the Chief Executive, the Council Leader and the Lord Provost, as the Council’s senior executive, political and civic leaders to consult and engage with relevant stakeholders and partners, including Aberdeenshire Council, the UK Government and the Scottish Government with a view to the Chief Executive reporting back to the Council by its meeting in March 2018 with proposals in relation to:

- co-ordinating Council civic, political and executive leadership structures;*
- establishing revised regional structures for discussion and interaction;*
- developing partnership models with both governments and other stakeholders offering interaction at executive team level within the Council.”*

- 3.4 On 11th December, 2017, the Council further agreed:-

“to note the previous instruction to the Chief Executive to report to Council in March 2018, on proposals for an institutional governance framework for the Council and a broader placed based urban governance framework, and to instruct the Chief Executive to consider the portfolios, and position within the organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan within future proposals.”

- 3.5 Accordingly, this report makes recommendations with respect to:-

- i. a supporting institutional governance framework, in particular to ensure that delegations to Committees and Directors/Chief Officers support the transition and, ultimately, implementation of the Target Operating Model;
- ii. enhancing place leadership through revised governance arrangements and ways of working with key stakeholders; and
- iii. the portfolios, and position within the organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan.

4. INSTITUTIONAL GOVERNANCE

4.1 Governance Review

4.1.1 Over the past 18 months an intensive review of the Council's governance framework has been overseen by the Governance Reference Group and the Governance Board. This was initiated in collaboration with the Chartered Institute of Public Finance and Accountancy (CIPFA) who offer an accreditation in governance excellence, but there were additional drivers:

- New legislation increasing the number and complexity of the decisions the Council needs to take;
- A requirement to update the Council's governance documents;
- An increase in the demand for Council services at a time when resources are reducing; and
- An aspiration to have more efficient and effective decision making processes.

4.1.2 The Council's governance arrangements will be reviewed during 2018/19 by external audit. Implementation of the arrangements will also be monitored by Internal Audit. This, in addition to a further review by CIPFA and the monitoring of arrangements by the Chief Officer - Governance, is designed to provide the Council with assurance and/or improvement actions in respect of its governance arrangements.

4.1.3 In addition, section 3 of this report explains the aspiration for the Council's governance arrangements to be framed around the Target Operating Model and for this to be developed alongside an Urban Governance framework. The report "Council Target Operating Model", considered by the Council in August, 2017, identified that delivering Local Outcome Improvement Plan (LOIP) priority outcomes required strong and broad collaboration with communities and across the public, private and third sectors. This needs collaborative leadership of the City and the broader region as well as the leadership of the institution of ACC. A central element of this approach is effective community engagement which builds a strong involvement in place making from the people who live and work here. This has been taken into consideration as the institutional governance documents and arrangements were revised and this will be the case as these are kept under review over the following 12 months.

4.2 Scheme of Governance

4.2.1 A key priority of the governance review has been the delivery of a Scheme of Governance. The Council's key governance documents that form part of the proposed Scheme of Governance already exist. However, different monitoring arrangements exist between them and some inconsistencies between the documents were discovered during the governance review. The intention of the Scheme of Governance is to bring together the Council's key governance documents to promote the following benefits:

- Consistency in language, style and presentation of the documents;

- Alignment between the documents, the CIPFA/SOLACE international principles of good governance and the design principles of the Target Operating Model; and
- Transparency – all decision making arrangements are located in one place, accessible to elected members, staff, the public and the Council’s partners.

4.2.2 Consultation on the Scheme of Governance has been underway for some time, and has most recently included:

- Governance Reference Group meetings in July, December and February;
- briefings with Group Leaders in January;
- Governance Board meetings involving trades unions and officers from all directorates;
- Consultation meetings with trade unions on Staff Governance Committee;
- The Third Tier Network and the Extended Corporate Management Team;
- Transformation Management Board;
- Internal Audit and External Audit;
- Aberdeen City Public Protection Chief Officers’ Group; and
- On-going dialogue with CIPFA on the Council’s approach, including in the design of a Committee Effectiveness Annual Report.

4.2.3 The development and exploration of options with stakeholders together with constructive feedback has been beneficial. It has helped to emphasise the importance of a strong governance framework to support members and officers in their roles. The documents have continued to develop in the early part of this year in response to comments from all stakeholders. This level of engagement will help embed a culture of good governance across the organisation as in many respects their development has been a collaborative process.

4.2.4 CIPFA conducted a “rapid review” of the documents during the final drafting stages, using the principles of good governance as a reference. Given the intention to seek the governance accreditation at a later date, CIPFA was asked to provide a broad indication of progress only, as the full assessment process requires a more detailed and rigorous assessment over and above a literature review. The feedback received was constructive and positive, with CIPFA clear that we are making satisfactory progress towards the Mark of Excellence. Should the Scheme of Governance be approved, officers will continue to work with CIPFA to support implementation of the scheme and work towards accreditation in late 2018/early 2019.

4.2.5 Internal Audit have provided comment as follows:

“The proposed governance framework includes terms of reference for the Council and its proposed Committees, standing orders for Council and Committee meetings, an officers scheme of delegation, financial and procurement regulations, along with a Member Officer Relations Protocol. This framework covers what Internal Audit would expect to be in place and

has seen operating elsewhere. However, no comment is expressed in terms of the content of the various documents.

The proposal to bring all the key documents under one Scheme of Governance is welcomed by Internal Audit. Over the last three years, Internal Audit has reported on areas of confusion between various governance documents, which have resulted in non-compliance. The fact that these have been reviewed and consolidated under one Scheme of Governance should assist in clarity of purpose and meaning, and consistency of application. However, Internal Audit cannot, at present, comment on whether this will be achieved through the new Scheme of Governance. This will become evident through implementation and the results of future audit testing.”

4.2.6 External Audit will monitor progress through a scheduled audit of Leadership, Governance and Scrutiny. This will be conducted over the late summer period and will review the governance framework, in coincidence with a separate audit of financial processes. It is expected that both audits will have been reported by autumn 2018.

4.2.7 Feedback from trade unions is attached at Appendix I.

4.2.8 The Scheme of Governance is attached at Appendix A and comprises:-

1. Introduction
2. Committee Structure and Terms of Reference;
2. Powers Delegated to Officers;
3. Standing Orders for Council, Committee and Sub-Committee Meetings;
4. Financial Regulations;
5. Procurement Regulations; and
6. Member Officer Relations Protocol.

4.3 Committee Structure and Terms of Reference

4.3.1 A new committee structure has been developed to reflect the design principles of the Target Operating Model. It has sought to improve the Council’s decision making system by being more efficient and more focused on outcomes.

4.3.2 Terms of Reference for each of the proposed committees, sub-committees and joint committees listed below are included in the Scheme of Governance at Appendices A-G. The reporting relationships can be seen on the structure chart set out in the Terms of Reference.

4.3.3 The Committees highlighted in bold are either new or have substantially altered remits.

Committees	Strategic Commissioning Committee
	City Growth and Resources Committee
	Operational Delivery Committee
	Audit, Risk and Scrutiny Committee
	Staff Governance Committee
	Public Protection Committee
	Strategic Transformation Committee
	Planning Development Management Committee
	Licensing Committee
	Pensions Committee
	Urgent Business Committee
	Aberdeen City Region Deal Joint Committee
Sub Committees	Appeals Sub Committee
	Capital Programme Sub Committee
	Licensing Sub Committee

Strategic Commissioning Committee

4.3.4 The Strategic Commissioning Committee will perform a key role as the Council changes from budget led service provision to outcome focussed delivery. It will undertake population-need assessments and will approve commissioning activity to meet those needs and the outcomes specified in the LOIP. The committee will perform a monitoring role to help ensure that the needs and outcomes identified are being achieved.

Operational Delivery Committee

4.3.5 The Committee will work with the Strategic Commissioning Committee to ensure that services which are commissioned in-house have clear service specifications which identify contributions to the LOIP outcomes. It will oversee the delivery of in house services and will make improvements to operational delivery. It will monitor key performance indicators against in-house functions to help ensure that the functions are meeting the service specifications. It is proposed that the religious, parent and teacher representatives in respect of discharging the education functions of the authority are appointed to this committee given that it will have primary oversight of the operational delivery of education services. This is outlined at para 4.9.8 below.

4.3.6 The Council previously appointed to its Education and Children's Services Committee seven external members under the provisions of the Local Government (Scotland) Act 1973 Section 124 (as amended). The Act states that, when the Council has appointed a committee whose purposes include advising the authority on any matter relating to the discharge of their functions as education authority, or discharging any of those functions of the authority on their behalf, it shall appoint three church representatives and may appoint

persons who are not members of the authority. At least half of the persons appointed to such a committee must be elected members.

4.3.7 It is recommended that the Operational Delivery Committee's membership include seven persons with voting rights who are members for education items of business only (which will be identified clearly on the agenda) and who are not members of the Council. The seven external members would be appointed by the Council as follows:-

(A) three persons representing religious bodies in accordance with the requirements of Section 124 (4) of the Local Government (Scotland) Act 1973, being:

- (i) one representative of the Church of Scotland nominated in such manner as may be determined by the General Assembly of that church;
- (ii) one representative of the Roman Catholic Church nominated in such manner as may be determined by the Scottish Hierarchy of that church; and
- (iii) one other person appointed by the Council following a consultative meeting to which all other religious bodies outwith the (i) and (ii) above could attend, having regard:-
 - (a) to the comparative strength within the City of Aberdeen of all the churches and denominational bodies having duly constituted charges or regularly appointed places of worship there; and
 - (b) the representation provided for in (i) and (ii) above;

(B) in accordance with the discretion conferred by Section 124 (3) of the Local Government (Scotland) Act 1973:

- (i) two teachers employed in educational establishments managed by the Council nominated by the Teachers' Consultative Forum, comprising one representative from primary and special needs, including nursery, and one representative from secondary; and
- (ii) two parent representatives, selected by Aberdeen City Parent Council Forum from within its own membership, comprising one representative from primary and special needs, including nursery, and one representative from secondary.

4.3.8 It is recommended that Council agrees to appoint the current external members on the Education and Children's Services Committee, to the Operational Delivery Committee as the respective groups' representatives, as follows:

Church Representatives:

- Reverend Hutton Steel, Church of Scotland
- Mr John Murray, Roman Catholic Church
- Mrs Stephanie Brock, third religious representative

Teacher Representatives:

- Miss Pamela Scott, representing the primary and ASN sector
- Mr Mike Paul, representing the secondary sector

Parent Representatives:

- Mrs Louise Bruce, representing the primary sector
- Mr Colm O’Riordan, representing the secondary sector

4.3.9 The Council is required to establish a School Placings and Exclusions Appeal Committee in terms of the Education (Scotland) Act 1980 (the Education Act), as amended. The committee hears appeals against the refusal of parental requests to place children in particular schools and against the decisions of the Education Authority to exclude pupils from the schools which they attend. The statutory requirement contained in the Education Act is for a committee to be drawn from a pool of individuals from the following categories:

- (a) members of the authority or of the education committee of the authority; and;
- (b) persons who are not members of the authority or of the education committee of the authority but are:
 1. parents of children of school age;
 2. persons who, in the opinion of the authority, have experience in education; or
 3. persons who, in the opinion of the authority, are acquainted with the educational conditions in the area of the authority

4.3.10 The Senior Democratic Service Manager has delegated powers to appoint external members and these will be transferred to the Chief Officer – Governance if the Scheme of Governance is approved. The Council is requested to appoint all elected members of the Operational Delivery Committee as members to the pool from which the School Placings and Exclusions Appeals Committee will be drawn.

City Growth and Resources Committee

4.3.11 The Committee will blend a focus on the Council’s management of the institution’s resources and place shaping strategies for the future growth of the city. This will include for example, local transport strategies. This mirrors the focus on the annual credit rating assessment. It will develop and monitor the delivery of the Capital Programme, including the projects within it. A Capital Programme Sub Committee will allow members to both consider the capital programme in its entirety and scrutinise individual projects in detail, and make recommendations as appropriate.

Audit, Risk and Scrutiny Committee

4.3.12 This Committee will essentially undertake its previous remit. In addition, it will approve the Code of Corporate Governance, as well as the Annual Governance Statement, and provide independent assurance on the integrity of financial reporting.

Staff Governance Committee

4.3.13 In agreeing the Target Operating Model on 23rd August 2017, the Council noted the intention to explore a Staff Governance Committee to incorporate the roles of the Joint Consultative Committee, the Corporate Health and Safety Committee and the Appeals Committee. The proposed Terms of Reference:

- a) build on the cultural aim previously established, to secure equal attention on our staff, customer and resources;
- b) integrate all matters affecting staff within a single committee;
- c) include local trade union representatives as advisers, with provision for substitutes, to enable joint working. Legislation prevents staff members from being voting members, subject to a specific exception allowing teachers to be appointed to committees discharging education functions as explained at paragraph 4.3.7. It is therefore proposed that they attend meetings as advisers and contribute to the meeting, with the exception of moving motions or amendments, or voting. It is proposed that the following trade unions will each be offered two places, plus substitutes:
 - Unison;
 - Unite;
 - GMB;
 - EIS;
 - Scottish Secondary Teachers' Association; and
 - VOICE
- d) refer the design and oversight of a staff behavioural framework, the lead in establishing and promoting values for the organisation and its staff, and the development and approval staff policies; and
- e) provide a forum to develop the existing partnership between the Council and all trade unions in order to support the Council becoming an employer of choice.

4.3.14 Trade unions have been consulted on these proposals and the responses are set out in Appendix I. In particular, officers have emphasised the following:

- a) Under the proposals, the Joint Consultative Committee and the Health and Safety Committee will no longer continue to be constituted. However there is no intention for the Staff Governance Committee to displace other consultation mechanisms in place and regular meetings between the trades unions and management will continue to take place. Participation in the

business of the Staff Governance Committee and in the transformation portfolio governance does not substitute formal consultation arrangements.

- b) By including local trade union representatives as advisers on the committee, this strengthens representation of Council staff. However provision will be made for regional trade union representatives to address the Committee if they so wish.
 - c) This is a significant development in terms of the Council emphasising the wellbeing of its workforce, and by putting in place practical arrangements for joint working signifies an enhanced focus on staff welfare.
 - d) The benefits of incorporating the Corporate Health and Safety function within a full Council Committee include:
 - improvements in governance and transparency, including agenda and meeting management;
 - increased trade union participation in the Council's formal decision making structure;
 - raising the profile of health and safety through attendance of elected members and Chief Officers at meetings; and
 - enhanced relationships with other committees of the Council through Terms of Reference.
 - e) Health and Safety structures within services/functions will remain in place. These will continue to meet regularly and instead of reporting to the Corporate Health and Safety Committee, will report to the Staff Governance Committee. These matters will be dealt with under a designated section on the agenda.
- 4.3.15 It is proposed that appeals will be heard by a Sub Committee of five members, drawn from the elected members on the Staff Governance Committee.

Public Protection Committee

4.3.16 The Scheme of Governance proposes a new Public Protection Committee. This committee will provide assurance on the Council's statutory regulatory duties to protect the public as well as taking on responsibilities for police and fire duties, including scrutiny and approval of local plans. The Aberdeen Chief Officers Public Protection Group has been consulted on this change. This approach reflects the principles of the TOM whilst ensuring that the Council remains closely involved in both Police and Fire matters.

General Provisions

4.3.17 Other proposed changes within the Terms of Reference include:

- a) each committee will be responsible for agreeing policies relative to its own function, and will scrutinise risk registers pertaining to its remit;
- b) each Committee will be required to review their own effectiveness against their Terms of Reference through an annual report, and this is outlined further at paragraph 4.3.23 below;

- c) each committee is encouraged to work in partnership with other committees of Council where appropriate and this will be facilitated through Conveners and Executive Leads;
- d) each committee is encouraged to work in partnership with non-Council bodies as well as other committees as the Urban Governance Co-ordinating Structures where appropriate. This will be facilitated through convenors and executive leads;
- e) each committee is encouraged to develop a relationship with the relevant coordinating structures within the urban governance framework;
- f) each committee is encouraged to consider the mechanisms it wishes to use to facilitate better engagement with civic leadership; and
- g) in pursuit of being recognised by UNICEF as a child friendly accreditation, each committee needs to consider the impact on children of its decisions.

4.3.18 The Scheme of Governance does not include the following Committees and Sub Committees and so these will be disestablished:-

- Communities, Housing and Infrastructure Committee;
- Education and Children's Services Committee;
- Finance, Policy and Resources Committee;
- Licensing Urgent Business Committee;
- Zero Waste Management Sub Committee;
- Housing Cases Sub Committee;
- Licensing Evidential Hearings Sub Committee; and
- Special Licensing Objections Committee.

4.3.18 Although not referred to in the Terms of Reference, the governance arrangements in respect of the Integration Joint Board and the Licensing Board will remain in place unless otherwise agreed by Council.

Committee Compositions and Memberships

4.3.19 Council is asked to agree the compositions of each committee, including the number of members appointed to each committee. Options are set out Appendix H. It is not proposed, at this stage, to alter the composition or membership of either the Integration Joint Board or the Licensing Board.

Appointment of Conveners and Vice Conveners and Payment of Senior Councillor Allowances

4.3.20 The Council is requested to appoint Conveners and Vice Conveners to the committees in paragraph 4.3.3 as appropriate. In line with the Council's Standing Orders, the Convener of the Audit, Risk and Scrutiny Committee should be the Leader of the largest Opposition Group.

4.3.21 When making these appointments, the Council must have regard to the following structure for the payment of allowances to Councillors:-

- (a) up to 19 Councillors can hold senior positions with an allowance between £22,218 (lower level) and £29,623 (upper level) provided the total is within the maximum permissible of £442,215; and

(b) a basic allowance of £16,927 must be paid as a minimum to each member of the Council as set out in the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2017. No member can be paid more than one allowance.

4.3.22 The Council is asked to agree the senior allowances to be paid noting that separate provision is made for the Civic Head (Lord Provost) and the Leader of the Council.

Annual Reports on Committee Terms of Reference

4.3.23 As part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that committees review the extent to which they have operated within their Terms of Reference, through an annual report. A template has been developed and is attached as Appendix J. It is proposed that this be effective after the first year of operation with each committee reviewing such a report on or around April 2019. Each report would thereafter be submitted to Full Council.

4.3.24 CIPFA has reviewed the template and again provided suggestions for improvement which have been taken on board. In general terms, they state:

A committee effectiveness report has the potential to support the improvement journey by accounting for the ways that committees support a quality improvement culture with quality assurance of services and feedback loops. A template that goes beyond tick box and more clearly offers the opportunity to address some current and historic issues and, importantly give a clear signal that good governance is taken seriously. It could therefore provide support to a number of the developments that Aberdeen City Council seeks in its journey towards achieving the excellence in governance mark.

Diary of meetings

4.3.25 A diary of meetings has been prepared from 1 April 2018 to 1 April 2019 and Council is asked to approve this. The diary is attached as Appendix K.

4.4 Powers Delegated to Officers

4.4.1 As provided for by the Councillors' Code of Conduct, the role of an elected member is to determine policy and to participate in decisions on matters placed before elected members. The Code states that the role of an officer is to engage in the operational management of the Council's services. The law provides that the Council may arrange for the discharge of any of its functions, subject to some exceptions, by an officer of the Council. The proposed Powers Delegated to Officers sets out those decisions that the Council would delegate to officers and seeks to balance the respective roles of elected members and of officers as envisaged by the Code.

4.4.2 The review of the Powers Delegated to Officers has had a number of aims including the following:

- a) Clarify existing delegations which are not clear in their intention;
- b) Promote transparency by formally recording existing practices;
- c) Delete obsolete powers - for example the Social Work Complaints Review Committee no longer exists and delegations in respect of these matters have been deleted;
- d) Respond to changes in law - for example, new legislation has come into effect since the last major review of the delegated powers including the Community Empowerment (Scotland) Act 2015, the Carers (Scotland) Act 2016 and the Children and Young People (Scotland) Act 2014;
- e) Reflect the new Interim Functional Structure;
- f) Promote a model of decision making that supports the empowerment of staff in accordance with the workforce design principle; and
- g) Respond to a key theme of the 2016 Employee Opinion Survey that staff feel less trusted to perform their roles than when surveyed in 2014. This is attributed to staff looking for more respect for their professional judgement, increased responsibility and recognition of their individual skill sets and abilities.

4.4.3 This review has been underway since May 2016 and has involved extensive consultation as set out paragraph 4.2.2 above. The Chief Executive, Directors and Chief Officer posts in the new structure have been allocated general delegations, as well as delegations which are specific to the individual roles. Should members approve the Powers Delegated to Officers, they will be implemented alongside a training and awareness programme. The Chief Officer – Governance will keep the Powers Delegated to Officers under review during the transition period as the new management structure is filled.

4.4.4 The Powers Delegated to Officers were last approved (in totality) by Council in October 2014 following the last management and committee restructure. Summarising all of the changes that have been made to the document from October 2014 to the version appended would be extremely difficult to encapsulate. Therefore some of the more prominent changes are highlighted in Appendix N, with the majority of these being contained within the General Delegations section. As it currently the case, any decision made by an officer under the Powers Delegated to Officers, must also comply with the law and the Council's other constitutional documents including the Procurement Regulations and the Financial Regulations. For example, in discharging a delegated power, officers must not incur any expense unless it is against an approved budget.

4.5 Standing Orders for Council and Committee Meetings

4.5.1 The Standing Orders were approved in March 2017 to ensure that they focus entirely on procedure at Committee and Council meetings with an instruction that they be reviewed after a full year of operation. Further updates were agreed by Council in August 2017.

The Standing Orders have been updated to reflect the new management structure and to add further clarity in some areas including those relating to

appointments and specific roles. This is based on feedback and the observation of meetings.

4.5.2 The following changes are also proposed:-

- a) Adjustments to Standing Order 7.3 and 35.8 to allow the Lord Provost to cancel, advance or postpone Council meeting acting reasonably where there is good reason for doing so;
- b) Rewording of Standing Order 10.1 to clarify that the requirement for a meeting to be called five clear days in advance does not apply to Urgent Business Committee or the Licensing Sub Committee;
- c) Rewording of Standing Order 12 (now proposed Standing Order 13) in respect of the process for late reports to clarify procedure;
- d) An additional Standing Order has been included to stipulate that any officer listed in Standing Order 13.1, and not just the Chief Officer - Governance, has the ability to withdraw a report from an agenda following notification to the Convener and Vice Convener;
- e) Removal of need for Committee to agree to hear deputations, as competency will have been determined prior to meeting;
- f) Addition of Standing Order 25.3 to clarify the participation of advisers at the Staff Governance Committee;
- g) Addition of Standing Order 34.6 to clarify that discussion around the approval of a minute cannot extend to opening up discussion of the substantive issues detailed within that minute;
- h) Rewording of Standing Order 39.1 (Length of Meetings);
- i) Lift, shift and rewording of certain retained 2014 Standing Orders in respect of Committees and Sub Committees to Standing Order 45 in respect of appointment and delegation to Committees and Sub Committees and appointment to outside bodies; and
- j) Addition of Appendix 3 (Protocol for Appointments and Employment) and Appendix 4 (Member Travel and Attendance at External Meetings) which contain procedures outlined in the old 2014 Standing Orders that were retained in March 2017.

4.6 Financial Regulations

4.6.1 The Financial Regulations are a set of rules governing the financial management of the Council. They are an integral part of the stewardship of Council funds and must be adhered to by all officers of the Council. For example, where an officer is making a decision under the Powers Delegated to Officers, they must ensure that their decision is compliant with the Financial Regulations. Adhering to the Regulations ensures that all financial transactions of the Council are conducted in a manner which demonstrates openness, integrity and transparency.

4.6.2 The Regulations were due for routine review in September 2017 but this was postponed slightly in light of the August Council decision to move towards the Target Operating Model. The main changes reflect:

- a) the updated structures and allocation of responsibilities, including the new target operating model;
- b) the bond issue and the maintenance of the credit rating;

- c) the ALEO Assurance Framework and new governance arrangements for capital planning;
- d) update some of the monetary sums, the most significant being to increase the authority to write off business rates and sundry debts from £25,000 to £100,000 per debtor;
- e) a desire to address ambiguities; and
- f) the addition of an appendix outlining approved exemptions to the requirement to issue a purchase order.

4.7 Procurement Regulations

- 4.7.1 The Procurement Regulations are a set of rules intended to ensure that uniform contracting procedures of the highest standard are followed throughout the Council. In turn, this shall secure compliance with the law and ensure that the Council obtains best value in its procurement activity and all resultant contracts. The Procurement Regulations must be adhered to by all officers of the Council. For example, where an officer is making a decision under the Powers Delegated to Officers, they must ensure that their decision is compliant with the Procurement Regulations. Adhering to the Procurement Regulations shall ensure that the Council consistently acts in a transparent and proportionate manner and in a way that is equal and without discrimination. In turn this shall lead to value for money, and more sustainable outcomes which are conducted in a manner which demonstrates openness, integrity and transparency.
- 4.7.2 The current Procurement Regulations were revised and approved in June 2016. Currently, procurement activity for contracts above £50,000 (supplies/services) and £250,000 (works) follows a two stage approval process. Firstly, the Council approves the relevant budget from which the procurement activity will be funded as part of the annual budget-setting process. Secondly, there is then an additional requirement within the ACC Procurement Regulations for the Council or relevant Committee to approve the total estimated expenditure of the particular contract before going out to tender. Feedback from officers has expressed some frustration with this apparent duplication and many comments were made by officers during the consultation process about why subsequent approval is required for a specific contract if the overall budget has already been approved by the Council.
- 4.7.3 The primary change proposed is to adjust the thresholds for approval of procurements dependent on the contract values. The proposal is for a workplan setting out the proposed procurements above £50,000 (services) and £250,000 (works) to be submitted to the Head of Commercial and Procurement by each Director. The workplan would detail the proposed contracts to be procured in the year ahead, the duration and estimated expenditure and the relevant outcomes of the LOIP. The workplan will help facilitate the Council's requirement to publish a contract register. The workplan would then be submitted to the Strategic Commissioning Committee for approval.
- 4.7.4 Following approval of the workplan, Business Cases for each approved contract would then be submitted and these will require to be approved either by the Head of Commercial and Procurement Services (for expenditure below £1m) or by the Strategic Commissioning Committee (for expenditure over

£1m) before the procurement can proceed. The proposals are consistent with the empowerment of staff as envisaged by the Target Operating Model and allows for more efficient decision making. This will enable the Council to act more commercially and achieve best value by speeding up the decision making process. There would not be a requirement for further committee approval of estimated expenditure later in the year for lower value contracts, when the budget and workplan (including the estimated expenditure) has already been approved by members at the start of the financial year. It shall enable the Strategic Commissioning Committee to monitor the impact that the specification has had on outcomes. Performance against the specification for in-house functions will be monitored at Operational Delivery Committee.

- 4.7.5 This proposed process will allow members to scrutinise the proposed contracts and the estimated spend against the outcomes sought. The increase in thresholds is intended to enable a decrease in the amount of low value tenders going to Committee so that higher value tenders can benefit from greater scrutiny and focus upon the business cases. Also, this approach allows for greater focus on outcome-led contracts and articulating the benefits of undertaking the procurement upfront by way of the Business Case. It shall enable the Strategic Commissioning Committee to monitor the impact that the specification has had on the outcomes. Performance against the specification for in-house functions will be monitored at Operational Delivery Committee.
- 4.7.6 Commercial and Procurement is a shared service with Aberdeenshire and Highland Councils. With greater combined buying power, jointly procuring can deliver reductions in cost and best value to the Councils. The proposed thresholds are those adopted by Aberdeenshire Council at the beginning of 2017. Highland Council does not require Committee approval at all for individual contracts with these being approved by senior officers. To maximise the benefit of a shared service, it would be beneficial for the processes across the three authorities to be more consistent. Currently, joint procurements can be delayed due to the requirement for Committee approval for lower value contracts.
- 4.7.7 If approved, Directors and Chief Officers will be permitted to procure in accordance with the thresholds. This requires a phased introduction from 1 July 2018 to allow the design of a workplan for services with the Strategic Commissioning Committee. This phased introduction is reflected in the Procurement Regulations.
- 4.7.8 The following thresholds are proposed to take effect from 1 July 2018:
- Contracts below £50,000 (supplies/services) or £250,000 (works) to be approved by relevant Chief Officer;
 - Contracts above £50,000 (supplies/services) or £250,000 (works) up to £1,000,000 (both supplies/services and works) to be approved by the Head of Commercial and Procurement following consideration of the Directorate's workplan (as described above) and approval of a business case for each contract to be submitted by the relevant Chief Officer for approval by the Head of C&PS; and

- Contracts above £1,000,000 (both supplies/services and works) to be approved by the Strategic Commissioning Committee following consideration of the Directorate’s workplan (as described above) and approval of a business case for each contract to be submitted by the relevant Chief Officer for approval by the Strategic Commissioning Committee.

4.7.9 Until 30 June 2018, the existing procurement thresholds, as set out in the current Procurement Regulations 2016, will apply:

- Contracts below £50,000 (supplies/services) or £250,000 (works) to be approved by relevant Chief Officer; and
- Contracts above £50,000 (supplies/services) or £250,000 (works) to be approved by the Strategic Commissioning Committee, prior to procurement being undertaken.

4.8 Member Officer Relations Protocol

4.8.1 The Protocol was first approved in March 2017 and has also been kept under review. This appears to be operating effectively, supporting members and officers in their relationships with one another. Joint training sessions with members and officers continue to be delivered to reinforce the distinction in roles.

4.8.2 Minor changes are proposed to the Protocol, including additional guidance on where members are contacted by the Council as private individuals (section 7) and to reflect the Target Operating Model (section 1).

4.9 Civic Leadership

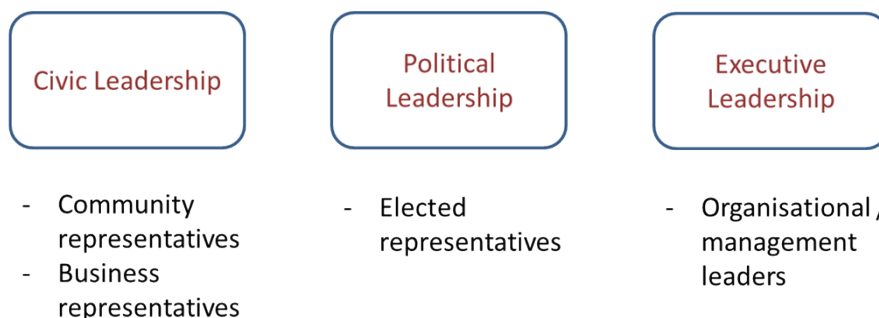
Engagement

4.9.1 Since the Council’s consideration of an “Urban Governance” discussion document, which was submitted as part of the “Council Target Operating Model” report to the Council meeting in August, 2017, a series of engagement events and meetings have taken place and continue. To date either the Lord Provost, the Chief Executive, or both, have attended and held discussions with:-

- a) Aberdeen Civic Forum;
- b) Aberdeen Community Council Forum;
- c) Aberdeen City Burgesses;
- d) Locality Planning Groups;
- e) Aberdeen Multi-Faith Forum;
- f) Local Trades Unions;
- g) Regeneration Matters Group; and
- h) Disability Equality Partnership.

4.9.2 The discussions have focussed on the benefits of shared civic leadership. The proposition, supported by evidence from across the world, that successful

“places”, not only in economic terms, but also as a place to live in the broadest sense, are those where there is collective leadership and participation across all key stakeholders and a shared vision for the “place”. The discussions also focussed on the different aspects of place leadership as shown below:



4.9.3 The presentation and reception of these principles at each event have, without exception, been positive. The response has been to:

- a) welcome the engagement;
- b) support an ambition to build the city’s existing civic leadership; and
- c) recognise that the engagement and discussions which have been started, must be broadened, deepened and sustained.

In short, there appears to be a desire to continue consideration of enhanced civic leadership including the potential benefits and the practicalities of delivering it. A summary of an engagement event held on 27th January, 2018, is included in Appendix L.

Values and Principles

4.9.4 A number of values and principles have been suggested by community representatives who organised and attended the engagement event on 27th January, 2018, upon which further development of civic leadership and engagement can be taken forward by all stakeholders. These are listed in Appendix L. The Council is invited to consider and endorse these values and principles. The values and principles are in full alignment with the Target Operating Model Design Principles, agreed by Council in August 2017, also outlined in Appendix L.

Collaboration and Co-design

4.9.5 Building on the recent engagement and the Open Space event on 27th September, it is recommended that the Council continue to work with individuals, groups and communities to collaborate and, as far as possible, co-design models for civic leadership and engagement which meet local needs. A number of specific topics have been raised as part of the recent engagement which could be taken forward:-

<u>Planning</u>	Exploring options for communication, engagement and participation within the Planning process. This would take into account the legislative requirements of, the current Planning Bill and building on current practices endorsed
-----------------	---

	by the Council and other partners, such as the Place Standard Tool.
<u>Public Purse</u>	Exploring options for communication, engagement and participation in decision making on the “public purse”, including the Council and other public services.
<u>Informing and Communicating</u>	Exploring options for improving the sharing and communication of information. Specific issues raised included use of digital media, information portals, Freedom of Information, open data, in addition to traditional methods of communicating and engagement.
<u>Civic Representation and Involvement</u>	<p>Within the context of the Community Empowerment Act, a number of issues and recommendations were raised relating to the role of existing “civic” groups, including Community Councils, the Civic Forum and others. The discussions included:</p> <p>how groups represented broader views; how they communicated and engaged with each other, with communities and individuals and with statutory bodies, including the Council; how they could be further supported in these roles; and the nature of issues / business which groups are involved in.</p> <p>It is suggested that a joint review, including Council, civic and partner representatives, be established to explore these questions.</p>

4.9.6 The Open Space approach taken on 27 January 2018, was well received and it may be that individuals or groups would wish to organise or participate in similar exercises in relation to the specific topics identified above, or indeed other topics. Alternative and additional models have been raised through the engagement, including citizen juries and mini-publics. However, the methodology used is considered less important than building on the co-operation, self-empowerment and shared support which has characterised this work to date. In order to support this, it is recommended that the Council:-

- a) endorses the values and principles of civic leadership and engagement as set out in Appendix L noting their alignment with the Target Operating Model Design Principles, agreed by Council in August 2017; and
- b) refers the development of models for civic leadership and engagement, to the appropriate committees in order that they might give active consideration to how civic leadership and collaborative decision making could be strengthened within the areas of their responsibility.

4.9.7 As the engagement with “civic leaders” has progressed, so too has collaboration between Council officers and community representatives through researching and reviewing different models and experiences of civic leadership. This has helped to build an understanding of best practice. This engagement is taking place within a context of a changing policy and

legislation. This includes the Community Empowerment Act which places a duty on public bodies to ensure local “voices” are heard in agreeing priorities, as well as giving community groups the right to participate in public decision-making. Other initiatives, such as the Participatory Budgeting models funded and supported by the Council, such as 'Your Streets, Your Say' and 'U Decide' are also relevant to civic leadership. It is also important that future policies, legislation and guidance, such as the “Community Choices” commitment that 1% of each local authority’s annual budgets is allocated through a participatory budgeting process, are considered as a means of enhancing civic leadership.

4.10 Implementation and Monitoring

4.10.1 The following will be required to implement the Scheme of Governance documents:

Training and Development

4.10.2 Should the Council approve the proposed Scheme of Governance, it will be essential that all users and audiences understand the system of governance. To this end elected member training is scheduled for late March, with a rolling programme of wider governance training to take place over the following 12 months, including the development of training programmes for each Committee. The training will include external members of the Committee discharging education functions and trade union advisors on the Staff Governance Committee.

4.10.3 A Training and Development Plan is in place for officers, from mid-March onwards. This will help ensure that the refreshed institutional governance arrangements are embedded in all areas of the organisation, at all levels, and reinforce that good governance is the responsibility of all officers. This will include:

- a) refreshed guidance and FAQs on the Zone;
- b) a third Tier Network scenario based session on reporting to Committee;
- c) a roadshow of Senior Management Teams; and
- d) drop in sessions for report authors.

Transition and Review

4.10.4 Unless otherwise agreed, all outstanding committee instructions to officers have been re-allocated to the relevant Chief Officer and the relevant committee and captured within the Committee Planners. Any outstanding decisions regarding ongoing projects have been allocated to the most appropriate committee for that matter.

4.10.5 The revised governance documents will support the interim functional structure and facilitate the transition to the Target Operating Model. As with the introduction of any new governance framework, it is foreseeable that further changes will be required so that the Scheme of Governance remains relevant, effective and accurate. Furthermore, the Council will need to monitor the ability of the Scheme of Governance to respond to the pace and agility of new technology. The Chief Officer – Governance will monitor the

implementation of the Scheme of Governance and will report back to Full Council on the operation of the Scheme of Governance within 12 months.

5. URBAN GOVERNANCE

Background

- 5.1 A distinction was made in the Urban Governance paper approved by the Full Council at its meeting on 23 August 2017 in terms of the leadership of an institution like the Council against the leadership of a place. It acknowledged that the leadership models for each function are different although there may be overlap. In line with the LOIP drivers, the August report highlighted the potential for additional governance under the LOIP and the Regional Economic Strategy drivers of Investment in Infrastructure, Inclusive Economic Growth and Internationalisation.
- 5.2 Officers have engaged with a number of relevant stakeholders under each of these themes. The objective of the consultation process was to:
- a) seek the views of external stakeholders on the urban governance concept;
 - b) highlight those areas where leadership and governance could contribute to the delivery of place outcomes, that are not currently within the remit of existing groups;
 - c) test the development of new partnership models; and
 - d) test these proposals with the UK Government and the Scottish Government (and/or their agencies).
- 5.3 The consultations were undertaken in the context of the findings from the Scottish Government's review of the Enterprise and Skills agencies, and the resulting focus on 'regional economic partnerships'; and the ongoing response to the Planning Bill and the review of Regional Transport Partnerships. The figure below illustrates the existing configuration of collaboration by the Council at a regional level.
- 5.4 There are a number of strategic partnerships that currently operate at a city and regional level. In turn these align to the Regional Economic Strategy renaissance vision for the wellbeing of Aberdeen and its people. The key strategic structures that the Council contributes to are:
- a) City Region Deal (CRD) Joint Committee;
 - b) Opportunity North East Board and the Regional Advisory Board;
 - c) NESTRANS; and
 - d) Strategic Development Planning Authority.
- 5.5 As well as these strategic structures, there are a number of operational groups that Council officers contribute to, and these include the Regional Economic Strategy Group and the North East of Scotland Trade Group.

Engagement

5.6 The consultations were conducted on the basis of the paper to Full Council in August 2017 Report on Urban Governance. Each consultee was provided with this in advance of a series of face-to-face and telephone meetings. To date, the following organisations have been approached:

- a) Opportunity North East (ONE);
- b) Robert Gordon University (RGU);
- c) Scottish Enterprise (SE);
- d) Skills Development Scotland (SDS);
- e) North East of Scotland College (NESCOL);
- f) Robert Gordon's College (RGC);
- g) Scottish Council for the Development of Industry (SCDI); and
- h) Aberdeen & Grampian Chamber of Commerce (AGCC).

5.7 Based on the feedback, and gaps in the leadership and direction of strategic priorities for the city, a number of 'coordinating structures' for the economic leadership of the city emerge, as well as additional structures for outcomes relating to place and technology. These are summarised in in Appendix M.

Findings

5.8 The proposed groups would not replicate or duplicate the strong existing city and regional structures that already exist. They would instead provide the 'regional economic partnership' approach indicated in the Scottish Government review. However, within these areas, there is an opportunity to provide greater strategic leadership. In particular, they would offer the strength of elected member involvement, government (three layers) and industry leadership to contribute to the achievement of successful outcomes.

5.9 It is anticipated, that when established, the proposed leadership structures would provide updates to the relevant committees of the Council and other groups where relevant. The potential links between the groups and other governance arrangements is provided in Table 3 in Appendix M.

Findings and Next Steps

5.10 On the basis of the engagement to date, the following steps are recommended:

- a) continue consultation process with proposed participants;
- b) confirm participation of the stakeholders in each group;
- c) confirm commitment of the UK Government and Scottish Government (or their agencies) to participating in the relevant Groups; and
- d) develop a terms of reference for each coordinating group.

6. PORTFOLIOS AND POSITION IN THE ORGANISATIONAL STRUCTURE

- 6.1 As noted above, the Council agreed on 11th December, 2017, *“to instruct the Chief Executive to consider the portfolios, and position within the organisational structure of Governance, City Growth, City Planning and the City Centre Masterplan within future proposals.”*

City Centre Masterplan

- 6.2 The City Centre Masterplan Strategic Framework remains a material consideration as a plan for the City. The development of future interventions within that Framework which contribute to the place outcomes for the City will form part of the Council’s Place function. As projects are developed and appraised, along with identification of appropriate funding and delivery mechanisms, the Resources function would be responsible for implementation. The position of the City Centre Masterplan, therefore, sits within and across these functions.

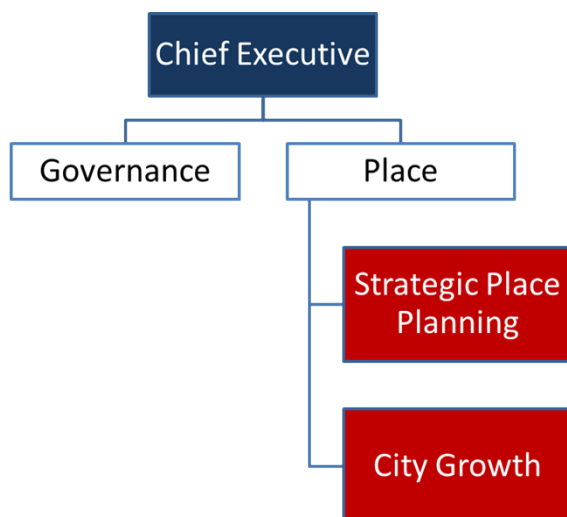
City Growth and Strategic Place Planning

- 6.3 The proposed place function is distinct from the delivery of council services and has a significant externally facing role. As such its portfolio has a relationship with each of the four directorates agreed by Council, as well as with the committee structure proposed within this report. On this basis it is considered that the City Growth and Strategic Place Planning form part of the distinct function of Place. Place planning strategies are reflected in the City Growth and Resources Committee terms of reference.

Governance

- 6.4 The Governance Function will be responsible for developing, maintaining and improving the Council’s Governance Framework. This cross-service framework will be based on the CIPFA Principles of Good Governance. The framework will aim to deliver the aspirations of the LOIP through informed and transparent decision making which is subject to effective scrutiny and risk management. The Governance Function will be responsible for providing assurance to elected members and external auditors that the Council is complying with these principles through the Annual Governance Statement. It will do this in partnership with all Council services, operating as an enabling Function to support all services to fulfil their governance responsibilities.
- 6.5 The Governance Function will be led by the Chief Officer – Governance. This post holder will also hold the role of Monitoring Officer. The Monitoring Officer of the Council requires the ability to provide independent and impartial advice to the Council and continue to have direct and regular access to the Chief Executive. The Chief Officer – Governance will be supported in their role by the services attached to the Governance Function.
- 6.6 The Accounts Commission expects councils to achieve the highest standards of governance particularly in the context of significant changes in the way that local government operates. Taking into account the importance of robust governance arrangements to the success of the Council and the nature of the

roles and responsibilities of the Governance Function, it is appropriate that the Function reports directly to the Chief Executive.



7. FINANCIAL IMPLICATIONS

- 7.1 When making appointments, the Council must have regard to the structure for the payment of allowances to Councillors as detailed in section 4 of this report.
- 7.2 There are no direct financial consequences from the adoption of the Scheme of Governance, but having a robust governance framework will assist measures to support organisational change and achieve budgetary targets. The Financial Regulations contained within the scheme are an integral part of the stewardship of Council Funds. Adhering to the Regulations ensures that all financial transactions of the Council are conducted in a manner which demonstrates openness, integrity and transparency.
- 7.3 There are no direct financial implications resulting from the proposals relating to civic leadership and engagement. Any financial implications resulting from specific proposals for participation in decision making will be evaluated on a case by case basis and reported to the appropriate Committees as required.

8. LEGAL IMPLICATIONS

- 8.1 The Scheme of Governance is a comprehensive update of the Council's current governance documents. The Scheme of Governance has been designed to help the Council comply with its statutory duties and functions. It is also designed to be consistent with both Target Operating Model principles and with CIPFA principles of good governance.
- 8.2 Under Section 56 of the Local Government (Scotland) Act 1973 the Council may arrange for the discharge of any of its functions, subject to some exceptions, by a Committee or a Sub Committee. The Council's current committee structure and terms of reference are detailed in the Committee Orders of Reference. The Scheme of Governance substantially revises these

to reflect the design principles of the Target Operating Model. The new structure is designed to be more efficient and focussed on outcomes. Section 57(3) of the Local Government (Scotland) Act 1973 states that a Committee or Sub-Committee may have members who are not Councillors. Councillors must make up at least two-thirds of the members of any Committee or Sub-Committee. However, a Committee or Sub-Committee which regulates or controls the finance of a Local Authority must be made up entirely of Councillors. This would include the City Growth and Resources Committee and the Strategic Transformation Committee. Section 124(2)(a) of the Local Government (Scotland) Act 1973 provides, as an exception to the general rule, that where a committee is established to advise the Council on any matter relating to the discharge of its functions as Education Authority or to discharge any of those functions on the Council's behalf, then up to one-half of its members must be elected members.

- 8.3 Section 56 of the Local Government (Scotland) Act 1973 also provides that the Council may arrange for the discharge of any of its functions, subject to some exceptions, by an officer of the Council. The Council currently has a list of Delegated Powers detailing those powers delegated to officers. The Council is separately required by Section 43A of the Town and Country Planning (Scotland) Act 1997 to publish a Scheme of Delegation detailing how certain planning applications are to be dealt with by officers. The Council also currently has a separate 'Planning Scheme of Delegation' which complies with this requirement. The Scheme of Governance brings these two schemes together in one document. The Scheme of Governance also clarifies existing delegations, removes obsolete delegations and reflects changes to legislation. The existing 'Planning Scheme of Delegation', which will be effective until Scottish Ministers approve the revised scheme, can be viewed here: <https://www.aberdeencity.gov.uk/services/planning-and-building/planning-applications/scheme-delegation>
- 8.4 The Council is empowered by Section 62 of the Local Government (Scotland) Act 1973 to make, vary or revoke standing orders respecting Council, committee or sub-committee meetings. The Scheme of Governance combines all of the Council's standing orders to create a single set of standing orders. These standing orders reflect the new management structure and provide additional clarity.
- 8.5 The Council is required to adhere to stringent financial controls and practices by legislation. The Financial Regulations adopted by the Council are an integral part of the proper management of public funds by Council Officers. The Scheme of Governance updates the financial regulations to reflect the Target Operating Model. The regulations are also updated to reflect the Council's bond issue.
- 8.6 The Council is also required to abide by several pieces of legislation when undertaking procurement. These include the Procurement Reform (Scotland) Act 2014 and several EU Directives on procurement. The current Procurement Regulations were approved in 2016 and ensure that the Council acts in accordance with legislation. The Scheme of Governance updates these regulations and proposes thresholds for approval of contracts. These changes are consistent with the empowerment of staff as envisaged by the

Target Operating Model and allow for more efficient decision making. This will help enable the Council to act more commercially and achieve best value by speeding up our decision making process.

- 8.7 The Council has a responsibility to scrutinise local police plans and local fire and rescue plans. Local police plans are produced by Police Scotland's Local Commander in accordance with section 47 of the Police and Fire Reform (Scotland) Act 2012. Local fire and rescue plans are produced by the Scottish Fire and Rescue Service in accordance with section 41E of the Fire (Scotland) Act 2005. In each case, the plans are submitted to the Council for scrutiny and approval.
- 8.8 The Council also has a number of other responsibilities imposed by both of the Police and Fire Reform (Scotland) Act 2012 and the Fire (Scotland) Act 2005. These include commenting on national plans and responding to consultations. They also include working closely with both Police Scotland and the Scottish Fire and Rescue Service on local service delivery and priorities.
- 8.9 It is proposed that both local police plans and local fire and rescue plans are scrutinised by the Public Protection Committee.
- 8.10 The Scheme of Governance facilitates the Council's pursuit of the CIPFA Governance Mark of Excellence. It updates the current governance documents to reflect the Target Operating Model and to reflect changes in both legislation and Council operations.

9. MANAGEMENT OF RISK

- 9.1 An assessment of risk has been made, and is summarised below, against each of the following categories:

Financial

The direct financial implications arising from the recommendations of this report are set out above and considered to be low risk. Having a robust scheme of governance, incorporating financial regulations, mitigates against the risk of poor financial management, poor value for money, fraud and financial loss.

Employee

No direct employee risks have been identified.

Customer / citizen

In relation to civic leadership and engagement, there exists a risk that through the collaborative approach proposed it may not be possible to agree or implement individual suggestions and/or collective recommendations. There may be statutory, financial, practical or some other reason for this. The risk is that expectations are not met and participants may be dissatisfied with the outcome. In order to mitigate this it will be necessary, that throughout any collaboration in which the Council participates, legislative, financial and other restrictions are identified and agreed at an early stage;

Environmental

No direct environmental risks have been identified.

Technological

No direct technological risks have been identified.

Legal

Implications have been identified and are set out above in section 8.

Reputational

There may be a reputational risk relating to that identified for “Customer / Citizen” above.

10. IMPACT SECTION

Economy

- 10.1 The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. The proposals include a co-ordinating structure for economic growth of the city. These are in line with the LOIP drivers and the Regional Economic Strategy drivers of Investment in Infrastructure, Inclusive Economic Growth and Internationalisation.

People

- 10.2 As set out above, the report includes proposals, which align to the agreed design principles of the Target Operating Model, to strengthen transparency, accountability, engagement, inclusiveness, shared vision and values, a commitment to joint learning. These are directly relevant and fulfilment of the vision and ambition of the LOIP and the Strategic Business Plan.

Place

- 10.3 There is no direct impact on the place, however, the governance arrangements proposed are designed to strengthen shared leadership of the place.

Technology

- 10.4 The Council recognises that enabling technology is central to innovative, integrated and transformed public services. The proposals within this report will be supported, where possible, by innovative use of technology.

11. BACKGROUND PAPERS

Council Target Operating Model – Report to Council, 23rd August 2017
Target Operating Model – Report to Council, 11th December 2017

12. APPENDICES

- A. Scheme of Governance Introduction
- B. Committee Terms of Reference

- C. Powers Delegated to Officers
- D. Standing Orders for Council, Committee and Sub Committee Meetings
- E. Financial Regulations
- F. Procurement Regulations
- G. Member Officer Relations Protocol
- H. Committee Compositions
- I. Responses from Trade Unions
- J. Committee Effectiveness - Annual Report Template
- K. Council Diary – 1st April 2018 to 1st April 2019
- L. Civic Leadership Values and Principles
- M. Urban Governance Coordinating Structures
- N. Powers Delegated to Officers – Primary Changes

13. REPORT AUTHOR DETAILS

Fraser Bell
Chief Officer - Governance
fbell@aberdeencity.gov.uk
01224 522084

Richard Sweetnam
Chief Officer – City Growth
rsweetnam@aberdeencity.gov.uk
01224 522662

Martin Murchie
Policy, Performance and Parliamentary Liaison Manager
Office of Chief Executive
mmurchie@aberdeencity.gov.uk
01224 522008

Aberdeen City Council

Scheme of Governance

1. Purpose and Interpretation

The Scheme of Governance for Aberdeen City Council is jointly authored by the Chief Officer – Governance, the Chief Officer – Finance and the Head of Commercial and Procurement.

The Scheme of Governance contains key governance documents to facilitate lawful decision making. It is one of the primary sources of assurance required to demonstrate the effectiveness of the Council's systems of internal control, referred to in the Council's approved Local Code of Corporate Governance against which the Annual Governance Statement is set.

These documents should be read and interpreted in conjunction with one another. In the event of any inconsistencies between the documents, advice should be sought from the Monitoring Officer. In the event of a discrepancy between the law and the Scheme of Governance documents, the law will prevail.

The Scheme of Governance contains the following:

DOCUMENT	PURPOSE
Committee Structure and Terms of Reference	Decision making authority delegated by the Council to each Committee and Sub Committee
Powers Delegated to Officers	Decision making authority delegated by the Council to the Chief Executive, Directors and Chief Officers
Standing Orders for Council, Committee and Sub Committee Meetings	Rules of procedure for meetings of Full Council and its Committees and Sub Committees
Financial Regulations	Rules governing financial management of the Council
Procurement Regulations	Rules governing contracting and procurement by the Council
Member Officer Relations Protocol	Rules governing relationships between elected members and Council officers

2. Implementation and Review

The Scheme of Governance is effective from 1st April 2018 subject to the following:

- Annual review alongside the Annual Governance Statement to be led by Chief Officer – Governance and reported to Council, if necessary, with any proposed alterations.
- The terms of any delegation to Chief Officer - Governance and (Finance) and Head of Commercial and Procurement to make minor amendments.
- Revised procurement thresholds in the Procurement Regulations and Delegated Powers to Officers taking effect from 1st July 2018 with current thresholds in place until 30th June 2018.

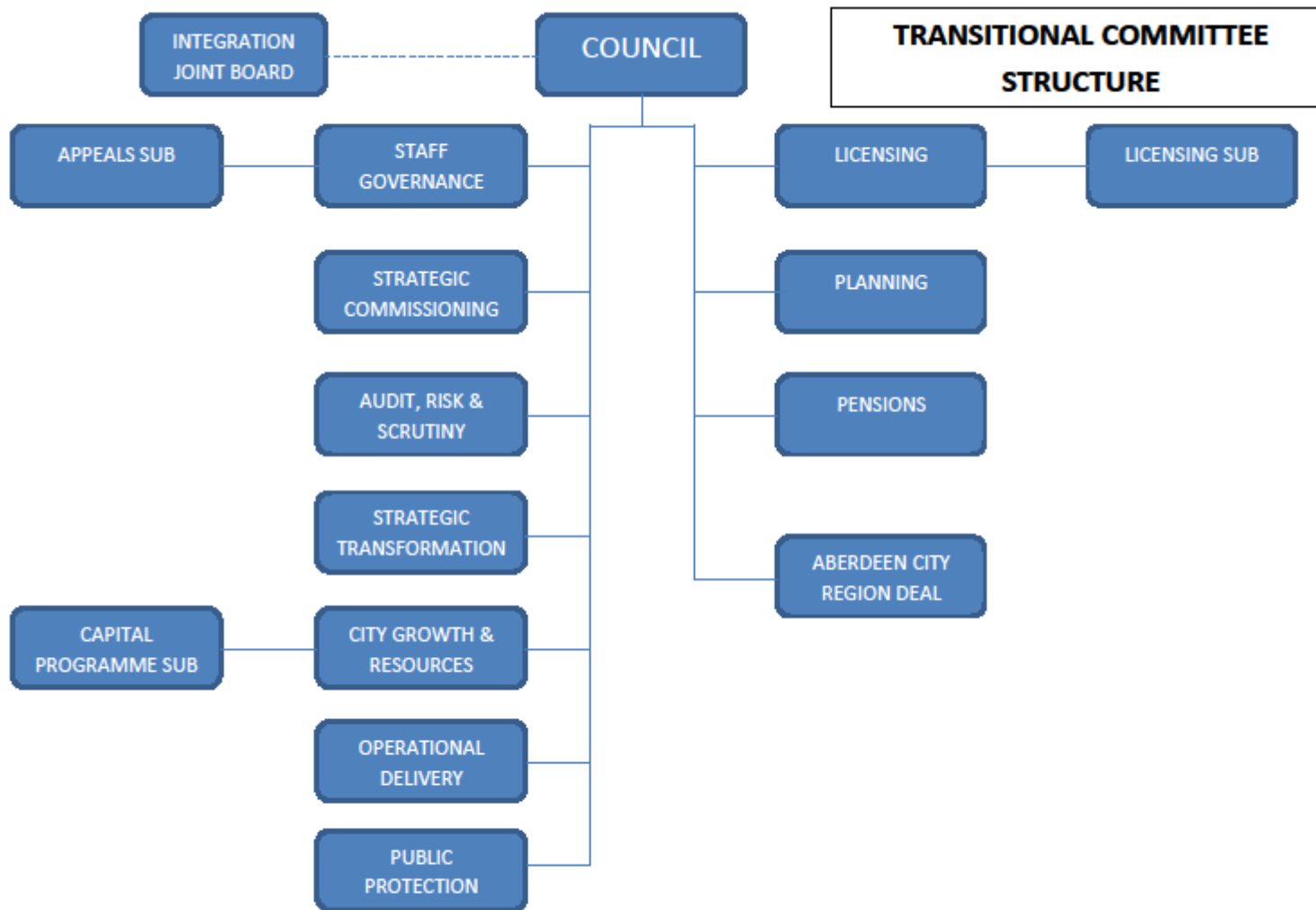
This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE TERMS OF REFERENCE

INDEX

<u>INTRODUCTION</u>	4
<u>ABERDEEN CITY COUNCIL</u>	6
<u>GENERAL DELEGATIONS TO COMMITTEES</u>	7
<u>EXCLUSIONS FROM DELEGATION TO COMMITTEE</u>	7
<u>URGENT BUSINESS COMMITTEE</u>	9
<u>STRATEGIC COMMISSIONING COMMITTEE</u>	10
<u>CITY GROWTH AND RESOURCES COMMITTEE</u>	13
<u>CAPITAL PROGRAMME SUB COMMITTEE</u>	15
<u>OPERATIONAL DELIVERY COMMITTEE</u>	16
<u>AUDIT, RISK AND SCRUTINY COMMITTEE</u>	19
<u>STAFF GOVERNANCE COMMITTEE</u>	22
<u>APPEALS SUB COMMITTEE</u>	24
<u>PUBLIC PROTECTION COMMITTEE</u>	26
<u>STRATEGIC TRANSFORMATION COMMITTEE</u>	29
<u>PLANNING DEVELOPMENT MANAGEMENT COMMITTEE</u>	31
<u>LICENSING COMMITTEE</u>	32
<u>LICENSING SUB COMMITTEE</u>	33
<u>PENSIONS COMMITTEE</u>	34
<u>ABERDEEN CITY REGION DEAL JOINT COMMITTEE</u>	36



INTRODUCTION

1. The Council derives its authority from the Local Government (Scotland) Act 1973 and subsequent legislation. In exercising all of its functions and undertaking its responsibilities it must comply with the law.
2. Under s57 of the 1973 Act, the Council is permitted to appoint committees, or with other Councils, joint committees, to discharge any functions which the Council could itself discharge.
3. Under s56(1) of the 1973 Act, the Council is permitted to delegate the discharge of functions to officers. The Committee terms of reference should be read in the context of the Scheme of Delegation to Officers. Any delegation made to an officer shall not prevent the Council or relevant committee or sub committee from exercising the power so delegated.
4. The Council has also delegated powers to the Integration Joint Board of the Aberdeen City Health and Social Care Partnership under the Public Bodies (Joint Working) (Scotland) Act 2014.
5. A committee can in turn appoint sub committees to exercise any function delegated to it.
6. In accordance with Standing Order 45.7, Council can determine any matter which would otherwise fall to be determined by a committee or sub committee and under Standing order 45.8, a committee can determine any matter which would otherwise fall to be determined by one of its sub committees.
7. A committee can at any time refer or make a recommendation on any matter delegated to it to Council, and a sub committee can refer or make a recommendation on any matter delegated to it to Council or to its parent committee.
8. Any decision taken by a committee or sub committee is deemed to be a decision of Council itself.
9. These committee and sub Committee remits may be amended only after consideration of a report to Council or the appropriate parent committee by the Chief Officer – Governance.
10. Non material amendments to these committee and sub committee terms of reference can be made by the Chief Officer - Governance, following consultation with the Lord Provost or the appropriate convener, without the requirement to report to Council or the appropriate parent committee.
11. Any non material amendments made by the Chief Officer – Governance will be notified to members once completed.
12. The Terms of Reference will be reviewed annually by the Chief Officer – Governance.
13. All committee remits will be subject to the overarching remit of the Strategic Transformation Committee.
14. In exercising their functions, the Council, its committees and sub committees shall meet their equalities obligations and take full account of their responsibilities to those customers and citizens with protected characteristics. In particular, in accordance with Unicef's Child

Friendly Cities and Communities Programme, they will ensure that children are allowed a voice in decisions which affect both them and their city.

ABERDEEN CITY COUNCIL

The Council itself reserves the following functions:

1. The setting of council tax in accordance with s93(1) of the Local Government Finance Act 1992 or the setting of a reduced amount of council tax under s94 of that Act or paragraph 3 of Schedule 7 to that Act.
2. The setting of a balanced budget annually, including the setting of fees and charges. The borrowing of money in terms of section 56(6)(d) of the Local Government (Scotland) Act 1973.
3. The approval of any annual investment strategy or annual investment report required by any consent issued by Scottish Ministers under s40 of the Local Government in Scotland Act 2003.
4. The approval of the Council's Treasury Management Policy and Strategy.
5. The determining of an application for planning permission for a development where a pre determination hearing is held in terms of s38A(1) of the Town and Country Planning (Scotland) Act 1997.
6. The appointment of committees and the number and allocation of seats, the appointment and removal from office of the Lord Provost, Depute Provost, Leader or Co Leaders and/or Depute Leader, a convener for each committee and a vice convener as appropriate and the approval of senior councillor allowances.
7. The approval of the Local Development Plan.
8. Consideration of each committee's annual report of its effectiveness.
9. The consideration of reports by the Standards Commission for Scotland and the overseeing of members' standards of conduct.
10. The establishing of Appointment Panels in accordance with Standing Orders..
11. The approval of the Council's Scheme of Governance.
12. The approval of the Scheme of Establishment for Community Councils.

Executive Lead: Chief Executive

GENERAL DELEGATIONS TO COMMITTEES

1. Each committee can settle claims against the Council arising out of the functions supervised by the committee, irrespective of value so long as the amount can be met from an approved budget.
2. Each committee can vire within those functions in its remit, to the extent set out in the Financial Regulations.
3. Each committee and Sub Committee can determine any applications for loans, grants, donations and subscriptions except where an officer has exercised a delegated power.
4. Each committee can appoint up to five members, consistent with the principles of political balance, to attend any meeting or conference relevant to the interests of the committee subject to the following provisions:
 - 4.1 no more than two members will be appointed to attend a conference outwith the European Union without the approval of the City Growth and Resources Committee;
 - 4.2 in the case of a meeting or conference of interest to more than one committee, no more than six members and officers will be appointed without the approval of the City Growth and Resources Committee; and
 - 4.3 in the event of a disagreement among committees, the matter will be determined by the City Growth and Resources Committee.
5. Each committee will consider and respond to petitions addressed to the Council as they relate to its functions, in accordance with the petitions procedure.
6. Except where an officer has chosen to exercise a delegated power, each committee can approve bids to awards programmes or for external funding relative to the functions which it oversees, subject to budget provision.
7. Each committee will, where appropriate:
 - 7.1 approve Council policies relative to its function;
 - 7.2 approve appointments to outside bodies relative to its function;
 - 7.3 oversee the requirement to achieve Best Value in performing its role; and
 - 7.4 oversee its own risk register, annual report on effectiveness and committee planner, within the approved budget.
8. Until the Strategic Commissioning Committee begins approving annual workplans by each director, reports on projects, procurement exercises and other pieces of work already underway will be reported to the most appropriate committee. During this interim period, committees will be authorised to determine such of these reports as may be placed before them.

EXCLUSIONS FROM DELEGATION TO COMMITTEE

1. Incurring revenue expenditure for which no provision or insufficient provision has been made in the revenue budget, except with the approval of the City Growth and Resources Committee.

- 2.** Acquiring or disposing of any land or buildings or associated interests, except with the approval of the City Growth and Resources Committee.
- 3.** Making representations to or appointing a deputation to meet any Government Minister or Government Department in relation to the financing of the Council or any of its services, except with the approval of the City Growth and Resources Committee.

URGENT BUSINESS COMMITTEE

To deal with items of business of an urgent nature that cannot wait for the next meeting of Council or the appropriate committee or sub committee.

Subject to paragraph 5 below, to exercise all functions of the Council, Committee or Sub Committee which would otherwise have dealt with the matter.

1. A meeting of the Committee will be called by the Chief Officer - Governance on the instruction of the Chief Executive where the Chief Executive and the Convener are satisfied that the relevant business is urgent.
2. The Chief Officer - Governance may add further matters to the agenda of a meeting already called only where the Chief Executive and the Convener are satisfied that the matters are urgent.
3. Before considering any item of business, the Committee will determine whether the item is urgent and requires to be considered, and if it does, the special circumstances will be specified in the minute.
4. If the Committee resolves not to consider the matter, the item of business will be placed on the agenda for the next scheduled meeting of the Council, Committee or Sub Committee as appropriate.
5. The Committee cannot consider, in terms of Standing Order 5.3, any business relating to the removal of a member from office.

Executive Lead: Chief Executive

STRATEGIC COMMISSIONING COMMITTEE

PURPOSE OF COMMITTEE

1. To approve all external commissioning activity by the Council, including the approval of service specifications, performance frameworks and outcomes. This includes where the Council commissions from its Arm's Length External Organisations (ALEOs).
2. To approve all internal commissioning activity of Council, including the approval of grants and associated conditions, service specifications, performance frameworks and outcomes.
3. To review annual workplans to be submitted by each director which will specify every contract expected to be procured over the year ahead except where delegated to officers, to approve business cases for any contract with estimated expenditure over £1m, and to call in any contract on any workplan with an estimated value of below £1m and require the business case to be approved by the Strategic Commissioning Committee instead of by the Head of Commercial and Procurement Services.
4. To prepare a Commissioning Strategy for the Council, to review the impact of all commissioned services and the extent to which they have achieved the outcomes intended and to approve improvement actions.
5. To approve a strategic commitment to invest in the prevention and reduction of the demand for services.
6. To approve the Council's strategic approach to joint and integrated commissioning across the public and private sectors to ensure that the needs of customers and citizens are met.
7. To identify potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
8. To develop a role in the strategic allocation of resources to outcomes in consultation with the City Growth and Resources Committee.

REMIT OF COMMITTEE

The following authority is delegated to the Committee under the four headings of the Commissioning Cycle:-

1. Analysis

- 1.1 to commission a regular Population Needs Assessment to understand the needs which public bodies must address.
- 1.2 to receive in-depth analysis of key groups, priorities and challenges across public services.
- 1.3 to receive a service review, sufficiency and market analysis to understand existing and potential provider strengths and weaknesses, and opportunities for improvement or change in providers will be identified.
- 1.4 through appropriate forums, to consider the experience of customers and citizens.

- 1.5** to identify resources needed and risks involved in implementing change and/or continuing with the status quo.

The Council's Business Intelligence function will support the Analysis stage of the Commissioning Cycle.

2. Planning

- 2.1** to review a Gap Analysis following the Public Needs Assessment which will identify which services are needed and which are available currently, and will provide guidance on how the gaps will be addressed within existing resources.
- 2.2** to approve commissioning intentions, outcomes and priorities as part of the annual business planning cycles.
- 2.3** to commission the development of a Strategic Outcomes Framework reflecting the Local Outcome Improvement Plan (LOIP), the views of customers and citizens, and the best evidence of effective interventions.
- 2.4** through appropriate forums, to ensure that services to be commissioned are co-designed to meet customers' needs.
- 2.5** to approve a Commissioning Strategy/Prospectus which identifies clear service development priorities and specific targets for efficient, effective, equitable and sustainable achievement.

The Council's Business Intelligence function and the Commissioning function will support the Planning stage of the Commissioning Cycle.

3. Doing

- 3.1** to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met;
- 3.2** through appropriate forums, to ensure that relationships with existing and potential providers are maintained and draw on partner expertise;
- 3.3** to ensure that the co-design of service specifications is based on the delivery of positive outcomes with a preventative focus on demand reduction; and
- 3.4** to approve procurement strategies to meet agreed outcomes to enable officers to purchase and contract services and to decommission services that do not meet the needs of the population group.

The Council's Commissioning function will support the Doing stage of the Commissioning Cycle.

4. Reviewing

- 4.1** to review information from individual contracts, specifications or service level agreements (including partners) in order to monitor the impact of services and the extent to which they have achieved the purpose and outcomes intended;
- 4.2** to commission reviews of agreed priority services and make recommendations to service providers, both in house and external, to further improve outcomes;

- 4.3 to receive an analysis of any changes in legislative requirements, population need and reviewing the overall impact of services to identify revisions needed to the strategic priorities and targets;
- 4.4 to monitor service delivery against expected outcomes and plans; and
- 4.5 to monitor the changing policy and strategic context to identify opportunities to work differently to improve outcomes.

The Business Intelligence function and the Commissioning function will support the Reviewing stage of the Commissioning Cycle.

JOINT WORKING WITH OTHER COUNCIL COMMITTEES:

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically:

- 1. the Strategic Commissioning and the City Growth and Resources Committees will cooperate to ensure that resources are allocated strategically to support outcomes.
- 2. the Strategic Commissioning and the Operational Delivery Committees will cooperate to ensure that the internally commissioned services have clear service specifications which identify contributions to the LOIP outcomes and that sufficient funding is available to deliver the service specification.
- 3. members of the Strategic Commissioning Committee may wish to be members of the Operational Delivery Committee, to attend/observe Committee meetings or be sighted on the work of the Committee.

JOINT WORKING WITH NON COUNCIL BODIES:

This Committee is outward facing and will engage with appropriate forums to engage with partners, the third sector and communities in order to ensure a joint and integrated commissioning approach.

Executive Lead: Director of Commissioning

CITY GROWTH AND RESOURCES COMMITTEE

PURPOSE OF COMMITTEE

1. To oversee and monitor the development and approval of appropriate short, medium and long term financial strategies and plans for the Council in light of available funding.
2. To review the in-year financial performance of the Council and its committees and to make appropriate recommendations where a forecast overspend is projected.
3. To oversee and ensure adherence to the Council's budgetary control system.
4. To oversee and monitor the development and approval of an appropriate strategy for the Council's estate, including plans for investment, disposal and maintenance.
5. To oversee and monitor the development, approval and delivery of the Council's capital programme, including those projects flowing from the City Centre Masterplan, the Aberdeen City Region deal, the Common Good and General Fund Capital Programme and the Housing Revenue Account.
6. To oversee and monitor the development, approval and delivery of Council place based strategies to support the City's plans for future economic growth.
7. To oversee and monitor the Local Development Plan, subject to a final approval being given by Council.
8. On receipt of the annual re-assessment of the Council's credit rating, to advise Council on appropriate financial strategies in order to preserve or improve the Council's credit rating.

REMIT OF COMMITTEE

1. Budgets

The Committee will:

- 1.1 approve an Investment Strategy for the Council;
- 1.2 oversee the Council's resources – finance, systems and technology, staff and property; and
- 1.3 monitor all Councils budgets, and in particular:
 - 1.3.1 scrutinise service budget monitoring reports;
 - 1.3.2 hold budget holders to account for the proper control of the budget which they are responsible;
 - 1.3.3 ensure that the Council's budget is always balanced;
 - 1.3.4 approve changes to the budget including to vire between Service budgets where this is in excess of the amount delegated in the Financial Regulations and Scheme of Delegation;

- 1.3.5 approve use of the Council's General Reserve;
- 1.3.6 scrutinise the implementation of plans and monitor budgets accordingly; and
- 1.3.7 oversee the Code of Guidance on Funding External Bodies and Following the Public Pound to ensure that the Council meets its duties.

2. City Growth and Place

The Committee will:

- 2.1 receive the annual report from the Economic Policy Panel set up to support the annual re-assessment of the council's credit rating;
- 2.2 determine the Council's strategies for city growth and place planning; and
- 2.3 consider reports on key actions by the Council towards the delivery of the Regional Strategy, the Inward Investment Plan and the City Centre Masterplan.

3. Property and Estates

The Committee will:

- 3.1 oversee a Portfolio Management Strategy for the Council;
- 3.2 approve a Capital, Estate and Investment Strategy; and
- 3.3 Oversee the acquisition and disposal of land and property.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically:-

The City Growth and Resources Committee and Strategic Commissioning Committee will cooperate to ensure that resources are allocated strategically to support outcomes.

JOINT WORKING WITH NON COUNCIL BODIES:

The Committee, through its lead officers, will regularly consider key issues arising through other external organisations, including:

- the Aberdeen City Region Deal Joint Committee
- Opportunity North East
- the Regional Advisory Board
- Aberdeen Inspired
- VisitAberdeenshire
- the Scottish Cities Alliance
- the Aberdeen Renewables Energy Group

- the Strategic Development Planning Authority
- EU Regional and Thematic Groups
- the World Energy Cities partnership
- CoSLA
- coordinating structures emerging from the Council's Urban Governance Framework

Executive Lead: Director of Resources

CAPITAL PROGRAMME SUB COMMITTEE

To oversee and scrutinise the Council's capital programme, including those interventions that contribute to the overall place outcomes for the City as a result of investment in infrastructure. The Sub Committee in relation to the capital programme will:-

1. scrutinise outline and full business cases for supporting new capital investments, ensuring that all appropriate consultation has been undertaken, and to make a recommendation to the City Growth and Resources Committee on whether the case should be approved for inclusion in the capital plan;
2. review progress in the delivery of the benefits of the capital programme through receipt and scrutiny of Post Project Evaluations (PPE's) and Post Occupancy Evaluations (POE's); and
3. request a report to allow for the detailed consideration of any project which is of particular concern or interest.

OPERATIONAL DELIVERY COMMITTEE

PURPOSE OF COMMITTEE

To oversee the delivery of internal services to customers, scrutinise performance and make improvements to those services.

To ensure improvement to the Council's Public Performance Recording data.

REMIT OF COMMITTEE

The Committee will:-

1. hold the organisation to account for the performance of all in house services. It will oversee the delivery of all in house services in all areas in line with the outcomes set by the Strategic Commissioning Committee and improve results for Public Performance Recording by scrutinising Key Performance Indicators and rigorous performance management and ensuring that this:-
 - 1.1 is done in a manner which places the customer first and ensures the expected contribution to outcomes;
 - 1.2 improves the Council's position in national tables; and
 - 1.3 adheres to financial targets.
2. provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in house services to outcomes;
3. approve improvements to operational delivery where officers do not have the power to do so;
4. oversee health and safety obligations to customers and citizens in the operational delivery of services;
5. explore options for transforming the service delivery model; and
6. note proposed peer reviews and inspections within the Local Area Network plan for the cycle.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically:-

1. The Strategic Commissioning Committee and the Operational Delivery Committee will cooperate to ensure that the internally commissioned services have clear service specifications, identifying contribution to the LOIP outcomes and that sufficient funding is available to deliver the service specification; and
2. The Strategic Commissioning Committee will cooperate with the Strategic Transformation Committee on opportunities to transform service delivery.

JOINT WORKING WITH NON COUNCIL BODIES:

Officers work closely with Internal Auditors, a service contracted from Aberdeenshire Council, and with external providers of assurance such as External Audit, Audit Scotland and external examining bodies. In addition, officers will work with local representative bodies such as the Disability Equity Partnership and Tenant Participation Groups to understand how effectively services are being delivered to customers and how they can be improved.

EXTERNAL MEMBERSHIP

The Committee's membership will include seven persons with voting rights who are members for education items of business only (which will be identified clearly on the agenda) and who are not members of the Council. The seven external members will be appointed by the Council at its statutory meeting (or other meeting as appropriate) as follows:-

1. three persons representing religious bodies in accordance with the requirements of Section 124 (4) of the Local Government (Scotland) Act 1973, being:
 - 1.1 one representative of the Church of Scotland nominated in such manner as may be determined by the General Assembly of that church;
 - 1.2 one representative of the Roman Catholic Church nominated in such manner as may be determined by the Scottish Hierarchy of that church; and
 - 1.3 one other person appointed by the Council having regard:
 - 1.3.1 to the comparative strength within the City of Aberdeen of all the churches and denominational bodies having duly constituted charges regularly appointed places of worship there; and
 - 1.3.2 the representation provided for in (i) and (ii) above;
2. in accordance with the discretion conferred by Section 124 (3) of the Local Government (Scotland) Act 1973:
 - 2.1 two teachers employed in educational establishments managed by the Council nominated by Teachers' Consultative Forum, comprising one representative from primary and special needs, including nursery, and one representative from secondary; and
 - 2.2 two parent representatives, selected by Aberdeen City Parent Council Forum from within its own membership, comprising one representative from primary and special needs, including nursery, and one representative from secondary.

Education items are matters reported to the Operational Delivery Committee which relate to advising on or discharging the Council's functions as education authority which are under the responsibility of the Chief Officer of Integrated Children's and Family Services and the Corporate Landlord.

SCHOOL PLACINGS AND EXCLUSIONS APPEAL COMMITTEE

All Councillors appointed to this Committee will also be amongst those appointed to the pool

from which members of the School Placings and Exclusions Appeal Committee will be drawn.

Executive Lead: Chief Operating Officer and the Director of Customer Services

AUDIT, RISK AND SCRUTINY COMMITTEE

PURPOSE OF COMMITTEE

- 1.** To provide a high-level assurance that the Council has robust arrangements for:
 - 1.1** Good governance including information governance, surveillance, fraud, bribery and corruption;
 - 1.2** Maintaining an effective control environment through an effective approach to risk management; and
 - 1.3** Reporting on financial and performance reporting.
- 2.** To monitor the effectiveness of the Internal Audit function and the Council's implementation of its recommendations.
- 3.** To monitor the Council's implementation of the recommendations of its external auditors.

REMIT OF COMMITTEE

1. Risk Management

The Committee will:

- 1.1** receive an annual review of the system of risk management and an annual report on the corporate risk register and related action plans;
- 1.2** receive reports from the ALEO Assurance Hub on the monitoring and mitigation of risks to the Council associated with its ALEOs;
- 1.3** receive reports from providers of independent assurance; and
- 1.4** receive reports to provide assurance on the Council's information governance.

2. Internal Audit

The Committee will:

- 2.1** Contribute to and approve the Internal Audit Annual Plan;
- 2.2** consider reports issued by Internal Audit;
- 2.3** monitor compliance with Internal Audit recommendations; and
- 2.4** ensure that there is an adequately resourced Internal Audit service and monitor its performance.

3. External Audit

The Committee will:

- 3.1** consider reports prepared by the Council's External Auditor;
- 3.2** monitor the Council's relationship with the external Auditor; and
- 3.3** monitor compliance with External Audit recommendations.

4. Annual Reports and Accounts

The Committee will:

- 4.1** consider and approve the Council's Annual Report and Annual Accounts; and
- 4.2** consider and approve the annual governance statement.

5. Legal obligations

The Committee will:

- 5.1** seek assurance on the effectiveness of the whistleblowing policy; and
- 5.2** monitor and seek assurance on the effectiveness of the Council's compliance with its statutory obligations relating to surveillance, information governance, bribery, corruption and fraud.

6. Scrutiny

The Committee will:

- 6.1** where appropriate, review minuted actions from all Committees with the exception of the Planning Development Management and Licensing Committees and the Appeals Sub Committee to ensure good practice; it will not prevent any decision being taken, will only review the effectiveness of decision making or monitoring and may make recommendations to Council;
- 6.2** consider any previously unscrutinised issue, process or practice provided that the matter has been the subject of a report to Council or Committee and the consideration of the subject matter concluded by Council or said Committee;
- 6.3** on occasion, and as it sees fit, seek information from partner organisations, contractors or other stakeholders such as Community Councils or groups of interest on any particular issue;
- 6.4** oversee the Council's continued commitment and adherence to the key elements of good governance;
- 6.5** oversee the implementation of the Council's ALEO Assurance Framework;
- 6.6** oversee the Council's Code of Corporate Governance;
- 6.7** provide independent assurance on the integrity of financial reporting and annual governance processes and oversee the effectiveness of internal control functions;
- 6.8** request, where appropriate and in terms of any contract or agreement, representatives of external organisations to attend and contribute to meetings; and

6.9 receive reports from regulatory bodies and those providing external assurance such as the Scottish Public Services Ombudsman and Inspector of Crematoria, ensure that the Council responds appropriately and monitor compliance with recommendations.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee will maintain an awareness of issues of mutual interest arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Areas of mutual interest may include, but will not be restricted to:

1. a relationship with the Public Protection Committee in terms of the systems in place to manage the public protection risks; and
2. a relationship with the Staff Governance Committee in terms of the system in place to manage the health and safety risks.

JOINT WORKING WITH NON COUNCIL BODIES:

The Committee, through its lead officers, will work jointly with external regulatory bodies to ensure that Council benefits from external review and assurance.

Executive Lead: Chief Officer – Governance

STAFF GOVERNANCE COMMITTEE

MEMBERSHIP

Elected members

Local trades union representatives as advisers

PURPOSE OF COMMITTEE

1. To further develop the existing partnership approach between the Council and all trade unions in order to support the Council becoming an employer of choice.
2. To oversee the Framework Agreement for Industrial Relations (“the FAIR agreement”).
3. To act as a consultative body between management, elected members and trade unions, and act as a forum for discussion, on matters affecting conditions of service. This will be one of the ways in which the Council meets consultation requirements.
4. To oversee the development, approval and monitoring of staff governance standards.
5. To oversee the development, approval and monitoring of a workforce strategy which ensures the Council has a workforce fit for the capabilities required to deliver the Target Operating Model.
6. To oversee the development and approval of all staff policies.
7. To provide a channel of communication, co-operation and involvement between the Council and trade union representatives on all relevant health and safety matters.
8. To act as a safety committee within section 2(7) of the Health and Safety at Work etc Act 1974 and to keep under review measures taken to ensure the health and safety at work of employees.
9. To monitor the Council’s compliance with its policies and procedures to ensure it complies with all health and safety legislation.
10. To take the lead in establishing and promoting values for the organisation and its staff which will reflect public expectation about the conduct and behaviour of public officials.

REMIT OF COMMITTEE

1. Partnership approach arrangements

The Committee will:

- 1.1 develop the partnership approach between the Council and trade unions; and
- 1.2 provide a forum, where appropriate, for discussion on and resolution of matters of common interest and/or concern, including but not restricted to:-
 - 1.2.1 conditions of service, or reorganisation/restructure affecting conditions of service (except teachers); and

1.2.2 arrangements for the training and welfare of all staff; and

1.3 consider reports by the Director of Resources on matters following a request by a trade union advisor provided always that the Director is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues.

2. Staff Governance Standards

The Committee will:

2.1 determine staff governance standards and regularly review their effectiveness; and

2.2 consider relevant evidence (qualitative and quantitative) to monitor compliance with the staff governance standards.

3. Workforce Strategy

The Committee will:

3.1 determine and monitor the compliance with a Workforce Strategy which reflects the requirements of a 21st century Council in terms of staff and skills and attributes; and

3.2 approve an annual training plan for the whole organisation that ensures that all staff registered with a professional body are able to meet the requirements of their professional body.

4. Council Policies Affecting Staff

The Committee will:

4.1 develop, approve and monitor the implementation of all staff policies; and

4.2 oversee equality in employment and ensure that the Council as an employer, complies with its statutory equal pay and other equality responsibilities.

5. Health, Safety & Wellbeing of Staff

The Committee will:

5.1 actively reinforce health, safety and wellbeing roles and responsibilities amongst staff;

5.2 receive appropriate levels of assurance to monitor compliance with health and safety legislation;

5.3 scrutinise and review health, safety and wellbeing policy, performance, trends and improvements;

5.4 approve and keep under review the Corporate Health and Safety Annual Audit Plan;

5.5 consider reports on health, safety and wellbeing from all services of the Council to help ensure that services are complying with relevant policies; and

5.6 monitor compliance with health and safety recommendations.

6. Establishing and Promoting Values for the Organisation

The Committee will:

6.1 develop, approve and promote a Behavioural Framework for the Council; and

6.2 develop and approve a Leadership and Management Framework to ensure that the highest standards of staff management are in place as a key determinant of shaping the organisational culture.

7. Employment Appeals and Disputes

The Committee will be responsible for approving and keeping under review the procedure for the Appeals Sub Committee.

JOINT WORKING WITH OTHER COMMITTEES OF THE COUNCIL

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. This will help to ensure that relevant information is shared to aid understanding of workforce performance matters.

A key relationship will be required with the Strategic Transformation Committee in order to be assured that staff are being properly engaged and consulted with on specific transformation proposals.

JOINT WORKING WITH NON COUNCIL BODIES

The Committee, through its lead officers, will work jointly with external bodies such as the Health and Safety Executive to ensure that Council benefits from external review and assurance.

EXECUTIVE LEAD: Director of Resources

APPEALS SUB COMMITTEE

- 1.** To determine all delegated staff employment issues raised in accordance with Council policy where provision exists for an appeal to the former Appeals by Employees Committee or this Sub Committee.
- 2.** The Sub Committee shall operate in terms of the agreed procedure.
- 3.** The Sub Committee shall comprise five elected members drawn from the pool of membership of the Staff Governance Committee and the quorum shall be three.
- 4.** The Sub Committee will:
 - 4.1** determine appeals raised in accordance with Council policy where a right to appeal exists against dismissal or final written warning arising from hearings where the right

of appeal exists; and

- 4.2** determine disputes notified by Trades Unions in accordance with the Council's disputes resolution procedures.

PUBLIC PROTECTION COMMITTEE

PURPOSE OF COMMITTEE

To provide assurance on the statutory regulatory duties placed on the Council for:

- Child protection
- Adult protection
- Consumer protection and environmental health
- Civil contingency responsibilities for local resilience and prevention
- Building control

To undertake the Council's duties in relation to the Police and Fire and Rescue Services under the Police and Fire Reform (Scotland) Act 2012

REMIT OF COMMITTEE

1. Child and Adult Protection

The Committee will seek assurance from the Child and Adult Protection Committees on:

- 1.1** the impact and effectiveness of child and adult support and protection improvement initiatives, including:
 - 1.1.1** delivery of national initiatives and local implications;
 - 1.1.2** learning from significant case reviews;
 - 1.1.3** quality assurance;
 - 1.1.4** training and development; and
 - 1.1.5** local evidence based initiatives;
- 1.2** effective working across child and adult protection; and
- 1.3** statistics relating to the Child Protection Register and the Vulnerable People's Database, whilst noting that it has no remit to challenge entries.

The Committee will also consider the Chief Social Work Officer's Annual Report.

2. Local Resilience

The Committee will:

- 2.1** oversee compliance with the Council's duties relating to resilience and local emergencies; this includes reviewing staffing arrangements for incident management as well as the system for incident management;
- 2.2** oversee compliance with the council's duties relating to the provision of a city mortuary, and its adequacy for supporting the needs of mass fatalities;
- 2.3** ensure that services maintain and review Business Continuity Plans in accordance

with the priorities allocated to them;

- 2.4** consider relevant local, regional and national lessons learnt reports and recommendations and monitor their implementation; and
- 2.5** consider the results from the Council's self-assessment on resilience and CONTEST duties and monitor the implementation of associated action plans.

3. Protective Services

The Committee will:

- 3.1** seek assurance from the Council's performance in relation to Trading Standards, Environmental Health (including the Public Mortuary) and Scientific Services;
- 3.2** scrutinise external inspection and audit reports relating to the above services;
- 3.3** approve statutory plans aimed at protecting the public and delivered by or in partnership with Environmental Health and Trading Standards services; and
- 3.4** receive a summary of findings from statutory sampling and analysis work carried out by or on behalf of the Environmental Health and Trading Standards services.

4. Building Control

The Committee will consider reports on:

- 4.1** major incidents and fatal accident inquiries and any resulting impact and responsibilities placed on the Council;
- 4.2** informal and formal activity by Building Standards in relation to public safety and dangerous buildings; and
- 4.3** informal and formal activity by Building Standards in relation to public safety for unauthorised building work and the unauthorised occupation of buildings.

5. Police and Fire and Rescue Service

In respect of the Council's responsibilities in relation to the Scottish Police Authority, the Police Service of Scotland and the Scottish Fire and Rescue Service, the Committee will:

- 5.1** contribute to and comment on the Strategic Police Plan and the Strategic Fire and Rescue Plan when consulted by the relevant national authority;
- 5.2** respond to consultation by the Chief Constable on the designation of a local commander and by the Scottish Fire and Rescue Service on the designation of a local senior officer;
- 5.3** be involved in the setting of priorities and objectives for the policing of Aberdeen and for the Scottish Fire and Rescue Service for the undertaking of its functions in Aberdeen;
- 5.4** specify policing measures the Council wishes the local commander to include in a local policing plan;

- 5.5** approve a Local Police Plan submitted by the local commander and to approve a Local Fire and Rescue Plan prepared by the local senior officer and submitted by the Scottish Fire and Rescue Service;
- 5.6** monitor service provision and delivery in Aberdeen and provide feedback to the local commander and the local senior officer;
- 5.7** consider reports, statistical information and other information about the policing of Aberdeen and the undertaking of the Fire and Rescue function in Aberdeen provided in response to the Council's reasonable requests;
- 5.8** agree, with the local commander, modifications to an approved local police plan at any time; and
- 5.9** liaise with the local commander and local senior officer with regard to the undertaking by them of the community planning duties of the Chief Constable and the Scottish Fire and Rescue Service.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. This will help inform the work of the Committee, specifically:

- 1.** the relationship with the Audit, Risk and Scrutiny Committee in terms of the systems in place to manage the public protection risk; and
- 2.** the relationship with the Staff Governance Committee in terms of ensuring staff have the required skills to underpin public protection.

JOINT WORKING WITH NON COUNCIL BODIES:

The Committee, through its lead officers, will work jointly with external regulatory bodies and statutory partners to ensure that Council is able to provide a high standard of public safety.

It will have close links with the work of the Aberdeen City Health and Social Care Partnership's Clinical Governance Committee to explore shared risks and responses to adverse events, the preparation of action plans and the sharing of best practice and learning.

STRATEGIC TRANSFORMATION COMMITTEE

PURPOSE OF COMMITTEE

To be responsible for the overall Target Operating Model and Strategic Design principles.

To agree the overall Transformation Portfolio goals, objectives and priorities and to provide strategic direction to the Transformation Portfolio as follows:

1. to ensure that service improvements and savings are delivered in line with the Council's Transformation Objectives, namely:
 - 1.1 to deliver the Digital Strategy by 2020;
 - 1.2 to deliver the Target Operating Model by 2020/2021; and
 - 1.3 to deliver benefits realisation (or savings) to allow balanced budgets to be agreed over five years (2018/19 to 2022/23).
2. to provide strategic direction to the Transformation Portfolio, as well as monitor progress and resolve issues that may compromise delivery of the objectives and agreed benefits.
3. to consider and make key decisions on business cases, proposals and cases for change, presented by the Programme Delivery Boards, in conjunction with the assurance and recommendations from the Control Boards.

No initiative will be added to the Transformation Portfolio or final strategic decision made in relation to the Transformation Portfolio without consideration by this Committee.

REMIT OF COMMITTEE

The Committee will:

1. allocate funding as appropriate from the Transformation Fund within the agreed budget and will control and allocate these sums on a savings/cost reduction return for investment basis;
2. provide oversight and stewardship of the Programmes in the Transformation Portfolio, and will undertake overall management of, and approve major proposals for change to, the Council's resources, including finance, people, staffing structures, systems and technology, and property;
3. monitor and manage each Programme's progress, benefits realisation (savings) and impact;
4. monitor spend against profiled budget and forecast outturns of the Transformation Fund;
5. identify, prioritise and allocate resources at a strategic level to programmes and projects, re-aligning where necessary;
6. determine the recommendations in business cases, proposals and cases for change from Programme Delivery Boards and will utilise existing public sector procurement framework agreements to engage a strategic digital partner to work with services to identify digital outcomes and support their delivery within the Target Operating Model;

7. manage high-level interdependencies and risks associated with all Transformation Programmes and the wider portfolio of change;
8. establish an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required; and
9. review and approve Transformation Portfolio communications.

JOINT WORKING WITH OTHER COUNCIL COMMITTEES

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically, key relationships will be required with:-

- the Operational Delivery Committee which will continue to explore options for the transformation of service delivery ; and
- the Staff Governance Committee in order to be assured that staff are being properly engaged and consulted upon specific transformation proposals.

JOINT WORKING WITH NON COUNCIL BODIES

Executive Lead: Chief Executive

PLANNING DEVELOPMENT MANAGEMENT COMMITTEE

PURPOSE OF COMMITTEE

To ensure the effective undertaking of the Development Management and Building Standards duties of the Council.

REMIT OF COMMITTEE

The Committee will:

1. determine all applications for consent or permission except those local applications which fall to be determined by an appointed officer under the adopted Scheme of Delegation or for which a Pre Determination Hearing has been held;
2. visit application sites where agreed;
3. authorise the taking of enforcement action;
4. make Orders and issue Notices;
5. approve development briefs and masterplans;
6. develop and adopt non-statutory development management guidance (supplementary planning guidance);
7. conduct pre-determination hearings in pursuance of the provisions contained within Section 38A of the Town and Country Planning (Scotland) Act 1997; and
8. review and approve policies and supplementary guidance relating to its function.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically, key relationships will be required with the City Growth and Resources Committee which will oversee the preparation of the Local Development Plan to the point where it will be approved by Council.

JOINT WORKING WITH NON COUNCIL BODIES:

The Committee, through its lead officers, will work jointly as appropriate with the Scottish Environment Protection Agency, Historic Environment Scotland and the Planning and Architecture Division of the Scottish Government.

Executive Lead: Chief Officer – Place

LICENSING COMMITTEE

PURPOSE OF COMMITTEE

To deal with the functions of the Council in relation to all licensing matters under the Civic Government (Scotland) Act 1982 and all other Acts (not falling specifically within the remit of the Licensing Board or any other Committee) covering personal or other licences, certificates and permits. This includes but is not restricted to applications for:

Licences under Civic Government (Scotland) Act 1982

Mandatory Licences

- Metal Dealer's Licences
- Indoor Sports Entertainment Licences
- Skin Piercing and Tattoo Licences
- Houses in Multiple Occupation Licences
- Knife Dealer's Licences
- Taxi Booking Office Licences

Discretionary Licences

- Taxi and Private Hire Car Licences
- Taxi and Private Hire Car Driver's Licences
- Second Hand Dealer's Licences
- Boat Hire Licences
- Street Trader's Licences
- Market Operator's Licences
- Public Entertainment Licences
- Late Hours Catering Licences
- Window Cleaner's Licences
- Sex Shop Licences
- Permission to organisations for public charitable collections and public processions

Miscellaneous Licences under other Legislation

- Houses in Multiple Occupation - Housing (Scotland) Act 2006
- Registration of Private Landlords - Antisocial Behaviour etc.(Scotland) Act 2004
- Theatre Licence – Theatre Act 1968
- Cinema Licence - Cinema Act 1985
- Safety in Sports Grounds - Safety in Sports Ground Act 1975

POWERS OF COMMITTEE

The Committee will:

1. consider applications for the grant, renewal, revocation, variation or suspension of any licence as appropriate;
2. consider applications and reviews for Houses in Multiple Occupation under the Housing (Scotland) Act 2006 (the responsibility for all other matters relating to the licensing of houses in Multiple Occupation resting with the Operational Delivery Committee);
3. consider all other matters relating to licensing including the setting of taxi fares and the designation of taxi stances;
4. oversee the Council's functions under the Safety of Sports Ground Act 1975;
5. consider landlord registration applications under the Antisocial Behaviour Etc (Scotland) Act 2004;
6. consider film classifications under The Cinemas Act 1985;
7. review and approve policies relating to its function;
8. consider theatre licences under the Theatre Act 1968; and
9. consider which of the optional licences they will invoke and which categories of activity within those licence categories shall be licenced under the Civic Government (Scotland) Act 1982.

JOINT WORKING WITH OTHER COMMITTEES:

The Committee, through its lead officers, Convener and Vice Convener, will regularly consider key issues arising through other committees of the Council, including the Public protection Committee. This will help ensure that matters of mutual interest are dealt with in the most efficient and effective way.

JOINT WORKING WITH NON COUNCIL BODIES:

Executive Lead: Chief Officer – Governance

LICENSING SUB COMMITTEE

Members of the Sub Committee will be members of the Licensing Committee and any substitute who is not on the parent Committee will have completed the required training.

The Sub Committee will:

1. consider any application referred to it by the Licensing Committee for the grant, renewal, revocation, variation or suspension of any licence; and
2. consider and determine any urgent business placed before it by the Chief Officer - Governance relating to any matters falling within the remit of the Licensing Committee.

PENSIONS COMMITTEE

PURPOSE OF COMMITTEE

To discharge all the functions and responsibilities relating to the Council's role as administering authority for the North East Scotland Pension Funds (NESPF) including:-

1. overseeing the administration of the Local Government Pension Scheme (LGPS) in accordance with the LGPS (Scotland) Regulations 2014 and other relevant regulations,
2. managing the investment of the NESPF in accordance with the LGPS (Management and Investment of Funds) (Scotland) Regulations 2010 (as amended);
3. receiving regular training to enable the Committee members to make effective decisions under the LGPS Regulations, other relevant legislation and to make decisions in compliance with the Pensions Regulator Code of Practice; and
4. working alongside the Fund's Local Pension Board, considering any pension compliance matters raised.

Where reference is made to 'the Fund', this refers to the Main Fund (the North East Scotland Pension Fund) and the Transport Fund (the Aberdeen City Council Transport Fund).

POWERS OF COMMITTEE

1. Risk Management

The Committee will:

- 1.1 ensure effective risk management of the Fund;
- 1.2 set the investment objective and strategy in light of the Funds liabilities and appoint or remove Fund Managers or new vehicles in furtherance of the strategy; and
- 1.3 ensure that an effective system of internal financial control is maintained.

2. Internal and External Audit

The Committee will:

- 2.1 approve the annual audit plans; and
- 2.2 consider all reports prepared by the Council's Internal and External Auditors in relation to the Pension Fund.

3. Annual Report and Accounts

The Committee will:

- 3.1 review and approve the annual report and accounting statement.

4. Legal obligations

The Committee will ensure:

- 4.1** compliance with the Local Government Pension Scheme (Scotland) Regulations as amended and with all other legislation governing the administration of the Fund; and
- 4.2** adherence to the principles set out in the Pension Regulator's Code of Practice.

5. Scrutiny

The Committee will:

- 5.1** monitor the performance of Fund Managers; and
- 5.2** determine applications for Admitted Body status.

JOINT WORKING WITH OTHER COUNCIL COMMITTEES:

The Committee, through its lead officers, will regularly consider key issues arising through other committees, in particular the Resources Management and Staff Governance Committees.

JOINT WORKING WITH NON COUNCIL BODIES:

The Committee, through its lead officers, will work jointly with the Fund's Investment Consultant and Actuary in the management of the Fund and with external contacts such as the provider of the pensions IT programme.

Executive Lead: Director of Resources

ABERDEEN CITY REGION DEAL JOINT COMMITTEE

(Draft approved at CRD JC 9 Feb)

The Aberdeen City Region Deal Joint Committee is a Joint Committee established by Aberdeen City Council and Aberdeenshire Council (the “Constituent Authorities”) under sections 56 and 57 of the Local Government (Scotland) Act 1973.

The creation of the Joint Committee represents the joint commitment of the Constituent Authorities and Opportunity North East (“ONE”) to support and oversee the implementation of the Aberdeen City Region Deal.

In particular it shall have the power to:

1. Approve Business Cases for City Region Deal projects and any other related documentation with the exception of those where approval is reserved to either or both of the Constituent Authorities.
2. Make recommendations to the Constituent Authorities and ONE in respect of projects within the City Region Deal Strategic and Policy plans.
3. Monitor the effectiveness of the implementation and the delivery of the City Region Deal and to report to the Constituent Authorities on progress.
4. Receive updates from the United Kingdom and Scottish Governments in connection with any aspect of the City Region Deal, projects relating to the Memorandum of Understanding signed by the United Kingdom and Scottish Governments and the Constituent Authorities or additional United Kingdom and Scottish Government investment and any related projects.
5. Approve (i) the overall programme funding for the City Region Deal; and (ii) the detailed breakdown and use of the Constituent Authorities’ financial contributions to the City Region Deal in relation to such overall programme funding for the City Region Deal where this relates to programme funding already committed and approved by the relevant Constituent Authority
6. Approve operational expenditure within agreed Aberdeen City Region Deal Joint Committee budgets allocated by the Constituent Authorities and/or ONE in order to further the aims of the City Region Deal.
7. Provide feedback to the United Kingdom Government and Scottish Government on the implementation of the City Region Deal and any strategic, economic or infrastructure activities associated with the City Region Deal.
8. To appoint three representatives and three named substitutes of ONE to the membership of the Joint Committee.

These terms of reference will be kept under review by the Constituent Authorities, ONE and the Joint Committee throughout the implementation of the City Region Deal to ensure sufficient accountability of public funds provided through City Region Deal funding.

Executive Lead for the Council: Chief Officer – City Growth

POWERS DELEGATED
TO OFFICERS

POWERS DELEGATED TO OFFICERS

DEFINITIONS, PRINCIPLES AND INTERPRETATION

DEFINITIONS

The Council means Aberdeen City Council.

ACC Procurement Regulations means the Aberdeen City Council Procurement Regulations 2018.

ACC Financial Regulations means Aberdeen City Council's Financial Regulations.

Chief Officers means (i) the Chief Executive and Directors of the Council; (ii) Council officers whose job titles include the term "Chief Officer"; (iii) the Council's Head of Commercial and Procurement Services; (iv) the Chief Officer of the Aberdeen City Health and Social Care Partnership; and (v) the Chief Finance Officer of the Aberdeen City Health and Social Care Partnership.

Scheme of Governance means the Council's Scheme of Governance, comprising the Committee Terms of Reference; the Powers Delegated to Officers; Standing Orders for Council, Committee and Sub Committee Meetings; ACC Financial Regulations; ACC Procurement Regulations; and the Member Officer Relations Protocol.

PRINCIPLES

1. This Powers Delegated to Officers document applies from 1 April 2018 and sets out the powers delegated by the Council to officers, pursuant to the Local Government (Scotland) Act 1973. This Powers Delegated to Officers document is intended to facilitate the efficient conduct of Council business by clearly setting out the nature and extent of the powers delegated to officers by the Council.
2. The powers delegated to officers in terms of this Powers Delegated to Officers document are subject to change by decision of the Council in accordance with the Scheme of Governance.
3. The Local Government (Scotland) Act 1973 requires the Council to maintain a list specifying those powers which are exercisable by officers and stating the titles of those officers. This Powers Delegated to Officers document is produced in compliance with that duty.
4. Any delegation made to an officer under this Powers Delegated to Officers document shall not prevent the Council or relevant Committee from exercising the power so delegated provided that the matter in question has not already been determined.

5. This Powers Delegated to Officers document does not permit delegation to an officer of a power which is reserved to the Council or one of its Committees or Sub-Committees.
6. The Council shall exercise all its powers and duties in accordance with the law and the Council's constitutional documents. In particular, the exercise of any power contained within this Powers Delegated to Officers document shall be in accordance with the provisions of the Scheme of Governance and shall be subject to there being sufficient funding available to cover the costs of exercising that power. In exercising such a power, the relevant officers shall have due regard to relevant Council policy. In exercising such a power, the relevant officers should be mindful of the potential for political sensitivity or controversy and, where appropriate, should consider consulting with elected members or referring the matter to Council or one of its Committees or Sub Committees. Some of the powers contained herein expressly require consultation with elected members.
7. Except where prohibited by law, Chief Officers may sub-delegate any of their delegated powers to their deputies or such other officer(s) as they may consider appropriate. Any such sub-delegations shall be made in writing or confirmed in writing as soon as reasonably practicable. Chief Officers will remain accountable for decisions taken by their sub-delegates. Section 50G of the Local Government (Scotland) Act 1973, regarding maintenance of a list of powers exercisable by officers, shall be complied with.
8. An interim Chief Officer, or an individual formally acting up as a Chief Officer, shall be treated as a Chief Officer for the purposes of this Powers Delegated to Officers document.
9. In the event that a Chief Officer is unavailable, his/her deputy or (where the Chief Officer is an officer of the Council) the Chief Executive of the Council will have delegated authority to take urgent decisions in the absence of the Chief Officer in question.

INTERPRETATION

1. References to any legislation, circulars, directions, plans, policies, procedures, regulations and guidance include reference to those things as re-named, amended, replaced or superseded and are to be taken as referring to the nearest equivalent as may exist from time to time. References to any legislation include all subordinate legislation made under that legislation from time to time.
2. References to any committees, departments, services and officer titles include reference to those things as re-named, amended, replaced or superseded and are to be taken as referring to the nearest equivalent as may exist from time to time.

3. All references to the doing of any thing or the taking of any action, step or measure, except where the context otherwise requires, include reference to the instructing of or arranging for same.
4. All references to the signing, serving, giving or issuing of any notice or other document include reference to any and all of those actions (and instructing or arranging for such serving, giving or issuing).
5. References to “officers”, “staff” and “employees” mean those of the Council, except where the context otherwise requires.
6. References to “including” (and “include” and any variation thereof) mean including without limiting the generality of any description preceding such term.
7. In the event of any conflict or inconsistency between this Powers Delegated to Officers document and any legislation or rule of law, that legislation or rule of law shall prevail. In the event of any incorrect citation of, or reference to, legislation in this Powers Delegated to Officers document, the relevant provision(s) of this Powers Delegated to Officers document shall be read as referring to the correct legislation.

INDEX

	<u>Page</u>
General Delegations	6
Chief Executive	11
Director of Customer	12
Chief Officer - Customer Experience	12
Chief Officer - Early Intervention and Community Empowerment	14
Chief Officer - Digital and Technology	19
Director of Commissioning	20
Head of Commercial and Procurement Services	21
Chief Officer - Business Intelligence and Performance	22
Chief Operating Officer	23
Chief Officer - Integrated Children's and Family Services	23
Chief Officer - Operations and Protective Services	30
Director of Resources	39
Chief Officer - Finance	39
Chief Officer - Capital	42
Chief Officer - People and Organisation	43
Chief Officer - Corporate Landlord	44
Chief Officer - Strategic Place Planning	49
Chief Officer - City Growth	56
Chief Officer - Governance	57
Chief Officer of the Aberdeen City Integration Joint Board	62
Appendix 1 - Proper Officers and Statutory Appointees	66
Appendix 2 - Scheme of Delegation for dealing with planning applications for Local Developments	75

GENERAL DELEGATIONS TO CHIEF OFFICERS

The following General Delegations may be exercised by any Chief Officer - but only in relation to a function or matter which falls within their remit or area of responsibility. This is subject to any express restriction of the exercise of the power to certain Chief Officers only.

- 1) To exercise any powers conferred on Council officers by any Management Rules or Byelaws made under the Civic Government (Scotland) Act 1982 or Local Government (Scotland) Act 1973 respectively.
- 2) To authorise officers within their function or service to exercise all or any of the statutory powers which have been allocated by the Council to their function or service, with any such authorisations being documented.
- 3) To sign, give, issue and serve:
 - (a) statutory notices, statutory orders and other statutory documents, and
 - (b) other notices, orders and documents of a legal nature (except deeds and contracts),and to exercise any powers pursuant to any such notices, orders and documents.
- 4) To offer services of staff to other local authorities or public or statutory bodies:
 - (a) in emergencies where the protection of the public is at risk or where such services are otherwise essential in the circumstances, or
 - (b) subject to the ACC Procurement Regulations, where the Chief Officer identifies an opportunity for income generation for the Council.
- 5) To provide consultancy services to other persons or organisations and make charges for same, subject always to the provisions of the ACC Procurement Regulations and ACC Financial Regulations.
- 6) To make visits and attend events, meetings, conferences, courses and seminars (and to authorise members of staff to so visit and attend), whether within or outwith the United Kingdom, where s/he considers this to be in the interests of the Council and sufficient budgetary provision exists to cover the cost.
- 7) To authorise settlement or repudiation of any claim made against the Council (whether by litigation or otherwise), following consultation with the Chief Officer - Governance, and provided that sufficient budgetary provision exists to cover any payment to be made in settlement.
- 8) To instruct the raising by the Council of any court or tribunal proceedings, or the taking by the Council of any other legal action, and to instruct the enforcement of any orders or decrees obtained thereby.

- 9) To instruct the defence by the Council of any court or tribunal proceedings, or other legal action, raised or taken against the Council.
- 10) To approve expenditure under the Council's Relocation Policy provided that sufficient budgetary provision exists to cover such expenditure.
- 11) To accept gifts on behalf of the Council and to record such gifts in accordance with the Council's policy on gifts and hospitality.
- 12) To incur expenditure not exceeding £500 on any one occasion on the provision of appropriate hospitality to members and officers of national government, local authorities or public authorities visiting the city, or to consultants or others assisting or co-operating with officers of the Council in carrying out any of the Council's functions provided that the expenditure can be met from existing budgets.
- 13) To exercise all powers delegated to him/her as a Chief Officer in terms of the ACC Procurement Regulations.
- 14) To approve changes in hours for existing authorised posts, provided that sufficient budgetary provision exists.
- 15) To approve termination of service on medical or capability grounds where such a course of action is supported by a recommendation by the Council's occupational health provider; and to approve termination of service on grounds of trust or confidence or on any other lawful grounds.
- 16) To take all decisions regarding employment, retirement, dismissal and training of staff in terms of the Council's Conditions of Service and the Council's employment policies.
- 17) To submit Business Cases to the Establishment Control Board in respect of proposed restructuring, including establishing new posts, converting or making changes to posts, changing grades and changing job titles, following consultation with the Chief Officer - People and Organisation and the Chief Officer - Finance and the relevant trades unions.
- 18) To make appointments to all posts below the level of Chief Officer including Chief Officer posts which are below second tier level.
- 19) To agree to acquire second hand goods up to a value of £50,000 without a competitive quotation being obtained, provided that he/she obtains in writing (including e-mail) the prior agreement of the Head of Commercial and Procurement Services before effecting the purchase and that the ACC Procurement Regulations are otherwise complied with.
- 20) To create and amend procedures, protocols and guidance.
- 21) To implement Council decisions and policies.

- 22) To authorise, following consultation with the Chief Officer - Governance, the entering into, variation, extension or termination of any:
 - (a) non-disclosure agreements in relation to commercial matters;
 - (b) confidentiality agreements in relation to commercial matters; or
 - (c) agreement, protocol, memorandum of understanding or other document relating wholly or mainly to the sharing or processing of information.
- 23) Following consultation with the Convener of the City Growth and Resources Committee, to approve applications for, and to accept, grant funding, provided that the terms and conditions of such funding have been approved by the Chief Officer - Finance and the Head of Commercial and Procurement Services before acceptance.
- 24) To approve the making of small grants of up to £10,000 for organisations and £2,000 for individuals, following consultation with the Chief Officer - Finance, and provided that sufficient budgetary provision exists and the grant is made subject to terms and conditions approved by the Head of Commercial and Procurement Services. Where the Chief Officer is minded to refuse an application for such a grant, he/she shall consult the relevant Convener and will thereafter either approve the application, refuse the application or report the application to the relevant Committee for determination.
- 25) To approve purchase orders and authorise payments; and to approve officer signatory lists and officer authorisation levels in relation to the raising and approval of purchase orders and the authorisation of payments.
- 26) Following consultation with the Chief Officer - Governance or the Head of Commercial and Procurement Services as appropriate, to approve the entering into of any contractual, legal or other documentation which may be necessary or expedient in connection with the proper exercise of any power, or the proper taking of any decision, by the Chief Officer in question.
- 27) To purchase equipment, goods and services where the expenditure has been approved by the Council, in compliance with the ACC Procurement Regulations and ACC Financial Regulations.
- 28) To approve responses to requests for information made under the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004 and to take any other action in connection with such requests; and to authorise other officers to approve such responses or take such action.
- 29) To approve responses to complaints made to the Council and to take any other reasonable and proportionate action in relation to such complaints and to authorise other officers to approve such responses or take such action, all in terms of the Complaints Handling Procedure.

- 30) To appoint persons (i) as interim Chief Officers; or (ii) to act up as Chief Officers.
- 31) To produce and issue reports required of the Council by legislation, the UK or Scottish governments, regulatory bodies or other external bodies.
- 32) Following consultation with the Chief Officer - Governance, to make:
- amendments to Council policy in order to reflect the law, government guidance, regulators' guidance and other Council policies; and
 - minor or consequential amendments to Council policies including, but not limited to, the correction of obvious, technical or clerical errors and taking account of changes to any names or titles.
- 33) When acting as Duty Emergency Response Coordinator (DERC):
- to take, or arrange for the taking of, any action on behalf of the Council which s/he considers necessary in the event of:
 - an emergency (as "emergency" is defined in the Civil Contingencies Act 2004); or
 - any incident that requires the implementation of special arrangements in order to:
 - maintain statutory services at an appropriate level;
 - support the emergency services and other organisations involved in the immediate response;
 - provide support services for the community and others affected by the incident;
 - enable the community to recover and return to normality as quickly as possible; and
 - provide aid to other local authorities,
- with any such action being reported to a future meeting of the Council or relevant committee or sub committee as an item on the agenda; and
- to implement, or arrange for the implementation of, the provisions of the Civil Contingencies Act 2004 and the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.
- 34) Following consultation with the relevant Committee Convener(s) and, where relevant, ward members, to determine Participation Requests and the outcome improvement process to apply, and to report back to committee where necessary.
- 35) To order the cessation of any work which is in breach of health and safety legislation or which otherwise poses an unacceptable risk of harm or loss.
- 36) To operate the Scheme of Virement as set out within the ACC Financial Regulations.

- 37) **Directors, Chief Officer - Governance, Chief Officer - Strategic Place Planning and Chief Officer - City Growth only:** To submit a Council response to an external consultation on an operational matter, which in the view of the Chief Officer does not require elected member input, following consultation with the relevant Convener and Vice Convener and notification to all Group Leaders that the response has been submitted.
- 38) **Directors, Chief Officer - Governance, Chief Officer - Strategic Place Planning and Chief Officer - City Growth only:** To submit a Council response to an external consultation on a policy matter where the timescale for responding does not permit an opportunity for approval by the appropriate committee. Any such response shall be submitted following consultation with the relevant Convener and Vice Convener and all Group Leaders and shall be reported to a future committee meeting.
- 39) **Chief Executive and Directors only:** To transfer or reallocate staff, activities, responsibilities and functions within the Council's Functional Structure, whether on an interim or permanent basis. For the avoidance of any doubt, this delegated power does not cover such transfers to outside organisations.

CHIEF EXECUTIVE

- 1) To take, or arrange for the taking of, any action on behalf of the Council which s/he considers necessary in the event of:
 - an emergency (as “emergency” is defined in the Civil Contingencies Act 2004), or
 - any incident that requires the implementation of special arrangements in order to:
 - maintain statutory services at an appropriate level;
 - support the emergency services and other organisations involved in the immediate response;
 - provide support services for the community and others affected by the incident;
 - enable the community to recover and return to normality as quickly as possible; and
 - provide aid to other local authorities,

with any such action being reported to a future meeting of the Council or relevant committee or sub committee as an item on the agenda.

- 2) To implement, or arrange for the implementation of, the provisions of the Civil Contingencies Act 2004 and the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.
- 3) Following consultation with the Chief Officer - Governance and the Chief Officer - People and Organisation, to authorise a settlement agreement with an officer including in relation to his/her leaving the Council’s employment.

DIRECTOR OF CUSTOMER

CHIEF OFFICER - CUSTOMER EXPERIENCE

Revenues and Benefits

1. To administer, collect and enforce recovery of council tax and non-domestic rates in accordance with appropriate regulations, legislation and council policy.
2. To administer and assess housing benefit claims, council tax reduction applications and the scheme for discretionary housing payments, grant benefit and reductions in accordance with appropriate regulations and determine appeals on such applications and claims.
3. To administer the Scottish Welfare Fund in accordance with the terms of the Welfare Funds (Scotland) Act 2015 and associated delegated legislation.
4. To write off debt in accordance with the ACC Financial Regulations.

Payroll

5. To administer the Council's payroll system.

Finance

6. To collect and enforce recovery of all service income due to the Council, excluding housing rents, in accordance with appropriate regulations and legislation.
7. To administer the residual car loans scheme and to take appropriate action to recover any arrears.
8. To administer any employee benefits scheme operated by the Council and to take any appropriate action in connection therewith.
9. To administer the corporate travel scheme and approve any variation from the scheme.
10. To approve the amount and payment of subsistence and travel expenses to officials undertaking business on behalf of the Council outwith the city of Aberdeen in accordance with the National Scheme of Conditions of Service.
11. To implement the Scheme of Members' Payment as approved by the Scottish Government.

12. To approve the amount and payment of subsistence and travel expenses to Members undertaking business on behalf of the Council outwith the city of Aberdeen in accordance with regulations issued from time to time by the Scottish Government.
13. To make arrangements to collect sums due to the Council under the Council's "Contributing to your Care" charging policy for non-residential care services.
14. To make arrangements to collect sums due to the Council under the national "Charging for Residential Care" scheme.
15. To administer the direct payments scheme under section 12B of the Social Work (Scotland) Act 1968.
16. To make payments due to social care providers, foster carers, adopters etc.

CHIEF OFFICER - EARLY INTERVENTION AND COMMUNITY EMPOWERMENT

Libraries

1. To exercise statutory powers to provide and manage public libraries; to provide and manage the Council's library and information service.
2. To set opening hours of the Council's library and information service; prescribe loan periods for articles borrowed from the Council's libraries and collections; and to make charges for the borrowing of items, other than books or periodicals from the Council's collections or the provision of any service provided at libraries.
3. To grant permission for the reproduction of photographs, documents or books and to impose appropriate charges.
4. To grant applications for permission to use accommodation within the Central Library or any community library on the usual terms, conditions and charges applying thereto.

Community Learning

5. To attend to the general management of community centres and community learning centres within the Council's ownership.
6. To manage the Creative Learning Programme.
7. To provide programmes of adult education.

Housing Allocations

8. To maintain a common housing register and to allocate Council homes in accordance with the Council's letting and allocation policies.

Housing Tenancies

9. To manage Council tenancies and housing estates in line with service policies, tenancy agreements and relevant legislation including, but not limited to, the various Housing (Scotland) Acts; and to sign, and authorise officers to sign, tenancy agreements relating to Council houses.
10. To sign, and to authorise Local Housing Managers to sign, Notices of Proceedings for Recovery of Possession of Council houses, in terms of the Housing (Scotland) Act 2001.
11. To instruct the raising on behalf of the Council of proceedings for recovery of

possession of Council houses on any of the grounds specified in paragraphs 1 - 15 inclusive of Part 1 of schedule 2 to the Housing (Scotland) Act 2001 or otherwise in terms of that Act or on any other lawful grounds.

12. To authorise Local Housing Managers to instruct the raising on behalf of the Council of proceedings for recovery of possession of Council houses on grounds of rent arrears, in terms of the Housing (Scotland) Act 2001.
13. To deal with cases of unauthorised or irregular occupation of Council houses by persons other than the tenant and to instruct the raising on behalf of the Council of proceedings for recovery of possession of such Council houses.
14. To make decisions, and take or instruct all necessary action, in relation to succession to Council house tenancies and vacancy and abandonment of Council houses.
15. To authorise home loss and discretionary payments under the provisions of the Land Compensation (Scotland) Act 1973, schedule 2 of the Housing (Scotland) Act 2001 and related legislation, regulations and guidance.

Housing Revenue Account

16. To authorise year-end accounts for the Housing Revenue Account.
17. To authorise payments from the Housing Revenue Account as required to maintain the wellbeing of tenants.
18. To maintain a current Housing Revenue Account Business Plan.
19. To write off Former Tenants' Arrears and associated housing debts in accordance with the ACC Financial Regulations.

Communities

20. To administer funding, develop and maintain appropriate governance arrangements for the Fairer Aberdeen Fund and the Common Good Fund.
21. To deliver participatory budgeting, following consultation with the Convener of the City Growth and Resources Committee and the Chief Officer - Finance, provided that sufficient budgetary provision exists for the purpose for which the participatory budgeting process is being delivered.
22. To update and maintain Locality Plans.
23. Following consultation with the Chief Officer - Governance, to create, amend and implement procedures concerning the Community Empowerment (Scotland) Act 2015, including in relation to Participation Requests, all in accordance with Council policy.

Homelessness

24. To undertake the Council's statutory responsibilities in terms of the Prevention of Homelessness and Homelessness provision in line with the Housing (Scotland) Acts.
25. To provide out of hours emergency services for homeless persons, including the carrying out of urgent repairs.
26. To assess homeless applications and provide a range of temporary and permanent accommodation in accordance with the Housing (Scotland) Acts and Homelessness (Scotland) Act 2003.
27. To administer a homelessness prevention fund in order to prevent and reduce instances of homelessness.
28. To increase the relative priority of homeless families and couples where the short-term supply and demand for housing is impacting on the Council's statutory duty to offer appropriate permanent housing.
29. To write off debts in relation to homelessness in accordance with the ACC Financial Regulations.

Antisocial Behaviour

30. To prepare and review a Local Antisocial Behaviour Strategy, in consultation with the Chief Constable of the Police Service of Scotland, as required by Part 1 of the Antisocial Behaviour etc. (Scotland) Act 2004.
31. To authorise relevant officers to implement Part 5 of the Antisocial Behaviour etc. (Scotland) Act 2004.
32. To authorise applications for Antisocial Behaviour Orders (ASBOs) and interim ASBOs, to revoke or extend ASBOs, and the taking of other legal actions or measures under the Crime and Disorder Act 1998 and the Antisocial Behaviour etc. (Scotland) Act 2004.
33. To authorise action under Part 7 (Housing: Antisocial behaviour notices) of the Antisocial Behaviour etc. (Scotland) Act 2004.

Equalities

34. To manage and support encampments of Gypsy and Travelling Community to ensure that the needs of both the Gypsy and Travelling Community and the settled community are being met and liaise with the Chief Officer - Governance in cases of unauthorised encampments in considering whether to seek legal action for eviction on Council owned land.

35. To provide services to travelling persons including, but not limited to, the management and maintenance of a site for travelling persons.
36. To ensure that the Council complies with the Equality Act 2010 and its public sector general equality duty and specific equalities duties.
37. To engage with marginalised and seldom heard equality and communities of interest groups so that their issues and needs can be identified and addressed where appropriate in Council policy, plans and strategies.
38. To develop, publish, support, monitor and review the Council's Gaelic Action Plan.
39. To develop, publish, support, monitor and review the Council's BSL (British Sign Language) Action Plan.

Terrorism

40. To advise the Council on strategies and policies for the development and implementation of counter-terrorism programmes.

Parking, Bus Lanes and other Enforcement Activity

41. To undertake, arrange to be undertaken, authorise and instruct, and to appoint and authorise officers (whether City Wardens, officers in the Parking and Bus Lane Appeals Team or other officers) to undertake, arrange to be undertaken, authorise and instruct, all activity relating to parking enforcement in terms of (where applicable) the Road Traffic Act 1991, Road Traffic (Permitted Parking Area and Special Parking Area) (Aberdeen City Council) Designation Order 2003, Road Traffic Regulation Act 1984 and any other relevant legislation. This delegated power includes (but is not limited to):
 - (i) appointing and authorising City Wardens and other officers to be parking attendants and to issue Penalty Charge Notices;
 - (ii) issuing, and authorising officers in the Parking and Bus Lane Appeals Team and other officers to issue, Notices to Owner, Notices of Rejection and Charge Certificates;
 - (iii) taking, and authorising officers in the Parking and Bus Lane Appeals Team and other officers to take or arrange to be taken, any appropriate actions in relation to Notices to Owner, Notices of Rejection and Charge Certificates (such actions including, but not being limited to, considering and responding to representations, responding to the Parking and Bus Lane Tribunal for Scotland and instructing recovery action in relation to unpaid charges); and
 - (iv) taking, and authorising officers in the Parking and Bus Lane Appeals Team and other officers to take or arrange to be taken, any appropriate actions in relation to the immobilisation, removal, storage and disposal of

vehicles.

42. To undertake, arrange to be undertaken, authorise and instruct, and to authorise officers (whether City Wardens, officers in the Parking and Bus Lane Appeals Team or other officers) to undertake, arrange to be undertaken, authorise and instruct, all activity relating to bus lane enforcement in terms of (where applicable) the Road Traffic Regulation Act 1984, the Aberdeen City Council (Bus Lanes in Aberdeen) (Amendment) Order 2009, the Bus Lane Contraventions (Charges, Adjudication and Enforcement) (Scotland) Regulations 2011 and any other relevant legislation. This delegated power includes (but is not limited to):
 - (i) issuing, and authorising officers in the Parking and Bus Lane Appeals Team and other officers to issue, Charge Notices and Charge Certificates; and
 - (ii) taking, and authorising officers in the Parking and Bus Lane Appeals Team and other officers to take or arrange to be taken, any appropriate actions in relation to Charge Notices and Charge Certificates (such actions including, but not being limited to, considering and responding to representations, responding to the Parking and Bus Lane Tribunal for Scotland and instructing recovery action in relation to unpaid charges).
43. To instruct, and to authorise City Wardens and other officers to undertake, environmental enforcement activity in terms of the Environmental Protection Act 1990, Refuse Disposal (Amenity) Act 1978, Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003, Smoking, Health and Social Care (Scotland) Act 2005 and any other legislation relevant to public health.
44. To authorise City Wardens and other officers to issue fixed penalty notices in terms of the Dog Fouling (Scotland) Act 2003.

CHIEF OFFICER - DIGITAL AND TECHNOLOGY

1. To engage with potential suppliers and to pilot new information and communications technologies (ICT) systems, subject to the ACC Procurement Regulations.
2. To implement hardware and software ICT solutions to meet business needs.
3. To alter ICT service hours and availability of ICT support.

DIRECTOR OF COMMISSIONING

- 1) To exercise all powers delegated to him/her in terms of the ACC Procurement Regulations.
- 2) To approve (or to nominate a person as having authority to approve) any procurement or contract, as a result of a Direction from the Integration Joint Board to the Council and/or a relevant business case, where the estimated value of the contract is of or above £50,000 (supplies/services) or £250,000 (works), subject to the approval of the Chief Officer - Finance and the Head of Commercial and Procurement Services.

HEAD OF COMMERCIAL AND PROCUREMENT SERVICES

- 1) To have overall responsibility for creating and amending procurement procedures in terms of the ACC Procurement Regulations and in accordance with Council policy.
- 2) To ensure that relevant Procurement Guidance Notes are in place and that necessary revisions are made to these on a regular basis to reflect changes in legislation, Council policy or good practice, in terms of the ACC Procurement Regulations.
- 3) To exercise all responsibilities and powers delegated to him/her under the ACC Procurement Regulations.
- 4) To sub-delegate his/her responsibilities and powers under the ACC Procurement Regulations to managers within his/her Service.
- 5) To enter into, vary, extend or terminate any contract or agreement in circumstances where, after consultation with the relevant Chief Officer, he/she is satisfied that it is competent and in the interests of the Council to do so.
- 6) To authorise the entering into of an agreement with any person (including another local authority) for:
 - (a) the supply by the Council to that person of any goods or materials;
 - (b) the provision by the Council for that person of any services;
 - (c) the use by that person of any property belonging to or facilities under the control of the Council and, without prejudice to paragraph (b) above, the placing at the disposal of that person of the services of any person employed in connection with the property or facility in question;
 - (d) the carrying out by the Council of works of maintenance in connection with land or buildings for the maintenance of which the person is responsible;subject to compliance with the Local Authorities (Goods and Services) Act 1970 and any other relevant legislation, and Aberdeen City Council keeping trading accounts for the relevant trading operation in accordance with proper accounting practices.
- 7) To arrange and effect, and to authorise the Insurance Officer to arrange and effect, all insurance cover on behalf of the Council.
- 8) To settle or repudiate, and to authorise the Insurance Officer and other officers to settle or repudiate, all claims made against the Council which involve the Council's insurers. Such settlement or repudiation shall follow consultation with other officers where necessary.

CHIEF OFFICER - BUSINESS INTELLIGENCE AND PERFORMANCE MANAGEMENT

1. To put in place an appropriate framework and internal controls across all functions which provide assurance of effective and efficient organisational performance against the Council's outcomes.
2. To put in place an appropriate control environment and effective internal controls which provide assurance of adherence with the requirements of Statutory Performance Indicators for the statutory duty of Public Performance Reporting.

CHIEF OPERATING OFFICER

CHIEF OFFICER - INTEGRATED CHILDREN'S AND FAMILY SERVICES

Education

1. To take steps to discharge the duty of the Council, as education authority, to secure adequate and efficient provision of school education (including pre-school education), and in doing so:
 - a. having regard to the duty to ensure that education is directed to the development of the personality, talents and mental and physical abilities of children and young people (section 2 of the Standards in Scotland's Schools etc. Act 2000);
 - b. endeavouring to ensure that schools managed by them promote the physical, social, mental and emotional health and well-being of pupils (section 2A of that Act); and
 - c. raising standards in Scotland's schools (section 3D of that Act).
2. To prepare an accessibility strategy under the Education (Disability Strategies and Pupil's Educational Records) (Scotland) Act 2002.
3. To operate cross border arrangements for pupils from outside the Council's area (sections 23 and 24 of the Education (Scotland) Act 1980).
4. To make decisions as to limiting the capacity of schools, the management of roll capping and the reservation of school places in both primary and secondary school.
5. To set school commencement dates for primary schools (section 32 of the Education (Scotland) Act 1980).
6. To make decisions on requests for deferred entry to schools.
7. To determine the dates of local school holidays following consultation with other appropriate local authorities and parents.
8. To admit children to pre-school education (Children and Young People (Scotland) Act 2014).
9. To administer the Council's scheme of Devolved School Management.
10. To consider applications for early entry to school.
11. To manage and determine placing requests, including the publishing of information on arrangements in accordance with the provisions of sections 28A and 28B, and representing the Council at any placing appeal committee in accordance with sections 28E or 28F, of the Education (Scotland) Act 1980.

12. To manage and determine placing requests under schedule 2 to the Education (Additional Support for Learning) (Scotland) Act 2004 and represent the Council at any placing appeal committee or Additional Support Needs Tribunal.
13. To agree or refuse requests for access to pupil educational records in accordance with the Pupils' Educational Records (Scotland) Regulations 2003.
14. To enforce attendance at school, including the serving of notices, making and issuing Attendance Orders and instructing proceedings against parents in respect of children's non-attendance (sections 36, 37, 38, 39 and 43(2) of the Education (Scotland) Act 1980).
15. To allow pupils to miss school (section 34 of the Education (Scotland) Act 1980).
16. To exclude pupils from school (regulation 4 of the Schools General (Scotland) Regulations 1975).
17. To promote the involvement of the parents of pupils in attendance at schools in the education provided to those pupils (section 1 of the Scottish Schools (Parental Involvement) Act 2006).
18. To provide support and guidance to Parent Councils (Scottish Schools (Parental Involvement) Act 2006).
19. To consider applications and award bursaries (section 49 of the Education (Scotland) Act 1980).
20. To discharge the Council's duties in relation to the employment of children (Children and Young Persons (Scotland) Act 1937).
21. Following consultation with the Chief Officer - People and Organisation, to sign agreements reached by the Local Negotiating Committee for Teachers.
22. To provide or arrange in-service training for staff.
23. To provide the education authority's representatives on the Appointment Committees for all Statutory Appointments.
24. To provide work experience for pupils who are eligible (section 123 of the Education (Scotland) Act 1980).
25. To endorse applications for staff requiring registration with the Scottish Social Services Council (SSSC).
26. To consult on, prepare and publish a two year plan for day care services to children in need in terms of section 19 of the Children (Scotland) Act 1995 and section 55 of the Children and Young People (Scotland) Act 2014.

27. To provide early learning and childcare under section 27 of the Children (Scotland) Act 1995.
28. To carry out the consultation processes required by the Schools (Consultation) (Scotland) Act 2010.
29. Following consultation with the Chief Executive and the Chief Officer - Governance, receiving notice of, representing the Council in and responding to referrals by the Children's Reporter to the Scottish Ministers under the Children's Hearings (Scotland) Act 2011.
30. To implement the duties and exercise the powers set out in the Education (Additional Support for Learning) (Scotland) Act 2004.
31. To implement the duties and exercise the powers set out in the Education (Scotland) Act 2016.
32. To consent to the withdrawal of children from school in terms of the Education (Scotland) Act 1980.
33. To authorise the approval of early retirement requests from teachers and non-teaching staff within the function in accordance with agreed policy.
34. To offer recruitment and retention incentive payments for hard to fill professional teaching posts.
35. To sign and date co-ordinated support plans in accordance with the Education (Additional Support for Learning) (Scotland) Act 2004 and the Education (Co-ordinated Support Plan) (Scotland) Regulations 2005.
36. To provide transport for pupils and students (section 51 of the Education (Scotland) Act 1980).
37. To provide child guidance services (section 4 of the Education (Scotland) Act 1980).
38. To provide school meals (section 53 of the Education (Scotland) Act 1980).
39. To provide clothing (section 54 of the Education (Scotland) Act 1980).
40. To license stage or theatrical performances by children (Children and Young Persons Act 1963).
41. To award Education Maintenance Allowances (section 73(f) of the Education (Scotland) Act 1980) in accordance with criteria and limits set by the Scottish Government.

Children's Social Work

42. To delegate the Chief Social Work Officer role to Lead Service Managers when the Chief Officer - Integrated Children's and Family Services is absent or as otherwise required. Any such delegation shall be made in writing.
43. To take necessary steps to discharge the Council's duties under the Social Work (Scotland) Act 1968, the Children (Scotland) Act 1995, the Children's Hearings (Scotland) Act 2011, the Social Care (Self-directed Support) (Scotland) Act 2013 and the Children and Young People (Scotland) Act 2014.
44. Where the carer of a person over 18 years of age is a child under 18 years of age, to assist Health and Social Care staff to assess the carer's needs and provide information about the assessment in terms of sections 12A, 12AA and 12AB of the Social Work (Scotland) Act 1968 and the Carers (Scotland) Act 2016.
45. To make direct payments to individuals to allow them to purchase community care services or, if they are disabled, to assist them to care for their children (aged up to 18 years) under the Social Care (Self-directed Support) (Scotland) Act 2013.
46. To make direct payments to 16 and 17 year olds with a disability and to parents of children under 18 with a disability to allow them to pay for children's services under the Social Care (Self-directed Support) (Scotland) Act 2013.
47. To bury or cremate any child or young person who was in the care of, or receiving help from, the Council immediately before their death in terms of section 28 of the Social Work (Scotland) Act 1968.
48. To decide whether to pay the expenses of parents, relatives etc. visiting people (including looked after children) who are being cared for or maintained in accommodation by the Council, or in attending funerals, in terms of section 20 of the Social Work (Scotland) Act 1968.
49. To provide and maintain whatever residential and other establishments are needed for the Council's functions under Part II of the Children (Scotland) Act 1995.
50. To recover from other local authorities any costs for services provided to people ordinarily resident in the areas of those authorities under the Social Work (Scotland) Act 1968, in terms of section 86 of that Act.
51. To authorise the following finance-related matters in accordance with ACC Financial Regulations and Council policies:
 - a. reimbursing carers and substitute carers for loss or damage (*ex gratia*) of up to £500,
 - b. reimbursing staff for loss or damage (*ex gratia*) of up to £500;

- c. making payments to staff for emergency expenses (*ex gratia*) of up to £50; and
 - d. reimbursing neighbours and/or relatives of departmental carers for damage caused by service users (*ex gratia*), where it would be in the interests of the Council to maintain goodwill.
52. To provide reports and information to the courts in private law proceedings in terms of section 11 of the Matrimonial Proceedings (Children) Act 1958 and section 11 of the Children (Scotland) Act 1995.
 53. To assess and recover contributions for “maintainable” children looked after by the Council in terms of sections 78 to 82 of the Social Work (Scotland) Act 1968.
 54. Where there is an assessed need, to pay allowances to people who have children and young people residing with them in terms of section 50 of the Children Act 1975.
 55. To provide an adoption service in accordance with section 1 of the Adoption and Children (Scotland) Act 2007.
 56. To supervise and provide reports to the court in respect of non-agency adoptions in terms of sections 18 and 19 of the Adoption and Children (Scotland) Act 2007.
 57. To take necessary or facilitative steps to implement arrangements for the adoption of children.
 58. To provide adoption support plans under section 45 of the Adoption and Children (Scotland) Act 2007.
 59. To approve and pay adoption allowances in terms of section 71 of the Adoption and Children (Scotland) Act 2007.
 60. To secure the welfare of all foster children, receiving and assessing notifications, inspecting premises, imposing requirements and removing children from unsuitable premises (sections 3, 5, 6, 8, 9, 10 and 12 of the Foster Children (Scotland) Act 1984).
 61. To publish information about services for children in terms of section 20 of the Children (Scotland) Act 1995.
 62. To safeguard and promote the welfare of children looked after by the Council and give them the opportunity to fulfil their potential in terms of section 17 of the Children (Scotland) Act 1995.
 63. To safeguard and promote the welfare of children in need, giving help “in kind or in cash” in terms of section 22 of the Children (Scotland) Act 1995.

64. To minimise the effect of disability on children, assessing the needs of children with or affected by disability, assessing the ability of their carers to meet those needs and providing information assessment in terms of sections 23, 24, and 24A of the Children (Scotland) Act 1995 and the Social Care (Self-directed Support) (Scotland) Act 2013.
65. To provide accommodation for children and young people when lost or abandoned or when no-one with parental responsibility can do it, in terms of section 25 of the Children (Scotland) Act 1995.
66. To provide accommodation for young people aged 18 to 21 years of age when to do so would safeguard and promote their welfare in terms of section 25 of the Children (Scotland) Act 1995.
67. To provide accommodation and maintenance for children looked after by the Council in terms of section 26 of the Children (Scotland) Act 1995.
68. To provide after-care for children (under 26 years of age) who were previously looked after by a local authority in terms of section 29 of the Children (Scotland) Act 1995 and continuing care under section 26A of the Children (Scotland) Act 1995.
69. To provide financial help towards maintaining, educating or training for young people who were looked after by the Council at the time of leaving school age in terms of section 30 of the Children (Scotland) Act 1995.
70. To review cases of children looked after by the Council in terms of section 31 of the Children (Scotland) Act 1995.
71. To remove children from residential establishments in terms of section 32 of the Children (Scotland) Act 1995.
72. To accept responsibility for orders made in respect of children in other parts of the United Kingdom where the child is now ordinarily resident in Aberdeen in terms of section 33 of the Children (Scotland) Act 1995.
73. To provide short-term refuges where a child may be at risk of harm in terms of section 38 of the Children (Scotland) Act 1995.
74. To make enquiries and provide information to the Principal Reporter to the Children's Panel where children may need compulsory measures of care in terms of section 60 of the Children's Hearings (Scotland) Act 2011.
75. Where a child may be at risk of significant harm, to investigate the matter and if need be apply for the following orders:
 - Child Assessment Order (under section 35 of the Children's Hearings (Scotland) Act 2011);
 - Child Protection Order (under sections 37 to 39 of the Children's Hearings (Scotland) Act 2011);

- Emergency Child Protection Order to a Justice of the Peace (under section 55 of the Children's Hearings (Scotland) Act 2011); and
- Exclusion Order (under sections 76 to 80 of the Children (Scotland) Act 1995).

76. To provide reports on children and their social background for a Children's Hearing in terms of section 66 of the Children's Hearings (Scotland) Act 2011.

77. To implement the measures contained in Orders made by a Children's Hearing under the Children's Hearings (Scotland) Act 2011.

78. To recommend that a Compulsory Supervision Order is reviewed by a Children's Hearing under the Children's Hearings (Scotland) Act 2011.

79. Where assessed as necessary, to apply to a court for a Permanence Order, or Permanence Order with authority to adopt, under sections 80-83 of the Adoption and Children (Scotland) Act 2007.

80. To apply for variation or revocation of a Permanence Order when there has been a material change of circumstances under section 99 of the Adoption and Children (Scotland) Act 2007.

81. To provide information to the Courts and arrange accommodation for the detention of children being prosecuted for, or convicted of, criminal offences in terms of sections 42, 43, 44 and 51 of the Criminal Procedure (Scotland) Act 1995.

82. To make purchases, outside the central purchasing arrangements, of necessary food, clothing and other essential items for children in care of the Council and living within the Council's residential establishments for young people.

83. To offer recruitment and retention incentive payments for hard to fill professional social work posts.

CHIEF OFFICER - OPERATIONS AND PROTECTIVE SERVICES

Roads and Infrastructure Services

1. To maintain a list of public roads including classification of roads network.
2. To manage and maintain all roads on a list of public roads including power to reconstruct, alter, widen, improve or renew any such road within approved budgets.
3. To exercise the control of road occupations, reporting to the next relevant committee if any member objects to the proposed decision.
4. To manage and implement the requirements of the New Roads and Street Works Act 1991.
5. To implement arrangements for both temporary and permanent traffic management and related street furniture.
6. To commence and complete the statutory procedure set out in the Local Authorities Traffic Order (Procedure) (Scotland) Regulations 1999 and undertake all necessary preparation prior to making orders under the Road Traffic Regulation Act 1984, sections 1, 2 and 4 (road traffic orders), only bringing the matter before the Operational Delivery Committee where, following consultation with such members as the Chief Officer deems appropriate, an objection is received or where there are unresolved outstanding objections arising from the statutory/public consultation process.
7. To make and sign permanent traffic orders and implement them where the statutory/public consultation process yields no objections or, where objections have been received, the orders have gained the appropriate committee approval; and to authorise second tier and third tier roads officers to sign and implement such orders in these circumstances.
8. To make and sign, and to authorise second and third tier roads officers to sign, temporary traffic orders.
9. To commence and complete the statutory procedure set out in the Road Humps (Scotland) Regulations 1998 and undertake all necessary preparation prior to making orders under the Roads (Scotland) Act 1984 relating to road humps, only bringing the matter before the Operational Delivery Committee where, following consultation with members (whether all members or simply ward members), objection is received or where there are outstanding objections arising from the statutory/public consultation process.
10. To commence and complete the statutory procedure set out in the Stopping Up of Roads and Private Accesses and the Redetermination of Public Rights

of Passage (Procedure) (Scotland) Regulations 1986 and undertake all necessary preparation prior to making orders under the Roads (Scotland) Act 1984 relating to stopping up and redetermination, only bringing the matter before the Operational Delivery Committee where, following consultation with members (whether all members or simply ward members), objection is received or where there are outstanding objections arising from the statutory/public consultation process.

11. To exercise operational management of “on-street” and “off-street” parking facilities.
12. To authorise the removal of private vehicles which have unpaid Penalty Charge Notices recorded against them in accordance with the Road Traffic Act 1984, Road Traffic Act 1991, Road Traffic (Permitted Parking Area) (Aberdeen City Council) Designation Order 2003 and the Removal and Disposal of Vehicle Regulations 1986 and any other relevant legislation.
13. To represent the Council’s interests with regard to coast protection and flood prevention matters including the development of the Flood Risk Management Plan.

Environmental Services

14. In accordance with the Burial and Cremation (Scotland) Act 2016 and associated Regulations:
 - following consultation with the Chief Officer - Finance, to accept bequests requiring provision by the Council for the upkeep and maintenance in perpetuity of individual graves and tomb stones in cemeteries under the control of the Council in such cases where the amount of the bequest is sufficient to cover the cost of maintenance and upkeep of the grave and of any tombstone;
 - to act as Registrar of Burials and Cremations and to act as the keyholder for crematorium buildings;
 - to ensure the proper disposal of the dead while taking into account requests of the bereaved;
 - to operate the Council’s crematorium and to maintain, renew and repair the crematorium buildings;
 - to provide facilities for and make available memorials to the dead;
 - to manage arrangements for appointments and statutory paperwork for disposal of the dead, including implementing, monitoring and maintaining systems and records of any disposal of the dead and issuing any extracts of such records;
 - to maintain identification of the remains throughout the process of cremating the dead; and
 - to arrange for the supervision of exhumations.
15. To carry out the Council’s duties in regards to the Wildlife and Natural

Environment (Scotland) Act 2011.

16. Following consultation with the Chief Officer - Governance, to negotiate, authorise and sign agreement(s) with NHS Grampian and their associated funeral service provider(s) to bury or cremate pregnancy loss provided by NHS Grampian, all in accordance with Scottish Government guidance and best practice.

Waste Services

17. To set commercial waste charges.
18. To authorise officers to enforce the provisions of the Environmental Protection Act 1990.
19. To remove and dispose of abandoned vehicles in terms of the Refuse Disposal (Amenity) Act 1978.
20. To authorise officers to remove, store and return to any owner any bin blocking a street.
21. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services, and the Convener of the City Growth and Resources Committee, to agree that, notwithstanding the terms of the Council's Waste Service Contract, the commencement and handover dates have been achieved, provided that the Altens East Plant operator shall continue to use its reasonable endeavours to ensure the Altens East Plant Contractor passes the Plant Function Tests and Mass Balance Tests (as those terms are defined in the Waste Service Contract).
22. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services, and the Convener of the City Growth and Resources Committee, to approve expenditure on repairs and maintenance to sites owned by the Council, that are procured by the Altens East Plant operator on behalf of the Council, provided that the Altens East Plant operator conducts the procurement in accordance with the ACC Procurement Regulations and that the expenditure is capable of being met from existing budgets.
23. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services and the Convener of the Operational Delivery Committee, to negotiate and agree non material variations or supplemental agreements to the Waste Service Contract, including but not limited to, or as a consequence of:-
 - (a) variations necessitated due to a change in taxation and/or any applicable legislation or subordinate legislative provision, EU regulation or directive having direct effect, provision of common law or other binding law, requirement of any authorisation, licence,

permission, consent or permit or rule of any court of competent jurisdiction and any local, national or supranational agency, inspectorate, minister, ministry, official or public or statutory person (whether autonomous or not), or of the government of the United Kingdom or the European Union, which exists at any time during the life of the contract;

- (b) the approval of fixed term waste trials;
- (c) amendments to reporting requirements;
- (d) changes in the price index used for the indexation of elements of the contract prices; and
- (e) the approval of repairs and maintenance of sites owned by the Council that are serviced by the Altens East Plant operator under the Waste Management Services contract (for example Ness Farm, Hill of Tramaud).

24. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services and the Convener of the Operational Delivery Committee, to negotiate and agree variations to the Waste Management Services Contract following a decision of the Council to:-

- (a) change its waste collection operations;
- (b) change the opening hours of Council sites serviced by the Altens East Plant operator under the Waste Services Contract;
- (c) close Council owned facilities currently serviced by the Altens East Plant operator under the Waste Services Contract; and
- (d) add new facilities to be serviced by the Altens East Plant operator under the Waste Services Contract.

25. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services and the Convener of the Operational Delivery Committee, to negotiate and conclude the variations necessary to the Waste Management Services Contract in relation to the acceptance of third party recycle and/or residual waste at Altens East Plant provided that the nature of those variations results in a net reduction of the Council's operational costs of the Altens East Plant.

26. Following consultation with the Chief Officer - Finance, the Head of Commercial and Procurement Services and the Convener of the Operational Delivery Committee, to give Suez consent to bid for:-

- (1) the inclusion of the Altens East Plant on framework agreements for waste and recycling services; and
- (2) individual contracts to provide waste and recycling services to third parties (i.e. other local authorities or commercial entities) using the Altens East Plant to process the waste and/or recycle, as and when such opportunities arise, contingent upon the variation to the Waste Services Contract in number 25 above having been concluded.

Protective Services

27. To authorise officers as required in respect of the rights of entry and

- inspection contained in section 5 of Part I of the Civic Government (Scotland) Act 1982.
28. To authorise the issue of Certificates under section 39(4) of the Civic Government (Scotland) Act 1982 regarding the compliance of vehicles, kiosks or moveable stalls with relevant regulations made under section 1(3) of the Food Safety Act 1990.
 29. To authorise the issue of Certificates under section 50 of the Licensing (Scotland) Act 2005 regarding the compliance of premises with regulations made under section 1(3) of the Food Safety Act 1990 relating to construction, layout, drainage, ventilation, lighting and water supply or concerned with the provision of sanitary and washing facilities.
 30. To take such action as is necessary with regard to the administrative arrangements under Part 1 of the Food and Environmental Protection Act 1985.
 31. To authorise persons, under section 5 of the Food Safety Act 1990, to act in matters arising under the said Act.
 32. To appoint, under Regulation 5(6) of the Food Hygiene (Scotland) Regulations 2006, authorised officers for the purpose of enforcing the said Regulations.
 33. To designate, under section 5 of the Public Health etc. (Scotland) Act 2008, an appropriate number of competent persons for exercising, on behalf of the Council, the functions relating to protection of public health contained in the Act.
 34. To:
 - (i) enforce and ensure compliance with (and authorise officers to enforce and ensure compliance with) the Health and Safety at Work etc. Act 1974; and
 - (ii) appoint as inspectors under section 19 of that Act such persons as he/she considers necessary for carrying into effect the provisions of that Act and other relevant statutory provisions and, in each case, delegate to those persons the powers to be exercised by them.
 35. To take, or arrange for the taking of, any action necessary to comply with health and safety legislation and to appoint officers to undertake health and safety functions.
 36. To undertake Port Health duties under the Public Health (Scotland) Act 1945 and the Airports Authority Act 1965.
 37. To enforce and ensure compliance with (and to authorise officers to enforce and ensure compliance with) the relevant environmental health and public health provisions of the following legislation:
 - (a) Prevention of Damage by Pests Act 1949;

- (b) Public Health (Scotland) Act 2008;
 - (c) Caravan Sites and Control of Development Act 1960;
 - (d) Private Water Supplies (Scotland) Regulations 2006;
 - (e) Water Supply (Water Quality) (Scotland) Regulations 2000;
 - (f) Housing (Scotland) Act 1987;
 - (g) Housing (Scotland) Act 2006;
 - (h) Housing (Scotland) Act 2001;
 - (i) Control of Pollution Act 1974;
 - (j) Noise and Statutory Nuisance Act 1998;
 - (k) The Clean Air Act 1993;
 - (l) Civic Government (Scotland) Act 1982;
 - (m) Dog Fouling (Scotland) Act 2003 (pursuing recovery of unpaid fixed penalties and notifying the Procurator Fiscal of requests for hearings);
 - (n) Environmental Protection Act 1990;
 - (o) Control of Dogs (Scotland) Act 2010;
 - (p) any legislation relating to hazardous substances or radiation; and
 - (q) any other legislation relating to environmental health or public health matters.
38. To engage, as required, temporary staff in the event of an emergency mortuary being required for use, having regard to the scale of the emergency.
39. To authorise officers under section 7 of the Smoking, Health and Social Care (Scotland) Act 2005 to exercise the powers contained in section 7 and also in schedule 1 to the Act.
40. To appoint and authorise Licensing Standards Officers to exercise powers in terms of section 13 of the Licensing (Scotland) Act 2005.
41. To authorise officers to enforce the appropriate provisions of the following legislation:-
- (a) Animal Boarding Establishments Act 1963;
 - (b) Animal Health Act 1981;
 - (c) Animal Health and Welfare (Scotland) Act 2006;
 - (d) Breeding of Dogs Act 1973;
 - (e) Breeding and Sale of Dogs (Welfare) Act 1999;
 - (f) Dangerous Wild Animals Act 1976;
 - (g) Licensing of Animal Dealers (Young Cats and Young Dogs) (Scotland) Regulations 2009;
 - (h) Performing Animals (Regulation) Act 1925;
 - (i) Pet Animals Act 1951;
 - (j) Riding Establishments Act 1964 and Riding Establishments Act 1970;
 - (k) Zoo Licensing Act 1981;
 - (l) Animal By-Products (Scotland) Regulations 2003; and
 - (m) Animal By-Products (Scotland) (Enforcement) Regulations 2013.
42. To authorise any official veterinary surgeon, acting for the Council, for

any of the statutory purposes for which an official veterinary surgeon is required.

43. To appoint a chief inspector of weights and measures and authorise appropriately qualified officers to exercise the statutory functions of the Council as a local weights and measures authority.
44. To authorise the chief inspector of weights and measures to exercise the powers conferred on the Council, in its capacity as the local weights and measures authority, by consumer protection and trading standards legislation.
45. To exercise the Council's power to grant and refuse, renew, vary or revoke a petroleum storage certificate or a petroleum storage licence in terms of the Petroleum (Consolidation) Regulation 2014.
46. To authorise officers of the Trading Standards Service to issue, vary and revoke product safety notices under section 14 of the Consumer Protection Act 1987 and regulations 11 to 15 of the General Product Safety Regulations 2005.
47. To authorise officers of the Trading Standards Service to exercise the powers contained in the Tobacco and Primary Medical Services (Scotland) Act 2010.
48. To authorise officers of the Environmental Health and Trading Standards Services to enforce the Single Use Carrier Bags (Scotland) Regulations 2014.
49. To lodge objections or to make representations on the Council's behalf on applications for licences and the renewal and variation of licences, to the Council's Licensing Committee in cases where the Council are permitted by statute to object to such applications.
50. To appoint a public analyst and Food Examiner to perform the duties detailed in the relevant sections of the Food Safety Act 1990.
51. To appoint an Agriculture Analyst under section 67 of the Agriculture Act 1970.
52. To exercise the Council's power to grant, renew or amend an Explosives Licence in terms of the Explosives Regulations 2014.
53. To exercise the Council's power to refuse to issue or to revoke an Explosives Licence in terms of the Explosives Regulations 2014.

54. To exercise the Council's power to issue or refuse assent for an Explosives Licence, where the application is made to another relevant licensing authority in terms of the Explosives Regulations 2014.
55. To exercise the Council's power to issue or to refuse to issue or to revoke a licence to supply fireworks outwith the restricted dates in terms of the Fireworks Regulations 2004.

Private Sector Housing

56. To:
 - (a) Implement all aspects of the Scheme of Assistance under the Housing (Scotland) Act 2006 and the Tenements (Scotland) Act 2004;
 - (b) Make third party applications to the Housing and Property Chamber First-Tier Tribunal for Scotland, under Chapter 4, Housing (Scotland) Act 2006; and
 - (c) Where instructed in writing by the Chief Officer of the Aberdeen City Integration Joint Board, to provide aids and adaptations for the homes of people with disabilities, where authorised within the Integration Joint Board approved budget available for the purpose and in accordance with approved policies.
57. To:-
 - (a) Approve Houses in Multiple Occupation (HMO) Licence applications subject to the standard conditions, where there are no objections, concerns or contentious issues;
 - (b) Add additional conditions to HMO Licences, where such conditions are agreed by all parties under section 133, Part 5, Housing (Scotland) Act 2006;
 - (c) Refuse to consider HMO licence applications under section 129A, Part 5, Housing (Scotland) Act 2006;
 - (d) Grant HMO licence variation applications under section 138, Part 5, Housing (Scotland) Act 2006;
 - (e) Grant temporary exemption orders and extensions to same under sections 142 and 143, Part 5, Housing (Scotland) Act 2006;
 - (f) Make orders for the suspension of rent, etc. under section 144, Part 5, Housing (Scotland) Act 2006;
 - (g) Make requirements to require rectification of breach of HMO Licence conditions, under section 145, Part 5, Housing (Scotland) Act 2006; and
 - (h) Sign and serve (or arrange for or instruct the service of) HMO amenity notices and all notices of the above types of decision and take, or arrange for or instruct the taking of, any action necessary in connection with doing any of the foregoing, all in terms of the provisions of sections 146-153, Part 5, Housing (Scotland) Act 2006.

58. To:-
- (a) Approve applications for Landlord Registration where applicants are considered to be 'fit and proper' and where there are no objections from Police Scotland in terms of spent or unspent criminal convictions and no other concerns about the applicant, all in terms of section 85, Part 8, Antisocial Behaviour etc. (Scotland) Act 2004;
 - (b) Sign and serve (or arrange for or instruct the service of) Rent Penalty Notices under section 94, Part 8, Antisocial Behaviour etc. (Scotland) Act 2004; and
 - (c) Waive Late Application Fees in relation to Landlord Registration when considered appropriate to do so.
59. To authorise the Housing Strategy and Performance Manager and the Private Sector Housing Strategy Officer to instruct the Chief Officer - Governance to prepare and sign "Notice of Potential Liability for Costs" as and when required.

DIRECTOR OF RESOURCES

1. To determine all matters (including Business Cases) submitted or referred to the Establishment Control Board.

CHIEF OFFICER - FINANCE

General Powers delegated to the Chief Officer - Finance as Proper Officer

1. To act as Proper Officer for the purposes of section 95 of the Local Government (Scotland) Act 1973 and to administer the financial affairs of the Council and take any necessary actions or decisions in accordance with the ACC Financial Regulations.
2. To delegate the role of Proper Officer for the purposes of section 95 of the Local Government (Scotland) Act 1973 to Service Managers when the Chief Officer - Finance is absent or as otherwise required. Any such delegation shall be made in writing.
3. To provide the financial administration of the Common Good Fund, Registered Charities, Trusts, Companies and any other funds managed by the Council.
4. To ensure the proper and safe custody of all funds administered by the Council.
5. To enquire into the financial standing of any organisation wanting to provide services with or to the Council in relation to any tender or contract.
6. To authorise the signature of cheques and other appropriate documentation on behalf of the Council.
7. To sign bank indemnities.
8. To approve monthly PPP unitary charge invoices to a value of £2million.
9. In respect of the Council's Arms-Length External Organisations, to make banking arrangements and provide letters of comfort, where appropriate.
10. To approve the purchase of second hand goods up to a value of £50,000.
11. To write off debt in accordance with the ACC Financial Regulations
12. Following consultation with the Convener of the City Growth and Resources Committee, to approve press releases to the London Stock Exchange through a Regulatory Information Service.

Accounting

13. To put in place an appropriate control environment and effective internal controls which provide assurance of effective and efficient operations, financial stewardship, probity and compliance with Council policy, legislation and codes of practice in accordance with the Council's Financial Regulations.
14. To produce and continuously review the Council's Financial Regulations and any related financial procedures, policies or codes of practice.
15. To provide financial services to other bodies, organisations etc. subject to a charge being made where appropriate.
16. To manage the Council's treasury management, including all borrowing and investment activities and banking arrangements.
17. To secure arrangements for the administration and accounting of VAT, payment of salaries and wages, receipt of monies, purchase cards, credit cards, match funding and imprest accounts.
18. To develop the budget preparation strategy and financial monitoring procedures, including reporting on progress with Council approved savings targets, for both the revenue budget and capital plan, including annual budgets, medium term financial plan and longer term financial planning.
19. To amend service budgets for new monies received or subsequent approvals during the year, with all such changes being recorded in the monitoring statements.
20. To prepare the Council's Annual Accounts in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom (CIPFA/LASAAC) for each financial year ending 31 March.
21. To select suitable accounting policies for the Council and ensure that they are consistently applied to the Council's accounts relating to each financial year.
22. To take appropriate action as part of the annual final accounts process to maximise the financial benefit to the Council within appropriate legislation, policies and regulations.
23. Following consultation with the Director of Resources, to make recommendations to the relevant committee in relation to the most appropriate use of specific capital receipts.
24. To be the primary point of contact for the Council's external auditors and provide information to them as required.
25. To submit all financial returns on behalf of the Council.

26. To authorise disposal or write off of obsolete or excess stock, scrap materials, stores differences and equipment that is obsolete or beyond economic repair, where the value does not exceed £10,000, all in accordance with the ACC Financial Regulations.
27. To administer the residual housing advances scheme, to implement amendments to interest rates for such loans and to take appropriate action to recover any arrears.
28. To approve leasing arrangements, and arrange finance and operational leases, in relation to equipment and capital assets.
29. To authorise arrangements for electronic funds transfers.
30. Following consultation with the Chief Executive, Directors and the Head of Commercial and Procurement Services, to put in place a scheme of delegated financial limits.
31. To arrange for suitable independent audit of European Union funding claims to be carried out.
32. To determine the retention period for all books, forms and records related to financial matters.

Pensions Administration

33. To administer the North East Scotland Pension Fund in accordance with the Local Government Pension Regulations.
34. To implement investment arrangements for the North East Scotland Pension Fund in accordance with the Local Government Pension Regulations, including sourcing and appointment of investment fund managers within the approved strategy.
35. To appoint member representatives to serve on the Pension Board of the North East Scotland Pension Fund.
36. Following consultation with the Chief Officer - Governance, to agree participation by the North East Scotland Pension Fund in securities litigation.
37. To write off debt related to the North East Scotland Pension Fund, in accordance with the ACC Financial Regulations.

CHIEF OFFICER - CAPITAL

1. To deliver the Council's Capital Programme ("the Capital Programme"), including the Council's Non-Housing Capital Plan (NHCP) and the Council's Housing Capital Plan (HCP).
2. To maintain and oversee a governance structure for the delivery of the Capital Programme.
3. To ensure a governance framework is in place through which all projects in the Capital Programme will be evaluated and prioritised for development and delivery, subject to any appropriate Council or committee approval.
4. To ensure appropriate resources are in place to deliver the Capital Programme and, where necessary, to commit resources as required for such delivery.
5. Following consultation with the Chief Officer - Finance, the Chief Officer - Governance and the Convener of the relevant committee, to allocate funds from the Construction Inflation budget for project management and other costs relating to the Capital Programme.
6. To make any necessary financial, legal and technical decisions in relation to construction projects, following the receipt of professional advice where appropriate and provided that sufficient budgetary provision exists to cover any cost involved.
7. To audit, assess and review the progress, quality and management of projects within the Capital Programme.
8. To report progress on the Capital Programme to the Corporate Management Team (CMT), elected members and the relevant committee, as appropriate.
9. Following consultation with the Director of Resources, to approve project proposals and outline business cases for potential capital projects to move to business case development.
10. Following consultation with the Director of Resources, to approve the business cases for new capital projects for onward submission to the relevant committee.
11. Following consultation with the Director of Resources, to consider and approve project change requests and authorise consequent amendments to key project criteria provided that sufficient budgetary provision exists to cover any cost involved.
12. To approve the allocation of external funding to individual projects.

CHIEF OFFICER - PEOPLE AND ORGANISATION

1. To approve and arrange for the application of all matters which conform to the national conditions of service and local conditions of service of all categories of employees of the Council, or in the opinion of the Chief Officer - People and Organisation are minor variations acceptable to management, the employee and trade unions as appropriate.
2. Following consultation with the relevant Chief Officer, to create fixed term jobs within the Council where the duration of the contract is linked to available funding, including all costs. These positions will be filled in accordance with Council recruitment procedures.
3. To put in place arrangements for the appointment of Head Teachers and Depute Head Teachers in accordance with Council policy and the Parental Involvement in Head Teacher and Depute Head Teacher Appointments (Scotland) Regulations 2007.
4. To authorise requests for the extension of either full or half sickness allowance, including teachers, in exceptional circumstances following consultation with the relevant Chief Officer and where the costs of this extension can be met from within existing service budgets.
5. Following consultation with the Chief Executive, to approve applications for Voluntary Severance and Early Retirement.
6. To implement pay awards.
7. To approve, following consultation with the Convener of the City Growth and Resources Committee, minor changes to the equal pay and modernisation scheme or the buy-out of existing protective terms and conditions on the basis that any such change would be within budget.
8. To make non-material amendments to human resources policies where such amendments have been consulted on and agreed with recognised trade unions.
9. Following consultation with the Chief Officer - Governance, to enter into a settlement agreement with an employee, including in relation to his/her leaving the Council's employment.
10. To act as the representative of the Council when in negotiation with, and in statutory consultation with, trade unions.

CHIEF OFFICER - CORPORATE LANDLORD

Assistance to Local Industry

1. To discuss and negotiate, on a without prejudice basis, proposals and developments in terms of land transactions, premises and finance (following consultation with the Chief Officer - Finance) by way of assistance to local industry.

Proposals for Council-owned Property

2. To discuss and negotiate, on a without prejudice basis, proposals and developments for Council-owned property.
3. Following consultation with the Chief Officer - Governance, to make arrangements for the referral of compensation disputes to arbitration or the Lands Tribunal.
4. To declare property surplus to the requirements of the Council following consultation with service users.

Lease Management

5. To grant or decline applications for landlord's consent on terms and conditions reflecting market practice and the Council's interest including the charging of fees for the granting of landlord's consent.
6. To instruct the Chief Officer - Governance to pursue the irritancy of leases provided that the Chief Officer - Governance is satisfied that there are grounds for doing so.
7. To approve assignments or sub-leases either in whole or in part incorporating terms as necessary to protect the Council's interest.
8. To approve the grant of new leases and extensions and variations of existing leases, to agree rent reviews and terminations in respect of such leases and otherwise to attend to the general management of land and property in the Council's ownership, including the advertising of property for sale or lease.
9. Following consultation with the Chief Officer - Governance, to make arrangements for referral of a disputed revised rent or other dispute to arbitration in accordance with the terms of the lease in question.
10. To approve new leases to the Council from third parties and extensions and variations of existing leases from third parties, to agree rent reviews and terminations in respect of such leases, and to otherwise attend to the

general management of land and property leased to the Council. This is on condition that terms and conditions for new leases of 21 years and over are submitted to a relevant committee for approval.

11. To negotiate appropriate terms and conditions for the amendment of ground leases in cases where tenants are seeking landlord's consent for a partial sub-lease.
12. Following consultation with the Chief Officer - Governance, to alter/waive (in whole or in part) commercial rents in response to economic downturn subject to the Disposal of Land by Local Authorities (Scotland) Regulations 2010 and annual reporting to the relevant Committee.

Other Dealings with Land

13. Following consultation with the relevant service, to decline offers to purchase Council land or property and offers to sell land or property to the Council.
14. To instruct the Chief Officer - Governance to acquire or sell land or property where the purchase or disposal price is less than £1million provided that such sale or acquisition represents the land or property's market value.
15. To authorise the granting of standard securities and charges in favour of the Council and the discharge of such standard securities and charges.
16. To instruct the Chief Officer - Governance to grant wayleaves and servitudes over any Council-owned property.
17. To pay statutory disturbance and home loss payments where appropriate in terms of the Land Compensation (Scotland) Acts.

Adoption of Amenity Areas

18. Following consultation with the Chief Officer - Operations and Protective Services, to adopt amenity areas subject to the areas being brought up to a standard suitable for adoption and the owners paying the Council a capitalised maintenance charge.

Rateable Values

19. Following consultation with officers within the relevant service, to make representations on, negotiate and agree Rateable Values for properties where there is a Council interest as proprietor, tenant or occupier, in relation to any Valuation Notice served on the Council.

Planning Representations

20. To make representations on the Council's behalf to the Chief Officer - Strategic Place Planning for submission to the Planning Development Management Committee, in situations where notice has been served on the Council as a party having a notifiable interest in neighbouring land which is subject to a planning application.

Replacement of Warm Air Heating Systems

21. To approve applications, based on medical need, to replace warm air heating systems with conventional heating systems.

Community Empowerment (Scotland) Act 2015

22. Following consultation with the Chief Officer - Governance, to administer the Council's Common Good Register as required under the Community Empowerment (Scotland) Act 2015.
23. To process and determine applications under the Community Empowerment (Scotland) Act 2015 to purchase or lease land owned by the Council, subject always to the duty to carry out a review of a case under section 86(2) being discharged by the relevant committee.

Education and Cultural Property

24. To provide, maintain and equip schools and other buildings (section 17 of the Education (Scotland) Act 1980).
25. To deal with the use of educational premises for licensed functions.
26. To grant or refuse any application for a let of Education property.
27. To make the necessary financial, legal and technical decisions based on professional advice in relation to capital and revenue based school building and refurbishment projects and provided that sufficient budgetary provision exists to cover any cost involved.
28. To oversee budgets associated with the Council's scheme of Devolved School Management.
29. To grant applications for permission to use accommodation within the Art Gallery, Provost Skene's House and the Maritime Museum on the usual terms, conditions and charges. However, the Chief Officer - Corporate Landlord will refer to the relevant committee for decision any application which s/he is not prepared to grant or where s/he wishes to make a material change to the usual terms, conditions and charges.

Housing Revenue Account (HRA) - Asset Management and Repairs

30. To approve or decline applications from tenants of Council houses for:

- (a) erection of lock-up garages;
- (b) installation of car runways;
- (c) erection of boundary enclosures including walls, fences, gates, etc.;
- (d) erection of outbuildings including, but not limited to, garden sheds, greenhouses and pigeon lofts;
- (e) external alterations and additions to houses including, but not limited to, enclosures of verandas, erection of satellite dishes, replacement of external doors and replacement windows; and
- (f) internal alterations and additions to houses including, but not limited to, replacement of sink units, kitchen fitments and bathroom suites, installation of bathroom showers, central heating, removal of internal coal cellars, removal of coal fires and installation of alternative forms of heating, and electrical rewiring and upgrading.

31. To arrange for payments to be made in terms of section 29 of the Housing (Scotland) Act 2001 to Council tenants at the termination of a Scottish secure tenancy in respect of improvements carried out by them, including the construction of garages, during the currency of the tenancy, with the consent of the Council, in terms of Council policy.

32. To determine, following consultation with the Chief Officer - Finance, such annual increase, if any, as may be required in licence fees, registration fees, and the other charges as may be determined by the appropriate committee.

33. To arrange for payments to be made in terms of section 234 of the Housing (Scotland) Act 1987 where a tenant is required to remove from their house in order to facilitate the carrying out of repairs or where the Chief Officer - Corporate Landlord in the exercise of his/her delegated powers arranged for the provision of temporary or permanent re-housing to tenants in houses which are affected by a modernisation scheme.

34. Following consultation with the Chief Officer - Early Intervention and Community Empowerment, to authorise Area Housing Managers to either terminate or continue within the various categories of tenancy and to grant or decline future applications from organisations to lease Council-owned properties.

35. To instruct the carrying out at the Council's expense of works necessary to comply with notices and orders served by the Council in terms of the Housing (Scotland) Act 1987 and the Housing (Scotland) Act 2006 and to take appropriate action to recover the costs from the

parties concerned.

36. To grant or decline applications for retrospective Landlord's consent in relation to work carried out by a tenant in connection with section 28 of the Housing (Scotland) Act 2001, but on condition that all other statutory consents and approvals are retrospectively obtained.

37. To serve on the owners concerned, on the instruction of the Director of Resources, Demolition Orders, Revocation of Demolition Orders or Closing Orders in circumstances where properties have been restored to the tolerable standard.

38. To serve Closing Orders on vacant Below Tolerable Standard dwellings as may be instructed by the Director of Resources.

39. To act as the Responsible Person for the purposes of section 3 of the Property Factors (Scotland) Act 2011.

Sales of Property

40. To instruct the Chief Officer - Governance to dispose of individual properties following a value for money appraisal where this option is considered by the Chief Officer - Corporate Landlord to be the most appropriate for the Housing Revenue Account, subject to (a) market value being achieved; and (b) consultation with ward members on the proposals.

41. Relative to the sale of Council houses under the Housing (Scotland) Act 1987, to decide whether to pursue recovery of any proportion of discount remaining repayable, following the sale of the house by a creditor following upon the default of the borrower.

CITY GROWTH AND PLACE PLANNING

CHIEF OFFICER - STRATEGIC PLACE PLANNING

The powers delegated below take account of the fact that all planning applications which come within the category of “Local Development”, as defined in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009, are dealt with under a separate Scheme of Delegation prepared in accordance with the provisions of section 43A of the Town and Country Planning (Scotland) Act 1997 (as amended) - this is contained at Appendix 2.

1. The Chief Officer - Strategic Place Planning or any appropriate person nominated by him/her for the purpose (that Chief Officer and any such appropriate person hereinafter referred to as the “Appointed Officer”) has the following delegated powers:

To determine applications for:

- planning permission (including planning permission in principle) and
- applications for the approval of consent, agreement or approval required by a condition imposed on a grant of planning permission or planning permission in principle

All in respect of applications falling within the category of “major development” as defined within the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009 **except** where that application:-

- (i) has been made by or on behalf of;
 - (a) an elected member of the Council or a member of staff employed within the Strategic Place Planning function of the planning authority; or
 - (b) the Chief Executive or any other member of the Corporate Management Team of the planning authority,- all as determined from the contents of the application form;
- (ii) requires to be the subject of formal notification to the Scottish Ministers as defined in the Schedule to the Town and Country Planning (Notification of Applications) (Scotland) Direction 2009 (or any other Scottish Government Direction);
- (iii) is an Environmental Impact Assessment (EIA) application for which a validated EIA has been submitted;
- (iv) is being recommended for approval and has been the subject of formal timeous objection by the local Community Council within whose area the application site falls;
- (v) is being recommended for approval and has been the subject of six or more timeous letters of representation (following advertisement and/or notification) that express objection or concern about the proposal;
- (vi) is being recommended for approval and has been the subject of

formal objection from the Roads Authority or the Council's Environmental Health service;

(vii) is being recommended for approval and is considered by the Appointed Officer to be contrary to the adopted development plan strategy.

2. Under the terms of section 75 of the Town and Country Planning (Scotland) Act 1997 (as amended) and section 69 of the Local Government (Scotland) Act 1973, in relation to applications for major developments, and following consultation with the Chief Officer - Governance, to:
 - (a) negotiate and conclude legal agreements related to planning and other related applications decided by the Appointed Officer;
 - (b) negotiate and conclude legal agreements related to planning and other related applications decided by Full Council, committee or Scottish Ministers provided the Appointed Officer considers such agreements to be in accordance with the original decision on the application;
 - (c) determine applications for Modifications or Discharge of Planning Obligations under section 75A in relation to planning applications determined by the Appointed Officer
 - (d) determine applications for Modifications or Discharge of Planning Obligations under section 75A in relation to planning applications determined by Full Council, committee or Scottish Ministers as applicable, provided the Appointed Officer considers the modification or discharge to be in accordance with the original decision on the application
 - (e) to participate in the promotion and development of Good Neighbour Agreements under section 75D.
3. To determine, following consultation with the Chief Officer - Governance and the Convener of the relevant committee whether to appeal a decision of the Scottish Ministers which overturned or modified a decision of the committee or Full Council and thereafter, if applicable, to instruct the making of such an appeal.
4. To determine planning and other applications given a willingness to approve at the Planning Development Management Committee and for which Section 75 Agreements are not completed or developer obligations are not paid within 6 months of the date on which the committee agreed a willingness to approve.
5. To determine applications for Listed Building consent and Conservation Area consent subject to any of the applicable exceptions contained in paragraph 1 above and provided that the Scottish Ministers, if notified, have either made no observations or where observations have been made which can competently be made the subject of appropriate planning conditions, to determine these applications with those conditions attached.
6. To determine Hazardous Substance Consent applications under the Planning (Hazardous Substances) (Scotland) Act 1997 and the Town and Country

Planning (Hazardous Substances) (Scotland) Regulations 2015.

7. To determine whether planning or other applications that have been lodged or pre-application proposals require planning or other consent.
8. To determine requests for non-material variation of major and national planning applications in terms of section 64 of the Town and Country Planning (Scotland) Act 1997 (as amended).
9. To issue planning consents where Full Council or any relevant committee of the Council are minded to grant a development and the Scottish Ministers, having been notified, indicate no objections or intention to intervene, or the period for so indicating has expired.
10. To deal with Proposal of Application Notices in terms of section 35B of the Town and Country Planning (Scotland) Act 1997 (as amended) and Pre-Application Screening Notices in terms of section 35A(3) of that Act.
11. To determine applications for advertisement consent.
12. To determine, in accordance with the applicable Environmental Impact Assessment Regulations, whether or not a particular planning application requires to be supported by an Environmental Statement (Screening Opinion) and the scope of any such Statement (Scoping Opinion).
13. To determine applications related to Prior Notification or Prior Approval made under the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 Schedule 1 for the following:
 - i. Part 1A - Class 6G: Free standing wind turbine within the residential curtilage;
 - ii. Part 1B - Class 6K and 6L: Biomass facilities on agricultural or forestry land;
 - iii. Part 6 - Class 18: Agricultural buildings;
 - iv. Part 7 - Class 22: Forestry buildings and operations;
 - v. Part 13 - Class 39 and 40: Public gas transporters and electricity undertakings;
 - vi. Part 20 - Class 67: Development by electronic communications code operators;
 - vii. Part 23 - Class 70: Demolition of buildings;
 - viii. Part 24 - Class 71: Toll road facilities;
 - ix. Any other types of prior notification or prior approval that might come forward in future amendments to the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 Schedule 1.
14. To determine Certificates of Lawfulness under the Town and Country Planning (Scotland) Act 1997 (as amended) where, in the opinion of the Appointed Officer, there is no reasonable doubt that the use or development is or would be:-
 - lawful without further planning approval; or
 - unlawful

15. To give, serve, issue and sign the following notices, all under the Town and Country Planning (Scotland) Act 1997 (as amended), following consultation with the Chief Officer - Governance:
 - Notices under section 33A requiring an Application for Planning Permission for a Development already carried out;
 - Planning Contravention Notices under section 125;
 - Stop Notices under section 140;
 - Temporary Stop Notices under section 144A;
 - Breach of Condition Notices under section 145;
 - Fixed Penalty Notices under section 136A;
 - Completion Notices under section 61;
 - Notices in terms of Land Adversely Affecting the Amenity of Neighbourhood under section 179
16. To instruct applications for interdict in terms of section 146 of the Town and Country Planning (Scotland) Act 1997 (as amended) in order to restrain breaches of planning control.
17. To develop and maintain a Development Management Charter and Enforcement Charter under section 158A of the Town and Country Planning (Scotland) Act 1997 (as amended).
18. To take, following consultation with the Chief Officer - Governance, any necessary enforcement action in respect of unauthorised advertisements, poster panels (hoardings) or fly posting.
19. To make an order to revoke or modify planning permission where any owner, lessee or occupier of land affected, or such other person who in the opinion of the Appointed Person will be affected by the order, have notified the planning authority in writing that they do not object to the order under sections 65 and 67 of the Town and Country Planning (Scotland) Act 1997 (as amended).
20. To determine all applications for Certificates of Appropriate Alternative Development under section 25 of the Land Compensation (Scotland) Act 1963.
21. To issue a deemed refusal under section 39 of the Town and Country Planning (Scotland) Act 1997 (as amended) where, in the opinion of the Appointed Officer, a similar application has been refused within the previous 2 years and there has been no significant change in the relevant parts of the development plan or other material considerations since the last decision.
22. To grant or refuse applications to fell, lop or top trees protected by Tree Preservation Orders or by virtue of their inclusion within Conservation Areas.
23. To approve the making, signing, serving and confirmation of provisional Tree Preservation Orders.
24. To determine applications for the serving of High Hedge notices, to vary or revoke such notices and to take enforcement action to ensure compliance

with such notices.

25. To make observations on behalf of the planning authority on routine proposals by statutory undertakers.
26. To make observations on behalf of the planning authority to consultation requests from Aberdeenshire Council in respect of applications for development in Aberdeenshire.
27. To make observations on behalf of the planning authority on consultation requests from Marine Scotland in respect of development applications.
28. To prepare Habitat Regulation Appraisals (HRAs) as required under the EU Habitats Directives.
29. To make any necessary changes to the wording of the development plan, prior to adoption, where those changes are drafting matters or other matters of a minor nature which do not materially affect any policy or proposal in the plan.
30. To make any necessary changes to the wording of supplementary planning guidance, where those changes are drafting or technical matters or other matters of a minor nature which do not materially affect the substance or effect of the guidance.
31. To implement arrangements for traffic management or related street furniture.
32. To promote the construction of new roads and infrastructure schemes where the scheme is included in the Regional Transport Strategy, Local Transport Strategy, Structure Plan/Strategic Development Plan and Local Plan/Local Development Plan and associated budget.
33. To act as verifier for the purposes of the Building (Scotland) Act 2003 and to exercise the following functions of the Council under that Act:
 - Building Warrant Applications
 - Accept/Reject Completion Submissions
 - To grant extensions to life of building warrants and to the periods of use of buildings intended to have a limited life provided such requests are reasonable
34. To act as local authority for the purposes of the Building (Scotland) Act 2003 and to exercise the following functions of the Council under the Act:
 - Dangerous Building Notices
 - Defective Building Notices
 - Enforcement Notices
35. To determine Raised Structures applications under section 89 of the Civic Government (Scotland) Act 1982.
36. To determine Planning & Building Standards Certificates under section 50 of

the Licensing (Scotland) Act 2005.

37. To comment on behalf of the Council on Notices of Requirements served by the Firemaster under the Fire (Scotland) Act 2005.
38. To initiate Temporary and Permanent Stopping Up Orders and Right of Way Diversion Order procedures under the Town and Country Planning (Scotland) Act 1997
39. To approve the making, signing and serving of any notices and orders in relation to public rights of outdoor access in terms of the Land Reform (Scotland) Act 2003 and other relevant legislation.
40. To maintain a list of adopted core paths and aspirational core paths and review that list when appropriate, as the Appointed Officer sees fit.
41. To construct, alter, widen, improve or renew adopted core paths and aspirational core paths within approved budgets, including power to maintain.
42. To grant construction consent for new private roads, to determine the value of security to be lodged and arrange for their adoption in terms of the appropriate legislation; and, in the event that construction proceeds in the absence of such security, to instruct enforcement action.
43. To allocate funds to projects funded by developer contributions, following consultation with the Chief Officer - Finance.
44. Following consultation with the Convener of the Operational Delivery Committee and relevant ward members, to carry out the functions of the Council under section 97 of the Civic Government (Scotland) Act 1982, including naming any street or road, altering an existing name and giving each of the premises in it such distinguishing number as thought fit, subject to the Chief Officer - Strategic Place Planning being satisfied that any proposed name is not contentious.
45. To agree with the Scottish Government replacement projects from the approved Strategic Housing Investment Plan (SHIP) to the Strategic Local Programme Agreements.

Definitions

A “*timeous objection*” from the Community Council means any written representation - stating explicitly that it is objecting - received from the Community Council within whose area the application is located either:-

- (i) no later than 3 full days after the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later);

or

- (ii) later than a date agreed in writing with the planning authority prior to expiry of the period in 1(i) above.

A “*timeous letter of representation*” means

- (i) any written electronic representation, or hardcopy hand delivered, representation received on or before the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later); or
- (ii) any hardcopy representation received via the postal service (i.e. Royal Mail) no later than 3 full days after the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later).

“*Letter of representation*” is to be construed in light of the following:

- if more than one representation is submitted from a single individual or a single e-mail address, this only counts as one representation
- a single letter with a number of signatures from one postal address counts as only one representation
- a petition (i.e. the same comment or letter submitted on behalf of and signed by multiple individuals from the same or different addresses) is counted as one representation
- a representation will only be counted if it is from a specified e-mail address or street address and from a specified individual(s)

CHIEF OFFICER - CITY GROWTH

Culture

1. To purchase any works of art or museum exhibits within any such financial limits as may be set by the Council.
2. To make bookings for exhibitions, recitals and other cultural events within the city within any such financial limits as may be set by the Council.
3. To grant permission to reproduce works of art in approved publications and to impose an appropriate charge.
4. Following consultation with the Head of Commercial and Procurement Services, to grant loans of items from the collections held by the Council to outside bodies.
5. To apply for any and all necessary licenses to ensure the delivery of catering and hospitality services (alcohol, public entertainment) under the relevant licensing legislation.

Economic Development

6. To negotiate on behalf of the Council with existing and prospective investors in relation to all forms of economic activity in the city.
7. To investigate and secure sources of external funding and negotiate appropriate partnerships where required.
8. To identify and develop partnerships with other bodies and companies who can contribute to the city's economic development.
9. Following consultation with the Head of Commercial and Procurement Services, to make a financial contribution to the activities described in powers 6 to 8 immediately above by way of loans or grants, in accordance with any criteria approved by the relevant committee.
10. To negotiate on behalf of the Council with prospective events, conference organisers and third party funders in relation to attracting events/conferences to the city that contribute to the Council's economic priorities.
11. Following consultation with the Chief Officer - Finance and the Head of Commercial and Procurement Services, to award subvention funding up to a maximum of £200,000 per annum to support the venue operator appointed by Aberdeen City Council to attract new business events to the Aberdeen Exhibition & Conference Centre and the new Aberdeen arena, as per the contractual agreements in place.

GOVERNANCE

CHIEF OFFICER - GOVERNANCE

General Legal/Governance

- 1) Following consultation with the Lord Provost, the Chief Officer - Finance and/or the Head of Commercial and Procurement Services, where applicable, to amend the Council's Scheme of Governance documentation to:
 - correct obvious, technical or clerical errors;
 - reflect the law (including changes to the law), government guidance, regulators' guidance and other Council policies; and
 - take account of any changes to names or titles and to make any other minor or consequential amendments.
- 2) To designate any Manager, Team Leader or Solicitor within the Governance function to perform appropriate functions of the Chief Officer - Governance.
- 3) To act as Monitoring Officer and nominate a Deputy Monitoring Officer, in terms of section 5 of the Local Government and Housing Act 1989.
- 4) To engage, instruct or appoint external legal advisers (including, but not limited to, private firms, counsel and solicitor advocates) and expert witnesses.
- 5) To raise, defend, conduct, enter into, appear in, withdraw or abandon any court, tribunal or other legal proceedings on behalf of the Council and/or the Licensing Board and/or such other bodies as the Council may from time to time determine (or otherwise attend to the interests of the Council, the Licensing Board or the body in question in relation to any such proceedings), with the authority to:
 - settle or compromise any such proceedings;
 - instruct the enforcement of any orders or decrees obtained in any such proceedings;
 - accept service of any document in connection with any such proceedings; and
 - take any other action in relation to any such proceedings as s/he considers appropriate.
- 6) To finalise the membership of committees and sub committees, where compositions have been agreed by Council or committee, upon notification of names from members; this shall include making changes to the membership of committees and sub committees upon notification from members providing the agreed composition does not change.
- 7) To finalise appointments to outside bodies, where compositions have been agreed by Council or committee, upon notification of names from members, and notify outside bodies accordingly; this shall include making changes to

appointments to outside bodies upon notification from members providing the agreed composition does not change. This shall not apply where named appointments are required to be made by Council.

- 8) To maintain the Council's Register of Outside Bodies.
- 9) To make minor amendments to the Constitution for Community Councils and amend the population figures for Community Council areas on an annual basis.
- 10) To act as the nominated representative of the Council (as data controller) and as the Council's Data Protection Officer, all in terms of the Data Protection Act 1998, the General Data Protection Regulation (GDPR), any other relevant legislation and any relevant Council policy and procedures; and to approve, implement and amend procedures relating to data protection and the GDPR.
- 11) To oversee compliance with any Council policy or procedure on fraud, bribery or corruption.
- 12) To exercise all powers assigned to the Monitoring Officer under any Council policy or procedure.
- 13) To be responsible for the safe custody of the title deeds of all land and property in the ownership of the Council, the Minutes and other records of the proceedings of the Council, its committees and sub committees and all other records belonging or relating to the Council which are not more appropriately retained by another Chief Officer. This responsibility may be exercised by arrangement with any other local authority or authorities.
- 14) To refer matters to external bodies, including (but not limited to) Police Scotland and the Crown Office and Procurator Fiscal Service, where he/she considers it appropriate to do so.
- 15) To appoint authorising officers in terms of the Regulation of Investigatory Powers (Scotland) Act 2000 ("RIPSA"), subject always to the terms of the Regulation of Investigatory Powers (Prescription of Offices, etc. and Specification of Public Authorities) (Scotland) Order 2010 and any such appointee having already undertaken RIPSA training.
- 16) To appoint designated persons in terms of Part I, Chapter II (Acquisition and Disclosure of Communications Data) of the Regulation of Investigatory Powers Act 2000, subject to any such appointee having already undertaken appropriate training.
- 17) To appoint non-Council employees as officers of the Council.
- 18) To maintain and amend the Council's lists of proper officers and statutory appointees.

Pensions

19) To enter into, on behalf of the Council, all agreements and other documents concerning the administration of the North East Scotland Pension Fund, including but not limited to:

- investment management agreements;
- limited partnership agreements;
- admission agreements;
- bond documentation;
- tender documentation;
- side letters;
- powers of attorney;
- forms of adherence;
- forms of due diligence; and
- tax documentation

where authorised to do so by the Chief Officer - Finance or an officer nominated by the Chief Officer - Finance for this purpose.

Licences, Civic Government (Scotland) Act 1982 etc.

- 20) To act as, or appoint, a Clerk to the Licensing Board; and to appoint a Depute Clerk to the Licensing Board to exercise the powers of the Clerk to the Licensing Board.
- 21) To authorise officers to exercise the powers (including, but not limited to, entry and inspection) contained within section 5 of the Civic Government (Scotland) Act 1982 and paragraph 20 of Schedule 2 to the Civic Government (Scotland) Act 1982.
- 22) In relation to applications for the grant, variation or renewal of licences, orders, permits and registrations under the Civic Government (Scotland) Act 1982 and its associated regulations, the Theatres Act 1968, the Cinemas Act 1985 and the Deer (Scotland) Act 1996, to:
- (i) determine such applications;
 - (ii) refuse to accept incompetent applications; and
 - (iii) impose conditions which are non-contentious and agreed by all parties, except where valid objections or representations in respect of the application have been received and have not, in the opinion of the Chief Officer - Governance, been withdrawn or satisfactorily addressed or resolved.
- 23) To deem an application for the renewal of a licence under Part II of the Civic Government (Scotland) Act 1982 made up to 28 days after the expiry of the licence to be an application made before the date of expiry.
- 24) To authorise officers within the Governance function to inspect and test vehicles and taximeters in terms of section 11 of the Civic Government (Scotland) Act 1982.
- 25) To authorise officers to carry out inspection and enforcement functions in relation to knife dealers' licences in terms of sections 27E, 27F and 27G of the Civic Government

(Scotland) Act 1982.

- 26) To authorise the immediate temporary suspension of licences under the Civic Government (Scotland) Act 1982 without a hearing where there is or is likely to be a serious threat to public order or public safety.
- 27) To approve vehicles which comply with the specification for licensing as wheelchair accessible taxis.
- 28) To authorise officers to exercise powers of entry to, and inspection of, sports grounds as defined by section 11 of the Safety of Sports Grounds Act 1975.
- 29) To determine requests for film classification under the Cinemas Act 1985 where a U or PG certificate is sought.

Stock Exchange Bonds

- 30) To develop and maintain Insider Lists in connection with any stock exchange bonds issued by the Council.
- 31) To take or instruct any other actions which may be required in order to ensure the Council's compliance with any law, regulations, guidance, codes or stock exchange requirements relating to any stock exchange bonds issued by the Council.

Schools/Education

- 32) To make arrangements for the clerking of the School Placings and Exclusions Appeals Committee.
- 33) To reject school placing appeals and exclusion appeals which s/he considers are not competent.
- 34) To appoint external members to the pool of members for the School Placings and Exclusions Appeals Committee who fall into the following categories, subject to their attendance at a training session and a clear PVG check being returned:
 1. parents of children of school age;
 2. people who, in the opinion of the Chief Officer - Governance, have experience in education; or
 3. people who, in the opinion of the Chief Officer - Governance, are acquainted with the educational conditions in the area of the Council.
- 35) To institute proceedings on behalf of the Council as Education Authority in terms of section 43 of the Education (Scotland) Act 1980.

Legal Documentation

- 36) To sign (and to authorise officers to sign) deeds, contracts, agreements, notices,

orders and other documents to which the Council is a party, such signing to be in accordance with any relevant legislation.

37) To enter into, vary, extend or terminate any contract, agreement, protocol, memorandum of understanding or other legal document (or to arrange for any of these things to be done) in circumstances where, following consultation with the relevant Chief Officer, s/he is satisfied that it is in the interests of the Council to do so.

Civic Administration

38) To authorise civic hospitality requests following consultation with the Lord Provost.

HEALTH AND SOCIAL CARE PARTNERSHIP

CHIEF OFFICER OF THE ABERDEEN CITY INTEGRATION JOINT BOARD

(also referred to and known as the Chief Officer of the Aberdeen Health and Social Care Partnership)

- 1) To facilitate and implement Directions issued to Aberdeen City Council from the Integration Joint Board, on the instruction of the Chief Executive of Aberdeen City Council and in accordance with the requirements of the ACC Procurement Regulations.
- 2) To take necessary steps to discharge the Council's duties under the following legislation: *Social Work (Scotland) Act 1968, the Children (Scotland) Act 1995, the Social Care (Self-directed Support) (Scotland) Act 2013, the Children and Young People (Scotland) Act 2014, The Mental Health (Care and Treatment) (Scotland) Act 2003, the Adult Support and Protection (Scotland) Act 2007 and the Adults with Incapacity (Scotland) Act 2000.*
- 3) To comply with the 'Duty of local authority to assess needs'. Legislative Reference: *section 12(A) Social Work (Scotland) Act 1968, and amended under the National Health Service and Community Care Act 1990.*
- 4) To arrange for the protection of property of people who have gone into hospital or care. Legislative reference: *section 48 of National Assistance Act 1948.*
- 5) To provide domiciliary services where assessed as required. Legislative Reference: *section 14 of the Social Work (Scotland) Act 1968 [NB term domiciliary services replaced 'home help' within NHS & Community Care Act 1990].*
- 6) To bury or cremate any person over the age of 18 who was in the care of or receiving help from the Council immediately before their death. Legislative Reference: *section 28 of the Social Work (Scotland) Act 1968.*
- 7) To recover expenses from the estate of the deceased person or from any person who was liable to maintain the deceased person immediately before their death expenses incurred. Legislative Reference: *section 28 of the Social Work (Scotland) Act 1968.*
- 8) To make expenses payments to parents, relatives or other connected persons in respect of visiting a person, in the care of the authority or receiving assistance from the authority, and in the same financial circumstances to assist persons to attend the funeral of a person in the care of the authority. Legislative Reference: *section 29 of the Social Work (Scotland) Act 1968 as amended by paragraph 15(13) of Schedule 4 of the Children (Scotland) Act 1995.*

- 9) To recover or impose any charges for services provided. Legislative Reference: *section 87 and section 78A of the Social Work (Scotland) Act 1968, or under and by virtue of section 16, section 18 of the Social Care (Self-directed Support) (Scotland) Act 2013, or under and by virtue of section 28 of the Mental Health (Care and Treatment) (Scotland) Act 2003.*
- 10) To make arrangements with voluntary or other organisations or persons for residential accommodation where nursing is provided for people who appear to need such accommodation. Legislative Reference: *section 13A of the Social Work (Scotland) Act 1968 as inserted by section 56 of the National Health Service and Community Care Act 1990.*
- 11) To provide information on Adult Social Care services and any relevant services of other authorities or organisations. Legislative Reference: *section 1 of the Chronically Sick and Disabled Persons Act 1970.*
- 12) To provide services to chronically sick and disabled persons. Legislative Reference: *section 2 of the Chronically Sick and Disabled Persons Act 1970.*
- 13) To assess the ability of carers to provide care. Legislative Reference: *section 12A of the Social Work (Scotland) Act 1968. [Will be amended by the Carers (Scotland) Act]*
- 14) To have the power to enact the 'Options for Self-Directed Support', including make Direct Payments. Legislative Reference: *Social Care (Self-directed Support) (Scotland) Act 2013.*
- 15) To oversee the general functions under the *Adults with Incapacity (Scotland) Act 2000*:
- (a) to supervise a guardian appointed with functions relating to the personal welfare of an adult in the exercise of those functions;
 - (b) to consult the Public Guardian and the Mental Welfare Commission on cases or matters relating to the exercise of functions under this Act in which there is, or appears to be, a common interest;
 - (c) to receive and investigate any complaints relating to the exercise of functions relating to the personal welfare of an adult made -
 - i. in relation to welfare attorneys;
 - ii. in relation to guardians or persons authorised under intervention orders;
 - (d) to investigate any circumstances made known to them in which the personal welfare of an adult seems to them to be at risk;
 - (e) to provide a guardian, welfare attorney or person authorised under an intervention order, when requested to do so, with information and advice in connection with the performance of his functions in relation to personal welfare under this Act.
- 16) To make arrangements for the provision, equipping and maintenance of residential accommodation and the care of the person for the time being resident in accommodation. Legislative Reference: *section 25 of the Mental Health (Care and Treatment) (Scotland) Act 2003.*

- 17) To make arrangements for the exercise by the Council of its functions in respect of persons subject to guardianship. Legislative Reference: *Adults with Incapacity (Scotland) Act 2000*.
- 18) To make arrangements for the provision of any ancillary or supplementary services. Legislative Reference: *Mental Health (Care and Treatment) (Scotland) Act 2003*.
- 19) To make arrangements for the supervision of persons suffering from mental handicap who are neither liable to detention in a hospital nor subject to guardianship. Legislative Reference: *Mental Health (Scotland) Act 1984*.
- 20) To appoint Mental Health Officers. Legislative Reference: *section 32 of the Mental Health (Care and Treatment) (Scotland) Act 2003*.
- 21) To receive patients who have attained the age of 16 years into guardianship. Legislative Reference: *section 57 of the Adults with Incapacity (Scotland) Act 2000*.
- 22) To provide or secure the provision of suitable training and occupation for persons suffering from mental handicap who are over school age. Legislative Reference: *Education (Scotland) Act 1980 in terms of the Mental Health (Scotland) Act 1984*.
- 23) To authorise Mental Health Officers to enter and inspect premises and to provide information for the purpose of the issue of a warrant to search for and remove patients. Legislative Reference: *sections 33 and 35 of the Mental Health (Care and Treatment) (Scotland) Act 2003*.
- 24) To make arrangements for the exercise by the Council of its functions in respect of persons under the *Mental Health (Care and Treatment) (Scotland) Act 2003 and the Adults with Incapacity (Scotland) Act 2000* including:
 - (a) to make arrangements for the provision, equipping and maintenance of residential accommodation and the care of the person for the time being resident in accommodation so provided;
 - (b) to apply for and implement welfare and financial guardianships or intervention orders and any other ancillary or supplementary services or orders under the *Adults with Incapacity (Scotland) Act 2000*;
 - (c) to make arrangements for the supervision and provision of services for people who are the subject of Compulsory Treatment Orders whether community or hospital based; and
 - (d) to make arrangements for provision of any ancillary or supplementary services.
- 25) To apply for orders for the purpose of removing people in need of care and attention to suitable premises. Legislative Reference: *section 35 of the Mental Health (Care and Treatment) (Scotland) Act 2003 and section 14 of the Adult Support and Protection (Scotland) Act 2007*.

- 26) To make provision for the safeguarding of vulnerable adults. Legislative Reference: *Adult Support and Protection (Scotland) Act 2007*.
- 27) To supervise persons subject to a Community Payback Order, Unpaid Work Order, or release from prison related Order and to provide the necessary social background reports and other reports to the Court. Legislative Reference: *The Management of Offenders etc. (Scotland) Act 2005*.
- 28) To provide supervision for the purpose of assisting and advising an offender in regard to payment of a fine. Legislative Reference: *section 217 of the Criminal Procedure (Scotland) Act 1995*.
- 29) To supervise people placed on a Supervised Attendance Order for default of a fine. Legislative Reference: *section 235, 236 or 237 of the Criminal Procedure (Scotland) Act 1995*.
- 30) To supervise people placed on a Drug Treatment and Testing Order. Legislative Reference: *sections 89-95 of the Crime and Disorder Act 1998*.
- 31) To jointly establish arrangements with other Responsible Authorities for the assessment and management of the risks posed by certain high risk offenders. Legislative Reference: *section 10 of the Management of Offenders etc. (Scotland) Act 2005*.
- 32) To provide a throughcare service to prisoners during their period of imprisonment and who will be subject to supervision following release. Legislative Reference: *section 71 of the Criminal Justice (Scotland) Act 2003*.
- 33) To jointly, with Scottish Ministers, establish arrangements for the assessment of management of the risks posed by custody and community prisoners. Legislative Reference: *section 9 of the Custodial Sentences and Weapons (Scotland) Act 2007*.
- 34) In conjunction with the Director of Commissioning, to monitor the performance of any contract for the provision of Health and Social Care facilities services, or both, on the Council's behalf.
- 35) To authorise the provision of aids and adaptations for the homes of people with disabilities within the approved budget available for the purpose and in accordance with approved policies.
- 36) To take, or arrange for the taking of, any action necessary to comply with health and safety legislation and to appoint officers to undertake health and safety functions.

APPENDIX 1 - PROPER OFFICERS AND STATUTORY APPOINTEES

PROPER OFFICERS

The undernoted officers are appointed to act as Proper Officer for the following purposes:

Legislation	Function	Officer
Any other legislation (not included in the below list) which requires certain functions to be exercised by a Proper Officer		<ul style="list-style-type: none"> • Chief Executive
Local Government (Scotland) Act 1973 Section 33A	Councillors' declaration of acceptance of office	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance • Service Manager - Legal Services • Senior Democratic Services Manager
Section 34	Receipt of Councillors' resignations	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance
Section 43 and Schedule 7 paragraph 1(4)	Receipt of requisition for special Council meeting	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services • Senior Democratic Services Manager
Section 43 and Schedule 7 paragraph 2(1)	Signing summons to attend Council meeting	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance • Service Manager - Legal Services • Senior Democratic Services Manager
Section 43 and Schedule 7 paragraph 2(2)	Receipt of notice by Councillor of alternative address:	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services • Senior Democratic Services Manager

Legislation	Function	Officer
Section 50B	Excluding reports containing exempt information from public, and providing documents to the press	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services • Senior Democratic Services Manager
Section 50C	Providing a written summary of the proceedings where minutes are excluded from public, without disclosing the exempt information.	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance
Section 50D	Compiling a list of background papers to a report to be open to inspection by members of the public	<ul style="list-style-type: none"> • Senior Democratic Services Manager
Section 50F	Determining documents which are not open to inspection and would disclose exempt information.	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance
Section 92	Dealing with the transfer of securities	<ul style="list-style-type: none"> • Director of Resources • Chief Officer - Finance
Section 95	Administration of the Council's financial affairs	<ul style="list-style-type: none"> • Chief Officer - Finance
Section 128	Educational Endowments	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 145	Ordnance Survey applications sent to the proper officer of the local authority.	<ul style="list-style-type: none"> • Chief Officer - Early Intervention and Community Empowerment
Section 189	Instituting, defending or appearing in legal proceedings	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services
Section 190	Service of legal proceedings, notices, etc., will be duly served on the authority if served on the proper officer of the authority.	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services

Legislation	Function	Officer
Section 191	Signing any claim on behalf of the Council in any sequestration, liquidation or other such proceedings in which the Council is entitled to make a claim and may act on behalf of the Council in connection with that claim in all respects.	<ul style="list-style-type: none"> • Chief Officer - Governance • Service Manager - Legal Services
Section 193	Signing notices, orders, authenticating documents etc.	<ul style="list-style-type: none"> • Chief Officer with responsibility for the relevant function to which the notice, order etc. relates
Section 197	Inspection and deposit of documents	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 202	Authenticating byelaws	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 202B	Certifying a true copy of an entry in register of byelaws	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 204	Evidence of byelaws - copy of a byelaw purporting to be made by the Council upon which is endorsed a certificate purporting to be signed by the proper officer.	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 206	The admission of honorary freemen and keeping a roll containing the names of persons admitted to be freemen.	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 231	Application to sheriff in cases of difficulty -making application to the sheriff on questions arising from the Local government (Scotland) Act 1973	<ul style="list-style-type: none"> • Chief Officer - Governance

Legislation	Function	Officer
Civic Government (Scotland) Act 1982 Section 112	Execution of management rules	<ul style="list-style-type: none"> • Chief Officer - Governance
Section 113	Evidence of management rules	<ul style="list-style-type: none"> • Chief Officer - Governance
Local Government and Housing Act 1989 Section 2	Lists of politically restricted posts – proper officer to maintain a list of politically restricted posts	<ul style="list-style-type: none"> • Director of Resources • Chief Officer - People and Organisation
Local Government (Scotland) Acts 1973 and 1975, Local Government Finance Act 1992 and associated delegated legislation	All administrative functions, including preparation of the Assessment Roll, preparation and issue of rates notices, collection of rates, receiving and settling claims for exemption from rates, handling objections to rates levels and the abatement, remission or repayment of rates under the relevant rating provisions	<ul style="list-style-type: none"> • Director of Resources • Chief Officer - Finance
Local Government Finance Act 1992 and associated delegated legislation	All administrative functions, including preparation and issue of council tax notices, collection of council tax, handling of objections to assessments and the exemption, abatement or remission of charges	<ul style="list-style-type: none"> • Director of Resources • Chief Officer - Finance
Local Government etc (Scotland) Act 1994 Section 16	Property held in trust	<ul style="list-style-type: none"> • Director of Resources • Chief Officer - Governance • Chief Officer - Finance
Requirements of Writing (Scotland) Act 1995 Schedule 2, paragraph 4(1)	Signing of documents	<ul style="list-style-type: none"> • Such officers as may be (or have already been) appointed by the Council in this respect
Local Authorities (Contracts) (Scotland) Regulations 1997 Regulation 4	Signing of Certificates	<ul style="list-style-type: none"> • Chief Officer - Governance • Chief Officer - Finance • Service Manager - Legal Services • Head of Commercial and Procurement

Legislation	Function	Officer
		Services <ul style="list-style-type: none"> • Relevant Delegated Procurers
Ethical Standards in Public Life etc (Scotland) Act 2000 (Register of Interests) Regulations 2003 Regulations 3-7	To set up, maintain and make available for public inspection the register of interests. This record will consist of the date of receipt of that notice, the name of the responsible person who gave that notice and a statement of the information contained in, or a copy of, that notice. The proper officer shall maintain that record in respect of any person until five years after the date that person ceases to be a responsible person.	<ul style="list-style-type: none"> • Service Manager Legal Services • Senior Democratic Services Manager • Chief Officer - Governance
Scottish Local Government Elections Order 2011) Schedule 1, Rule 60	Retention of documents following an election	<ul style="list-style-type: none"> • Chief Executive • Chief Officer - Governance
Community Empowerment (Scotland) Act 2015 Part 9 Section 116 *not yet in force - date to be appointed*	This section provides for the execution of allotment site regulation by proper officers. These regulations cover allotment allocation, rent, cultivation of allotments, maintenance of allotments, buildings or structures, keeping of livestock, access, sale or surplus produce etc.	<ul style="list-style-type: none"> • Such officers as may be (or have already been) appointed by the Council in this respect
Housing (Scotland) Act 2006 Section 140	A licence holder who requests the local authority to provide a certified copy of the HMO (Houses In Multiple Occupation) licence is, if the request is reasonable, entitled to be given such a certified copy. Section 140(4) provides that any such copy HMO licence which purports to be certified by a proper officer of the local authority is sufficient evidence of the terms of the HMO licence	<ul style="list-style-type: none"> • Such officers as may be (or have already been) appointed by the Council in this respect

Legislation	Function	Officer
Section 160	Certifying a HMO licence for entry in the HMO register	<ul style="list-style-type: none"> Such officers as may be (or have already been) appointed by the Council in this respect
Environmental Protection Act 1990 Section 33A (11)(a)	Signing a certificate for proceedings in relation to fixed penalty notices for contraventions of section 33(1)(a) and (c) (this is to be done by a proper officer with the responsibility mentioned in Section 95 of the Local Government (Scotland) Act 1973)	<ul style="list-style-type: none"> Chief Officer - Finance
Local Electoral Administration and Registration Services (Scotland) Act 2006 Sections 5,6 & 7	Section 5 imposes requirements on the proper officer to make relevant election documents available for inspection by members of the public. The proper officer must, on the request of any registered party or a person who was a candidate at the election, supply them with a copy of the marked copies of the register, the postal voters list, the list of proxies and the proxy postal voters list relating to the election.	<ul style="list-style-type: none"> Chief Officer - Governance
Discretionary Housing Payments (Grants) Order 2001 Art 3(3)	Signature of Claims (by the proper officer pursuant to section 95 of the Local Government (Scotland) Act 1973.)	<ul style="list-style-type: none"> Chief Officer - Finance

STATUTORY APPOINTEES

The undernoted officers are statutory appointees in terms of the undernoted legislation:

Legislation	Function	Officer
Social Work (Scotland) Act 1968 Section 3	Chief Social Work Officer	<ul style="list-style-type: none"> Chief Officer - Integrated Children's and Family Services
Representation of the People Act 1983 Sections 25, 41	Returning Officer	<ul style="list-style-type: none"> Chief Officer - Governance
sch 5, s6b	The proper officer is to prepare a list of rooms in schools and meeting rooms which candidates in the constituency are entitled to use	<ul style="list-style-type: none"> Such officers as may be (or have already been) appointed by the Council in this respect
Weights and Measures Act 1985 Section 72(1)(a)	Chief Inspector of Weights and Measures	<ul style="list-style-type: none"> Trading Standards Manager
Local Government and Housing Act 1989 Section 4	Head of Paid Service	<ul style="list-style-type: none"> Chief Executive
Section 5	Monitoring Officer	<ul style="list-style-type: none"> Chief Officer - Governance
Environmental Protection Act 1990 Section 149(1)	Officer appointed for the purposes of discharging the functions imposed or conferred on the Council for dealing with stray dogs in its area	<ul style="list-style-type: none"> Environmental Health Manager
Regulation of Investigatory Powers (Scotland) Act 2000 (i) Sections 6 and 7	Authorising Officers	<ul style="list-style-type: none"> Chief Executive (where required by statute) Protective Services Manager Revenues and Benefits Manager Housing Manager Other officers as appointed by Chief Officer - Governance
Regulation of Investigatory Powers Act 2000	Designated Persons	<ul style="list-style-type: none"> Protective Services Manager Other officers as appointed by Chief

		Officer - Governance
Licensing (Scotland) Act 2005 (i) Schedule 1, Paragraph 8	Clerk of the Licensing Board	<ul style="list-style-type: none"> Chief Officer - Governance
Valuation Joint Boards (Scotland) Order 1995 Schedule 2, Section 4	To act as the Treasurer of Grampian Valuation Board	<ul style="list-style-type: none"> Chief Officer - Finance
Education (Scotland) Act 2016 section 25	All education authorities must appoint a Chief Education Officer to advise the authority on carrying out the authority's legislative functions under this Act and other education Acts. The Chief Education Officer must be appropriately experienced, as determined by the authority.	<ul style="list-style-type: none"> To be appointed. Section 25 is not yet in force.
Registration of Births, Deaths and Marriages (Scotland) Act 1965 Section 7	District registrars/senior registrars.	<ul style="list-style-type: none"> Registrars
Local Government (Scotland) Act 1973 Section 95	Administration of the Council's financial affairs	<ul style="list-style-type: none"> Chief Officer - Finance
Local Government etc. (Scotland) Act 1994 Section 27	Assessor	<ul style="list-style-type: none"> Such officers as may be (or have already been) appointed by the Council in this respect
Mental Health (Care and Treatment) (Scotland) Act 2003 Section 32	Mental Health Officers	<ul style="list-style-type: none"> Mental Health Officers
Food Safety Act 1990 Section 27	Analysts	<ul style="list-style-type: none"> Such officers as may be (or have already been) appointed by the Council in this respect
Agriculture Act 1970 Section 67(3)	Agricultural Analyst/Depute Agricultural Analyst	<ul style="list-style-type: none"> Such officers as may be (or have already been) appointed by the Council in this respect

Data Protection Bill & GDPR Section 67 & Article 37(1) of GDPR	Data Protection Officer	<ul style="list-style-type: none"> • Chief Officer - Governance
Town and Country Planning (Scotland) Act 1997 Section 43A	To determine any application for planning permission for a development within the category of local developments or any application for consent, agreement or approval required by a condition imposed on a grant of planning permission for a development within that category.	<ul style="list-style-type: none"> • The Chief Officer - Strategic Place Planning and any appropriate person nominated by him/her for the purpose

This Section 43A Scheme of Delegation must be approved by the Scottish Ministers prior to it being adopted by the Council. Officers are required to send a copy of the Section 43A Scheme to the Scottish Ministers for approval. In the meantime, the current Section 43A Scheme of Delegation remains in place and can be found at: <https://www.aberdeencity.gov.uk/services/planning-and-building/planning-applications/scheme-delegation>

Scheme of Delegation for dealing with planning applications for Local Developments

[Section 43A of the Town and Country Planning (Scotland) Act 1997 (as amended)]

The Chief Officer - Strategic Place Planning or any appropriate person nominated by him/her for the purpose (that Chief Officer or any such appropriate person hereinafter referred to as the "Appointed Officer") has the following delegated powers:

1. To determine applications for:
 - planning permission (including planning permission in principle) and
 - applications for the approval of consent, agreement or approval required by a condition imposed on a grant of planning permission or planning permission in principle

All in respect of applications falling within the category of "local development" as defined within the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009 **except** where that application:-

- (i) has been made by or on behalf of;
 - (a) an elected member of the Council or a member of staff employed within the Place Planning function of the planning authority; or
 - (b) the Chief Executive or any other member of the Corporate Management Team of the planning authority,
 - all as determined from the contents of the application form.
- (ii) requires to be the subject of formal notification to the Scottish Ministers as defined in the Schedule to the Town and Country Planning (Notification of Applications) (Scotland) Direction 2009 (or any other Scottish Government Direction);
- (iii) is an Environmental Impact Assessment (EIA) application for which a validated EIA has been submitted
- (iv) is being recommended for approval and has been the subject of formal timeous objection by the local Community Council within whose area the application site falls,
- (v) is being recommended for approval and has been the subject of six or more timeous letters of representation (following advertisement and/or

notification) that express objection or concern about the proposal
(vi) is being recommended for approval and has been the subject of formal objection from the Roads Authority or the Council's Environmental Health service

(vii) is being recommended for approval and is considered by the Appointed Officer to be contrary to the adopted development plan strategy.

2. Under the terms of section 75 of the Town and Country Planning (Scotland) Act 1997 (as amended) and section 69 of the Local Government (Scotland) Act 1973, in relation to applications for local developments, and following consultation with the Chief Officer - Governance, to:

(a) negotiate and conclude legal agreements related to planning and other related applications decided by the Appointed Officer;

(b) negotiate and conclude legal agreements related to planning and other related applications decided by Full Council, committee or Scottish Ministers provided the Appointed Officer considers such agreements to be in accordance with the original decision on the application;

(c) determine applications for Modifications or Discharge of Planning Obligations under section 75A in relation to planning applications determined by the Appointed Officer;

(d) determine applications for Modifications or Discharge of Planning Obligations under section 75A in relation to planning applications determined by Full Council, committee or Scottish Ministers as applicable, provided the Appointed Officer considers the modification or discharge to be in accordance with the original decision on the application;

(e) to participate in the promotion and development of Good Neighbour Agreements under section 75D.

3. To determine planning and other applications given a willingness to approve at and for which Section 75 Agreements are not completed or developer obligations are not paid within 6 months of the date on which agreed a willingness to approve was agreed by the Council.

4. To determine requests for non-material variation of planning applications in terms of section 64 of the Town and Country Planning (Scotland) Act 1997 (as amended).

The powers delegated to the appointed officer under paragraph 1 hereof are further qualified to the extent outlined in the provisions of Section 43A(6) of the Town and Country Planning (Scotland) Act 1997 (as amended). Accordingly, the Appointed Officer and Chief Officer - Strategic Place Planning, following consultation with the Convener of the Planning Development Management Committee may decide, for whatever reason, that the particular circumstances of an application which would in

terms of this Scheme fall to be determined by the Appointed Officer are such that the application should be determined by the Planning Development Management Committee.

Definitions

A “*timeous objection*” from the Community Council means any written representation - stating explicitly that it is objecting - received from the Community Council within whose area the application is located either:

- (i) no later than 3 full days after the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later); or
- (ii) later than a date agreed in writing with the planning authority prior to expiry of the period in 1(i) above.

A “*timeous letter of representation*” means

- (i) any written electronic representation, or hardcopy hand delivered, representation received on or before the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later); or
- (ii) any hardcopy representation received via the postal service (i.e. Royal Mail) no later than 3 full days after the expiry of the time period specified for representations to be made following the date of notification or, if applicable, advertisement of the application (whichever is the later)

“*Letter of representation*” is to be construed in light of the following:

- if more than one representation is submitted from a single individual or a single e-mail address, this only counts as one representation
- a single letter with a number of signatures from one postal address counts as only one representation
- a petition (i.e. the same comment or letter submitted on behalf of and signed by multiple individuals from the same or different addresses) is counted as one representation
- a representation will only be counted if it is from a specified e-mail address or street address and from a specified individual(s).

This page is intentionally left blank

Aberdeen City Council

Standing Orders for Council, Committee and Sub
Committee Meetings

Aberdeen City Council
Standing Orders for Council, Committee and Sub Committee Meetings

The Council will exercise all its powers and duties in accordance with the law and the Council's Scheme of Governance.

In the event of any conflict or inconsistency between these Standing Orders and legislation, the legislation shall prevail.

INDEX

No		Page
COUNCIL		
FIRST COUNCIL MEETING FOLLOWING AN ELECTION		
1	Calling of Statutory Meeting	5
2	Items of Business	5 - 6
3	Nomination or Appointment of Members to Office	6 - 7
4	Duration of Appointments	7
5	Removal from Office	8
6	Appointment and Employment of Officers	8
COUNCIL AND COMMITTEE MEETINGS		
7	Ordinary Meetings	9
8	Special Meetings	9
9	Place of Meetings	9
10	Notice of Meetings	9 - 10
11	Order of Business	10
11.1	Council Meetings	10
11.2	Committee Meetings	10
OPERATION OF COUNCIL AND COMMITTEE MEETINGS		
12	Notices of Motion	11 - 12
13	Reports by Officers	12 - 14
14	Deputations	14 - 16
15	Rights of Members to Attend Meetings	16
16	Substitute Members	16
17	Failure to Attend Meetings	17
18	Chairing of Meetings	17
19	Quorum	17
20	Attendance at Meetings by Chief Officers	17 - 18
21	Exempt and Confidential Information	18
22	Declarations of Interest	18
23	Introducing Reports	18 - 19
24	Speaking at Meetings	19
25	Order of Debate	19
26	Points of Order	20
27	Procedural Motions	20
28	Motions and Amendments	21 - 22
29	Time Allowed for Speaking	23
30	Closure of Debate	23
31	Method of Voting	23 - 24
32	Quasi-Judicial Items of Business	24
33	Referrals	24 - 25
34	Minutes	25 - 26
35	Powers of Convener	26
36	Behaviour	26 - 27
37	Suspension of Members	27
38	Filming, Photographing and Recording of Meetings	27

39	Length of Meetings	27
40	Suspending Standing Orders	28
41	Altering Previous Decisions	28
42	Amendments to Standing Orders	28
43	Review of Standing Orders	28
44	Monitoring Officer	28
COMMITTEES AND SUB COMMITTEES		
45	Delegation and Appointment to Committees and Sub Committees	29
	Glossary	30 - 32
	Appendix 1 – Definition of Confidential Information	33
	Appendix 2 – Descriptions of Exempt Information	34 – 36
	Appendix 3 – Protocol for Appointments and Employment	37 – 38
	Appendix 4 – Member Travel and Attendance at External Meetings	39 - 40

COUNCIL

FIRST COUNCIL MEETING FOLLOWING AN ELECTION THE STATUTORY MEETING

1. Calling of Statutory Meeting

- 1.1** In a local government election year, the Council will hold its first meeting within 21 days of the election, on a date set by the Chief Officer - Governance.

2. Items of Business

- 2.1** The Returning Officer, whom failing such Councillor as the meeting may select, will chair the meeting until the Lord Provost is elected.
- 2.2** The agenda will include the following business:-
- 2.2.1** Receipt of notice of election of Councillors;
 - 2.2.2** Election of Lord Provost, Depute Provost, Leader or Co-Leaders, and Depute Leader of the Council;
 - 2.2.3** Appointment of a Convener and Vice Convener(s) for Committees and Sub Committees of the Council;
 - 2.2.4** Appointment of Members to Committees;
 - 2.2.5** Nomination or appointment as the case may be of representatives to Boards, Joint Committees and Outside Bodies; and
 - 2.2.6** Approval of Senior Councillor allowances.
- 2.3** Where Standing Orders refer to the Leader of the Council, this will include reference at all times to Co-Leaders, if appointed.
- 2.4** Where any function in terms of the Standing Orders is attributed to the Leader of the Council, the Co-Leaders will determine who will undertake it and notify the Chief Executive on request.
- 2.5** There will be no more than one appointment made to the roles of:
- Lord Provost;
 - Depute Provost;
 - Depute Leader (if appointed); and
 - Convener.
- 2.6** The Convener of the Audit, Risk and Scrutiny Committee will be a member of the largest opposition Group.
- 2.7** Any External Member appointed by Council to any Committee or Sub Committee will have full voting rights on all matters considered relevant by the Council, Committee or Sub Committee, unless otherwise agreed by Council.

- 2.8 An External Member will remain as a member of the Committee or Sub Committee until the next ordinary election of Councillors, subject to their right to resign or their removal by the nominating body.
- 2.9 An External Member will be expected to comply with the Councillors' Code of Conduct.

3. Nominations and Appointments

3.1 General Procedures

- 3.1.1 When nominating or appointing Members to any office or position where there are a greater number of candidates than vacancies, the decision will be taken by a vote.
- 3.1.2 A Member will be entitled to vote for as many candidates as there are vacancies.
- 3.1.3 A Member must not vote more than once for any one candidate in any ballot.
- 3.1.4 In addition to the nominator and seconder, Members may speak in support of their own candidacy for a maximum of 5 minutes.

3.2 Voting in the Case of One Vacancy

- 3.2.1 Where only one vacancy requires to be filled and one candidate has an absolute majority of votes cast, that candidate will be declared elected, nominated or appointed, as the case may be.
- 3.2.2 Where only one vacancy requires to be filled and there are only two candidates and the vote results in a tie, the candidate to be removed will be determined by lot, using a method decided upon by the Clerk.
- 3.2.3 Where there are more than two candidates and the first vote does not produce an absolute majority in favour of any candidate, the candidate with fewest votes will be removed, and a fresh vote will take place between the remaining candidates.
- 3.2.4 This process will continue until one candidate has a majority of votes cast.
- 3.2.5 Where there is an equal number of votes for the candidates with fewest votes, an extra vote will be taken between those candidates.
 - 3.2.5.1 The name of the candidate with the fewest votes will be removed from the process.

3.2.5.2 If an equal number of votes remains, the candidate to be removed will be determined by lot using a method decided upon by the Clerk.

3.3 Voting in the Case of Two or More Vacancies

3.3.1 Where there is more than one vacancy and the number of candidates exceeds the number of vacancies, the following method of voting shall apply:-

3.3.1.1 The number of candidates matching the number of vacancies that receive the highest number of votes cast will be duly elected, nominated or appointed, as the case may be.

3.3.1.2 Where there is an equal number of votes between two or more candidates, and where their respective proportion of the votes cast does not allow them to automatically take up a vacancy, an extra vote will be taken between those candidates. The candidate(s) receiving the highest number of votes cast will be duly elected, nominated or appointed, as the case may be.

3.3.2 In the event that Standing Order 3.3.1.2 still produces an equality of votes, the decision will be by lot using a method decided upon by the Clerk.

3.3.2.1 The first named candidate drawn will be elected, nominated or appointed, as the case may be, followed by the second named candidate, should there be more than two candidates with an equality of votes.

3.3.2.2 This process will continue until the number of candidates amounts to the same number of vacancies.

4. Duration of Appointments

4.1 Each appointment made under Standing Order 3 will stand until the next local government election, unless and until:

4.1.1 a Member resigns from that appointment; or

4.1.2 is removed by the Council as set out in Standing Order 5; or

4.1.3 in the case of a Leader, the Council agrees to that Member being a Co-Leader with another Member.

5. Removal from Office

- 5.1 Any Member elected or appointed as Lord Provost, Depute Provost, Leader or Co-Leaders of the Council, Depute Leader of the Council or as Convener or Vice Convener can only be removed from office by a resolution by Full Council following a Notice of Motion submitted at least three weeks prior to the Council meeting in accordance with Standing Order 12.
- 5.2 Any such Notice of Motion will form the first item of business at the next Full Council meeting.
- 5.3 Any such Notice of Motion can only be heard by Full Council and, for the avoidance of doubt, not by the Urgent Business Committee.
- 5.4 Following debate, a proposal as to whether to remove from office the office bearers detailed at Standing Order 5.1 will be voted on by way of a secret ballot and decided by simple majority.
- 5.5 For the avoidance of doubt, there will be a casting vote in the event of there being no overall majority.
- 5.6 Where the Council agrees to remove a Co-Leader from their role, the removal from office will only apply to the named Member.
 - 5.6.1 The remaining Co-Leader will be determined to be the Leader of the Council, unless Council appoints a replacement Co-Leader.

6. Appointment and Employment of Officers

- 6.1 The processes which apply to the appointment and employment of officers are set out at Appendix 3 to this document.

COUNCIL AND COMMITTEE MEETINGS

7. Ordinary Meetings

- 7.1 Meetings of the Council, its Committees and Sub Committees will be held in line with the meeting timetable as approved by the Council.
- 7.2 No meetings will be held on a Saturday or Sunday or on public holidays observed by the Council.
- 7.3 It will be within the discretion of the Convener of the Council, a Committee or Sub Committee to cancel, advance or postpone an ordinary meeting to another date if in his/her opinion, acting reasonably; there is a good reason for so doing.

8. Special Meetings

- 8.1 A special meeting of the Council, a Committee or Sub Committee may be called at any time by its Convener.
- 8.2 A special meeting may also be called by at least a quarter of the Members of the Council, Committee or Sub Committee.
 - 8.2.1 In such instances a special meeting will be held within fourteen days of a written request being received by the Chief Officer - Governance.
 - 8.2.2 The written request must set out the business of the meeting and be signed by at least a quarter of the Members of the Council, Committee or Sub Committee.

9. Place of Meetings

- 9.1 All meetings of the Council, its Committees and Sub Committees will, unless otherwise determined by the Chief Officer - Governance in consultation with the Convener, take place in the Town House.

10. Notice of Meetings

- 10.1 At least five Clear Days before a meeting of the Council, Committee or Sub Committee, the time and place of the meeting will be published at the Council's offices.
 - 10.1.1 Standing Order 10.1 does not apply to the Urgent Business Committee nor the Licensing Sub Committee.
- 10.2 A Summons to attend the meeting including the list of business to be transacted at the meeting will be delivered:-

- 10.2.1 by post to a Member's normal place of residence;
 - 10.2.2 to such other address as a Member may specify; or
 - 10.2.3 by email to an address provided by the Council.
- 10.3 If a Summons is not sent to or received by any Member, the meeting will still be valid.

11. Order of Business

11.1 Council Meetings

- 11.1.1 At an ordinary meeting of Council, the business shown on the agenda will (unless otherwise determined by the Convener) proceed in the following order:-

- 11.1.1.1 Admission of Burgesses
- 11.1.1.2. Determination of Urgent Business
- 11.1.1.3 Determination of Exempt Business
- 11.1.1.4 Declarations of Interest
- 11.1.1.5 Requests for Deputation
- 11.1.1.6 Minutes of Previous Meeting(s) of Council
- 11.1.1.7 Referrals from Committees
- 11.1.1.8 Committee Planner
- 11.1.1.9 General Business
- 11.1.1.10 Notices of Motion
- 11.1.1.11 Exempt / Confidential Business

11.2 Committee and Sub Committee Meetings

- 11.2.1 At an ordinary Committee or Sub Committee meeting, the business shown on the agenda will usually (unless otherwise determined by the Convener) proceed in the following order:-

- 11.2.1.1 Determination of Urgent Business
- 11.2.1.2 Determination of Exempt Business
- 11.2.1.3 Declarations of Interest
- 11.2.1.4 Requests for Deputation
- 11.2.1.5 Minutes of Previous Meeting
- 11.2.1.6 Committee Planner
- 11.2.1.7 Notices of Motion
- 11.2.1.8 Referrals from Council, Committees and Sub Committees
- 11.2.1.9 Finance, Performance, Risk and Service Wide Issues
- 11.2.1.10 General Business
- 11.2.1.11 Exempt / Confidential Business

OPERATION OF COUNCIL, COMMITTEE AND SUB COMMITTEE MEETINGS

12. Notices of Motion

- 12.1 A Member can submit a Notice of Motion to a Council, Committee or Sub Committee.
- 12.2 Notices of Motion should be submitted to the Clerk in writing at least three weeks prior to the meeting.
 - 12.2.1 The Clerk will then be responsible for collating the views of the relevant Director(s), Chief Officer - Governance, the Chief Officer - Finance and any other relevant Chief Officer(s) and presenting these to the Member.
- 12.3 Following the conclusion of the consultation set out in Standing Orders 12.1 and 12.2, the final written motion must be submitted by the Member to the Clerk by 12 noon two weeks prior to the meeting, along with any relevant correspondence.
- 12.4 Precise deadlines for all Council, Committee and Sub Committee meetings will be made available to Members on the internal website.
- 12.5 Prior to a Notice of Motion appearing on an agenda, the Convener will determine competency following advice from officers.
- 12.6 A Notice of Motion will be determined incompetent if:-
 - 12.6.1 The judgement of the relevant Director(s) is that the matter is already being pursued. In such circumstances, the Member may only resubmit the motion after a period of six months from the date of submission of the Notice of Motion;
 - 12.6.2 The terms of the motion could result in a breach in law;
 - 12.6.3 The motion proposes expenditure and does not identify a source of funding; or
 - 12.6.4 A motion in similar terms has already been submitted for the same meeting by another Member.
- 12.7 If the Convener rules the motion incompetent, it will not appear on the agenda for the meeting.
- 12.8 If the motion is ruled incompetent, the Member may submit a revised version, subject to adhering to the process outlined in Standing Orders 12.1, 12.2 and 12.3 above.

- 12.9 A Notice of Motion submitted to the Clerk outwith the deadlines referred to above, can only be accepted onto the agenda at the discretion of the Convener, prior to, or at the meeting of the Council, Committee or Sub Committee.
- 12.10 Standing Order 12.9 does not apply to any Notice of Motion submitted under Standing Order 5.1 (Removal of Office of Lord Provost, Depute Provost, Leader or Co-Leaders, Depute Leader of the Council or Convener or Vice Convener).
- 12.11 When submitting a Notice of Motion, outwith the deadlines referred to above, the Member will be required to specify why the motion should be considered as a matter of urgency.
- 12.12 If a Member who has submitted a Notice of Motion is absent from the meeting when the motion is due to be considered, the motion will not be considered at that meeting but will be put on the agenda for the next meeting.
- 12.13 If the Member is absent on the second occasion, the motion will fall.
- 12.14 If a Member is not a member of the Committee or Sub Committee where their motion is to be considered, they will be invited to the meeting to move or speak to the motion and sum up; however they will **not** be entitled to vote on the matter.
- 12.15 Members are permitted to submit joint notices of motion, however the 10 minute time limit for moving the motion will remain unchanged, which can be split between any or all of the Members who submit the joint motion.
- 12.16 A Member can make minor alterations to their motion, prior to speaking to it, with the consent of the Convener.
- 12.17 Any motion proposing a nomination for Freedom of the City must be signed by at least two thirds of the Members of the Council (see Glossary for calculation).

13. Reports by Officers

- 13.1 Reports to the Council, Committees or Sub Committees will be in the name of the Chief Executive, Directors, Statutory and Chief Officers or by the Council's Internal or External Auditors.
- 13.2 Reports must be provided in draft to the following for consultation in accordance with the published timetable:-
 - 13.2.1 Chief Officer - Finance

- 13.2.2 Chief Officer - Governance
- 13.2.3 Chief Executive
- 13.2.4 Clerk
- 13.2.5 Council Leader
- 13.2.6 Convener of the City Growth and Resources Committee
- 13.2.7 Convener and Vice Convener of Council or the relevant Committee or Sub Committee
- 13.3 Reports must also be provided in draft to the following officers for consultation, in cases where the report contains matters within their professional remit:-
 - 13.3.1 Chief Officer – Integrated Children’s and Family Services
 - 13.3.2 Chief Officer – People and Organisation
 - 13.3.3 Chief Officer – Digital and Technology
 - 13.3.4 Chief Officer - Commercial and Procurement Services
 - 13.3.5 Chief Officer – Corporate Landlord
 - 13.3.6 Chief Officer – City Growth
- 13.4 Standing Orders 13.2 and 13.3 do not apply to planning or licensing applications where there are no draft reports and separate statutory consultation procedures apply.
- 13.5 A report author must consult the local Members of a ward where the report contains proposals which will have an impact on that particular ward.
- 13.6 Where an initial report is prepared as a result of a Notice of Motion having been considered, the report author must consult the Member(s) who submitted the Notice of Motion.
- 13.7 A report will only be submitted for consideration by the Council, Committee or Sub Committee where the Clerk, Chief Officer – Finance and the Chief Officer – Governance have responded to the consultation on that report.
- 13.8 Subject to Standing Orders 13.9 to 13.12 below, final reports to be included on an agenda for a meeting of the Council, Committee or Sub Committee must be submitted to the Clerk as specified in the timetable published by the Chief Officer - Governance.

- 13.9** If a report not listed on the agenda is submitted after the agenda for the meeting of the Council, Committee or Sub Committee has been published; the Convener must give authority for the report to be added to the agenda.
- 13.10** If a report listed on the agenda is submitted after the agenda has been published but more than three Clear Days before the meeting, no Late Docquet will be required.
- 13.11** If a report is submitted after the agenda has been published but less than three Clear Days before the meeting, the relevant Director must submit a Late Docquet to the Clerk explaining why the report is late and the special circumstances which require the item to be considered as a matter of urgency.
- 13.11.1** In terms of Standing Order 35.3, the Docquet must also be signed by the Convener who will specify why the item should be considered at the meeting as a matter of urgency.
- 13.11.2** Standing Order 13.11 does not apply to the Licensing Committee, Urgent Business Committee or Licensing Sub Committee.
- 13.12** Any officer listed under Standing Order 13.1 will have the authority to withdraw his/her report from the agenda, following notification to the Convener and Vice Convener.

14. Deputations

- 14.1** Every request for a deputation must be in writing and received by the Clerk at least two working days before the meeting to which it relates.
- 14.1.1** For example, for a meeting on a Thursday, requests must be received by the end of the Monday; and for a meeting on a Tuesday, requests must be received by the end of the previous Thursday.
- 14.2** In the event that a report has not been published to enable a deputation request to comply with the deadline set out in Standing Order 14.1, deputation requests may still be submitted and put on to the agenda.
- 14.2.1** In such instances, Standing Order 14.1 would require to be suspended at the meeting for the deputation to be heard.
- 14.3** The request must relate to a report on an agenda.

14.4 The request must state the report on which the deputation wants to be heard and the action (if any) the deputation would like the Council, Committee or Sub Committee to take in relation to the report.

14.5 The following deputation requests are not competent:-

14.5.1 Deputations which fail to comply with Standing Order 14.1

14.5.2 Deputations which relate to reports containing confidential information (see Standing Order 21)

14.5.3 Deputations which relate to the annual budget

14.5.4 Deputations which relate to a petition

14.5.5 Deputations which relate to a planning or licensing application

14.5.6 Deputations which relate to matters that have alternative procedures for representation (which may include, but are not restricted to, the Council's proposed sale or let of a property which has been subject to a closing date and the Council's proposed tendering of goods, services or works).

14.6 Competency in respect of Standing Order 14.5 will be determined by the Chief Officer - Governance following consultation with the Convener.

14.7 Subject to Standing Order 14.2, if a deputation request is determined to be incompetent, it will not be put on the agenda for consideration.

14.8 Deputations cannot consist of more than three people.

14.9 No individual may form part of more than one deputation on the same matter.

14.10 A competent deputation request will be submitted to the relevant meeting of the Council, Committee or Sub Committee.

14.11 If, having heard the deputation, the Council, Committee or Sub Committee defer consideration of the report, no further request will be accepted from the same body or individuals in relation to the matter unless a new report containing substantially different information is submitted to a future meeting.

14.12 Competency in respect of Standing Order 14.11 will be determined by the Convener following consultation with the Chief Officer - Governance.

14.13 If a report on which a deputation has been heard is referred to another meeting of the Council, a Committee or Sub Committee, in order for the

same body or individuals to be heard, a fresh request for a deputation must be submitted.

- 14.14 Deputations will be given a maximum of ten minutes to present their case, irrespective of the number of speakers.
- 14.15 Following the conclusion of the deputation, Members will be given the opportunity to ask questions of the deputation for a maximum of ten minutes.
 - 14.15.1 No questions can be asked of officers during this time period, and no debate or discussion will take place until the report is considered as part of the agenda.

15. Rights of Members to Attend Meetings

- 15.1 Subject to Standing Orders 12.14 and 15.2, any Member will be entitled to attend any Committee or Sub Committee meeting of which they are not a member and will, with the consent of the Convener, be entitled to ask questions or address the meeting.
 - 15.1.1 The Member may not propose or second any motion or amendment or vote.
- 15.2 A Member cannot be present at a meeting of a Committee or Sub Committee for which they are not a member when all of the following three conditions apply:-
 - 15.2.1 The press and public have been excluded from the meeting; **and**
 - 15.2.2 The meeting is likely to involve the taking of a decision which may affect the interests of any person or body following a hearing; **and**
 - 15.2.3 The person or body has a right in terms of the law, Standing Orders or other administrative procedure, to be heard at that meeting in person or through a representative.
- 15.3 Member attendance at other meetings within the UK will be in line with the procedure set out at Appendix 4 to this document.

16. Substitute Members

- 16.1 Members or Groups will be entitled to nominate substitutes to attend meetings of Committees and Sub Committees on their behalf, providing those substitutes have received relevant training as determined by the Council.

- 16.2 Bodies appointing External Members shall be permitted to appoint a named substitute for their substantive Member, providing those substitutes have received relevant training as determined by the Council.

17. Failure to Attend Meetings

- 17.1 If a Member does not attend any meeting of the authority within a period of six consecutive months, the Chief Executive must report this to Council, unless leave of absence has been granted to the Member.
- 17.2 If the Council is not satisfied as to the cause of the failure to attend, the Member will cease to be a Member of the Council.
- 17.3 The Member will not cease to be a Member of the Council if the absence is due to the Member having been suspended by the Standards Commission.
- 17.3.1 No report from the Chief Executive is required in these circumstances.

18. Chairing of Meetings

- 18.1 At any meeting of the Council, its Committees or Sub Committees, the chair will be taken by the Convener, or where the Convener is absent, the Vice Convener.
- 18.1.1 In the event that there is more than one Vice Convener, it will be for those Members to determine which of them will chair the meeting.
- 18.1.2 In the event that no agreement is reached between those Members, the decision will be taken by means of a procedural motion.
- 18.1.3 In the absence of both Convener and Vice Convener(s), the Members present will appoint a Convener.

19. Quorum

- 19.1 The quorum of Council, Committees and Sub Committees will be one quarter of the total number of members of the Council, Committee or Sub Committee, or three members, whichever is the higher.

20. Attendance at Meetings by Chief Officers

- 20.1 All meetings will normally have advice available from the Chief Officer – Finance and the Chief Officer - Governance.

- 20.2 The attendance of all other officers is at the discretion of the appropriate Chief Officer, taking into account the business of the meeting and the Working Time Regulations 1998.

21. Exempt and Confidential Information

- 21.1 Agendas and reports containing Confidential Information will contain a declaration that the report is 'Not for Publication' because it contains Confidential Information as described in Appendix 1 to the Standing Orders.
- 21.2 Agendas and reports containing Exempt Information (exempt items) will contain a declaration that the report is 'Not for Publication' because it contains Exempt Information as described in Appendix 2 to the Standing Orders.
- 21.3 The public **may** be excluded from a meeting when an item of business is being considered, if it is likely that, if the public were present, Exempt Information would be disclosed.
- 21.4 The public **must** be excluded from a meeting when an item of business is being considered and it is likely that, if the public were present, Confidential Information would be disclosed to them in breach of an obligation of confidence.

22. Declarations of Interest

- 22.1 Any Member making a declaration of interest should:-
- 22.1.1 indicate whether it is a financial or non-financial interest;
 - 22.1.2 include some information on the nature of the interest; and
 - 22.1.3 confirm whether or not they intend to withdraw from the meeting room.
- 22.2 A Member must withdraw from the meeting room, including from the public gallery, where they have declared an interest that prevents them from participating in the discussion of, and voting on, the item.

23. Introducing Reports

- 23.1 The Convener may identify that a report requires introduction from an officer, following which, Members will be given the opportunity to ask questions of officers.
- 23.2 To promote the effective management of the meeting, Members should seek clarification or advice on any points from officers in advance of the meeting.

- 23.3 When, in the opinion of the Convener, Members have had a reasonable opportunity to ask questions, the Convener will move to determination of the matter.

24. Speaking at Meetings

- 24.1 When addressing Members or officers at meetings, no Member or officer should use the first name of the person being addressed.
- 24.2 When referring to or addressing the Convener, Members and officers should address the Convener as 'Lord Provost', 'Convener' or 'Chair' as appropriate.

25. Order of Debate

- 25.1 If consensus cannot be reached on an item, the order of debate will be as follows:-
 - 25.1.1 Motion moved and seconded
 - 25.1.2 Amendment(s) moved and seconded
 - 25.1.3 Debate
 - 25.1.4 Summing up for the amendment(s)
 - 25.1.5 Summing up for the motion
 - 25.1.6 Vote
- 25.2 Any Member wishing to speak at any meeting will address the Convener and restrict their remarks to the item of business before the meeting through:-
 - 25.2.1 Asking questions
 - 25.2.2 Moving, seconding or supporting a motion or any relative amendment
 - 25.2.3 Moving or seconding a Procedural Motion; and
 - 25.2.4 Raising a Point of Order
- 25.3 Advisers to the Staff Governance Committee will be entitled to ask questions and participate in any debate, but will not be entitled to move a motion or amendment, nor participate in any vote.

26. Points Of Order

- 26.1 A Point of Order is a verbal objection made to the Convener that a statement or proposed procedure or action at the meeting may be in breach of the law, Standing Orders or **Councillors' Code of Conduct**.
- 26.2 Any Member may raise a Point of Order at any point in the meeting, and must specify which Standing Order, law or section of the **Councillors' Code of Conduct** will be, or has been, breached.
- 26.3 The Convener will decide how the Point of Order will be dealt with.

27. Procedural Motions

- 27.1 A Procedural Motion is a motion on the procedure being proposed or undertaken at the meeting, including, but not restricted to:-
 - 27.1.1 Moving exempt business to the public section of the agenda;
 - 27.1.2 Proposing a change to the minute;
 - 27.1.3 Proposing that an item be deferred to a later date;
 - 27.1.4 Proposing that an item be referred to another Committee or directly to full Council;
 - 27.1.5 Proposing that no further debate or questioning take place;
 - 27.1.6 Proposing the suspension of a Standing Order;
 - 27.1.7 Proposing an alternative method of voting; and
 - 27.1.8 Proposing that a planning site visit be undertaken
- 27.2 A Procedural Motion has to be moved and seconded, and Members will then vote on whether to support or oppose it.
- 27.3 When a Procedural Motion has been moved and seconded, it will be put immediately to the vote, without any debate.
- 27.4 If a Procedural Motion is not seconded, it will fall and this will be recorded in the minute.
- 27.5 Except where the Procedural Motion is to suspend Standing Orders in terms of Standing Order 40, for a Procedural Motion to be successful, it requires a simple majority of the vote.

28. Motions and Amendments

- 28.1 Where a motion and amendments are proposed prior to a Council, Committee or Sub Committee meeting, Members should provide a copy of the proposed wording to the Clerk as soon as reasonably practicable and, if possible, before the meeting commences.
- 28.2 The Clerk will then be responsible for collating the views of the following officers and presenting these to the Member:
 - 28.2.1 the relevant Director(s);
 - 28.2.2 Chief Officer – Governance;
 - 28.2.3 Chief Officer – Finance; and
 - 28.2.4 other relevant Chief Officer(s).
- 28.3 The Convener will have the prior right to the motion, except:-
 - 28.3.1 where he/she waives this right and allows another Member to have the prior right to the motion.
 - 28.3.2 where a written Notice of Motion submitted by a Member is moved; or
 - 28.3.3 the Council is meeting to consider its annual budget, in which case the Leader of the Council will have the prior right to the motion, following which the spokesperson of the biggest political Group will have the right to propose an amendment.
- 28.4 When moving any motion or amendment, a Member will provide its terms in full, which will then require to be seconded by another Member.
 - 28.4.1 No Member will speak in support of a motion or amendment until it has been seconded.
- 28.5 All motions and amendments must be relevant to the report.
- 28.6 All amendments must differ from the motion and from each other substantially.
- 28.7 The Convener will offer any relevant officer an opportunity to address the meeting on the competency, relevancy or implications of any motion or amendment.
- 28.8 A motion or amendment is incompetent if it would require the incurring of expenditure and the source of funding is not identified.

- 28.9 A motion or amendment which identifies the source of funding as the Council's reserves will not be competent without advice being provided to the meeting by the Chief Officer - Finance.
- 28.10 The Convener will determine whether a motion or amendment is competent and relevant, and may seek advice from officers in this regard.
- 28.11 A motion or amendment moved but not seconded, or which has been ruled by the Convener to be incompetent will not be put to the vote but will be recorded in the minute.
- 28.12 If a motion or amendment is withdrawn, the mover and seconder can move or second and speak in support of a further motion or amendment.
- 28.13 No Member will speak more than once (except on a Point of Order, by asking a question or by moving a Procedural Motion) in a debate, except for the Members who moved the motion / amendment(s), who will have the right to sum up.
- 28.14 When there is only one amendment to the motion, the vote will be taken between the motion and the amendment.
- 28.14.1 Whichever is carried will be the resolution of the meeting.
- 28.15 Where there is more than one amendment to the motion, a vote will be taken between the last two amendments, and this process will be repeated until only one amendment remains.
- 28.15.1 A vote will then be taken between the motion and the remaining amendment.
- 28.15.2 Whichever is carried by majority will become the resolution of the meeting.
- 28.16 If an amendment proposes that no decision be taken, the first vote will be between it and the motion.
- 28.16.1 If the amendment is carried, the meeting will proceed to the next item of business.
- 28.16.2 If the amendment is not carried, it will be eliminated from the amendments which, with the motion, will be voted on in the usual way.
- 28.17 The processes outlined above will not apply to the Appointment Panel, unless this is agreed by Members of the Panel.

29. Time Allowed for Speaking

- 29.1 Moving a motion or amendment – 10 minutes
- 29.2 Seconding a motion or amendment – 5 minutes
- 29.3 Speaking in debate – 5 minutes
- 29.4 Summing up – 5 minutes
- 29.5 Moving a Council budget – no time limit
- 29.6 Seconding a Council budget – 10 minutes

30. Closure of Debate

- 30.1 After eight or more Members have spoken (including the movers and seconders of motions and amendments), any Member who has not spoken can move as a Procedural Motion that no further debate take place.
- 30.2 If the Procedural Motion is agreed, the movers of the original motion and amendment(s) will have the right to sum up and the matter will thereafter be put to the vote.
- 30.3 If the Procedural Motion is defeated, the debate will continue.
- 30.4 Subsequent Procedural Motions that no further debate take place can be made after a further three Members have spoken.

31. Method of Voting

- 31.1 Votes will be taken by means of the electronic voting system at Council, and by roll call at Committees or Sub Committees, subject to Standing Orders:
 - 5.4 (Proposal to Remove a Member from Office);
 - 31.1.1 (Votes in Respect of Two or More Vacancies); and
 - 31.2 (Motion by a Member for an Alternative Method of Voting).
- 31.1.1 Votes in respect of two or more vacancies may be taken by roll call.
- 31.2 A Member can move that an alternative method of voting is used, such as secret ballot or show of hands, by means of a Procedural Motion.
- 31.3 The Clerk will conduct the vote.

- 31.3.1 No one will interrupt the proceedings (except to draw attention to an omission in the calling of a Member's name or to a Point of Order) until the result of the vote has been announced.
- 31.4 With the exception of Standing Order 40.1 (Suspending Standing Orders), a simple majority of those present and voting will decide the result of any vote between motions and amendments.
- 31.5 Subject to Standing Order 32.1 (Quasi-Judicial Items of Business), a Member who is absent when their name is called will be entitled to vote if they enter the meeting before the result of the vote is announced.
- 31.6 In the event of a tied vote, the Convener will have the casting vote, except where the vote relates to the appointment of a Member to any particular office.
 - 31.6.1 If the Convener chooses not to exercise their casting vote, lots will be drawn using a method decided upon by the Clerk.
- 31.7 Any Member wishing to record their dissent against the decision after a vote should do so immediately after the result has been announced, and this will be recorded in the minute.

32. Quasi-Judicial Items of Business

- 32.1 Where the Council, Committee or Sub Committee is required to determine an item of business which is of a Quasi-Judicial nature, a Member must be present in the meeting room for the duration of the item.
- 32.2 If a Member has left the room at any point during discussion of the item, they will not be permitted to participate in the determination of the item, nor any vote.

33. Referrals

- 33.1 Immediately following a vote at Committee or Sub Committee, one third of the membership of the Committee or Sub Committee may state that they wish the matter to be referred to the Council, a Committee or Sub Committee for a decision (see Glossary for calculation).
- 33.2 Subject to Standing Orders 33.3 and 33.5, the Clerk will then arrange for the matter to be referred to the next meeting of Council, relevant Committee or Sub Committee for determination.
- 33.3 Standing Order 33.2 will not apply where, in the view of the Convener, following advice from the relevant Chief Officer(s), this would result in the Council or relevant Committee or Sub Committee considering the

matter after any relevant deadline for determination of the matter has passed.

33.4 Standing Orders 33.1 and 33.2 will not apply to any proceedings relating to:-

33.4.1 The appointment of or retirement of staff;

33.4.2 Grievance or disciplinary appeals by staff;

33.4.3 School attendance;

33.4.4 Bursaries;

33.4.5 Admission of any particular child to school;

33.4.6 Provision of school transport for any particular child;

33.4.7 The granting of any licence, registration or certificate;

33.4.8 Assumption of parental rights or adoption in the case of any individual; or

33.4.9 Aids and adaptations to premises for the benefit of social work clients.

33.5 Where an item is referred to a meeting of the Council, Committee or Sub Committee, and it is not possible for the item to be open to the public for inspection at least three Clear Days before the meeting, the referring Committee or Sub Committee must specify why the item should be considered as a matter of urgency.

33.5.1 The Convener of the Council, Committee or Sub Committee to which the item is referred will then determine whether it is added to the agenda.

34. Minutes

34.1 The Clerk will prepare the minutes of meetings of the Council, its Committees and Sub Committees and any other meetings at which Members are represented, as may be determined by the Chief Officer - Governance.

34.2 The minutes will record the names of the Members who attended the meeting and will contain a summary of the business of the meeting as determined by the Clerk.

34.3 The Convener and Vice Convener will normally propose and second the minute as a true record unless either were not present, in which

case any Member present at the meeting can either propose or second the minute as a true record.

- 34.4 At the meeting, if any Member challenges the accuracy of the minute, they can move a Procedural Motion that a correction is made.
- 34.5 Any corrections to the minute will be outlined in the subsequent minute.
- 34.6 Any discussion around the approval of the minute cannot extend to opening up discussion of the substantive issues detailed in the minute.

35. Powers of Convener

- 35.1 To preserve order and ensure that Standing Orders are followed.
- 35.2 To decide on the order of business and matters of competency and relevancy, unless otherwise specified.
- 35.3 To accept urgent business onto the agenda in terms of Section 50B(4)(b) of the Local Government (Scotland) Act 1973.
 - 35.3.1 The reason(s) why the matter must be considered urgently will be recorded in the minute of the meeting.
- 35.4 To ensure that all Members are given the opportunity to speak and to decide on the order in which they speak.
- 35.5 To rule on all Points of Order.
- 35.6 To adjourn the meeting at any time for any reason, and to determine the length of the adjournment.
- 35.7 When the Convener begins to speak, all other Members must stop speaking.
- 35.8 It will be within the discretion of the Convener of the Council, a Committee or Sub Committee to cancel, advance or postpone an ordinary meeting to another date if in his/her opinion, acting reasonably; there is a good reason for so doing.
- 35.9 The decision of the Convener on all matters in Standing Order 35 will be final.

36. Behaviour

- 36.1 All Members must behave respectfully at any meeting and should not behave in a manner that is improper, offensive or deliberately obstructs the business of the meeting.

- 36.2 All Members are bound by the **Councillors' Code of Conduct** and are responsible for complying with it at all times.
- 36.3 If a member of the public interrupts any meeting, the Convener may issue a warning to the person creating the disturbance or may order them to leave the meeting.
- 36.4 If there is general disturbance during any part of the meeting, the Convener may order that the public leave the meeting.

37. Suspension of Members

- 37.1 If any Member disregards the authority of the Convener, obstructs the meeting or, in the opinion of the Convener, acts in an offensive or disruptive manner at a meeting, the Convener may move, as a Procedural Motion, that the Member be suspended for the remainder of the meeting.
- 37.2 If seconded, the motion will be put to the vote immediately.
- 37.3 If the Procedural Motion is carried, the suspended Member will leave the meeting room immediately.
- 37.4 If the Procedural Motion is not carried, the Convener may call for an adjournment in the meeting.

38. Filming, Photographing and Recording of Meetings

- 38.1 Other than the live webcasting of Council, Committee and Sub Committee meetings by Aberdeen City Council, any video or sound recordings or broadcasting of meetings, or the taking of any photographs, will be at the Convener's discretion.

39. Length of Meetings

- 39.1 The Convener can call a break in proceedings at any time.
- 39.2 Meetings will last no longer than six hours and in any event will cease at 6.30pm.
 - 39.2.1 For the avoidance of doubt, the calculation of six hours will not include any adjournments.
- 39.3 If the meeting is adjourned to another date, the Convener, following consultation with the Clerk, will determine the time and date that the meeting will resume.

40. Suspending Standing Orders

40.1 Any Standing Order may be suspended at any meeting with the agreement of two thirds of the Members present and entitled to vote (see Glossary for calculation).

40.1.1 This will be done by means of a Procedural Motion.

40.2 The Member must specify which Standing Order they are proposing to suspend.

41. Altering Previous Decisions

41.1 It will not be competent for the Council, Committee or Sub Committee to alter or reverse a previous decision within a period of six months.

41.2 Standing Order 41.1 does not apply:-

41.2.1 where a Notice of Motion to that effect has been submitted, of which appropriate prior notice has been given in terms of Standing Order 12;

41.2.2 where the Council, Committee or Sub Committee approves a recommendation contained in a report to alter or reverse a previous decision; or

41.2.3 to ongoing negotiations between the Council and any other party.

42. Amendments to Standing Orders

42.1 Non-material amendments can be made to the Standing Orders by the Chief Officer - Governance, following consultation with the Lord Provost, without the requirement to report to Council.

42.1.1 Such amendments will be notified to all Members once completed.

42.2 Material amendments to the Standing Orders, including the removal or addition of Standing Orders, may only be approved after consideration of a report to the Council by the Chief Officer - Governance.

43. Review of Standing Orders

43.1 The Standing Orders will be subject to annual review by the Chief Officer - Governance.

44. Monitoring Officer

44.1 A Monitoring Officer's report may be required where any proposal, decision or omission by the Council may breach or has breached the law or any statutory code of practice.

COMMITTEES AND SUB COMMITTEES

45. Delegation and Appointment to Committees and Sub Committees

- 45.1 The Council may appoint or disband Committees for any purpose at any time, and will delegate or refer to these Committees any matter it thinks fit.
- 45.2 Committees may appoint or disband Sub Committees for any purpose at any time, and will delegate or refer to these Sub Committees any matter they think fit.
- 45.3 Matters referred or delegated to Committees or Sub Committees will be set out in the Terms of Reference.
- 45.4 Committee and Sub Committee remits may be amended only after consideration of a report to Council or the appropriate parent Committee by the Chief Officer – Governance.
- 45.5 Each Committee and Sub Committee can delegate any of its delegated functions to a named officer.
- 45.6 Where a matter for consideration is not specifically referred to in the Terms of Reference, it will be competent for it to be considered by the Committee or Sub Committee with the most relevant Terms of Reference, as determined by the Chief Officer - Governance.
- 45.7 The Council may, at any time, deal with any matter falling within the Terms of Reference of any Committee or Sub Committee.
- 45.8 Similarly, a Committee may, at any time, deal with any matter falling within the Terms of Reference of any of its Sub Committees.
- 45.9 The Council will set the membership for each Committee and must reflect the political composition of the Council.
- 45.10 Committees will set the membership for each Sub Committee and must reflect the political composition of the Council.
- 45.11 Members of Sub Committees who are not Members of the parent Committee will be provided with relevant training where required.
- 45.12 The Council may establish Working Groups with no delegated powers for such functions as it deems necessary, consisting wholly of Councillors or otherwise.
- 45.13 On behalf of the Council, each Committee and Sub Committee can appoint representatives to outside bodies which provide services linked to, or associated with, the remit of that Committee or Sub Committee.

GLOSSARY

Agenda

A list of business to be considered at Council, Committee and Sub Committee Meetings.

Amendment

Where a motion has been put forward in respect of an item on the agenda, a Member may move an alternative proposal. The motion and amendment will then be debated and a vote taken between the two.

Calculation of Quarter or Two Thirds of Members

If the figure is not a whole number it will be rounded up. This is to ensure that a quarter or two thirds will always be met.

Chief Officer - Finance

Where this document refers to the Chief Officer - Finance, it should be noted that this may also refer to his/her nominated officer.

Chief Officer - Governance

Where this document refers to the Chief Officer - Governance, it should be noted that this may also refer to his/her nominated officer.

Clear Days

For example if a letter is posted on Monday advising of a meeting on Friday, it gives 3 clear days' notice (i.e. Tuesday, Wednesday, Thursday) Saturday, Sunday and public holidays are included within the definition of Clear Days.

Clerk

The Committee Officer with responsibility for the administration of the Council, Committee or Sub Committee.

Committee

A Committee of the Council appointed in accordance with Standing Orders.

Committee Planner

A document containing outstanding and pending business that is placed on the agenda for each meeting.

Confidential Information

See Appendix 1 to this document.

Convener

The Chair of the Committee. Where 'Convener' is referred to in this document, this will also include the Lord Provost.

Council

Where 'Council' is referred to in this document, it refers to meetings of the Full Council.

Deputation

A request submitted by a member of the public to address a Council, Committee or Sub Committee meeting in respect of a report on a published agenda.

Depute Provost

The Vice Convener of the Council. The Depute Provost will act as Chair in the absence of the Lord Provost.

Exempt Information

See Appendix 2 to this document.

External Member

A representative appointed to any Committee or Sub Committee from outwith Aberdeen City Council who may have full voting rights.

Group

A number of Councillors who form a group. A group cannot be composed of a single member.

Group Leaders

The leaders of the individual political groups.

Late Docquet

A document which must accompany any reports that are not available for inspection by members of the public at least three clear days before a meeting. This contains the reason for lateness, an explanation of why the Council, Committee or Sub Committee requires to consider the report as a matter of urgency, and is signed by the Director and Convener. The Convener has ultimate discretion as to whether or not the item should be considered.

Lord Provost

The Convener of the Council. The Lord Provost is the civic head of the Council.

Minute

A summary of decisions from any Council, Committee or Sub Committee meeting prepared by the Clerk. This will not be a verbatim record.

Motion

An initial proposal of action submitted by a Member in respect of an item of business on an agenda.

Non-Material Amendments to Standing Orders

Such amendments may include the change of title for a particular post referred to in the Standing Orders, or an error in the text.

Notice of Motion

A request submitted by a Member in advance of a meeting of Council, a Committee or Sub Committee which may be placed on the agenda for an issue to be discussed and for a decision to be made.

Quasi-Judicial

Where the Council, Committee or Sub Committee has powers and procedures resembling those of a court of law or judge, and is obliged to objectively determine facts and draw conclusions from them so as to provide the basis of an official action.

Quorum

The minimum number of Members at a Council, Committee or Sub Committee meeting who must be present for valid transaction of business.

Sub Committee

A Sub Committee of any Council Committee appointed in accordance with Standing Orders.

Summons

A calling notice advising Members of the date, time and location of a Council, Committee or Sub Committee meeting.

Vice Convener

The Vice Chair of the Committee. The Vice Convener will act as Chair in the absence of the Convener (see Standing Order 18).

LOCAL GOVERNMENT (SCOTLAND) ACT 1973
SECTION 50(A)
DEFINITION OF CONFIDENTIAL INFORMATION

In accordance with section 50A of the Local Government (Scotland) Act 1973, Confidential Information means:

- information furnished to the authority by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
- information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

In either case the reference to the obligation of confidence is to be construed accordingly.

LOCAL GOVERNMENT (SCOTLAND) ACT 1973 SCHEDULE 7A

ACCESS TO INFORMATION: EXEMPT INFORMATION

DESCRIPTIONS OF EXEMPT INFORMATION (INCLUDING QUALIFICATIONS)

Employee/Office Holder:

1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under, the authority.

Occupier:

2. Information relating to any particular occupier or former occupier of, or applicant for, accommodation provided by or at the expense of the authority.

Recipient of Council Service:

3. Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the authority.

Recipient of Financial Assistance:

4. Information relating to any particular applicant for, or recipient or former recipient of, any financial assistance provided by the authority.

Particular Child:

5. Information relating to the adoption, care, fostering or education of any particular child or where any particular child is subject to a compulsory supervision order or interim compulsory supervision order (as defined respectively in sections 83 and 86 of the Children's Hearings (Scotland) Act 2011) information relating to the order. "Child" means a person under the age of 18 and any person who has attained that age and is in attendance as a pupil at a school.

Financial Affairs of Particular Person:

6. Information relating to the financial or business affairs of any particular person (other than the authority). Information is not exempt if it is required to be registered under the Companies Acts (as defined in section 2(1) of the Companies Act 2006) or similar legislation.

Social Work Relating to a Particular Person:

7. Information relating to anything done or to be done in respect of any particular person for the purposes of any of the matters referred to in section 27(1) of the Social Work (Scotland) Act 1968 (providing reports on and supervision of certain persons).

Proposed Expenditure On Contracts:

8. The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services **if and so long as** disclosure to the public of the amount there referred to would be likely to give an advantage to a person entering into, or seeking to enter into, a contract with the authority in respect of the property, goods or services, whether the advantage would arise as against the authority or as against such other persons.

Contractual Terms:

9. Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services **if and so long as** disclosure to the public of the terms would prejudice the authority in those or any other negotiations concerning the property or goods or services.

Tender For Contract:

10. The identity of the authority (as well as of any other person by virtue of paragraph 6 above) as the person offering any particular tender for a contract for the supply of goods or services.

Labour Relations:

11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officeholders under, the authority **if and so long as** disclosure to the public of the information would prejudice the authority in those or any other consultations or negotiations in connection with a labour relations matter arising as mentioned in that paragraph.

Legal Proceedings:

12. Any instructions to counsel and any opinion of counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with –
 - (a) any legal proceedings by or against the authority, or
 - (b) the determination of any matter affecting the authority (whether, in either case, proceedings have been commenced or are in contemplation).

Statutory Notices Etc:

13. Information which, if disclosed to the public, would reveal that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment **if and so long as** disclosure to the public might afford an opportunity to a person affected by the notice, order or direction to defeat the purpose or one of the purposes for which the notice, order or direction is to be given or made.

Crime:

14. Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Informant:

15. The identity of a protected informant.

PROTOCOL FOR APPOINTMENTS AND EMPLOYMENT

APPOINTMENT OF CHIEF OFFICERS

1. The Chief Executive, all Directors and Chief Officer posts at second tier level or above will be appointed by an Appointment Panel.
 - 1.1 Council will determine the composition of the Appointment Panel, which must reflect the political composition of the Council.
 - 1.2 The Panel will be chaired by the Convener of the Committee with the Human Resources function unless otherwise agreed by the Members on the Appointment Panel.
 - 1.3 Only those Members who participate in the shortlisting of candidates can participate in the interview and selection process.
2. The above process does not apply to Chief Officer posts in respect of the Integration Joint Board, which will be subject to separately agreed procedures.
3. With the exception of teaching staff, the appointment of all other staff will be delegated to the appropriate Chief Officer, or their named representative.
 - 3.1 The Chief Officer – People and Organisation and any officer nominated by the Chief Executive will be entitled to be represented at any interview or meeting relating to the appointment of staff.
4. There will be a period of at least seven days between the date a vacancy is advertised and the closing date for the receipt of applications.
5. The Panel or officer responsible for making the appointment will draw up a shortlist of suitably qualified applicants who will then be called for interview.
6. Following interview and the conclusion of any other relevant processes, the most suitable candidate will be appointed.
7. The list of applicants for any appointment will be treated as confidential and only the name and particulars of successful candidates will be recorded in the minutes of the Appointment Panel.
8. The determinations of the Panel will not be recorded in the minute.
9. The Convener will have the casting vote in the case of an equality of votes in relation to any point in the procedure.

OTHER EMPLOYMENT

10. The appointment of all employees of the Council will be based on merit.
11. Where a candidate for a Council vacancy is related to an Elected Member or Chief Officer of the Council, this should be disclosed on the job application form / supporting statement.
12. In this case, the Elected Member or Chief Officer will not be permitted:-
 - 12.1 to be involved in any part of the appointment process; nor
 - 12.2 to be involved in any direct working relationship with the appointee.
13. The above will also apply to any other HR procedures, such as grievance, disciplinary, job evaluation etc.
14. The appointment of teaching staff is subject to separately agreed procedures.
15. An employee of the Council must not engage in any activity falling within the scope of the Working Time Regulations 1998 without the approval of the Chief Officer – People and Organisation.
16. An employee of the Council must not engage in any work which is in competition with any function of the Council.
17. Employees are not permitted to use the equipment or resources of the Council in any outside employment or for the benefit of any voluntary or charitable organisation without the prior approval of their Director.
 - 17.1 In the case of Chief Officers, the approval must be from the Chief Executive.

MEMBER TRAVEL AND ATTENDANCE AT EXTERNAL MEETINGS

1. The Council Leader may attend meetings within the UK convened by or with other local authorities, Government departments, other statutory bodies or organisations at which matters relevant to the interests of the Council are to be considered.
 - 1.1 The Leader may be accompanied by an appropriate officer.
 - 1.2 The Leader may authorise an appropriate officer and/or any other Member of the Council to attend a meeting in his/her absence.
2. Similarly, the Convener of any Committee or Sub Committee may attend meetings within the UK convened by or with other local authorities, Government departments, other statutory bodies or organisations at which matters relevant to the interests of the Council are to be considered.
 - 2.1 The Convener may be accompanied by an appropriate officer.
 - 2.2 The Convener may authorise an appropriate officer and/or any other Member of the Committee to attend a meeting in his/her absence.
3. The Chief Executive may authorise any Chief Officer to attend any meeting, conference or seminar within the UK organised by any appropriate professional or public body.
4. Subject to the constitution of the Convention of Scottish Local Authorities (COSLA), the Members appointed by the Council will be entitled to attend all meetings of COSLA or its Committees, including the Annual General Meeting and Annual Conference.
 - 4.1 The Convener of any Committee or Sub Committee of the Council may attend any meeting of COSLA or one of its Committees where he/she reasonably considers attendance to be in the interest of the Council.
5. Where a Member of the Council has been appointed to any office by COSLA and the appointment has been notified to and approved by Council, he/she will be entitled to attend all meetings and conferences required by the appointment, without further approval by Council.
6. Members appointed to an outside body will be entitled to attend any ordinary meeting and the annual conference of that body.
7. The Convener of the Staff Governance Committee will be entitled to attend all meetings of the joint negotiating bodies responsible for the negotiation of conditions of service for the Council's employees.

- 7.1 The Convener may be accompanied by an appropriate officer(s).
- 7.2 The Convener may authorise any other Member of the Committee to attend a meeting in his/her absence.
8. The Lord Provost will be entitled to represent the City on all occasions within the UK when it is appropriate and customary for the City to be represented.
 - 8.1 Where it is appropriate that the Lord Provost be accompanied, the attendance of a Town Sergeant may be authorised by the Chief Executive.
 - 8.2 Where the Lord Provost is required to be accompanied as a result of an infirmity or disability, the travel and subsistence cost of the companion will be met by the Council on the same basis as the Lord Provost.
9. Any expenses and allowances payable to any Member attending a meeting or conference will be in accordance with the scheme approved by Council.
 - 9.1 Where a Member is required to be accompanied as a result of an infirmity or disability, the travel and subsistence cost of the companion will be met by the Council on the same basis as the Member.

FINANCIAL REGULATIONS

Version 3
Approved by Full Council on 5 March 2018

FINANCIAL REGULATIONS

Table of Contents

1. Introduction	4
2. Compliance	4
3. Responsibilities	4
3.1 Responsibility of the Chief Officer - Finance	5
3.2 Responsibility of Chief Officers	5
3.3 Responsibility of Chief Executives / Managing Directors / Trustees / Board Members of Connected Bodies	6
3.4 Responsibility of the Chief Officer – Governance	6
3.5 Councillors	7
3.6 External Audit	7
4. Associated Documents	8
4.1 Finance Framework	8
4.2 Whistleblowing Policy	8
4.3 Fraud, Bribery and Corruption Policy	8
4.4 Risk Management	8
4.5 Following the Public Pound	9
4.6 Treasury Management	9
4.7 Travel Procedures	9
4.8 Councillors Expenses	9
4.9 Money Laundering	9
4.10 Information Governance	10
4.11 ICT Acceptable Use and Security	10
4.12 Codes of Conduct	10
5. Risk Management and Control of Resources	11
5.1 Internal Check	11
5.2 Cash, Banking and Security	11
5.3 Monies Owed to the Council	14
5.4 Employee Remuneration	16
5.5 Officers' Travelling Expenses and Allowances	17
5.6 Stocks and Stores	18
5.7 Security of Other Assets	20
5.8 Disposal of Surplus Assets	21
5.9 Leasing	21
5.10 Insurance	21
5.11 Gifts and Hospitality	22
5.12 Purchasing	24
5.13 Consultants & Sub-Contractors	25
5.14 Taxation and VAT	26
5.15 External Funding/Grants	28
5.16 Partnerships and Relationships with External Bodies	30
5.17 Internal Audit	31
5.18 Financial Irregularities	32
5.19 Deposit of Trust Securities	33
5.20 Control of Registered Charities, Trust Funds and Other Funds	33
5.21 Control of Common Good	34
5.22 Voluntary Funds	34
5.23 Pension Funds	35

5.24	Amendments to Financial Regulations	36
5.25	Review of Financial Regulations	36
6.	Financial Management and Control - Roles and Responsibilities	36
6.1	Introduction	36
6.2	Councillors	36
6.3	Chief Executive	37
6.4	Chief Officer - Finance	37
6.5	Chief Officers	40
6.6	Budget Holders and Finance Staff	41
7.	Internal Control	41
7.1	Introduction	41
7.2	Responsibilities	42
7.3	Control Framework	42
7.4	Internal Control Activities	43
7.5	Embedding Internal Control Activities into Operations	43
7.6	Commonly Used Controls	44
8.	Budgetary Control	45
8.1	Revenue	45
8.2	Revenue Budget Preparation	45
8.3	Revenue Budget Monitoring	45
8.4	Revenue Budget Management	46
8.5	Scheme of Virement	46
8.6	Capital	48
8.7	Capital Budget Preparation	48
8.8	Capital Monitoring	49
8.9	Virement of Capital Budgets	49
9.	Accounting Policies and Annual Accounts	50
9.1	General	50
9.2	The Annual Accounts	51
10.	Local Government in Scotland Act 2003	51
10.1	Requirements of the Act	51
10.2	Key Roles and Responsibilities	52
11.	Local Authority Reserves	53
11.1	Background	53
11.2	Statutory/Regulatory Framework for Reserves	53
11.3	Operation of Reserves	55
11.4	Role of the Chief Officer - Finance	55
11.5	Adequacy of Reserves	55
11.6	Reporting Framework	55
12.	North East Scotland Pension Funds	56
12.1	Introduction	56
12.2	North East Scotland Pension Fund Pensions Committee	56
12.3	North East Scotland Pension Fund Pension Board	57
12.4	Pension Funds Management and Control	57
Appendix A – Approved Exemptions from Requirement to Issue a Purchase Order		63

FINANCIAL REGULATIONS

1. INTRODUCTION

Financial Regulations are an integral part of the stewardship of Council Funds. Adhering to the Regulations ensures that all financial transactions of the Council are conducted in a manner which demonstrates openness, integrity and transparency. They form a significant part of the governance of the Council.

The Regulations provide references to a number of linked documents which form an integral part of the Financial Regulations. Some of the linked documents are intended for internal use and can only be accessed through the Council's Intranet site.

2. COMPLIANCE

It is the duty of all officers employed by the Council to fully comply with the Financial Regulations. Failure to comply with the requirements contained within these Regulations and the associated guidance and procedures may result in an investigation under the Council's Conditions of Services Disciplinary and Appeals Procedure.

Any breach or non-compliance with these Regulations must, on discovery, be reported immediately to the Chief Officer – Finance. The Chief Officer - Finance may consult other relevant officers, including the Chief Executive, in order to determine the appropriate action.

Employees who deliberately obstruct or unreasonably fail to provide information to Auditors or Investigation Officers within the specified period may be subject to disciplinary action.

All budget holders must immediately notify the Chief Officer – Finance of any budget that is or is likely to be overspent.

3. RESPONSIBILITIES

GENERAL RESPONSIBILITIES

All officers employed by the Council must ensure that their financial transactions comply with the law. In case of doubt officers must consult the Chief Officer – Governance before incurring or legally committing to expenditure.

No officer must commit any expenditure unless it can be met from an approved budget. In case of doubt officers must consult the Chief Officer – Finance before incurring or legally committing to expenditure.

Powers Delegated to Officers provides that, except where prohibited by law, Chief Officers may sub-delegate any of their delegated powers to their deputies or such other officer(s) as they may consider appropriate. Chief Officers will remain accountable for decisions taken by their sub-delegates. These Financial Regulations assume that any reference to a Chief Officer would include any of their officers so

nominated in accordance with that delegated power.

Chief Officers in this context means (i) the Chief Executive and Directors of the Council; (ii) Council officers whose job titles include the term “Chief Officer”; (iii) the Council’s Head of Commercial and Procurement Services; (iv) the Chief Officer of the Aberdeen City Health and Social Care Partnership; and (v) the Chief Finance Officer of the Aberdeen City Health and Social Care Partnership.

Connected Bodies in this context refers to a range of external bodies that are closely connected to the Council. Such bodies include:

- i) The Council’s Arm’s Length External Organisations (ALEO’s), as defined in the ALEO Assurance Hub Terms of Reference;
- ii) A range of Group Entities that form part of the Council’s Group Accounts, including Associate and Subsidiary Companies, Joint Ventures and Trusts; and
- iii) Similar bodies to those outlined at ii) but who are not included in the Council’s Group Accounts due to the value of their assets or level of turnover being not material.

The above definition of Connected Bodies includes some (but not all) of the bodies on the Council’s Register of Outside Bodies. Those Outside Bodies that are not included in the definition of Connected Bodies are those bodies over which the Council is not considered to have a controlling or significant interest.

3.1 Responsibility of the Chief Officer - Finance

It shall be the responsibility of the Chief Officer - Finance, or designated officer, to ensure that these Regulations are kept up to date and monitored for their effectiveness. The Regulations shall be reviewed annually and updated to take account of changes in Statute, professional guidance or Council policy that impact upon the Regulations.

The Chief Officer - Finance, as the “Proper Officer”, in terms of Section 95 of the Local Government (Scotland) Act 1973, shall be the adviser on financial matters to the Council and all its Committees. S/he shall be responsible for the proper administration of the Council’s financial affairs.

The Chief Officer - Finance shall determine the detailed format of capital and revenue budgets.

3.2 Responsibility of Chief Officers

It shall be the duty of each Chief Officer to ensure that these Regulations and all associated policy manuals and documents as listed in Section 4 are made known to appropriate staff members and shall ensure full compliance with them.

Each Director shall prepare revenue and capital budgets in respect of their Service after consultation with the Chief Officer - Finance. Each Chief Officer shall consult the Chief Officer - Finance in respect of any matter which may materially affect the finances of the Council before any provisional or other commitment is incurred or before finalising a draft Full Council or committee report on the matter.

Whenever any matter arises which involves, or is thought to involve, irregularities

concerning funds, property or the exercise of the Council's functions, or that of any Connected Body, the relevant Chief Officer shall notify the Chief Officer - Finance in writing. The Chief Officer – Finance, following consultation with the Chief Officer – Governance, will then determine what action is necessary.

Chief Officers shall ensure that arrangements are in place to establish the correct liability, process and accounting for VAT. The Chief Officers will seek advice from the Chief Officer - Finance as necessary to ensure compliance with VAT or other tax regimes.

Any debt, including associated interest and/or penalty, arising from the improper operation of VAT or other taxes may be recovered against the budget of the Service responsible. This will be determined by the Chief Officer – Finance.

Chief Officers shall ensure that their service has appropriate governance arrangements in place.

Chief Officers are responsible for the submission of a Certificate of Assurance on the Effectiveness of Internal Financial Controls to the Chief Officer – Finance on an annual basis.

3.3 Responsibility of Chief Executives/Managing Directors/Trustees/Board Members of Connected Bodies.

The Head of Commercial and Procurement Services shall use reasonable endeavours to ensure that all contracts to be entered into with Connected Bodies will provide that:

- i) In the absence of their own equivalent policies and documents, Chief Executives/Managing Directors/Trustees/Board Members of Connected Bodies shall adhere to these Financial Regulations and the policies and documents referred to in section 4.
However, the accounting implications of these Financial Regulations should not be viewed as prescriptive for the Council's ALEO's. It is recognised that related companies and charitable trusts will be required to operate to different standards of financial accounting and reporting, e.g. standards pertaining to charities.
- ii) Chief Executives/Managing Directors/Trustees/Board Members of Connected Bodies shall ensure that their organisation has appropriate governance arrangements in place, including internal audit arrangements.

3.4 Responsibility of the Chief Officer – Governance

The Chief Officer – Governance can arrange for the provision of advice on proposed income and expenditure.

The Chief Officer – Governance shall deal with reported irregularities in accordance with the Council's policies and procedures. S/he, following consultation with the Chief Executive, may, report matters to the Police where s/he considers it appropriate to do so.

A register of matters relating to Fraud, Bribery and Corruption and Whistleblowing will be retained by the Chief Officer – Governance. A report on matters arising from the

work of the Corporate Investigations team will be presented to the Audit, Risk and Scrutiny Committee annually.

It shall be the responsibility of the Chief Officer – Governance, following consultation with the Chief Officer - Finance, to ensure that an annual governance statement is incorporated into the Accounts and reported to Audit, Risk and Scrutiny Committee.

The Chief Executive has ultimate responsibility for the provision of the Internal Audit service to the Council. The management of Internal Audit is under the control of the Chief Officer - Governance. The Chief Officer - Governance also has a responsibility to ensure that the internal audit function operates to a consistent standard in accordance with best practice.

The Chief Internal Auditor (whether employed or engaged to act on behalf of the Council) or a representative authorised by the Chief Officer – Governance, may without prior notice:

- (i) enter at all reasonable times any Council operated property;
- (ii) have access to all records (electronic or manual), documents and correspondence relating to any financial or other transaction of the Council;
- (iii) require and receive such explanations as are necessary concerning any matter under examination;
- (iv) require any employee to produce cash, stores, or any other Council property under his or her control; and
- (v) examine financial records of organisations in receipt of grant aid from the Council.

The Chief Internal Auditor function may from time to time be commissioned externally. These auditors are the Council's representatives and will be afforded the same rights and privileges as an employee operating as an Internal Auditor.

The Chief Officer – Governance may engage specialist auditors from outwith the Council to carry out specific audit work.

Reference should be made to section 5.17 below for further information on the Internal Audit function.

3.5 Councillors

The Committee responsible for oversight of the audit function is the Audit, Risk and Scrutiny Committee.

3.6 External Audit

3.6.1 The Council's External Auditor shall have the right to access all records (electronic or manual), documents and correspondence relating to any financial or other transactions of the Council. They will be able to receive such explanations as they consider necessary concerning any matter under examination.

3.6.2 Officers of the Council will ensure that these rights are given to the Council's External Auditors.

4. ASSOCIATED DOCUMENTS

Officers must comply with all documents contained within the ACC Scheme of Governance, and with the associated documents set out below.

4.1 Finance Framework

The Finance Framework is a clear, illustrated set of guidelines, roles and responsibilities for financial management in Aberdeen City Council for:

- Budget holder roles;
- Finance roles;
- Clear competencies; and
- Approach to meeting competency gaps – training and support

Finance Framework

4.2 Whistleblowing Policy

This document sets out the Council's policy regarding whistleblowing. It is intended to cover concerns that are in the public interest.

Whistleblowing Policy

4.3 Fraud, Bribery and Corruption Policy

This document sets out the Council's policy on the prevention, detection and investigation of fraud, bribery and corruption.

Fraud, Bribery and Corruption Policy

It is the responsibility of senior management to ensure that:

- Officers undertaking investigations are given access at all reasonable times to premises, personnel, documents and assets that the Investigating Officers consider necessary for the purposes of their work;
- Investigating Officers are provided with any information and explanations that they seek in the course of their work within a specified timescale; and
- Any agreed actions arising from the Investigating Officer's report are carried out in a timely and efficient fashion.

4.4 Risk Management

The Risk Management Framework contains the procedures to be adopted to ensure risk is properly identified and appropriate mitigating control actions are put into place.

Risk Management Framework

4.5 Following the Public Pound

The Council's procedures relating to grants to external bodies are documented in the Following the Public Pound Local Code of Practice.

[Following the Public Pound Local Code of Practice](#)

4.6 Treasury Management

All cash and bank transactions shall comply with the requirements of the CIPFA Code of Practice on Treasury Management in public services. The Chief Officer - Finance shall submit to the Council an annual treasury management strategy and investment strategy prior to the new financial year; a treasury management and investment annual report and a mid-year review of the treasury management and investment strategy and performance.

[Treasury Management Policy Statement and Strategy \(link only available internally via The Zone\)](#)

4.7 Travel Procedures

These procedures detail the arrangements for arranging and paying for Councillors and officers travel.

[Travel Policy](#)

These arrangements can only be varied by agreement with the Chief Officer - Finance.

These guidelines must be complied with and necessary approvals sought before making any travel arrangements.

4.8 Councillors Expenses

The Scottish Government has laid down arrangements for the payment of Councillors' expenses.

[Councillors Remuneration, Allowances and Expenses \(link only available internally via The Zone\)](#)

[National Guidance](#)

Councillors, and officers supporting them, must comply with these regulations.

4.9 Money Laundering

This guidance sets out the legal and regulatory requirements relating to the handling of money which could have come from the proceeds of crime and is issued to help

protect the Council and individual officers from the potential impact of criminals using the Council to launder money.

Money Laundering Guidance

The Chief Officer - Governance is the officer responsible for reporting suspected Proceeds of Crime Act offences.

4.10 Information Governance

Each Chief Officer shall be responsible for:

- i) maintaining proper security, custody and control of all records (both electronic and paper records) within their Service.
- ii) the use and security of all personal data within their Service.

The Council has a Corporate Information Policy which is supported by a number of procedures and guides. These include the Council's Corporate Data Protection Procedures and the Council's Records Retention & Disposal Schedule. The aim is to ensure that the Council's information is used and managed appropriately:

Corporate Information Policy

Corporate Data Protection Procedures

Corporate Records Retention & Disposal Schedule

4.11 ICT Acceptable Use and Security

The Council has a Corporate ICT Acceptable Use Policy which sets out the Council's position on the acceptable use of Council ICT equipment, systems, and networks. Further information and guidance on ICT and Information Security is available on the Council's webpages:

ICT Acceptable Use Policy

ICT Security web pages

4.12 Codes of Conduct

Aberdeen City Council expects all Councillors and Officers to adhere to the relevant Codes of Conduct.

Employee Code of Conduct

Councillor Code of Conduct

5. RISK MANAGEMENT AND CONTROL OF RESOURCES

5.1 Internal Check

The following principles shall apply in the allocation of duties to individual members of staff, to ensure that there is adequate separation of duties, to reduce the risk of error or fraud:

- (i) Procedures to be followed regarding the calculation, checking and recording of sums due by or to the Council shall be arranged in such a way whereby the work of one person is proven independently or is complementary to the work of another. Calculation, checking and recording of sums due shall be separated from the duty of collecting or disbursing such sums; and
- (ii) Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be participants or beneficiaries in any of these transactions.

5.2 Cash, Banking, and Security

5.2.1 General

Income is an essential source of financing many of the Council's services. Therefore, the system for collection of income needs to meet the following objectives:

- all income, including Council Tax, Business Rates, Council rents, etc., due to the Council is identified and maximised;
- all collections are recorded and banked promptly and completely; and
- the accounting records and debtor accounts are properly and promptly updated.

Chief Officers are responsible for the prompt and complete collection of income. They must ensure that accurate records are maintained for all income received (or that should be received) by their Service.

Chief Officers shall review the level of all fees and charges for services rendered as part of the budget setting process. Recommendations for changes in the level of fees and charges will form part of the annual budget report to Council. Setting of fees and charges as part of the annual budget report is a function reserved to itself by the Full Council.

All monies received on behalf of the Council (subject to a de-minimis value of £5.00) must be immediately recorded by the issue of a receipt, controlled ticket or by direct entry into a receipting system. Such methods must be approved by the Chief Officer - Finance.

Documents should be retained securely in accordance with the Council's Corporate Information Policy and Records Retention and Disposal Policies,

see 4.10.

5.2.2 Treatment of Monies Collected

All monies received by the Council shall be paid into the Council's bank accounts daily or remitted to the Chief Officer - Finance without delay at such intervals as may be approved by the Chief Officer – Finance.

All money received by an officer on behalf of the Council shall, without delay, be reconciled and remitted to the Chief Officer - Finance, or as otherwise directed, to the Council's bank accounts.

No deduction may be made from such money save to the extent that the Chief Officer - Finance may specifically authorise.

Each officer who banks money shall enter a reference to the source of the income on the paying-in slip.

Maximum limits for cash holdings shall be agreed with the Insurance Officer and shall not be exceeded without his or her express permission.

5.2.3 Forms, Books and Tickets

All receipt forms, books, tickets and other such items shall be ordered and supplied under arrangements approved by the Chief Officer - Finance.

5.2.4 Personal Cheques

Personal cheques from Council staff shall not be cashed out of monies held on behalf of the Council.

5.2.5 Transfers of Money

Every transfer of Council money (cash or cheques) from one member of staff to another will be evidenced in the records of the services concerned by the signature of the receiving officer.

5.2.6 Arrangements with Bankers

All arrangements with the Council's Bankers concerning the Council's bank accounts and the issue of cheques, BACS, CHAPS and other forms of payment shall be made by the Chief Officer - Finance or another authorised bank signatory.

The Chief Officer - Finance shall determine all arrangements with the Council's Bankers concerning the use of purchase cards and credit cards.

5.2.7 Opening and Closing of Bank Accounts

The bank account of the Council will be opened with the Bank selected by the Strategic Commissioning Committee following a procurement process. Where required the Chief Officer - Finance will arrange for subsidiary accounts to be opened with the Bank. Therefore, all banking arrangements, including

- the opening and closing of bank accounts;
- the approval of authorised signatories;
- the direction for withdrawals;
- the ordering and issuing of cheques; and
- day to day operation of all bank accounts,

shall be made with the approval of the Chief Officer - Finance.

All bank accounts opened for use in and for the benefit of Council services shall be in the name, or incorporate the name, of Aberdeen City Council and will not be in the name of any officer or designation. The one exception, subject to the approval of the Chief Officer - Finance, is that Children's Social Work and Adult Social Care may open accounts in trust for individual service users under the name of the relevant Chief Officer and the individual service user.

5.2.8 Cheque Control

All cheques and other documents, but excluding cheques drawn on authorised Imprest accounts or other such accounts so authorised by the Chief Officer - Finance, shall be ordered only on the authority of the Chief Officer - Finance who shall make proper arrangements for their safe custody.

Cheques on the Council's main bank accounts shall bear the facsimile signature of the Chief Officer - Finance and/or other officer authorised by the Council.

5.2.9 Safe Keys

Keys to safes and similar security boxes should be held securely at all times, either in a secure key box or carried on the person of those responsible. The loss of any such keys must be reported immediately to the Chief Officer - Finance. A register of all such key holders shall be maintained by each Director.

5.2.10 Purchase Cards

Purchase cards allow goods and services to be purchased and charges made electronically. Purchase cards are for business use only and must not be used for personal purchases.

All purchases made with a Council purchase card must be supported by a VAT receipt where relevant. If there is any doubt about whether a VAT receipt is required, clarification should be sought from the VAT Officer or from your primary finance contact.

5.2.11 Imprests / Petty Cash

The Chief Officer - Finance will provide such imprests as considered appropriate for such officers of the Council as may require them for the specific purpose of meeting minor expenses.

Such officers will be personally responsible for imprests which they hold, and, on leaving the employment of the Council or otherwise ceasing to be entitled to hold an imprest, they shall account to the Chief Officer - Finance for the amount advanced. A formal record of this accounting will be retained within the Service concerned for inspection.

Such imprests held within Services are to be recorded and controlled by the appropriate Chief Officer with arrangements made, by them, to include authorisation levels, general security and regular annual checks.

In addition, imprests are to be reconciled at regular intervals (no less than quarterly) to the Service's own records and to the financial ledger.

Income received on behalf of the Council must not be paid into an imprest account. It must be deposited in the Authority's main bank account(s) or paid over to the Authority in a form as provided elsewhere in these Regulations.

All imprest accounts will be maintained in accordance with guidance issued by, and under the general direction of, the Chief Officer – Finance, see link below for current guidance.

[Petty Cash Procedures](#)

5.3 Monies Owed to the Council

5.3.1 General

This refers to, but is not limited to, Charges for Services; Rent; Council Tax; Business Rates; Car Parking and Bus Lane Enforcement Fines.

The collection of debtor accounts shall be administered through the Finance Service, unless otherwise agreed with the Chief Officer - Finance.

Wherever possible monies owed should be collected prior to the supply of the goods and services, especially when dealing with companies or persons from outside the UK.

VAT must be applied in compliance with VAT legislation. Advice on the correct VAT treatment may be obtained from the Council's VAT officer.

5.3.2 Debtor Accounts

No debtors invoice should be raised for a value less than £25 (excluding VAT), unless prior dispensation has been granted by the Chief Officer - Finance. If the charge is for a low value, then the relevant service should reduce the frequency of billing.

Where charges between Services require to be applied, advice must be sought from the Chief Officer - Finance on the most suitable process to achieve this and to ensure that appropriate records are maintained.

Where a service or business need exists invoicing in arrears is permitted. The reason why invoicing in arrears is necessary should be clearly documented, with an agreed timescale for raising the invoice, and the decision must be confirmed by the appropriate Chief Officer. The Chief Officer - Finance shall be notified so that appropriate accounting treatment can be applied to that area of service.

Invoices will clearly state the description and relevant details, including cost and VAT where applicable, of the goods and/or services supplied by the Council. For further information on VAT see section 5.14.

5.3.3 Record Keeping

Directors must ensure that supporting information is prepared and retained to support the charges levied for every invoice raised.

The Chief Officer - Finance must maintain accounting arrangements to ensure the prompt and proper recording of all money due to the Council.

The Chief Officer – Early Intervention and Community Empowerment is required to maintain records regarding rentals due and payments made towards the amounts due for every housing property.

The Chief Officer – Corporate Landlord is required to maintain records regarding lease arrangements entered into and payments made towards the amounts due for every industrial and commercial property, whether held by:

- i) the Council (including Common Good property) or
- ii) Trusts for which the Council is the sole trustee.

The Chief Officer - Operations and Protective Services must also maintain a record of fines issued in relation to Car Parking and Bus Lane Enforcement. Details of fines issued must be made available to the Chief Officer - Finance in order to complete the appropriate accounting transactions, including the value of sums collected and reasons and values of fines cancelled and written off.

5.3.4 Uncollectable/Bad Debt and Write Off of Debt

The Chief Officer - Finance is responsible for setting the accounting policy on uncollectable and bad debt. Appropriate provisions for bad debt will be considered when preparing the Annual Accounts.

The Chief Officers named below have the authority to approve write-off in the five categories of:

- (a) insolvency, receivership, liquidation and sequestration;
- (b) ceased trading/defunct company;
- (c) unable to trace;
- (d) recommendation of sheriff officer; and
- (e) small balances that are uneconomic to pursue.

Where the named Chief Officers consider a debt to be uncollectable they must prepare and retain a schedule of debtors showing name, address, amounts due, and reason for the debt.

The Chief Officer - Finance has authority to write off debts up to £100,000.

The Chief Officer - Customer Experience has authority to write off debts as follows:

- i) Business rates and sundry debts may be written off up to a value of £100,000 per debtor; and
- ii) Council Tax, Housing Benefit Overpayments and Penalty Charge Notices up to a value of £10,000 per debtor.

The Chief Officer - Customer Experience may delegate authority, to nominated officers to write off debts up to the value of £10,000 per debtor, in the categories outlined above, on the basis that a schedule of debt so written off is supplied to The Chief Officer - Customer Experience by the nominated officers on a regular basis, no less frequently than 6 monthly.

The Chief Officer – Early Intervention and Community Empowerment has authority to write off debts as follows:

- i) Former Tenants' Arrears and associated housing debts up to the value of £10,000 per debtor; and
- ii) In relation to homelessness, up to the value of £25,000 per debtor.

Additional factors to be considered when identifying which homelessness debts may be unreasonable to pursue will include:

- whether ongoing pursuance is likely to result in destitution for the household;
- if sustainability of subsequent accommodation may be affected by collection, and the risk of repeat homelessness increased;
- whether the relative cost/benefit impact is uneconomic, taking account of any indirect costs which may be incurred; and
- the vulnerability of the household members.

The Chief Officer - Customer Experience and The Chief Officer – Early Intervention and Community Empowerment will submit annual joint reports to the City Growth and Resources Committee advising of the number, value and reasons for such accounts to be written off.

The Chief Officer - Customer Experience and The Chief Officer – Early Intervention and Community Empowerment shall also submit reports, no less frequently than annually, to the City Growth and Resources Committee advising of the number and value of debts exceeding the delegated authority outlined above that they recommend for write off. This report must include individual details of each debt and the reasons for recommending write-off.

5.4 Employee Remuneration

5.4.1 Responsibility for Payment Arrangements

All employees are to be paid through the payroll system.

The payment of all salaries, wages, compensation and other emoluments to all employees including casual workers, former employees, Councillors or beneficiaries shall be made by the Chief Officer - Customer Experience, under arrangements made or approved by the Chief Officer - Finance.

Chief Officers shall provide such information as directed by the Chief Officer - Customer Experience and/or the Chief Officer - Finance as is necessary to ensure remuneration is made accurately and timeously. Examples of information requirements include appointment, resignation, dismissal, suspension, secondment, transfer, sickness absence and changes in remuneration, other than pay awards.

The Chief Officer - Customer Experience shall also maintain records of service for superannuation, income tax, national insurance and social security purposes.

5.4.2 Form and Certification of Records

Time records or other pay documents shall be in a form prescribed or approved by the Chief Officer - Customer Experience and/or the Chief Officer - Finance and shall be certified by or on behalf of the Director.

A list of officers appointed by Directors to authorise payroll information shall be prepared and maintained within each Directorate. This will be known as the list of Authorised signatories. Such lists shall be submitted to the Chief Officer - Customer Experience or their authorised officer.

Changes to these lists shall be notified timeously to the Chief Officer - Customer Experience or their authorised officer.

All requests and/or information relating to pay information, whether in paper or electronic format, shall be authorised by an authorised signatory. No pay related document shall be processed unless authorised by an authorised signatory.

An individual is not permitted to authorise a change in their own pay, expenses, allowances or other remuneration and this must be authorised by an authorised signatory who is senior to them.

5.4.3 Overpayments of Salaries and Wages

The Chief Officer - Customer Experience shall ensure that all reasonable steps are taken to recover any identified overpayments. Recovery will normally be made by deduction from future salary payments, or by raising a Debtors invoice in the case of former employees.

5.5 Officers' Travelling Expenses and Allowances

5.5.1 Arrangements for Claims

The Chief Officer - Customer Experience, following consultation with the Chief Officer - Finance, shall be responsible for making arrangements for the administration and regulation of payment of claims for expenses to employees of the Council and other approved bodies. Claims for car mileage will only be paid where the employee has evidenced the following:

- a valid driving licence;
- a current insurance policy which covers the user for business use; and
- if applicable, a valid M.O.T. certificate for the vehicle used.

All officers who use either private or Council vehicles in the course of their duties must, in the event of their driving licence becoming invalid, report this immediately to their Chief Officer.

5.5.2 Claim Forms

All claims for payment of car allowances, subsistence allowances, travelling, telephone expenses and incidental expenditure shall be made using the Council's official expenses claim form, adhering to the published guidance, and must be duly certified by the claimant and authorised by an authorised signatory.

The format of the expenses claim form will be as prescribed by the Chief Officer - Customer Experience, following consultation with the Chief Officer - Finance.

No officer shall authorise their own personal claims.

5.5.3 Certification of Claims

A certifying officer will certify a claim only where s/he is satisfied that:

- the journeys were authorised;
- the expenditure was properly and necessarily incurred and evidenced; and
- the allowances are properly payable by the Council.

All mileage claims shall be accompanied by a valid VAT fuel receipt.

5.5.4 Time Limits

Officers' claims submitted more than 3 months after the expenses were incurred will be paid only in exceptional circumstances. Such late claims shall be authorised by the employee's Chief Officer.

5.5.5 Foreign Travel

Where officers are provided with foreign currency to cover expenses whilst travelling abroad receipts must be provided to support the expenditure incurred. If receipts are not provided the officer shall re-imburse the Council for such expenditure.

5.6 Stocks and Stores

5.6.1 Care and Custody of Stock

The care, custody and level of stores and equipment in any service shall be the responsibility of the appropriate Director who will ensure that:

- adequate records are kept to maintain efficient and effective control over receipt and issue of stocks and stores items;
- stocktaking is carried out periodically by persons other than storekeepers as agreed by the Director;
- the arrangements for generating the year end stock figures are notified to the Chief Officer - Finance; and
- all obsolete or excess stock or scrap materials is identified and disposed of in accordance with the Council's policies.

5.6.2 Reporting of Write-Offs or Surpluses

Any discrepancies between actual stock held and the book value recorded shall be notified to the Chief Officer - Finance, whose agreement shall be obtained prior to them being written off. All write offs in excess of £10,000 must be reported to the relevant Council committee for their approval.

Each Chief Officer shall report annually on the certificate of assurance on the effectiveness of internal financial controls to the Chief Officer - Finance the total values of write-offs and surpluses of stock and the net effect of these adjustments on the book value of consumable stores under his or her control. The relevant Chief Officer should also provide a brief explanation of the reasons for any differences.

5.6.3 Inventories

Each Chief Officer shall maintain on a continuous basis an inventory of equipment, furniture, information technology hardware and software, etc. While the Chief Officer – Digital and Technology has the responsibility for the maintenance of information technology (hardware and software), Chief Officers shall still maintain their own inventory of equipment, furniture, information technology hardware and software, etc. in operational use.

Generally moveable items costing in excess of £1000.00 should be included.

Each Chief Officer is responsible for an annual check of all items in the inventory. This ensures that:

- new items have been entered on inventories (with date of purchase, value, etc.);
- all details (numbers, description, serial numbers, location, etc.) are recorded; and

- inventory items are present.

Each Chief Officer is responsible for taking action in relation to any surpluses or deficits of inventory items, to ensure that these are investigated promptly and reported to the Chief Officer – Finance, who will take appropriate action in relation to the recording of assets.

Each Chief Officer will nominate an appropriate officer from within their own Service responsible for maintaining inventories.

It must be determined by a competent person that an inventory item is beyond economic repair before disposal or that there is reasonable justification for disposal. Prior to any disposal, this information must be recorded in the inventory register.

5.6.4 Use of Equipment

The Council's property shall not be removed other than in the course of the Council's normal business or used other than for the Council's purposes without the specific approval of the Director of the Service concerned.

5.6.5 Levels of Stock

Service managers shall assess the normal level of stock required to manage the service in the most cost effective and efficient manner and shall seek to maintain stocks at that level. Approval to exceed the normal stock level if special circumstances arise shall be sought from the Council Committee concerned.

5.7 Security of Other Assets

5.7.1 Responsibility for Security

The Chief Officer – Corporate Landlord, following consultation with the Chief Officer – Finance and Chief Officer – Governance, will maintain a register of all land and heritable properties owned or leased by the Council. The register will be held in a form designed to meet all internal and external requirements for such information.

The register shall, as far as practicable, include:

- the account it is held on;
- the purpose for which it is held;
- its location and extent (including address);
- purchase valuation details (including current valuation, date of valuation, valuation basis and useful life);
- occupier;
- tenancies granted and rents payable; and
- particulars of nature of interest i.e. owned or leased.

The Chief Officer – Governance will have custody of all title deeds and lease documents and shall ensure their security.

The Chief Officer – Operations and Protective Services will maintain an asset register of all vehicles, plant and equipment.

Each Director shall be responsible for maintaining proper security, custody and control of all fixed and movable assets under their control. The Chief Officer - Finance shall be consulted by the Director as appropriate in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

5.7.2 Theft or Loss

Each Chief Officer is responsible for ensuring that the Chief Officer - Finance is immediately informed of any theft or loss of an asset (including cash).

All losses of documented information or devices holding information such as laptops, mobile devices and flash drives must also be reported to the Chief Officer – Governance. Reference should be made to the Data Protection guidance referred to at 4.11.

5.8 Disposal of Surplus Assets

5.8.1 All surplus goods and materials in excess of £10,000 in value to be disposed of by any part of the Council shall be advertised for sale either by inviting sealed offers or by public auction, unless in special circumstances (of which the Committee concerned shall be the judge) it is otherwise decided.

5.8.2 The appropriate Chief Officer shall arrange for the disposal of surplus goods and materials valued at £10,000 or less by any means s/he deems appropriate, provided that the Chief Officer-Finance has approved disposal thereof.

5.9 Leasing

5.9.1 General

No leasing of equipment or capital assets shall be undertaken on behalf of the Council without the prior approval of the Chief Officer - Finance and Head of Commercial and Procurement Services.

Leased equipment is the property of the lessor and cannot be sold, assigned or otherwise disposed of by Services.

5.10 Insurance

5.10.1 Responsibility for Insurance

The Head of Commercial and Procurement Services shall arrange and effect, or authorise the Insurance Officer to arrange and effect, all insurance cover on behalf of the Council. S/he shall also settle or repudiate, or authorise the Insurance Officer and other officers to settle or repudiate, all claims made

against the Council which involve the Council's insurers. Such settlement or repudiation shall follow consultation with other officers where necessary.

Chief Officers will ensure that all officers in their Service adhere to all insurance policy requirements.

The Head of Commercial and Procurement Services will arrange that the Council regularly tests the market by way of competitive tender to ensure that best value is achieved.

5.10.2 Notification of Risks

Chief Officers shall give prompt notification to the Head of Commercial and Procurement Services of all new or increased risks, properties, vehicles, stocks and stores which require to be insured and of any alteration affecting existing insurances. This should be done at the inception of a new project or proposed change, to ensure that Insurers requirements are met.

5.10.3 Notification of Claims

Chief Officers shall notify the Head of Commercial and Procurement Services and Chief Officer - Finance immediately in writing of any loss or any event likely to lead to a claim. Directors may also inform the Police where appropriate. All liability claims made against the Council shall be referred to the Insurance Officer in the first instance, without delay.

Upon notification to the Police, a crime report number should be obtained and notified to the Insurance Section.

The Chief Officer - Governance will notify the Insurance and Claims section (in Commercial and Procurement Services) of any corporate investigations which may be of interest to the insurers.

The relevant Chief Officer shall also advise the Chief Officer - People and Organisation of all cases involving Employer's Liability claims.

5.10.4 Fidelity Guarantee Insurance

The Council is covered under Fidelity Guarantee insurance for any dishonest act by an employee. This cover does not apply to associate or subsidiary companies, joint ventures or trusts, who would each require to provide their own Insurances.

5.10.5 Review of Insurance Cover

The Head of Commercial and Procurement Services, following consultation with the Head of Finance and Directors, shall annually, or at such other period as may be considered necessary, review all insurances regarding premium levels, claims experience and assessment of risk. The Head of Commercial

and Procurement Services may decide not to insure for certain risks or to self-insure.

5.10.6 Indemnities

The Head of Commercial and Procurement Services shall consult with the relevant Director, the Chief Officer - Finance and the Chief Officer – Governance, regarding the terms of any indemnity that the Council is requested to give.

5.11 Gifts and Hospitality

5.11.1 General

It is important that officers are aware that it is a serious criminal offence to receive or give any significant gift, loan, fee, reward or advantage for doing or not doing anything, or for showing favour or disfavour to any person in the course of work for the Council. Aberdeen City Council's Anti-Bribery Policy is in accordance with the Bribery Act 2010 which makes it illegal to offer or receive bribes.

Insignificant gifts are classified as diaries, calendars, pens and similar tokens with a monetary value of £30.00 or less.

Working lunches or dinners can be an appropriate method of business provided that no extravagance is involved, and the occasions are infrequent (infrequent is defined as fewer than 4 times in a 12-month period). Where there is a business need for increased frequency then this should be discussed and agreed by the relevant Chief Officer and paid for from within approved budgets.

Likewise, it can be reasonable for an officer to represent a Service of the Council at an external social function or event organised by outside bodies. Acceptance of such invitations must be first approved by the officer's Chief Officer and the Chief Officer's by their Director and Directors by the Chief Executive. The Chief Executive should seek approval from the Chief Officer – Finance, as Section 95 officer.

5.11.2 Register for Gifts and Hospitality

Chief Officers will hold a Register for Gifts and Hospitality within their service.

All gifts, whether accepted or not, that are not considered to be insignificant or that cannot be considered reasonable hospitality received directly in connection with any meeting, function or conference must be recorded in the appropriate Register for Gifts and Hospitality.

Gifts are considered to be insignificant and may be excluded from the Register if they have a monetary value of £30.00 or less.

5.11.3 Bequests

Bequests left to individual staff members should be returned to the Executor of the Will with the suggestion that a donation could be made to, for example, a Residential Home's Amenity Fund. Similarly, relatives of clients who wish to show their gratitude should be similarly advised.

5.11.4 Improper Handling of Gifts & Hospitality

Where it is suspected that an improper motive exists or a "special deal" not otherwise available is offered on a personal purchase from a supplier with whom the officer has a working relationship, the officer concerned should report this immediately to their Chief Officer. In the case of a Chief Officer, they should report this to their Director who should, following consultation with the Chief Executive, decide on appropriate action. Appropriate action may include the possible withdrawal from a tendering exercise or referral to the Police. The Chief Officer - Finance and Chief Officer - Governance must be informed of all such instances.

Any allegations of the soliciting of gifts by an employee of the Council will be subject to the Council's disciplinary procedure.

5.12 Purchasing

5.12.1 Value for Money

Local authorities must secure best value in accordance with section 1 of the Local Government Scotland Act 2003. Section 10 provides further information on the 2003 Act and Best Value.

Each Director and Chief Officer must ensure that the Service achieves best value from any purchase before making any commitment.

All purchasing and Orders for supplies, services and works must be undertaken in accordance with the Procurement Regulations.

All purchases of computer and telecommunications equipment must be co-ordinated through the Chief Officer – Digital and Technology.

In procuring equipment, particularly ICT equipment, regard should be held for business continuity in case the equipment fails at some point in the future.

5.12.2 Orders for Supplies, Services and Works

Purchase Orders are only to be issued for supplies, services and works which are lawful and only if the cost is covered by a budget allocation.

No supplies, services or works shall be ordered or instructed except on an official Purchase Order form, which shall be in an approved format and in accordance with Regulation 7 of the Procurement Regulations.

Purchase Orders must be issued for all supplies, services and works, or such other expenditure as the Chief Officer - Finance may require. A list of exemptions from the requirement for a purchase order is maintained by the Chief Officer - Finance and is included in this document as Appendix A.

On-line ordering is to be controlled by restricted access to approved officers with financial limits set in the PECOS purchasing system to the appropriate values.

Once the supplies have been received, or services or works completed, then the Order shall be receipted to confirm that it is complete, or part delivered, and invoice payment can be progressed accordingly.

5.12.3 Payment of Accounts

Each Budget Holder shall be responsible for ensuring the prompt examination, verification and certification of all invoices, vouchers and accounts relating to their Service.

Invoices must be processed for payment in accordance with the supplier's credit terms with expenditure authorised by authorised signatories (electronically through PECOS / Infosmart or with original signature). Signature stamps must not be used.

The Council has adopted a "No Purchase Order No Pay" approach to managing procurement expenditure, and as a result invoices will not be paid unless a purchase order has been raised. A list of exemptions from the requirement for a purchase order is maintained by the Chief Officer - Finance and is included in this document as Appendix A.

All supplier invoices should be addressed to the Business Services team. Any invoices received elsewhere shall be redirected to them for processing through the Council's workflow systems to enable a comprehensive audit trail to be maintained and electronic access to such records.

No officer shall authorise an account for their own reimbursement or for a close relative or business associate.

VAT must be accounted for in accordance with the relevant legislation and further information on VAT can be found in Section 5.14.

5.12.4 Partnerships and Joint Ventures

Prior to entering into any formal partnership or joint venture agreements with other parties the relevant Chief Officer must advise the Chief Officer - Finance and the Head of Commercial and Procurement Services of the on-going negotiations.

No partnership or joint venture agreement is to be formally entered into without the prior agreement of the Chief Officer - Finance and Head of Commercial and Procurement Services.

Before any partnership or joint venture is entered into, the selection criteria must be determined in advance, documented and be consistent with the nature of the contract.

5.13 Consultants & Sub-Contractors

5.13.1 General

Consultants, usually professional specialists who charge a fee, can be used to carry out work or to undertake specialised work for which there is a lack of experience/expertise by Council employees. It is therefore necessary to control the work and terms and conditions of such people or companies to ensure that value for money is achieved and that the Council's services are not compromised.

If Council officers would normally be expected to provide the service or advice but have sub-contracted the work due to lack of capacity then, this should not be regarded as consultancy work, but rather as sub-contracted work and coded accordingly.

5.13.2 Contract

All purchasing and Orders for consultancy services and/or sub-contract work must be undertaken in accordance with the Procurement Regulations.

5.13.3 Payment of Fees

The relevant Chief Officer should ensure that fees are only paid when the work fulfils the specification.

It is acceptable for interim payments to be made during the period of the engagement provided the consultant and/or sub-contractor has demonstrated that the claim for payment reflects the work that has been undertaken to that point.

5.14 Taxation and VAT

5.14.1 General

The Chief Officer - Finance will be responsible for the taxation procedures of the Council, ensuring where possible, that tax liabilities and obligations are properly reported and accounted for, avoiding any possible losses.

Where transactions of a new or unusual nature are being considered the Chief Officer - Finance should be consulted on the tax implications before committing the Council.

5.14.2 Value Added Tax (VAT)

As with all VAT registered organisations, the Council is responsible for managing its VAT affairs in accordance with the Value Added Tax Act 1994, and VAT Regulations issued by Her Majesty's Revenue and Customs (HMRC).

HMRC VAT Regulations can be extremely complex and HMRC have the power to apply significant financial penalties for failure to comply with statutory requirements. Therefore, it is very important for all officers to be aware of their role in ensuring the Council's compliance with and adherence to HMRC's VAT regulations.

Services will be responsible for interest and/or penalties charged by HMRC where the Service has failed to obtain, or comply with, appropriate VAT guidance that results in the incorrect VAT treatment.

Chief Officer - Finance Responsibilities

It shall be the responsibility of the Chief Officer - Finance to secure arrangements for the administration and accounting of VAT to ensure compliance with all statutory requirements including such returns as are required within laid down timescales.

Chief Officers Responsibilities

Chief Officers shall ensure that arrangements are in place to properly establish the correct liability, process and accounting for VAT.

All officers in the Council who have financial responsibilities are responsible to the Chief Officer – Finance, through the Council's VAT Officer, for the provision of accurate Value Added Tax (VAT) information.

Chief Officers shall ensure that any VAT invoices and VAT receipts that are held by their officers are retained for the prescribed statutory period.

Chief Officers will also retain documentation supporting all income raised by debtors invoice and documentation supporting all non-invoiced income, including amounts lodged directly with the bank and cash collected directly by services.

The treasury management team and the bank reconciliation team must be given the relevant documentation, financial coding and VAT coding for any transactions coming into or going out of the bank account.

General

Aberdeen City Council VAT Registration Number 663 7266 13

To reclaim VAT, the council must have a valid tax invoice from a VAT registered trader and be able to produce it on request. Posting of the relevant VAT entries happens automatically when the correct VAT codes are used. The VAT Codes are:

S Standard Rate (currently 20%)

R	Standard Rate – PECOS orders
C	Outside Scope
F	Reduced Rate
Z	Zero Rated
E	Exempt

VAT Errors

If input tax is claimed and not supported by a valid invoice, or output tax is under declared, the council may be liable for penalties for misdeclaration of VAT. When errors arise due to incorrect VAT coding this can impact on the amount of revenue posted to the income and expenditure account.

To correct this error, the Council's VAT Officer will adjust the relevant VAT return on the completion of a journal entry.

If the sum of errors in any one VAT period (1 calendar month) is greater than £50,000, the Council is required to make a voluntary disclosure to HMRC. Between £10,000 and £50,000 a voluntary disclosure is required if the sum is more than 1% of that month's turnover (as shown in box 6 of that month's VAT return). A voluntary disclosure is not required if the sum of errors in the VAT period is below £10,000.

HMRC periodically inspects the Council's records and any errors discovered by them during the inspection will be automatically deducted from payments due to the Council on the next VAT return. The Council may be liable for interest and penalty charges in these circumstances. Penalties may be greater if the error is discovered by HMRC rather than via a voluntary disclosure.

Any penalties or interest charges levied are an additional expense to the Council. If caused by the failure of an officer to comply with these Regulations, then that officer's Service will bear the cost of the penalty or interest.

5.15 External Funding / Grants

5.15.1 General

Receivable - External funding is a source of income. Funding conditions need to be considered to ensure they are compatible with the objectives of the Council.

There are many sources of external funding, such as the European Union, the Scottish Government and other Public Bodies and officers are to be alert to the opportunity of securing additional funding, especially in the context of projects.

Payable - The Council is relying upon external organisations to deliver services on its behalf and it is incumbent upon it to ensure that where external funding pays for service delivery it has robust and comprehensive governance of those funds. Where grants to outside organisations are being considered then careful consideration and compliance with the Aberdeen City Council Code of Practice on Funding External Organisations and Following the Public Pound must be followed.

Following the Public Pound

Further information on providing funding to partners and ALEO's is set out in section 5.16 below.

Approval of grants, both receivable and payable, must be compliant with Committee Terms of Reference and Powers Delegated to Officers, as appropriate.

5.15.2 Match Funding

Match funding occurs where external funding is payable only on the basis that it is matched by other funders, or by the recipient themselves.

Where External Funding is Receivable failure to achieve the match funding will put the Council at risk of losing the external funding proposed. The Council officer responsible for obtaining the external funding must produce a business case to support the application. The business case must include confirmation of the match funding. The match funding must be confirmed by the said officer prior to submitting the application for external funding and entering into any agreements. The business case should be signed off by the Director of the relevant Service and the Chief Officer - Finance.

Where match funding is being provided by the Council itself, then this may be in the form of attributing a value to specific staff, property or other supplies and services costs. The external funder will require to see evidence that those costs have actually been incurred by the Council. To provide this evidence a mechanism for justifying and accounting for those values must be put in place. This may involve the use of time recording systems or other estimation techniques. In these circumstances the Council officer managing the project shall seek guidance from the Chief Officer – Finance.

It is essential that match funding and project costs are closely monitored by the officer managing the project to take account of changes in cost profiles and to ensure that the full project value is captured and reflected in the Council's Medium Term Financial Plan.

Where match funding is being provided to the Council by a third party, suitable documentation should be put in place between the Council and that party to ensure that the Council is not exposed to unnecessary financial risk because of its commitment to deliver the project. The Service must put in place a clear process to ensure that the funds are drawn down from the third party in line with a timetable of funding that should be agreed prior to the start of the project. The timetable will be reflective of the cost profile submitted as part of the external funding application.

Where External Funding is Payable failure to ensure that the match funding is obtained may put the Council at risk of both exposure to additional costs and a failure to complete the project and achieve the benefits anticipated. The budget holder must arrange for a suitable analysis of the costs of a project to be carried out to determine the requirements for match funding that is being requested from the outside body. The Council must be satisfied that only

reasonable costs are included in the proposed project and that the request for grant funding, to match other partners, is appropriate.

Where match funding is being provided by the Council to an external body suitable documentation should be put in place between the Council and that body to ensure that the Council is not exposed to unnecessary financial risk because of its commitment to deliver the project. The Service must put in place a clear process to ensure that the funds are drawn down from the Council in line with a timetable of funding that should be agreed prior to the start of the project. The timetable will be reflective of the cost profile submitted as part project proposal / application for funding made.

5.15.3 Grant Offers and Claims

Where External Funding is Receivable – Prior to acceptance of external funding the Director, the Chief Officer - Finance and the Head of Commercial and Procurement Services will require to be satisfied that the terms of an external funding grant can be met.

The Director must ensure that all funding received by the Council from external bodies, government bodies, other agencies, partner organisations etc. is received. S/he must also ensure that the income and expenditure is properly accounted for and complies with the conditions of the funding.

All claims for grant funds are to be made promptly by the due date.

All grants are to be paid directly to the Council.

The relevant Chief Officer shall identify a responsible officer to monitor compliance with grant conditions.

Grant claims for European Union funding must be properly authorised by the appropriate Director and the Chief Officer - Finance will arrange for suitable independent audit of the claims to be carried out.

Where External Funding is Payable – Reference must be made to the Council's Code of Practice on Funding External Organisations and Following the Public Pound for guidance.

[Following the Public Pound](#)

5.16 Partnerships and Relationships with External Bodies

5.16.1 General

Chief Officers will be responsible for ensuring that any funding relationships with external bodies, other than those which are operated on a contractual basis, are operated in accordance with the:

- “Code of Guidance on Funding External Bodies and Following the Public Pound” issued by the Accounts Commission,
- the associated COSLA Operational Guidance; and
- the Council's own local Code of Practice.

5.16.2 Relationship Management

The Council will appoint a suitable individual to establish and maintain the relationship between itself and the external body.

In considering an application for funding, due consideration in line with the code of practice should be given to the following areas:

- Aims and objectives of the external body and how they align to those of the Council; and
- Financial viability, risk and control.

5.16.3 Funding Agreement

The Council will put in place an appropriate funding agreement to set out the responsibilities of the external body to report back on outcomes and achievements to demonstrate their accountability towards the funds and the value that has been derived.

Detailed advice and checklists are available in the Aberdeen City Council Local Code of Practice for Funding External Bodies and Following the Public Pound.

5.16.4 Group Entities

The Council recognises the importance of its relationships with those organisations that form part of its group. In so doing, the Council has approved a range of requirements to be adhered to by the group entities. These include requirements for the Council to scrutinise group entities, with specific reference to:

- Management assurance;
- Internal and external audit reports;
- Business planning;
- The system of risk management;
- The roles and responsibilities of the Board; and
- The work of the ALEO Assurance Hub.

The Head of Commercial and Procurement Services shall use reasonable endeavours to ensure that all contracts to be entered into with Group Entities will provide that each group entity must:

- i) comply with all reasonable requests to co-operate with the ALEO Assurance Hub (applies only to those group entities that are considered to be ALEO's);
- ii) provide quarterly and year end information for inclusion in the Council's financial performance reports and the Annual Accounts in accordance with the timetable set by the Chief Officer - Finance. To include provision of an audited set of annual accounts and external audit report;
- iii) provide such assistance as the Chief Officer - Governance or Chief Officer - Finance may require in the production of the annual governance statement;
- iv) submit a Certificate of Assurance on the Effectiveness of Internal Financial Controls, as prescribed by the Chief Officer – Finance, on an annual basis;
- v) afford the Council's Internal Auditors (whether employed directly by or engaged by Internal or External Audit) full access rights as listed in 3.4; and

vi) afford the Council's External Auditors the same rights of access as set out in 3.6.1.

5.17 Internal Audit

5.17.1 General

Guidance regarding the provision of an effective system of internal audit is provided by the United Kingdom Public Sector Internal Audit Standards (PSIAS).

The function of Internal Audit is based upon the following principles:

- it must be completely independent of all systems operating within the Council with no authority or responsibility for activities which they audit; and
- it may concern itself with any activity, function or operation of the Council.

The Council will secure an Internal Audit function through the employment of suitably qualified individuals or through entering into a binding contract with an external supplier of such services. The Chief Officer - Governance will manage the relationship that is put in place.

The Chief Officer – Governance shall be responsible for overseeing an independent and effective internal audit function.

The Chief Internal Auditor shall report on a regular basis to the Audit, Risk and Scrutiny Committee and they must:

- annually provide a copy of the Internal Audit plan drawn up after discussion with Chief Officers for the Committee's information, input and approval;
- report on all work carried out and the follow up status of previously reported work;
- provide an assurance for the reliability of existing and new financial systems and other management controls throughout the Council, including trusts where the Council is sole trustee or able to exercise overall control.
- prepare an annual report, including their audit opinion, on the overall adequacy and effectiveness of the Council's control environment; and
- liaise closely with External Auditors to ensure the Council derives maximum value from the combined resource.

5.17.2 Responsibilities of Senior Management

It is the responsibility of the Council's Chief Officers to ensure that:

- internal auditors and officers undertaking investigations are given access at all reasonable times to premises, personnel, documents and assets that

the Auditors/Investigating Officers consider necessary for the purposes of their work;

- auditors and investigating officers are provided with any information and explanations that they seek in the course of their work, within a specified timescale; and
- any agreed actions arising from audit recommendations are carried out in a timely and efficient fashion.

It is also the responsibility of Chief Officers to consider and respond promptly to recommendations in audit and investigations reports.

5.18 Financial Irregularities

All officers shall inform their Chief Officer immediately of any circumstances which may suggest an irregularity affecting the finances, property, services or policy of the Council. These shall be reported immediately by the Chief Officer to the Chief Officer – Finance and Chief Officer – Governance. Pending investigation and reporting, the Chief Officer is to take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration.

The Chief Officer - Finance or Chief Officer – Governance may investigate such incidents as they consider appropriate.

If, on consideration of the results of such an investigation, the Chief Officer - Finance and Chief Officer – Governance are of the opinion that there may be a breach of criminal law they may, after taking advice from the Chief Officer – Governance, report the matter to the Police.

When an officer is suspended pending the conclusion of an investigation into a possible irregularity, or if an officer resigns in such circumstances, then that officer shall immediately surrender all Council property they may have including all money, portable ICT equipment, flash drives and keys. The officer shall be instructed not to enter Council premises without prior agreement and not to contact other Council officers in relation to the matter under investigation. The officer's Chief Officer must also ensure that passwords and computer access by the officer under investigation are also immediately withdrawn.

5.19 Deposit of Trust Securities

- 5.19.1 All officers acting as trustees by virtue of their official position shall deposit all securities, bank passbooks and documents and articles of value relating to any trust with the Chief Officer - Finance unless the relevant trust deed provides otherwise.

5.20 Control of Registered Charities, Trust Funds and Other Funds

5.20.1 Custody and Control

The Chief Officer - Finance shall ensure:

- 1) the proper and safe custody and control of all charitable and other funds held by the Council;
- 2) that all expenditure is in accordance with the conditions of the fund; and
- 3) that such charitable funds are held in accordance with regulations laid down by the Office of the Scottish Charity Regulator.

All registered charities, trust funds and other funds shall, wherever possible, be in the name of the Council or refer to the Council. All monies left in trust to the Council or to be administered by its officers shall be notified immediately to the Chief Officer - Finance, unless the trust's deed outlines otherwise.

5.20.2 Investment

All investments of money under the Council's control shall be made by the Chief Officer - Finance in the name of the Council or in the name of nominees approved by the City Growth and Resources Committee. Any investments made will be made in accordance with the Treasury Management Strategy approved by the Council.

5.20.3 Audit

Where elected members (all or some) of Aberdeen City Council are the sole trustees of registered charities, the charities will be subject to external audit by the Council's appointed external auditor.

5.21 Control of Common Good

5.21.1 Purposes for which Common Good monies may be utilised

Items of expenditure which can be met from the Aberdeen City Council Common Good must be for:

- upholding the dignity of the City;
- the prudent management, upkeep and improvement of those items of Council property which form part of the Common Good;
- safeguarding the corporate rights of the community and defending its interests;
- granting donations to public institutions or charities – this must be exercised in the interests of the general public of the City; and
- any other purpose which in a reasonable judgement of the Council is for the good of the community as a whole, or in which the inhabitants may share; as distinct from the interest or benefit of any particular individual or group.

Overall, the purposes for which Common Good monies may be utilised are limited to the City and its interests.

Where there is a doubt about whether Common Good monies can be used for a particular purpose then in the first instance advice should be sought from the Chief Officer – Governance.

5.21.2 Common Good Investment Strategy

The Common Good Investment Strategy was approved by the Finance and Resources Committee in December 2012. The Chief Officer - Finance is responsible for reviewing the Strategy and reporting any proposed changes in the Strategy to the City Growth and Resources Committee.

5.22 Voluntary Funds

5.22.1 General

A voluntary fund is any fund (other than an official Council fund) which is managed wholly or in part by a Council employee. Examples of such are School funds and funds to support Social Work Services establishments. Directors shall supply the Chief Officer - Finance with a list of all employees who are signatories to such funds.

Such funds are to be subject to the same financial rigour and probity as if they were Council funds.

5.22.2 Financial Control and Administration

The financial control of voluntary funds must reflect the standards required of public funds.

The Chief Officer - Finance or their representative may examine the accounts and records of the fund if held by a Council employee and ask for such records, explanations and information as they may require.

In the event of any loss of voluntary funds the Council accepts no responsibility whatsoever, and no person has any authority to bind the Council to accept such liability.

Money due to the Council shall not be paid into any voluntary fund, either permanently or temporarily.

The Council employee shall keep all money, goods, or property of the voluntary fund, separate from those of the Council. The Council employee must not use official Council order forms for voluntary funds.

The Council employee shall at the end of each financial year submit a return stating the balance held and a copy of the audit certificate & accounts to the Chief Officer – Finance.

5.22.3 Employee Involvement

The Council employee must inform their line manager of any involvement in a voluntary fund and state the position they hold within the fund. The line manager must ensure proper accounts of the funds activities are kept and that an independent audit is carried out at annual intervals by a competent auditor appointed by and reporting to the fund's controlling body. An audit should be carried out whenever an employee relinquishes this responsibility and hands over the funds to another person.

5.23 Pension Funds

5.23.1 General

The Chief Officer - Finance shall be responsible for the financial affairs of the North East Scotland Pension Funds. The investment of Pension Funds monies shall be made in the name of the nominees approved by the appropriate Committee and such investments shall be within the policy determined by the Council.

Specific guidance on the financial regulations relating to the Pension Funds can be found in Section 12. To the extent that section 12 varies from the general financial regulations, Section 12 shall take precedence for the Pension Funds only. For matters not specifically covered within Section 12, the Pension Funds will take due guidance from the general financial regulations. Should the Pension Fund officers still have any doubt on interpretation or implementation of the general financial regulations, further guidance shall be sought from the Chief Officer-Finance.

5.24 Amendments to Financial Regulations

5.24.1 Non-material amendments to the Financial Regulations can be made by the Chief Officer - Governance, following consultation as required by Powers Delegated to Officers, without the requirement to report to Full Council.

5.24.2 Material amendments to the Financial Regulations, including the removal or addition of Financial Regulations, may only be approved after consideration of a report to Full Council by the Chief Officer - Governance.

5.25 Review of Financial Regulations

5.25.1 The Financial Regulations will be subject to annual review by the Chief Officer - Finance.

6. FINANCIAL MANAGEMENT & CONTROL - ROLES AND RESPONSIBILITIES

6.1 Introduction

6.1.1 Aberdeen City Council is committed to achieving Best Value and the highest possible standards in the delivery of its services. The Council attaches a very high priority to exercising strong control over the management of its financial

resources. Both objectives are facilitated by the provision of high quality financial management and control, through continuous improvement, to meet both statutory requirements and the needs of clients/customers in the most efficient and effective manner.

- 6.1.2 Financial management is provided to the Council, its Committees and Services through an accounting function that provides corporate financial management and service specific accounting. Within all Services, budget holders undertake financial management in varying degrees.
- 6.1.3 The Financial Regulations define the respective roles and responsibilities of officers in both the accounting function and Services. Compliance with the Financial Regulations will improve the effectiveness of financial management and control and ensure the continued development of best practice.

6.2 Councillors

- 6.2.1 As Council and committee members, councillors have a personal, individual and collective responsibility for the Council's organisation and activities. Councillors are responsible for ensuring that adequate management arrangements are in place, developing and taking decisions on the use of the Council's physical, financial and human resources, and to concern themselves with the performance, development, continuity and overall well-being of the organisation (*extract from the Code of Conduct for Councillors*).
- 6.2.2 To enable Councillors to discharge their responsibilities in this respect, officers must present to Councillors appropriate information on the Council's performance both in operational and financial terms to allow them to ask relevant questions.

6.3 Chief Executive

- 6.3.1 The Chief Executive has a responsibility to ensure that the Financial Regulations are applied across the Council, and the appropriate committee structures are in place.
- 6.3.2 The Chief Executive, as Head of Paid Service, has an authority over all officers and has responsibility for ensuring that the Council maintains an efficient use of the resources at its disposal. However, the Chief Executive relies on senior officers of the Council informing them of the up to date position of an operation. Directors shall therefore report to the Chief Executive on the financial performance of their services.
- 6.3.3 The Chief Executive does not have operational responsibility for services, which responsibility rests with Directors. Similarly, the Chief Officer - Finance has the responsibility for establishing the appropriate financial reporting framework.
- 6.3.4 The Directors shall formally report any financial problems identified in a Service to the Chief Officer - Finance and to the Chief Executive who can instruct appropriate action and report as appropriate.
- 6.3.5 On a periodic basis a summary of the financial position of each Service shall

also be reported to the Chief Executive. In pursuance of this the quarterly financial performance report shall be included on the agenda of the Corporate Management Team.

6.4 Chief Officer - Finance

6.4.1 Section 95 of the Local Government (Scotland) Act 1973 states that every local authority shall make arrangements for the proper administration of its financial affairs and shall ensure that one of its officers has responsibility for the administration of these affairs. In Aberdeen City Council, the Chief Officer - Finance is the Section 95 officer. Where the Section 95 officer position is vacant, the Chief Executive will make alternative arrangements.

6.4.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) has defined in detail the role of the Chief Financial Officer within local government.

6.4.3 CIPFA specifically outlines the role of the Chief Financial Officer as being:

- a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest;
- actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and aligned with the authority's financial strategy; and
- leading the promotion and delivery by the whole authority of good financial management so that public money is safeguarded always and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the Chief Financial Officer:

- must lead and direct a finance function that is resourced to be fit for purpose; and
- must be professionally qualified and suitably experienced.

6.4.4 There exists, however, a degree of decentralisation of financial administration within the Council and the responsibilities of the Chief Officer - Finance must be seen in this context. The Financial Regulations delegate much of the day to day financial administration to Chief Officers, and by sub-delegation, to staff within Finance. The extent of delegations will be outlined within a framework of job profiles.

Financial Management

6.4.5 As head of strategic and operational financial management and administration, it is the responsibility of the Chief Officer - Finance to:

- ensure that a proper and prudential financial framework exists within the Council in terms of relevant legislation and codes of practice;

- secure effective systems of financial administration; and
- ensure that financial management arrangements are in line with the Council's strategic policies and objectives and its overall management arrangements.

6.4.6 Specifically, the Chief Officer - Finance will:

- advise on effective systems of internal control such as financial regulations;
- secure effective systems of internal financial control to ensure that income collected, and payments made, are accurate, complete and timely;
- advise on anti-fraud and anti-corruption measures; and
- ensure that all staff with financial management responsibilities are made aware of the existence and content of these financial regulations and their requirement to comply with them.

Supporting the Democratic Process

6.4.7 In supporting and advising the democratic process, the Chief Officer - Finance is expected to:

- advise on the respective roles of councillors and officers on financial management;
- advise councillors on an overall financial strategy which serves policy and service objectives;
- provide councillors with clear, accurate and impartial advice when considering service plans and budgets;
- provide timely, accurate and impartial advice on reported financial performance, including reporting any concerns and/or disagreements with Directors on the stated financial position and the reliability of financial systems; and
- ensure that councillors have adequate access to financial skills and are provided with an appropriate level of financial training on an ongoing basis.

Contributing to Corporate Management and Leadership

6.4.8 The Chief Officer - Finance has an essential part to play in the corporate management of the authority by;

- contributing to the effective leadership of the authority;
- contributing to the management of the authority;
- ensuring that the authority's financial resources are well managed; and

- contributing to cross-authority issues and to the development of the authority.

Supporting and Advising Operational Officers

6.4.9 In supporting and advising operational officers, the Chief Officer - Finance shall:

- ensure that financial strategy and arrangements serve policy and service objectives, advising services on all strategic and operational financial matters and on the availability of resources;
- advise officers on performance and standards to be adhered to in relation to financial matters;
- delegate responsibility for financial management and control to Directors, ensuring the development and maintenance of appropriate management accounting systems, functions and controls and that these are compatible with the corporate financial reporting systems;
- ensure that officers' roles and responsibilities in relation to financial management are clear and understood and that budget managers have access to adequate financial skills; and
- provide timely, accurate and impartial advice to the Chief Executive on any concerns or disagreements with Directors on the reported financial position or reliability of financial systems.

Leading and Managing an Effective and Responsive Financial Service.

6.4.10 In leading and managing the authority's finance function, the Chief Officer - Finance will;

- secure high standards of performance and service to the public;
- demonstrate accountability to the public by providing robust financial and performance information;
- establish a good, professional working relationship with external auditors and other statutory agencies; and
- act as head of profession for all finance staff in the authority.

Bond Governance

6.4.11 The credit rating that was obtained to facilitate the issue of bonds on the London Stock Exchange (LSE) must be maintained over the term of the bonds. The credit rating agency conducts a review at least once every twelve months and the Chief Officer – Finance shall ensure that the credit rating agency is provided with all the information that it requires to carry out its assessment. The outcome of such reviews shall be reported to the first meeting of the City Growth and Resources Committee following receipt of the outcome. The credit

rating agency may also amend the rating between reviews. If this occurs, the Chief Officer – Finance shall report this occurrence to the next available City Growth and Resources Committee.

6.4.12 The Chief Officer – Finance shall ensure that the Council's quarterly financial monitoring report to City Growth and Resources Committee is structured to comply with the reporting requirements of the LSE including any notifications required to comply with the Market Abuse Regulations.

6.5 Chief Officers

6.5.1 Within the overall framework of the financial management and administration arrangements, it is the responsibility of the Directors to:

- ensure adherence to law and the Council's Scheme of Governance;
- manage the expenditure and income of the service and ensure its control within approved budgets;
- prepare draft budget and service plans, following consultation with the Chief Officer - Finance and the Chief Executive;
- provide data necessary to enable the completion of budgets, monitoring reports, annual reports and all government or other statistical returns, following consultation with the Chief Officer - Finance; and
- formally report any financial problems identified within the service to the Chief Officer - Finance, and if appropriate the Chief Executive, who can instruct appropriate action and report as required.
- furnish the Section 95 officer, or her/his authorised representative, with all such information that s/he may reasonably require for the discharge of her/his functions.

6.5.2 In practice, duties will be delegated to operational managers within the Service, the extent of which shall be covered by a framework of job descriptions clearly defining individual responsibilities.

6.6 Budget Holders and Finance Staff

6.6.1 The respective roles and responsibilities of budget holders and finance staff are set out in the Finance Framework (also see 4.1 above)

Line Responsibilities/Accountabilities

6.6.2 The Chief Officer - Finance has overall responsibility for the management and administration of the Council's financial affairs and consequently for all staff engaged in delivering the service. All finance staff are responsible to the Chief Officer - Finance for maintaining professional accounting standards and the highest standards of conduct and integrity.

All staff engaged in financial management within services have a similar

responsibility, not only to their Director, but also to the Chief Officer - Finance. Finance staff also have a responsibility to Chief Officers for the provision of impartial advice and guidance on all financial matters, including contributing to and assisting in Best Value reviews, option appraisal and the process of continuous improvement across the Council.

- 6.6.3 The Chief Officer - Finance has the power to draw to the attention of a Director any circumstances where he/she considers that a member of staff engaged in financial management has not met the required standards. The Chief Officer - Finance may recommend how the matter shall be taken forward. Conversely, any Director has recourse to the Chief Officer - Finance where it is considered that any member of staff in Finance has not met the required standards. If a Director and the Chief Officer - Finance fail to agree, the matter shall be raised with the Chief Executive who will determine what action is appropriate.

7. INTERNAL CONTROL

7.1 Introduction

- 7.1.1 Internal control consists of all the policies and procedures the Council applies to achieve the following goals:

- Safeguard Council assets - well designed internal controls protect assets from accidental loss or loss from fraud.
- Ensure the reliability and integrity of financial information - internal controls ensure that management has accurate, timely and complete information, including accounting records, to plan, monitor and report business operations.
- Ensure compliance - internal controls help to ensure the Council complies with the laws and regulations affecting the operations of our business.
- Promote efficient and effective operations - internal controls provide an environment in which managers and staff can maximise the efficiency and effectiveness of their operations.
- Accomplishment of goals and objectives - internal control systems provide a mechanism for management to monitor the achievement of operational goals and objectives.

7.2 Responsibilities

- 7.2.1 Chief Officers are responsible for maintaining an adequate system of financial control and are expected to communicate the expectations and duties of staff as part of a control environment. They are also responsible for ensuring that the major areas of an internal control framework are addressed and that weaknesses highlighted are acted upon.

- 7.2.2 Staff are responsible for complying with the Council's internal controls.

7.3 Control Framework

7.3.1 The framework of good internal control includes:

- **The Control environment:** A sound control environment is created by management through communication, attitude and example. This includes a focus on integrity, a commitment to investigating discrepancies, diligence in designing systems and assigning responsibilities.
- **Risk Assessment:** This involves identifying the areas in which the greatest threat or risk of inaccuracies or loss exist. To be most efficient, the greatest risks should receive the greatest amount of effort and level of control. For example, the value or the nature of the transaction (for instance, those that involve cash) might be an indication of the related risk.
- **Monitoring and Reviewing:** The system of internal control should be periodically reviewed by management. By performing a periodic assessment, management assures that internal control activities have not become obsolete or lost due to staff turnover or other factors. They should also be enhanced to remain sufficient for the current level and extent of risks.
- **Information and communication:** The availability of information and a clear and evident plan for communicating responsibilities and expectations is paramount to a good internal control system.
- **Control activities:** These are the activities that occur within an internal control system. These are described in 7.4.

7.4 Internal Control Activities

7.4.1 These activities are the policies and procedures as well as the daily activities that occur within a system of internal control. The systems should include both prevention and detection activities. Internal Audit will provide assurance over the controls that the Council has established and make recommendations for strengthening such controls.

7.4.2 Prevention control activities aim to deter the instances of error or fraud. Activities include comprehensive documentation, authorisation processes, segregation of duties and security. These activities prevent undesirable transactions from happening and therefore require well thought out procedures and risk identification.

7.4.3 Detection control activities aim to identify any undesirable transactions after the fact, and in financial situations the most frequently used detection controls are reconciliation along with monitoring and review.

7.4.4 Appropriate controls shall be established to ensure that the financial information system accurately collates, sums and reports all authorised input and that regular and sufficient back up is maintained.

7.5 Embedding Internal Control Activities into Operations

7.5.1 Control activities occur at all levels and functions of the Council. Chief Officers should establish control activities that are effective and efficient.

7.5.2 When designing and implementing control activities, the aim should be to get the maximum benefit at the lowest cost. Consideration should be given to the following:

- The cost of the control activity in comparison to the cost that would be incurred by the Council if the undesirable event occurred, recognising that some risks may be difficult to attribute a financial value to e.g. reputational risks;
- Control activities should be built into business processes and systems as the processes and systems are being designed. Adding control activities after the development of a process or system is generally costlier and may enable errors or fraud to occur;
- The allocation of resources among control activities should be based on the likelihood and impact of the risk;
- For any given risk, there may be multiple appropriate control activities that can be put into place, either individually or in combination with other control activities; and
- Excessive use of controls could impede productivity.

7.6 Commonly Used Controls

7.6.1 The following brief descriptions of the commonly used control activities will help managers to identify and select appropriate activities to prevent and detect error and fraud.

- **Documented Systems / Process** – Comprehensive documentation of systems and processes provides clarity to those involved and a structure to enable checking to be carried out;
- **Authorisation** – Control activities in this category are designed to provide reasonable assurance that all transactions are within the limits set by policy or that exceptions to policy have been granted by the appropriate officer(s);
- **Review and approval** – Control activities in this category are designed to provide reasonable assurance that transactions have been reviewed for accuracy and completeness by appropriate officers;
- **Verification** – Control activities in this category include a variety of computer and manual controls designed to provide reasonable assurance that all accounting information has been correctly captured;
- **Reconciliation** – Control activities in this category are designed to provide assurance of the accuracy of financial records through the periodic

comparison of source documents to data recorded in and between accounting information systems;

- **Physical security over assets** – Control activities in this category are designed to provide reasonable assurance that assets are safeguarded and protected from loss or damage due to accident, natural disaster, negligence or intentional acts of fraud, theft or abuse;
- **Segregation of duties** – Control activities in this category reduce the risk of error and fraud by requiring that more than one person is involved in completing a financial process;
- **Education, training and development** – Control activities in this category reduce the risk of error and inefficiency in operations by ensuring that staff have the proper education and training to perform their duties effectively. Education and training programs should be periodically reviewed to ensure they remain relevant to the current Council operating environment and financial processing procedures; and
- **Performance planning and evaluation** – Control activities in this category establish key performance indicators for the Council that may be used to identify unexpected results or unusual trends in data which could indicate situations that require further investigation and/or corrective actions. Evaluations may be done at multiple levels within the Council, as appropriate: the Council as a whole; major projects; specific Services / functions; or specific activities. Performance reviews may focus on compliance, financial or operational issues. For example, financial reviews should be made of actual performance versus budgets, forecasts and performance in prior periods.

7.6.2 This list is not exhaustive, and advice should be sought from the Chief Officer - Finance if any officer is uncertain about incorporating appropriate control activities into their operations.

8. BUDGETARY CONTROL

8.1 Revenue

8.1.1 Revenue items are the operational costs incurred by the authority during the financial year in providing its day to day services, or income generated through, for example, fees and charges.

8.2 Revenue Budget Preparation

8.2.1 A budget is required for all revenue items which form part of the Council's budgets, e.g.:

- General Revenue Fund;
- Housing Revenue Account;
- Common Good; and
- North East Scotland Pension Funds (the Council being the administering authority).

- 8.2.2 The budgets for both income and expenditure must be prepared in accordance with the Council's budgeting principles and approved timelines in support of the Council's Strategic Business Plan. The budgets will be prepared jointly by the Chief Officers and the Chief Officer - Finance.
- 8.2.3 The Chief Officer - Finance shall prepare a consolidated draft budget, incorporating a Medium Term Financial Plan, together with a report on its financial implications. This budget report may be submitted to the City Growth and Resources Committee prior to being submitted to the Council Budget meeting. Once approved by Council the Budgets will constitute the Revenue Budgets for the relevant financial year.

8.3 Revenue Budget Monitoring

- 8.3.1 The Chief Officer - Finance shall provide Chief Officers and Budget Holders with up-to-date financial information on income and expenditure compared to the approved budget. The Chief Officer - Finance will be entitled to receive any clarification deemed necessary on any item of expenditure or income. Chief Officers and Budget Holders shall provide the Chief Officer - Finance with such information as he or she shall require from them.
- 8.3.2 The Chief Officer - Finance shall report on a quarterly basis to the City Growth and Resources Committee on comparisons of actual figures with budget to date along with a forecast for the full year. The Committee will be entitled to seek explanations for any figures which it deems require special attention.
- 8.3.3 Each Director, with the assistance of the Chief Officer - Finance, shall report on a quarterly basis to their Council Committee on comparison of actual figures with budget to date along with a forecast for the full year. The Committee will be entitled to seek explanations for any figures which it deems require special attention.
- 8.3.4 The reporting of the Housing Revenue Account shall be to the Operational Delivery Committee; the Common Good shall be to the City Growth and Resources Committee; the North East Scotland Pension Funds shall be to the Pensions Committee; and the Consolidated Group position will be reported quarterly to City Growth and Resources Committee.

8.4 Revenue Budget Management

- 8.4.1 No expenditure shall be incurred unless it can be met from an approved budget. For the avoidance of doubt, any officer who fails to comply with this Financial Regulation may be subject to disciplinary action.
- 8.4.2 Budget Holders shall be responsible for monitoring their budgets in accordance with the Council's Scheme of Governance, using the relevant financial systems as determined by the Chief Officer - Finance.
- 8.4.3 If it becomes apparent that any item of income or expenditure is likely to vary from budget estimates, this shall be reflected as a variance in revenue budget monitoring reports and reported to the relevant service committee. If this is a permanent variance then a budget virement may be approved following the

guidelines below. The Chief Officer – Finance must be notified of any budget that is or is likely to be overspent.

8.5 Scheme of Virement

8.5.1 The term "virement" refers to the switching of budgetary provision from one budget head to another.

8.5.2 Chief Officers and Budget Managers may exercise virement, in accordance with the scheme of virement as set out below, and within the services' overall Revenue Budget provided that:

- The Chief Officer - Finance has been notified; and
- The virement does not create an additional financial commitment into future financial years.

Approval of such virement shall consider the following criteria:

- adherence to the Accounting Code of Practice (ACOP);
- the balancing of related expenditure and income issues;
- movements within approved schemes of budget delegation;
- the need to remedy anticipated budget pressures elsewhere;
- the impact of approved service developments on the nature of service spend;
- previous Council decisions on the application of budget resources;
- the remedy of error in budget compilation; and
- spend to save initiatives.

8.5.3 Virement cannot be used by services in the following situations:

- to mask overspend and underspend issues;
- to apply underspends or over-recoveries of income without reference to Committee;
- for expected savings on finance costs or recharges;
- for recurring items of expenditure in place of non-recurring savings;
- for property items such as rates and utilities;
- any savings against a property which has been declared surplus under the Council's surplus asset procedure;
- to reinstate an item deleted by Council during budget considerations unless approved by the relevant Council Committee(s);
- to provide a budget for the implementation of a new policy, or variation of existing policy, which exceeds the limit of delegated authority provided to all Chief Officers in this regard (general delegated power no. 40) and therefore requiring the approval of the relevant Council Committee;
- for service budgets which are committed to and included within partnership agreements;
- between services that are budgeted and funded through Council house rents and the Council tax i.e. the Housing Revenue Account and General Fund budgets; and
- between services that are budgeted and funded via the Integration Joint Board and other funds of the Council i.e. between IJB budgets and non-IJB budgets.

8.5.4 Education establishments within the scheme of Devolved Education Management (DEM) may vire between different categories of specified budgets in accordance with the scheme regulations.

Devolved Education Management (DEM) scheme

Scope	Limit	Approval to Vire
1. Within or between Account Code Groupings, within individual budget holder areas of responsibility (e.g. printing & stationery to telephones – within admin costs or Administration Costs to Supplies & Services)	Up to £20,000 or 10% of the budget grouping, whichever is the lesser	Budget Manager
	Up to £100,000	Chief Officer
	Over £100,000	Director, reported to Service Committee in Service Monitoring Report
2. Between Functional Services Budgets but within Chief Officer area of responsibility (e.g. Primary to Secondary Education, Libraries to Community Learning, or Learning Disability to Mental Health)	Up to £20,000 or 10% of the budget grouping, whichever is the lesser	Chief Officer
	Up to £100,000	Director, reported to Service Committee in Service Monitoring Report
	Over £100,000	Service Committee
3. Between Functional Service Budgets within Directorate Budgets (e.g. transfer from Education to Environmental Services)	Up to £250,000	Director, reported to Service Committee in Service Monitoring Report
	Over £250,000	Service Committee
4. Between Directorate Budgets i.e. across committees (e.g. transfer from Commissioning to Operations)	Up to £500,000	Chief Executive, reported to Service Committees in Service Monitoring Reports
	Over £500,000	City Growth and Resources Committee

8.6 Capital

8.6.1 Capital items are the costs incurred by the authority on the acquisition, creation or enhancement of fixed assets.

8.6.2 Examples include, but are not limited to, land and property, roads and structures, vehicles and plant, and Information and Communication Technology (ICT).

- 8.6.3 Enhancement of an asset refers to something which will significantly lengthen the useful life of an asset; increase the open market value of an asset; or increase the extent to which an asset can be used.
- 8.6.4 Capital income is the value of any receipt received upon the sale or disposal of any fixed asset, or the value of any grant or contribution received to offset the cost of a new fixed asset.

8.7 Capital Budget Preparation

- 8.7.1 The Chief Officer – Capital, following consultation with the Chief Officer – Corporate Landlord, shall ensure that all capital items are included in one of the Council's capital budgets:
- Non-Housing capital programme; or
 - Housing capital programme.
- 8.7.2 The budgets for both capital income and expenditure must be prepared in accordance with the Council's budgeting principles and approved timelines, in support of the Council's Strategic Business Plan.
- 8.7.3 Bids to have new projects included in the capital programmes should comply with, and have been approved by, the governance arrangements overseen by the Capital Board. The Chief Officer – Capital shall then submit such proposals to the relevant Council Committee.
- 8.7.4 The revenue budget implications identified during the process shall be incorporated into the Revenue Budget and Medium Term Financial Plan.
- 8.7.5 The Chief Officer - Finance shall prepare a consolidated draft capital programme, incorporating a 5-year programme, together with a report on its financial implications. This budget report will be submitted to the Council Budget meeting. Once approved by Council the Budget will constitute the Capital Budget for the relevant financial year.
- 8.7.6 The Chief Officer - Finance shall prepare a report on the Prudential Indicators. This will demonstrate the affordability and prudence of the budget being set. This report will be incorporated into the Council budget setting report outlined at 8.7.5.

8.8 Capital Monitoring

- 8.8.1 No capital expenditure should be incurred unless it can be met from an approved capital budget. For the avoidance of doubt, any officer who fails to comply with this Financial Regulation may be subject to disciplinary action.
- 8.8.2 Capital project and programme managers shall be responsible for monitoring their budgets in accordance with the Council's Scheme of Governance using the relevant financial systems as determined by the Chief Officer - Finance. The Chief Officer – Finance must be notified of any budget that is or is likely to be overspent.

8.8.3 The Chief Officer – Capital, following consultation with the Capital Board, is responsible to the Corporate Management Team, for monitoring the overall Capital programme. S/he is also responsible, following consultation with the Capital Board, for the profiling of project expenditure within the Capital programme, subject to funding limits determined by the Chief Officer - Finance.

8.9 Virement of Capital Budgets

8.9.1 The Chief Officer – Capital, following consultation with the Capital Programme Board, may exercise virement of budgets between projects included in the approved General Fund Capital programme, in accordance with the scheme of virement and within the overall budget, provided that the Chief Officer - Finance has been notified.

8.9.2 Budget virements shall not be made between the Non-Housing and Housing Capital programmes at any level.

Scope	Limit	Approval to Vire
Between Capital Project Budgets within Project Sponsor area of responsibility (e.g. between two school projects)	Up to £20,000 or 10% of each project's gross expenditure budget, whichever is the lesser	Project Sponsor, reported to Programme Board in next Highlights report
	Up to £100,000	Chief Officer - Capital, reported to City Growth and Resources Committee in Quarterly monitoring report
Scope	Limit	Approval to Vire
Between Capital Project Budgets within Programme Board area of responsibility (e.g. between projects both governed by Asset Management Programme Board)	Up to £250,000	Chief Officer - Capital, reported to City Growth and Resources Committee in Quarterly monitoring report
	Over £250,000	City Growth and Resources Committee
Between Capital Project Budgets governed by different Programme Boards (e.g. from City Centre Masterplan to Asset Management Programme Board)	Up to £500,000	Chief Executive, reported to City Growth and Resources Committee in Quarterly monitoring report
	Over £500,000	City Growth and Resources Committee

9. ACCOUNTING POLICIES AND ANNUAL ACCOUNTS

9.1 General

- 9.1.1 The Chief Officer - Finance is responsible for the preparation of the Council's Annual Accounts, in accordance with proper practices. The accounts must be prepared in the format required by the Code of Practice on Local Authority Accounting in the United Kingdom ["The Code"] (published by CIPFA / LASAAC), for each year ending 31 March.
- 9.1.2 Maintaining proper accounting records is one of the ways in which the Council discharges its responsibility for stewardship of public resources. Accordingly, the Chief Officer - Finance is responsible for selecting suitable accounting policies and ensuring that they are consistently applied to the accounts relating to each financial year. All accounting procedures of the Council and the format of related records shall be determined by the Chief Officer - Finance.
- 9.1.3 It is the duty of Chief Officers to maintain proper financial and accounting records within their Service to demonstrate adequate stewardship of public resources. Arrangements put in place by the Chief Officer - Finance shall not be discontinued or amended and new arrangements will not be introduced without the approval of the Chief Officer - Finance.
- 9.1.4 The following principles will be observed in the allocation of accounting duties:
- The duties of providing information regarding sums due to, or by, the Council, and of calculating, checking and recording these, will be separated as completely as possible from the duty of collecting or disbursing them; and
 - Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be participants or beneficiaries in any of these transactions.

9.2 The Annual Accounts

- 9.2.1 It is a statutory requirement that the Council prepares its Annual Accounts for the preceding financial year by 30 June following, or by such date as may be determined by Scottish Ministers in regulations under Section 105 of the Local Government (Scotland) Act 1973. The Chief Officer - Finance must submit the accounts by that date to the Council and the Controller of Audit. Following completion of the Audit, the Chief Officer - Finance will submit a certified copy of the Accounts, together with the External Auditor's report thereon, to the Council, not later than two months following receipt of the External Auditor's report.
- 9.2.2 To comply with its obligations to the London Stock Exchange (LSE) Aberdeen City Council will be required to complete its Annual Accounts earlier than the statutory deadline. The Chief Officer – Finance will be responsible for issuing a timetable and instructions that will allow completion of the Annual Accounts in time to meet the LSE requirements.
- 9.2.3 Chief Officers shall be responsible for ensuring that their staff provide the Chief Officer - Finance with such assistance as is necessary to ensure the deadlines set by the Chief Officer - Finance for the completion of the Annual Accounts are complied with.

9.2.4 At the end of the financial year (or any other date as laid down by the Chief Officer - Finance), this shall include (but will not be limited to) the submission of:

- a copy of certified stock lists;
- a reconciliation of sums of petty cash held;
- assurance statements on internal controls;
- details of asset impairments and dilapidations;
- details of related parties and other organisations with which the Council has / may have control; and
- any other information necessary to close the Council's accounts.

9.2.5 It is the direct responsibility of the Chief Officers to provide the External Auditor with supporting documentation and any other information required in connection with the closure of the Council's Accounts.

10. LOCAL GOVERNMENT IN SCOTLAND ACT 2003

10.1 Requirements of the Act

10.1.1 The Act sets out a statutory duty on local authorities to secure Best Value in the delivery of their services. Best Value requires the Council to consider the balance between:

- the quality of performance of its functions;
- the cost to the authority of that performance; and
- the cost to persons of any service provided to them by the authority on a wholly or partly rechargeable basis.

10.1.2 In maintaining that balance, the Council shall also have regard to seeking the most effective and efficient means of delivering services to its citizens.

10.1.3 The Act also sets out the requirement for statutory trading accounts to be maintained for 'significant trading operations' and that they should break even over a 3-year rolling period.

10.1.4 The Act introduces a requirement under primary legislation for authorities to adopt proper accounting practice and sets out a statutory duty to publish performance reports, including provision for the inclusion of trading accounts under this duty.

10.1.5 The requirement to keep accounts in accordance with 'proper practices' is defined, for the purposes of local government legislation, as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom ("The Code"). The Code is prepared under International Financial Reporting Standards.

10.1.6 The Code specifies the principles and practices of accounting required to prepare a Statement of Accounts which gives a true and fair view of the financial position and transactions of a local authority. The Code is reviewed continuously and is normally updated annually by the CIPFA/LASAAC Local Authority Code Board ("CIPFA/LASAAC").

10.2 Key Roles and Responsibilities

10.2.1 City Growth and Resources Committee

The City Growth and Resources Committee is responsible for oversight of the Council's:

- Revenue Budget;
- Capital Plan; and
- Common Good budget.

The City Growth and Resources Committee will also receive quarterly reports on the Council's Financial Performance as prepared by the Chief Officer – Finance.

The Capital Programme Sub Committee will oversee and scrutinise the Council's capital programme, making recommendations to the City Growth and Resources Committee on whether business cases should be approved for inclusion in the capital plan.

10.2.2 Audit, Risk and Scrutiny Committee

The Audit, Risk and Scrutiny Committee is responsible for the review of:

- the risk management system;
- the control environment; and
- internal and external audit reports.

The Committee is also responsible for overseeing the implementation of the Council's ALEO Assurance Framework, including the operation of the ALEO Assurance Hub

11. LOCAL AUTHORITY RESERVES

11.1 Background

11.1.1 To assist authorities in developing a framework for reserves, CIPFA have issued guidance in the form of the Local Authority Accounting Panel (LAAP) Bulletin 99 – Guidance Note on Local Authority Reserves and Balances. This guidance outlines the framework for reserves, the purpose of reserves and some key issues to be considered when determining the appropriate level of reserves.

11.2 Statutory/Regulatory Framework for Reserves

11.2.1 Local Authorities may only hold reserves for which there is a statutory or regulatory power to do so. In Scotland the legislative framework is as follows:

Reserve	Powers
General Fund	Local Government Scotland Act 1973
Capital Fund Insurance Fund	Local Government Scotland Act 1975

--	--

11.2.2 For each reserve there is a clear protocol setting out:

- the reason / purpose of the reserve;
- how and when the reserve can be used;
- procedures for the reserves management and control; and
- the review timescale to ensure continuing relevance and adequacy.

The protocol for each reserve is as follows:

General Fund

Purpose of the Reserve

Every local authority shall have a General Fund and the following shall apply in respect of the General Fund:

- (a) All sums received by or on behalf of the authority shall be paid into that Fund.
- (b) All fees, commissions, discounts allowed on payment of accounts and expenses payable to or recovered by any officer of a local authority in respect of any business relating to the authority whether by reason of his office or otherwise shall be accounted for and paid into that Fund.
- (c) All sums payable by the authority shall be paid out of that Fund.

Use of Reserve

This represents the general reserve of the Council and is used to manage the financial strategy of the Council. Any use of General Fund reserves must be approved by the City Growth and Resources Committee.

Management and Control

Management and control is maintained through the established financial management processes for producing the Annual Accounts and the Council's budget.

Capital Fund

Purpose of the Reserve

To defray any expenditure of the authority to which capital is properly applicable, or to provide money for repayment of the principal of loans (but not payment of interest on loans).

Use of reserve

The Capital Fund will support major capital investment projects within the Council's approved capital programme.

Management and Control

Management and control is maintained through the established financial management processes for producing the Annual Accounts and the Council's budget.

Insurance Fund

Purpose of the Reserve

An authority may operate an Insurance Fund for the following purposes:

- (a) where the authority could have insured against a risk but have not done so, defraying any loss or damage suffered, or expenses incurred, by the authority as a consequence of that risk; or
- (b) paying premiums on a policy of insurance against a risk.

Use of reserve

The reserve is used to manage insurance costs over the medium term.

Management and Control

The Insurance Fund is subject to dedicated accounting rules and procedures as approved by LASAAC (Local Authorities Scotland Accounts Advisory Committee).

11.2.3 The adequacy and relevance of each Fund is reviewed by the Chief Officer - Finance at each year-end and through the budget process. All recommendations for movements in balances are reported to Council either through the year-end report or as part of the budget and service plan strategy.

11.2.4 The Code of Practice on Local Authority Accounting in the United Kingdom has introduced a number of technical reserves in line with proper accounting practice associated with capital accounting, defined benefits pension schemes, financial instruments and employee benefits. These reserves are governed by specific accounting treatment and do not form part of the Council's general available reserves.

11.3 Operation of Reserves

11.3.1 Useable reserves are generally held to do three things:

- create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
- create a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves; and
- create a means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

11.4 Role of the Chief Officer - Finance

11.4.1 The Chief Officer - Finance is responsible for advising on the levels of reserves. The Council, based on this advice, should then approve the appropriate strategy as part of the budget process.

11.5 Adequacy of Reserves

11.5.1 There is no guidance on the minimum level of reserves that a Council should hold. In determining reserve levels, the Chief Officer - Finance must take account of the strategic, operational and financial risks facing the Council over the medium term and the Council's overall approach to risk management.

11.5.2 In determining the level of general reserves, the Chief Officer - Finance should consider the Council's Medium Term Financial Plan and the overall financial environment. Guidance also recommends that the Chief Officer - Finance also reviews any earmarked reserves as part of the annual budget process.

11.5.3 In light of the size and scale of the Council's operations, over the medium term a risk-based approach has been taken to establish a level of uncommitted reserves to be held by the Council. This Reserves Strategy should be reviewed on a regular basis. The value of reserves must be reviewed annually as part of the Council's Budget and Business Planning process and in light of the financial environment at that time.

11.5.4 The level of other earmarked funds will be established as part of the annual budget process.

11.6 Reporting Framework

11.6.1 The Chief Officer - Finance has a fiduciary duty to local taxpayers to ensure proper stewardship of public funds.

11.6.2 The level and utilisation of reserves will be formally approved by the Council based on the advice of the Chief Officer - Finance. To enable the Council to reach a decision, the Chief Officer - Finance should clearly state the factors that influenced this advice.

11.6.3 As part of the budget report the Chief Officer - Finance should state:

- the current value of general reserves, the movement proposed during the year and the estimated year-end balance and the extent that balances are being used to fund recurrent expenditure;
- the adequacy of general reserves in light of the Council's Strategic Business Plan; and
- an assessment of earmarked reserves and advice on appropriate levels and movements during the year and over the medium term.

12. NORTH EAST SCOTLAND PENSION FUNDS

12.1 Introduction

The North East Scotland Pension Fund (NESPF) and the Aberdeen City Council Transport Fund (ACCTF) are administered by Aberdeen City Council within the Local Government Pension Scheme (LGPS) Regulations.

The Scheme was established under the Superannuation Act 1972 and is open to all employees of the scheduled bodies, except for those whose employment entitles them to belong to another statutory pension scheme (e.g. Police, Fire, Teachers). Employees of admitted bodies can join the Scheme subject to the admitted bodies' individual admission criteria, which are out-with the control of Aberdeen City Council.

The Funds' investments are externally managed in accordance with the Local Government Pension Scheme (Scotland) (Management and Investment of Funds) Regulations 2010, as amended.

All pension benefits are paid in accordance with the Local Government Pension Scheme (Scotland) Regulations 2014, as amended.

12.2 North East Scotland Pension Fund Pensions Committee

Aberdeen City Council is the administering authority for the North East Scotland Pension Fund (NESPF) and the Aberdeen City Council Transport Fund (ACCTF). The Council delegates this responsibility to the Pensions Committee.

The Pensions Committee is the key decision maker for all matters under the LGPS Regulations including benefit administration and investment management.

The Council and the Pensions Committee have fiduciary duties and responsibilities towards pension scheme members, participating employers and local taxpayers.

12.3 North East Scotland Pension Fund Pension Board

The Pension Board is responsible for assisting the Scheme Manager in relation to:

- Compliance with the Local Government Pension Scheme (Scotland) Regulations 2014, as amended, and any other legislation relating to the governance and administration of the Scheme; and
- Securing compliance with requirements imposed by the Pensions Regulator.

12.4 Pension Funds Management and Control

12.4.1 Scheme Governance

The Chief Officer - Finance shall ensure that the Pensions Section complies with all government regulations in the administration of the Pension Funds.

The Chief Officer - Finance shall ensure that all required policy statements are created, maintained and annually reviewed, and reported to the Pensions Committee as required. The statutory statements/policies are currently:

- Governance Policy Statement
- Governance Compliance Statement
- Training Policy
- Statement of Investment Principles
- Pensions Administration Strategy
- Communication Policy

12.4.2 Accounting

The North East Scotland Pension Funds are governed by the Council and are required to:

- Make arrangements for the proper administration of their financial affairs and to secure that the proper officer of the administering authority has responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). For the North East Scotland Pension Funds, that officer is the Chief Officer - Finance of Aberdeen City Council;
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- Ensure the Annual Accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014), and so far as it is compatible with the legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003); and
- Approve the Annual Accounts for signature by the Section 95 officer.

The Chief Officer - Finance's responsibilities:

The Chief Officer - Finance is responsible for the preparation of the Pension Funds' Annual Accounts in accordance with proper practices as required by legislation and as set out in the CIPFA/LASAAC *Code of Practice on Local Authority Accounting in the United Kingdom* (the accounting code).

In preparing the Annual Accounts, the Chief Officer - Finance will:

- select suitable accounting policies and then apply them consistently;
- made judgements and estimates that are reasonable and prudent;
- comply with legislation; and
- comply with the Local Authority Accounting Code (in so far as it is compatible with legislation).

The Chief Officer - Finance will also:

- keep adequate accounting records which are up to date; and
- take reasonable steps for the prevention and deletion of fraud and other irregularities.

It is the responsibility of the Pension Fund Manager to provide the Internal/External Auditor's with supporting documentation and any other information required in connection with the Pension Funds' accounts.

12.4.3 Global Custody Arrangements

The Chief Officer - Finance shall ensure that appropriate custody arrangements are in place to provide for the:

- safe custody of Scheme assets;
- income collection;
- proxy voting;
- foreign exchange transactions;
- the provision of a 'global record keeper'; and
- investment accountancy services.

The Chief Officer - Finance shall make recommendations to the Pensions Committee regarding added value custody services, such as, but not limited to:

- cash management;
- performance measurement; and
- stock lending.

12.4.4 Cash Management

Subject to the overriding requirements of the Council's Treasury Management Policy and Strategy, the Chief Officer - Finance shall create and maintain a Cash Management Policy in respect of the North East Scotland Pension Funds. The policy will provide for cash management practices in compliance with the Pension Funds' long-term investment objectives as set out in the Pension Funds Statement of Investment Principles.

The Chief Officer - Finance shall review the cash management strategy, policies, objectives, controls and activities annually, and report on these to the Pensions Committee.

12.4.5 Financial Controls

The Chief Officer - Finance shall maintain separate bank accounts on behalf of the Pension Funds as per the requirements of the LGPS Regulations.

The Chief Officer - Finance shall ensure that financial transactions carried out on behalf of the Pension Funds will be carried out with due regard to segregation of duties.

The Chief Officer - Finance shall approve the scope and limit of financial transactions carried out on behalf of the Pension Funds.

12.4.6 Budget

A budget will be prepared taking into account the following:

- a) any 'Service Level Agreement' between Aberdeen City Council and the Pension Funds;
- b) any projected Fund management costs. These costs are to be assessed by the Chief Officer - Finance and the Pension Fund Manager regarding any likely movement in the investment markets over a 12-month period; and
- c) any projected third-party costs. These costs are to be assessed by the Chief Officer - Finance and the Pension Fund Manager.

It is the responsibility of the Pension Fund Manager to report any variations to the budget to the Pensions Committee on a quarterly basis.

12.4.7 Financial Administration

- The Chief Officer - Finance shall ensure that appropriate policies are in place and are regularly reviewed for the effective and efficient collection of all monies due to the Pension Funds.
- The Chief Officer - Finance shall ensure that all outstanding income due to the Funds are pursued by the Pensions Section and escalated to the Service Income Section as appropriate. A report shall be prepared annually by the Pension Fund Manager for the Chief Officer - Finance regarding the write-off of unrecoverable debt. On review of the annual report the Pension Fund Manager shall be authorised to write off debts up to a value of £10,000, and the Chief Officer - Finance is authorised to write off debts up to a value of £25,000. All unrecoverable debts over £25,000 would be submitted to the Pensions Committee to seek approval for write-off.
- The Chief Officer - Finance shall ensure that effective procedures are in place and regularly reviewed regarding the Pension Funds' expenditure.
- The Chief Officer - Finance shall ensure that accurate records are maintained in respect of all Pension Funds' income and expenditure activity.
- The Chief Officer - Finance shall ensure that the Pension Funds have in place appropriate IT and accounting systems to comply with the requirements of the LGPS Regulations.

The Chief Officer - Finance shall be responsible for authorising all agreements and other documents concerning the administration of the Pension Funds.

12.4.8 Employee benefit payments

The Chief Officer - Finance shall approve and control arrangements for the payment of all benefits to Scheme members and the transfer of Pension Fund benefits to external pension providers.

The Senior Pensions Officer (Benefits) will review and authorise all payments and transfers processed through the Pension Fund benefit administration system.

12.4.9 Risk Management

Subject to overriding requirements at Regulation 12 of the LGPS (Management and Investment of Funds) (Scotland) Regulations 2010, as amended, the Chief Officer - Finance shall be responsible for the identification and control of Risk for the North East Scotland Pension Funds.

The Chief Officer - Finance will carry out an ongoing review of risk management relating to the Pension Funds and will report quarterly to the Pensions Committee in respect of all risk matters impacting the Pension Funds.

12.4.10 Audit

The Pension Funds shall be subject to the same internal audit appointments as the Council, providing there is no conflict of interest. The Pension Funds' External Auditors shall be appointed by the Accounts Commission.

The internal and external audit functions shall report to the Pensions Committee. A copy of such information shall be provided to the Audit, Risk and Scrutiny Committee.

An annual internal and external audit plan shall be drawn up after discussion with the Chief Officer - Finance and the Pension Fund Manager for the Pensions Committee's information, input and approval.

Both the internal and external audit function shall work directly with the Pension Fund Manager in relation to work carried out and followed up, with reporting to the Pensions Committee.

Internal and External Audit shall prepare an annual report, including their audit opinion, on the overall adequacy of the Pension Fund's control environment.

12.4.11 Investment of Funds

The Chief Officer - Finance will be responsible for ensuring that all monies in respect of the Pension Funds' shall be invested in accordance with the Local Government Pension Scheme (Scotland) Regulations.

The Chief Officer - Finance shall ensure that proper records are maintained regarding the investments of the North East Scotland Pension Funds.

The Chief Officer - Finance will be responsible for ensuring that, all investment will be held either in the name of the Aberdeen City Council Pension Fund or appropriate nominee name.

Asset classes considered as being suitable investments for the Pension Funds will be detailed in the Pension Funds' 'Statement of Investment Principles' (SIP). The SIP will be subject to annual review by the Pensions Committee.

In accordance with the Local Government Pension Scheme Regulations the Pensions Committee will take proper advice regarding investment of the Funds' monies including advice from the Chief Officer - Finance.

12.4.12 Service Providers

The Chief Officer - Finance shall ensure that all service providers engaged on behalf of the Pension Funds will be appointed in accordance with the Procurement Regulations.

The Pension Funds have identified the following third-party service providers as 'key' providers regarding the Pension Funds service provision. The list is not exhaustive and may be revised subject to direction by the Chief Officer - Finance:

- the Council;
- Scheme Actuary;
- Global Custodian;
- Investment Fund Managers;
- Investment Consultants;
- Benefit Administration system provider; and
- Implementation Services.

All third-party service providers will be subject to annual performance review (or more often as required) with reporting to the Pensions Committee as required.

12.4.13 Travel and Expenses

In respect of the North East Scotland Pension Funds', the Chief Officer - Finance shall approve an annual travel plan regarding the attendance at training events and conferences for elected members and officers.

Travel will be approved in accordance with the Travel Procedures set out in sections 4.7 and 4.8. To the extent that those procedures do not apply to all travel requirements relating to the Pension Funds, additional procedures specific to the Pension Funds will be determined by the Chief Officer - Finance.

APPROVED EXEMPTIONS FROM REQUIREMENT TO ISSUE A PURCHASE ORDER

The requirement to issue a purchase order is set out in Financial Regulation 5.12.2 and 5.12.3.

Essentially there are only 2 overarching reasons to not use a Purchase Order when committing or incurring expenditure and all Exemptions must meet one or other of these 2 criteria.

1. The expenditure being incurred would not represent a purchase of supplies, services and works
2. There is an agreed alternative control process in place

Specific examples that meet these 2 criteria are as follows:

1. The expenditure being incurred would not represent a purchase of supplies, services and works:
 - 1.1 Payments made through the payroll system
 - 1.1.1 Salaries and wages
 - 1.1.2 Payroll deductions including payments to HMRC, pension funds and employee benefits scheme providers
 - 1.1.3 Travel and subsistence claims
 - 1.2 Taxation and similar payments made to government bodies
 - 1.2.1 Levies
 - 1.2.2 Council Tax
 - 1.2.3 Business Rates
 - 1.2.4 Payments to the Tax Authorities
 - 1.3 Transfer payments
 - 1.3.1 Benefit payments including Housing Benefit, Universal Credit etc.
 - 1.3.2 Grant schemes and other similar payments e.g. fund distributions
 - 1.4 Other payments that do not constitute a purchase of supplies, services and works
 - 1.4.1 Grant schemes and other similar payments e.g. fund distributions
 - 1.4.2 Refunds to customers/clients
 - 1.4.3 Insurance/Legal settlements and compensation payments
 - 1.4.4 Court fees/Legal fees
 - 1.4.5 Interview Expenses
 - 1.4.6 Long service awards
 - 1.4.7 Subscriptions to Professional Bodies (code 12873)
 - 1.4.8 Disclosure Scotland
 - 1.4.9 SQA fees

1.4.10 Registration & Inspection fees

1.5 Other agreed exemptions

1.5.1 Postages

1.5.2 Hire of taxis

2. There is an agreed alternative control process in place:

2.1 Payment vouchers/Self Bills

2.2 Payments to foster carers, adoption fees and kinship carer payments

2.3 Payments made via the one-bill system, including gas, electric, telephone, photocopying charges

2.4 Property Rents

2.5 Payments made via feeder systems

2.5.1 Carefirst

2.5.2 Consillium

2.5.3 Tranman

2.5.4 Confirm

2.6 Items purchased using purchasing cards

2.7 Ongoing annual (repeat) subscriptions

2.8 Unitary Charges (e.g. 3R's/AWPR projects)

All other purchases require a purchase order to be raised and quoted on the supplier's invoice. Invoices not containing the purchase order number will not be paid.

No exceptions will be accepted unless specifically approved by the Chief Officer - Finance or their authorised representative.



Aberdeen City Council Procurement Regulations

2018

Aberdeen City Council Procurement Regulations

Table of Contents

		Page
1	Overview	3
2	Definitions	3
3	Extent and Application	5
4	Procurement Procedures	7
5	Roles and Responsibilities	10
6	Sustainable Procurement	11
7	Purchase Orders	11
8	Special Matters	12
9	Tender Issue and Receipt	14
10	Tender Evaluation	15
11	Supplier Selection and Tender Acceptance	15
12	Award of Contract	16
13	Contract Management	16
14	Records and Reporting	16
15	Contracts for Care and Support Services	17

1 Overview

- 1.1 The purpose of these Procurement Regulations is to:
- a) ensure that uniform contracting procedures of the highest standard are laid down for use throughout the Council;
 - b) secure compliance with the law;
 - c) ensure the Council obtains best value in its procurement activity and all resultant contracts;
 - d) provide a framework for detailed Procurement Guidance Notes; and
 - e) protect the Council and its staff.
- 1.2 This shall ensure the Council consistently acts in a transparent and proportionate manner and in a way that is equal and without discrimination. In turn this shall lead to value for money, and more sustainable outcomes.

2 Definitions

- 2.1 Throughout this document the following definitions shall apply:
- 2.1.1 **Annual Procurement Report** means a report published by the Council annually in relation to Regulated Procurements.
- 2.1.2 **Committee** means the Strategic Commissioning Committee of the Council with responsibility for monitoring best value, internal financial control, corporate governance (including procurement), or any other matter to which the procedure for award of Council contracts may be relevant.
- 2.1.3 **Concession Contract** means a works concession contract or a services concession contract as defined by the Concession Contracts (Scotland) Regulations 2016.
- 2.1.4 **Contract of Employment** means a contract between the Council and an individual that sets out an employee's employment conditions, rights, responsibilities and duties. This is distinct from an agreement to provide services for the Council, for example by a consultancy arrangement.
- 2.1.5 **Contract Value** means the estimated aggregate total value (total estimated value), excluding VAT, over the entire term of the Contract which the Council expects to be payable under the contract. In the case of a works concession contract or a services concession contract, the value shall be calculated on the basis of the total net turnover of the concessionaire generated over the duration of the contract, as estimated by the Council, in consideration for the works and services that are the object of the concession.
- 2.1.6 **Contracts Register** means a record of contract details currently in place within the Council.
- 2.1.7 **Corporate Procurement Strategy** means a document giving details on how the Council

intends to carry out regulated procurements as required by Section 15 of the Procurement Reform (Scotland) Act 2014.

- 2.1.8 **Council** means Aberdeen City Council.
- 2.1.9 **Delegated Procurement Authority (DPA)** means the authority that permits a Delegated Procurer to conduct a procurement, and to agree to award, amend or vary contracts for supplies, services or works on behalf of the Council.
- 2.1.10 **Delegated Procurer** means any officer holding Delegated Procurement Authority and authorised to carry out procurement activities.
- 2.1.11 **E-Tendering or Electronic Tendering** means a tendering process where the contract documents are published electronically and the tender response to these is also submitted electronically in the first instance. E-tender shall be construed accordingly.
- 2.1.12 **EU Procurement Directive** means the European legislative framework for public procurement in force at the time a procurement process is entered into.
- 2.1.13 **Framework Agreement** means an agreement between one or more contracting authorities and one or more suppliers. The purpose of such agreements is to establish the terms governing public contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.
- 2.1.14 **Inside Information** means information which relates directly or indirectly to ACC or any of its group entities; has not been made public; is precise; and if it were made public, would be likely to have a significant effect on the prices of one or more of the Council's Bonds or could have an impact on the Council's credit rating.
- 2.1.15 **Procurement Guidance Note** means a supplement to these Procurement Regulations which gives detailed guidance on an area within the Procurement Regulations.
- 2.1.16 **Procuring Service** means the service department of the Council with responsibility for procuring any particular requirement for supplies, services or works on behalf of the Council or for the disposal of surplus materials.
- 2.1.17 **Proper Officer** means any officer in the employment of the Council who is duly authorised for the purpose of signing contracts on behalf of the Council under the Council's Scheme of Delegation or any other resolution of the Council authorising officers to sign contracts.
- 2.1.18 **Public Contracts Scotland** means the national portal for advertising public sector contract opportunities in Scotland, which may be found at www.publiccontractsscotland.gov.uk.
- 2.1.19 **Regulated Procurements** means a procurement where any contract formed will be a public contract the value of which is equal to or greater than the relevant contract Threshold, and which is not for the procurement of an excluded contract as defined in Section 4 of the Procurement Reform (Scotland) Act 2014.
- 2.1.120 **Relevant Legislation** means the Scottish procurement legislation in effect at the time

any procurement process is entered into, along with EU Procurement Directives and any other relevant applicable law.

- 2.1.21 **Terms and Conditions** means the special and general arrangements, provisions and requirements of a contract.
- 2.1.22 **Thresholds** means the financial value that determines how a procurement is to be undertaken.

3 Extent and Application

- 3.1 These Procurement Regulations are made under section 81 of the Local Government (Scotland) Act 1973.
- 3.2 These Procurement Regulations must be interpreted in accordance with the principles of openness, fairness and non-discrimination.
- 3.3 All Council personnel shall comply with the terms of the Procurement Regulations. Any breach or non-compliance with these Regulations must, on discovery, be reported immediately to the Head of Commercial and Procurement Services. The Head of Commercial and Procurement Services may consult other relevant officers, including the Chief Executive, in order to determine the appropriate action. Failure by any employee to comply with the Procurement Regulations or associated Procurement Guidance Notes may be grounds for disciplinary action.
- 3.4 Subject to the provisions of Paragraph 3.11, the Procurement Regulations shall apply to:
- a) Any procurements undertaken by, or on behalf of, the Council with the intention of creating a contract or contracts (including the creation of a framework agreement) for the purchase of goods and/or services, or for the execution of works.
 - b) Any procurements undertaken by, or on behalf of, the Council with the intention to enter into a call-off contract under an external framework agreement. Prior to call-off from any external framework agreement, the Head of Commercial and Procurement Services must give written approval for the use of the proposed framework agreement.
 - c) Any amendment or variation of an existing contract for the purchase of goods or services, or for the execution of works, where:
 - i. that amendment or variation would exceed the parameters of the approval of the original procurement, or
 - ii. the aggregate contract value of the original contract and the variation of that contract would exceed a threshold requiring approval at a higher level, or
 - iii. the amendment would result in an assignation or novation to a new supplier.

- d) Any procurement undertaken by, or on behalf of, the Council with the intention of leading to the award of a public services concession contract or public works concession contract.
- 3.5 The Procurement Regulations are subject to the over-riding provisions of European, United Kingdom or Scots law governing public procurement. They are also subject to any statutory guidance issued from time to time by the EU Commission, UK Government or Scottish Government on public procurement.
- 3.6 When determining the contract value, the Delegated Procurer must take into account the aggregate value of the particular requirement for supplies, services or works across the whole Council. Where any single requirement is divided into Lots the Contract Value will equal the aggregate value of all the Lots. If the procurement of any such requirements is split amongst a number of contracts which, taken individually, are below the threshold values, each of these contracts will be subject to the relevant EU Procurement Directive in place at the time of the procurement in the same way as if the requirements were procured through a single large contract.
- 3.7 Contracts related for “care and support services” are subject to a Light-Touch Regime as defined in the legislation. Details of the services covered under this regime, and how the Council will procure such services are covered by Procurement Regulation 15 and also included within [Procurement Guidance Note 19](#).
- 3.8 All tendering for Supplies, Services and/or Works by a Delegated Procurer shall be carried out following consultation with the Head of Commercial and Procurement Services.
- 3.9 The following types of contract are exempted from the provisions of these Procurement Regulations:-
- a) Any contract of employment.
 - b) Any contract relating to the acquisition or disposal or lease of heritable property or any other interest in land.
 - c) Any award or receipt of a Grant.
 - d) Any contract for the Sponsorship of an event.
 - e) Any contract which relates to the appointment of legal counsel or expert witnesses in any legal proceedings on behalf of the Council.
 - f) Any contract which, in the opinion of the Director of the procuring Service, or of the Chief Executive, is urgently required to prevent danger to life, serious risk to health or damage to property. Where practicable the Director or the Chief Executive shall consult with the Head of Commercial and Procurement Services before taking any action under this paragraph. In all circumstances where this exemption has been used:
 - i. the Head of Commercial and Procurement Services shall be notified as soon as reasonably practicable; and
 - ii. any contract entered into, varied or terminated on behalf of the Council must be noted in the Contracts Register and be reported to the appropriate Committee by the Delegated Procurer as soon as practicable.
 - g) Any contract that is to be performed in-house.
- 3.10 The Procurement Regulations may be suspended either in whole or in part by the Director of Commissioning and the Head of Commercial and Procurement Services in writing in

respect of an award of any contract where the award of that contract is urgently required to meet the exigencies of the Service.

- 3.11 Where the Director of Commissioning and the Head of Commercial and Procurement Services have decided that the criteria for suspension of Procurement Regulations are fulfilled, then a contract may be awarded to the preferred supplier or contractor as appropriate and the reason(s) must be noted in the Contracts Register. Any contract made on behalf of the Council under this paragraph shall be reported to the Strategic Commissioning Committee by the Delegated Procurer as soon as practicable.
- 3.12 The Procurement Regulations must be read in conjunction with the Procurement Guidance Notes issued by the Head of Commercial and Procurement Services. Where there is any discrepancy between documents, the Procurement Regulations will take precedence.
- 3.13 Any query regarding the application or interpretation of the Procurement Regulations should be made in the first instance to Commercial and Procurement Services.

4 Procurement Procedures

4.1 Authority to Incur Expenditure

- 4.1.1 No tender shall be invited or contract entered into unless the total estimated expenditure has been previously approved. The method of authorising a procurement is dependent on the Contract Value as follows:

4.1.1.1 Contracts below £50,000 (supplies/services) or £250,000 (works)

Subject to budget approval, the relevant Chief Officer may give authority to conduct any procurement where the estimated value of contract is below £50,000 (supplies/services) or £250,000 (works). The procurement shall be undertaken by a Delegated Procurer in line with Section 4.3 of these Procurement Regulations.

4.1.1.2 Contracts above £50,000 (supplies/services) or £250,000 (works) up to £1,000,000 (both supplies/services and works).

Contracts with an estimated value of above £50,000 (for supplies/services) or above £250,000 (works) up to £1,000,000 (both supplies/services and works) shall be listed on the workplan to be submitted by the relevant Director or Chief Officer in accordance with Procurement Regulation 14.6. Each individual contract will also require a Business Case (conforming to a template approved by the Head of Commercial and Procurement Services) seeking authority to conduct a procurement for the purchase of supplies, services or works. This will be submitted by the relevant Chief Officer to the Head of Commercial and Procurement Services. The approval of the Head of Commercial and Procurement Services is required prior to procurement being undertaken.

4.1.1.3 Contracts above £1,000,000 (supplies/services and works)

Contracts with an estimated value of above £1,000,000 shall be listed on the workplan to be submitted by the relevant Director or Chief Officer in accordance with Procurement Regulation 14.6. Each individual contract will also require a Business Case (conforming to a template approved by the Head of Commercial and Procurement Services) to be submitted by the relevant Chief Officer to the

Strategic Commissioning Committee. The approval of that Committee is required prior to the procurement being undertaken.

4.1.1.4 Expenditure via Framework Agreements

Delegated Procurers may procure supplies, services and works under external framework agreements provided that authority to incur expenditure for each call-off contract has been approved in accordance with these Procurement Regulations and also provided that: -

- i. Use of an external framework agreement by the Council has been approved in writing by the Head of Commercial and Procurement Services,
- ii. No material change has been made to the call-off terms under the framework agreement and calling-off from the framework has been done in accordance with the procedures laid down within that framework,
- iii. All call-off contracts must be reported to the Head of Commercial and Procurement Services, and
- iv. If the aggregate Contract Value of call-off contracts under a framework agreement is likely to exceed £1million then the authority of the Strategic Commissioning Committee to incur the expenditure must be obtained in advance of expenditure of £1million being exceeded.

4.1.2 Exceeding approved contract value

4.1.2.1 Where a contract value has been previously approved by the relevant Chief Officer, or Committee and it becomes apparent to the Chief Officer of the procuring Service that the indicative total value of the contract as previously reported is likely to be exceeded, the relevant Chief Officer shall consult with the Head of Commercial and Procurement Services on what action requires to be taken and no further orders shall be made under the contract until such advice has been obtained.

4.1.2.2 In all cases where the contract value is likely to exceed what has previously been approved, and the additional cost is more than either the lesser of 1) £100,000; or 2) 50% of the approved contract value; the relevant Chief Officer shall ensure that a report on the matter is submitted to the next meeting of the Strategic Commissioning Committee for consideration. This regulation applies to contracts equal to or greater than £1million. In such circumstances the indicative previously agreed total contract value cannot be exceeded without the relevant approval being received.

4.1.3 There shall be no artificial splitting of a contract to avoid the application of the provisions of Scottish, UK or EU procurement law and/or these Procurement Regulations

4.2 **Authority to Carry Out Procurements**

4.2.1 All contracts let by or on behalf of the Council shall be subject to an obligation on the Head of Commercial and Procurement Services to seek best value for the Council. The Head of Commercial and Procurement Services and the Delegated Procurer will be responsible for demonstrating fairness, non-discrimination, equal treatment and transparency in the contract procedures chosen to all parties having an interest in those procedures.

4.2.2 Procurements shall only be carried out by Delegated Procurers who have been designated as such by the Head of Commercial and Procurement Services and who hold relevant Delegated Procurement Authority ([Procurement Guidance Note 3](#)).

4.2.3 Delegated Procurement Authority will be reviewed on an annual basis, or as required, and may be increased, reduced or withdrawn by the Head of Commercial and Procurement Services as necessary.

4.3 Quotations - Contracts below £50,000 (Supplies/Services) or £250,000 (Works)

4.3.1 The procedure to be followed for the award of any contract by the Council depends on the estimated Contract Value. Values or amounts referred to in these Procurement Regulations shall be based on the best available estimate at the time of tendering.

4.3.2 For any contract with a total estimated value below £50,000 (for supplies and services) or £250,000 (for works), the Delegated Procurer shall follow [Procurement Guidance Note 4a \(supplies and services\)](#) and [4b \(works\)](#) and obtain written quotations to ensure the demonstration of best value to the Council in the sourcing decision. If quotations cannot be obtained the Delegated Procurer shall complete a Quotation Exemption Form (included in [Procurement Guidance Note 4a \(supplies and services\)](#) and [4b \(works\)](#)) explaining why this is the case and submit it to the relevant Chief Officer for approval.

4.3.3 All requests for quotations shall be advertised, and submissions received, via the Quick Quote online procurement tool available via Public Contracts Scotland, unless authorisation has been given by the Head of Commercial and Procurement Services to the contrary.

4.4 Competitive Tendering (Where the Contract Value is below the EU Threshold)

4.4.1 Where any contract has an estimated value of between £50,000 and the EU Threshold (for supplies/services) or between £250,000 and the EU Threshold (works), or is otherwise exempt from the full application of EU Procurement Rules, competitive tendering shall be undertaken.

4.4.2 To ascertain how the procurement shall be undertaken in relation to the requirement, the Delegated Procurer shall follow [Procurement Guidance Note 5a \(supplies and services\)](#) and [5b \(works\)](#).

4.4.3 All tenders shall be appropriately advertised, and submissions received, via Public Contracts Scotland or such other platform as may be authorised by the Head of Commercial and Procurement Services.

4.5 EU Procurement

4.5.1 An EU Procurement means a procurement undertaken in accordance with the Public Contracts (Scotland) Regulations 2015 and requires advertising in the Official Journal of the European Union (OJEU). An EU Procurement must be undertaken where the Council proposes to tender for any contract with an estimated value equal to or exceeding the applicable EU Threshold (Supplies, Services or Works).

- 4.5.1 To ascertain how the procurement shall be undertaken in relation to the requirement, the Delegated Procurer shall follow [Procurement Guidance Note 6](#).
- 4.5.2 All tenders shall be appropriately advertised, and submissions received, via Public Contracts Scotland or such other platform as may be authorised by the Head of Commercial and Procurement Services.

5 Roles and Responsibilities

5.1 General Responsibilities

- 5.1.1 It is the duty of all employees within the Council to ensure that these Procurement Regulations, and any associated Procurement Guidance Notes, are adhered to in order to ensure Best Value is achieved in relation to expenditure relating to supplies, services or works. The allocation of a budget as part of the Council's budget setting process is not sufficient to comply with these Procurement Regulations.

5.2 Head of Commercial and Procurement Services

- 5.2.1 The Head of Commercial and Procurement Services is responsible for all procurement and tendering arrangements for supplies, services and works.
- 5.2.2 The Head of Commercial and Procurement Services shall authorise, by means of Delegated Procurement Authority, adequately trained staff to undertake procurement activity (Delegated Procurers).
- 5.2.3 The Head of Commercial and Procurement Services shall ensure that relevant Procurement Guidance Notes are in place and that necessary revisions are made to these on a regular basis to reflect changes in legislation, Council policy or good practice.

5.3 Directors (including Chief Officer of Integrated Health & Social Care Partnership)

- 5.3.1 Each Director has responsibility to ensure that staff in their Directorate follow the Procurement Regulations for all contracts let by their Directorate and is accountable to the Council for the performance of their duties in relation to contract management. Each Director shall be able to evidence that the procurements are compliant with these Procurement Regulations and associated Procurement Guidance Notes.
- 5.3.2 Each Director shall ensure that all contracts in place within their Directorate are entered into the corporate Contracts Register. The details required to be provided are detailed within [Procurement Guidance Note 9](#).

5.4 Delegated Procurers

- 5.4.1 All Delegated Procurers will ensure compliance with relevant procurement legislation, these Procurement Regulations and Procurement Guidance Notes.
- 5.4.2 Delegated Procurers are authorised to undertake procurements to the levels stated within their individual Delegated Procurement Authority. They must ensure that these are not exceeded without the authority of the Head of Commercial and Procurement Services.

- 5.4.3 Delegated Procurers will undertake regular training in order to maintain their Delegated Procurement Authority.

6 Sustainable Procurement

- 6.1 The Council is committed to working towards sustainable development, and in particular sustainable procurement and will work to embed the principles of sustainability at all stages of procurement activities to ensure that social, environmental and economic impacts are considered throughout the procurement and contract management process, consistent with relevant legislation.
- 6.2 In the context of these Procurement Regulations “sustainable development” shall be taken to mean development which secures a balance of social, economic, health and environmental well-being in the impact of activities and decisions. Sustainable development seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs.
- 6.3 Before carrying out a Regulated Procurement, the Council must consider how in conducting the procurement process it can:
- i. improve the economic, social and environmental wellbeing of the Council’s area.
 - ii. facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and;
 - iii. promote innovation.
- 6.4 In carrying out the procurement the Council must act with a view to securing such improvements as identified within paragraph 6.3. However the Council must only consider matters that are relevant to what is proposed to be procured and, in doing so, consider the extent to which it is proportionate in all the circumstances to take those matters in to account.
- 6.4 Detailed information is available within [Procurement Guidance Note 10](#).

7 Purchase Orders

- 7.1 No supplies, services or works shall be ordered or instructed except on an official order form, which shall be in an approved format. Where, by reason of urgency or necessity, a verbal order is issued, it must be confirmed within 3 working days with the issue of an official order form from the ordering system. The supplier shall be requested to quote order numbers on all invoices. The budget holder risks disciplinary action for non-compliance.
- 7.2 The order, with the contract references/schedule numbers added, shall be approved by the Director or other authorised signatory. All Directors must furnish the Chief Officer - Finance with a list of signatories approved for this purpose, and shall advise him or her of additions to or deletions from the list as they occur as per the Council’s Scheme of Delegation. The officer approving the purchase order must be satisfied that there is appropriate budgetary provision covering the estimated cost and that Council procurement procedures have been followed prior to authorisation.

8 Special Matters

8.1 Internal Services

8.1.1 Where supplies, services or works can be provided by another Service of the Council, this may be delivered by that Council Service following consultation between the Chief Officers of the relevant Service(s) and the Head of Commercial and Procurement Services. It is the responsibility of the Chief Officer of the in-house provider to ensure that Best Value for the Council is achieved by either:

- (a) carrying out such supplies, services or works at cost; or
- (b) providing requested advice and support in relation to contracting with an external provider.

8.2 Second Hand Goods

8.2.1 Second hand goods up to a value of £50,000 may be acquired by the Council without a competitive quotation being obtained provided that:

- a) The Director of the relevant Service can demonstrate that the purchase is necessary to facilitate service delivery;
- b) The Director of the relevant Service can demonstrate that the purchase represents best value, having given due consideration to the cost of an equivalent new purchase and estimated life of the asset both from new and current age;
- c) The goods have been subject to inspection to ascertain their physical condition, with a record kept of the outcome of the inspection;
- d) The Council has clear title to the goods; and
- e) The Director obtains in writing (which may be by e-mail) the prior agreement of the Head of Commercial and Procurement before effecting the purchase.

8.3 Grants

8.3.1 The award of grants is a means by which the Council provides subsidies or funding to external bodies (including individuals, businesses and third sector organisations) to further the aims of those external bodies. Grants must not be used to procure supplies, services or works which the Council would otherwise have to procure in accordance with these Procurement Regulations.

8.3.2 Whilst an award of a grant by the Council may not be subject to these Procurement Regulations, it is essential that the Council's procedures on Following the Public Pound are considered.

8.3.3 Where it is envisaged that there may be any procurement or state aid implications in the award of grants, then the Head of Commercial and Procurement Services must be consulted prior to entering into any such arrangement.

8.3.4 Purchase of supplies, services or works in relation to grant funding awarded to the Council will be carried out in accordance with the provisions within these Procurement Regulations, as per the values within Regulation 4.1.

8.4 Shared Services

8.4.1 Shared Services are arrangements where the Council collaborates with other public authorities to obtain supplies, services or works from them. Advice on the operation of procurement rules in respect of any proposed shared service arrangement should be sought from the Head of Commercial and Procurement Services.

8.4.2 Identification of a proposed shared service arrangement should be undertaken only following consultation with the Head of Commercial and Procurement Services and can only be entered into where the Director of the relevant Service can demonstrate that such an arrangement represents Best Value to the Council.

8.4.3 Approval to enter into a shared service arrangement may also require the approval of the Strategic Commissioning Committee, as per Regulation 4.1.

8.5 Income Generation

8.5.1 Where a contract is to be entered into by the Council for income generation purposes and there will be no expenditure by the Council outwith approved budgets, the Head of Commercial and Procurement Services, following consultation with the Convener of the Strategic Commissioning Committee, shall approve the decision to enter into the contract and the Terms and Conditions of Contract to be utilised and there shall be no requirement for Committee approval.

8.6 Inside Information

8.6.1 The Council has issued Bonds on the London Stock Exchange and must comply with the Market Abuse Regulations which control how Inside Information must be dealt with by the Council. The Council may from time to time be required to make Inside Information public as part of the procurement process and must do so through the London Stock Exchange. All Delegated Procurers must ensure that they comply with the requirements of the Market Abuse Regulations in this regard and that they take advice as necessary from the Chief Office – Finance, Chief Officer - Governance or the Head of Commercial and Procurement Services. Further information may be sought in the Council's Bond Governance Protocol.

8.7 Procurement of Consultants

8.7.1 The appointment of consultants or sub-contractors may fall within the IR35 rules which may result in the Council being liable to pay income tax and national insurance contributions in respect of the engagement. The Council must not enter into contracts with any individual or company direct without the prior approval of the Head of Commercial and Procurement Services. Officers must follow these Procurement Regulations and must engage with Commercial and Procurement Services prior to agreeing to contract with an individual or organisation.

8.7.2 In appointing consultants Directors / Chief Officers must ensure that the terms of agreement are controlled and knowledge transfer to Council officers should be effected where beneficial.

8.7.3 Any contract for consultancy services shall be subject to the approval of the Head of Commercial and Procurement Services. IR35 implications must be established prior to commencing the procurement process. Amongst other things the contract shall specify:

- the precise scope of the commission;
- cost limits and controls;
- lines and levels of reporting, responsibility and authority;
- insurance cover (which must be verified by Council officers);
- the method of determining completion of work and payment thereof;
- standard Aberdeen City Council terms of payment; and
- the ownership of intellectual property rights relating to any material or computer software developed during the consultancy.

It shall be the responsibility of the relevant Director to ensure that any consultancy contract complies with the Procurement Regulations and the Financial Regulations.

9 Tender Issue and Receipt

9.1 The Delegated Procurer shall issue invitations to quote/tender and contract documents for all contracts in compliance with these Procurement Regulations and relevant Procurement Guidance Notes.

9.2 Terms and Conditions of Contract

9.2.1 Except where specialist Terms and Conditions are required, the Delegated Procurer shall use the standard Terms and Conditions of Contract in use by the Council, or those within a relevant framework agreement. Any specialist Terms and Conditions must be approved in writing by the Head of Commercial and Procurement Services. Terms and Conditions of Contract are detailed within **Procurement Guidance Note 11**.

9.2.2 On no occasion will the Council contract under Terms and Conditions supplied by any tenderer/contractor unless these have been reviewed and agreed by the Head of Commercial and Procurement Services.

9.3 Advertisement

9.3.1 Unless agreed otherwise in writing by the Head of Commercial and Procurement Services, any tender which requires to be advertised in accordance with these Procurement Regulations shall be advertised via the Public Contracts Scotland website (www.publiccontractsscotland.gov.uk), notwithstanding any other form of advertisement or notice required by law or otherwise.

9.4 Issue of Tenders

9.4.1 Electronic procurement (e-procurement) processes will be utilised for all tender exercises where this is practically possible. Contracts shall be advertised, contract documents

issued, information exchanged, tenders submitted, received and opened via electronic means. Detailed information is available within [Procurement Guidance Note 12](#).

- 9.4.2 Where in exceptional circumstances, electronic procurement is not utilised all procedures shall reflect as closely as possible those where electronic procurement is utilised. Tender issue, submission and opening shall, in these circumstances, be undertaken as per [Procurement Guidance Note 12](#).

9.5 Receipts of Tenders

- 9.5.1 Tenders will be received and opened electronically via the electronic tendering system utilised by the Council. Where, in exceptional circumstances, electronic procurement is not utilised, tender receipt and submission shall be undertaken as per [Procurement Guidance Note 12](#).

10 Tender Evaluation

- 10.1 Tenders shall be evaluated by a group of nominated individuals in accordance with the relevant Procurement Guidance Note.
- 10.2 Tenders shall be evaluated in accordance with the quotation or tender award criteria, and on the basis of establishing which offer is the most economically advantageous and provides Best Value to the Council.
- 10.3 Tenders shall be evaluated strictly in accordance with the evaluation criteria set out in the tender documents. No tender shall be accepted based on evaluation of criteria not set out in the tender documents
- 10.4 A written record shall be maintained outlining the evaluation process, recording the process followed, the criteria applied, and detailing the reasons for the decision. This record shall be retained as per the Council's Corporate Retention & Disposal Schedule and is further detailed within [Procurement Guidance Note 16](#)

11 Supplier Selection and Tender Acceptance

- 11.1 As soon as reasonably practicable after a decision has been made to eliminate a supplier or tender at any stage of a procurement procedure the Council must notify those tenderers and candidates concerned of their elimination by notice in writing.
- 11.2 As soon as possible after a decision has been made to award any contract following a procurement process where Contract Value is above the relevant EU threshold the Council shall, by notice in writing, inform all candidates and economic operators concerned of the Council's decision to award the contract.
- 11.3 Tender Acceptance letters and debrief letters shall be prepared by the Delegated Procurer and approved by the relevant Category Manager within Commercial and Procurement Services. Debriefs shall be undertaken in accordance with relevant legislation.

12 Award of Contract

12.1 At the conclusion of the tender procedure and (if applicable) after the expiry of any Standstill Period the final contract shall be entered into between the Council and the successful tenderer. Officers awarding contracts on behalf of the Council must be aware of the requirements in relation to disclosure of Inside Information as detailed in Procurement Regulation 8.6.

12.2 Contracts shall be entered into and executed as follows:

12.2.1 **Contracts with a value equal to or exceeding the relevant EU Threshold**, through the execution of a written contract executed in accordance with Scots law, unless otherwise agreed in accordance with Paragraph 9.2.1, signed on behalf of the Council by a Proper Officer and signed by the contractor by a duly authorised person.

12.2.2 **Contract Values of less than the relevant EU Threshold**, unless the Head of Commercial and Procurement Services has directed a particular option in the case of a procurement, the Delegated Procurer shall determine whether the contract should be executed either:

- i. through the execution of a written contract executed in accordance with Scots law (unless otherwise agreed in accordance with Paragraph 9.2.1) and signed on behalf of the Council by a Proper Officer and signed by the contractor by a duly authorised person; or
- ii. by the issuing of an Award Letter by the Chief Officer of the procuring Service, and the return of such letter signed by a duly authorised person on behalf of the tenderer signifying their acceptance of the appointment on the terms and conditions stated therein.

13 Contract Management

13.1 It is the responsibility of the Delegated Procurer to ensure that details of all contracts are included within the Contracts Register and that copies of all concluded contracts are available to Commercial and Procurement Services as required.

13.2 The Delegated Procurer shall ensure that the performance of the contract is monitored and reviewed in a way which is proportionate to the value, duration, subject matter and complexity of the contract, and in accordance with [Procurement Guidance Note 18](#).

13.3 Officers managing contracts on behalf of the Council must be aware of the requirements in relation to disclosure of Inside Information as detailed in Procurement Regulation 8.6.

14 Records and Reporting

14.1 The Head of Commercial and Procurement Services shall maintain and publish a Contracts Register for the monitoring of all contracts and framework agreements developed or in use across the Council, which shall include, as a minimum, all information as required by relevant legislation. This information is detailed within [Procurement Guidance Note 9](#).

- 14.2 Each Procuring Service shall ensure that the required information as detailed within **Procurement Guidance Note 9** is communicated to Commercial and Procurement Services in order to maintain the Contracts Register.
- 14.3 The Head of Commercial and Procurement Services shall produce and publish a Corporate Procurement Strategy, which shall be reviewed on an annual basis. The Corporate Procurement Strategy shall include, as a minimum, all information as required by relevant legislation.
- 14.4 The Head of Commercial and Procurement Services shall produce and publish an Annual Procurement Report as soon as practicable after the end of each financial year. The Annual Procurement Report shall include, as a minimum, all information as required by relevant legislation.
- 14.5 Delegated Procurers shall comply with all reporting procedures put in place by the Head of Commercial and Procurement Services.
- 14.6 The Chief Operating Officer, the Directors of Resources, Commissioning and Customer, the Chief Officer – Governance, the Chief Officer – Strategic Place Planning and the Chief Officer – City Growth shall submit a workplan for their Directorate/Service to the Head of Commercial and Procurement Services prior to the commencement of each financial year (conforming to a template approved by the Head of Commercial and Procurement Services) detailing all contracts to be procured in the coming year with a Contract Value of £50,000 or more (supplies/services) or £250,000 or more (works), and updating the Committee from time to time in the event of any new procurements being added to the workplan. The Director of the procuring Service shall ensure that required reports are brought to the Strategic Commissioning Committee.
- 14.7 The Head of Commercial and Procurement Services shall ensure that reports on matters specified in the Corporate Procurement Strategy, and otherwise as required by the Procurement Regulations, are brought to the Strategic Commissioning Committee.

15 Contracts for Care and Support Services

- 15.1 Except as otherwise stated in this section, these Procurement Regulations shall apply to Care and Support Services. For the purposes of this section of the Procurement Regulations, Contracts for Care and Support Services shall mean contracts for the provision of services under the Social Work (Scotland) Act 1968; the Children (Scotland) Act 1995; the Mental Health (Care and Treatment) (Scotland) Act 2003 or any other function of the Council covered by the definition of a care service in the Regulation of Care (Scotland) Act 2001, including housing support services and any other relevant legislation, and included in Schedule 3 of the Public Contracts (Scotland) Regulations 2015.
- 15.2 The degree and method of competition required and the process for approving expenditure will depend on the total estimated expenditure for the contract as follows: -

Estimated Contract Value / Threshold	Degree of Competition Required	Approval of Expenditure
(i) Up to £50,000	Written quotations must be	Chief Officer

		obtained to demonstrate best value to the Council in accordance with Procurement Guidance Note 19.	
(ii)	£50,000 up to the EU Light Touch Regime (“LTR”) Threshold (from 1 st January 2018 set at £615,278 but subject to change every second 1 st of January)	Direct awards may be made if supported by a Business Case approved by a Chief Officer in accordance with Procurement Regulation 15.4, otherwise a competitive tendering process must be undertaken in accordance with these Procurement Regulations. Fundamental EU Treaty principles must always be considered.	Chief Officer
(iii)	LTR Threshold up to £1million	Must be advertised in OJEU and the light touch provisions in The Public Contracts (Scotland) Regulations 2015 apply.	Submission of a Business Case by the relevant Chief Officer to the Chief Officer of the Integrated Health & Social Care Partnership, and approval by the Chief Officer of the Integrated Health & Social Care Partnership, prior to procurement being undertaken.
(iv)	£1million and above	Must be advertised in OJEU and the light touch provisions in The Public Contracts (Scotland) Regulations 2015 apply.	Submission of a Business Case by the relevant Chief Officer to the IJB and approval by the IJB prior to the procurement being undertaken.

15.3 Format of Business Case

Business Cases must be submitted in the format for Care and Support services, as approved by the Head of the Commercial and Procurement Service.

15.4 Justification of Direct Awards

Justification for making a direct award in relation to Threshold (ii), including call off contracts directly awarded from Framework Agreements, may include the following: -

- a) Where the relevant Chief Officer is satisfied that the requirement of the contract is unique or, after research, only one suitable source of supply can be identified;
- b) When, for reasons of extreme urgency or risk to life or health and wellbeing, the other procurement procedures cannot be complied with;
- c) Where, for example, in the case of certain residential or supported living services, there are only limited places available for a specific type of care and/or support and those places only become available occasionally and/or at short notice;
- d) Where the Council is instructed by a Children's Hearing or Educational Tribunal to place a child in a particular setting;
- e) Where the individual has a right to choose and direct their own accommodation and/or support;
- f) Where the Relevant Chief Officer is satisfied that the risk to service user(s) outweighs the benefits of advertising the requirement and awarding the contract or framework following competition.

In exceptional circumstances, a direct award may be made in relation to Threshold (iii), for example in relation to residential care homes, where the provider owns the property and delivers the service and we have no ability to re-tender to change the provider. In accordance with the Scottish Government's Best Practice Guidance: A public body should decide, on a case-by-case basis, whether or not to advertise the requirement and award a contract or framework agreement by competition. A number of factors should be taken into account, including application of the procurement legislation, procurement policy and risk of legal challenge; application of local financial regulations and standing orders; and benefits and risks to people who use services and service delivery.

15.5 Authority to Incur Expenditure in relation to Direct Awards

15.5.1 In relation to Threshold (ii) - £50,000 up to the LTR Threshold: -

Where the direct award of a contract is being made for a service that does not facilitate individual placements, the business case must be approved by the Chief Officer in advance of the contract being issued.

Where the direct award of a contract is being made as a call off from a framework agreement, i.e. relating to care and support for an individual, authorisation to incur expenditure will be obtained in accordance with Care Management processes.

15.5.2 In relation to Threshold (iii) - LTR Threshold and above: -

The Business Case must be approved by.

15.5.3 In relation to Threshold (iv) - £1million and above: -

The Business Case must be approved by the IJB or, if applicable, the Strategic Commissioning Committee in advance of the procurement being undertaken.

15.6 Authority to Carry Out Procurements

The Social Care Commissioning, Procurement and Contracts team are Delegated Procurers for Health and Social Care Services, designated as such by the Head of Commercial and Procurement Services.

This page is intentionally left blank



Member–Officer Relations Protocol

Sharing Values and a Common Purpose



Contents

1. Good Governance and a Common Purpose	3 - 4
2. Implementing the Protocol	4 - 5
3. Member-Officer Roles and Responsibilities	5
4. Respect	5 - 7
5. Professionalism	7 - 9
6. Communication	9 - 10
7. Customer Focus	10
8. Further Reference	11

Version	1.0
Effective From	30 April 2017
To be Reviewed	May 2018
Application of Policy	Council-wide
Policy Author	Roderick MacBeath, Senior Democratic Services Manager

1. Good governance and a common purpose

1.1 The Council's Target Operating Model will require significant programme of change which will transform the way in which services are designed and accessed by our customers. The delivery of this ambitious programme is the shared responsibility of elected members and council officers at all levels of the organisation.

1.2 In achieving our ambitions for the City of Aberdeen and its residents, it is important to be clear about:

- the respective roles and responsibilities of elected members and council officers, and
- how the relationship between them can operate effectively to accomplish shared goals, in the public interest
- The Target Operating Model also needs to be supported by the right structure and a leadership, cultural and behavioural framework is being developed to provide this.

1.3 This protocol results from an aspiration to adopt a proactive and positive approach to member-officer relations. This will have clear benefits for the organisation as well as the individuals within it. It responds to the Audit Scotland recommendation in their 2010 report, "Roles and Working Relationships: Are You Getting it Right?", that the Councillors' Code of Conduct be customised to the requirements of Aberdeen City Council.

It also responds to Audit Scotland's 2015 audit of Best Value and Community Planning which stated that the Council should sustain improved working relationships, and consider introducing further protocols and guidance for member-to-member and member-to-officer working. The Accounts Commission follow-up report "How Councils Work – Are You Still Getting it Right?" (Nov 2016) again reinforces the benefits for all Councils, particularly in light of increasing coalition arrangements, of protocols to clarify roles and responsibilities, including member-officer engagement.

1.4 The CIPFA* Framework of good governance underpins the Council's own governance structure, and all the key documents within that, including this protocol on member-officer relations. A theme which will be returned to throughout this document, as the requirements on both members and officers are explained, will be that of a **common purpose**. This is set out by CIPFA in **Delivering Good Governance in Local Government Framework 2016**:

"It is crucial that the Framework is applied in a way that demonstrates the spirit and ethos of good governance which cannot be achieved by rules and procedures alone. Shared values that are integrated into the culture of an organisation, and are reflected in behaviour and policy, are hallmarks of good governance."

* The Chartered Institute of Public Finance and Accountancy

1.5 This emphasises that the achievement of the Council's intended outcomes can only be truly accomplished when members and officers operate from a shared set of values and consistently demonstrate these through a shared set of behaviours.

**Achieving the Intended Outcomes
While Acting in the Public Interest at all Times**



1.6 Local government can be a challenging environment. Financial and political pressures, albeit short-term and cyclical, can take their toll on member/officer relationships. CIPFA acknowledge the potential for this to interfere with the achievement of the Council’s intended outcomes and urge authorities to act transparently and without conflict when this is the case. This can be achieved by agreeing a clear vision, which is performance measured, risk managed and based on a longer term view.

1.7 Good governance is also key to the Council’s “triple aim” which consists of delivering a clear vision, modernising

and transforming how we do business and clarity around the standards of behaviour expected of officers. These behaviours form the basis against which employees’ annual performance is measured and stress the requirement for open, honest communication, a focus on customers, high standards of professionalism and respect for people, property and processes.

1.8 Both members and officers work together to improve the experience for the customer, our use of resources, and the experience of all staff, and this is consistent with CIPFA’s framework for good governance.

1.9 This protocol is a tool for members and officers to achieve positive and constructive relations with each other in working towards our common purpose - our shared objectives for the people and place of Aberdeen.

2. Implementing the protocol

2.1 The protocol is underpinned at all times by the standards of good governance against which the Council measures itself annually. The protocol complements existing requirements under the Councillors’ Code of Conduct for elected members, and the Employee Code of Conduct, the organisational behaviours and Council policies and guidance for employees. It includes some current unwritten practices and provides additional clarity on roles and how they interact.

2.2 Observing the protocol is an individual responsibility for each officer and member. Group Leaders will support their members in observing the protocol.

Similarly, Chief Officers will support staff to do likewise. The protocol does not cover every eventuality and members and officers who are unsure about its application should seek advice from Chief Officers.

2.3 Where a member or officer has a concern relating to observation of the protocol, they may raise this with the relevant Group Leader, if they are a member of a group, or a Chief Officer in their service in the first instance. He or she will determine any next steps to be taken. These should be in the interests of resolving the matter raised at the earliest opportunity, and could include an informal discussion, identifying training requirements for an officer, member, or mediation between the individuals concerned. Any remedy would primarily seek to restore and maintain positive working relationships between members and officers.

2.4 Members will be made aware of the protocol through Member induction and employees through their induction. Copies of the protocol will also be available on Zone and the Council's website.

2.5 Once approved, the protocol will be reviewed annually by the Chief Officer - Governance. This will ensure that the protocol remains effective. Any proposal to amend the protocol will be subject to consultation with members.

3. Member officer roles and responsibilities

3.1 Members set and approve policy on behalf of the city and officers draft and implement policy. The Chief Executive leads in implementing strategy and managing the delivery of services set by members.

3.2 Members monitor the implementation of policy and scrutinise service delivery through robust performance management systems which allow them to hold officers to account. The importance of the role of members is emphasised by CIPFA, whose Delivering Good Governance in Local Government Framework 2016, reinforces the need for a culture and structure for scrutiny and a positive working culture which accepts, promotes and encourages constructive challenge.

3.3 The Council's approved Core Behaviours are:

- Respect
- Professionalism
- Communication
- Customer Focus

These behaviours provide a guide to maintaining positive and constructive relations between officers and equally can be applied to relations between members and officers. Members and Chief Officers will lead by example by demonstrating these Core Behaviours in how they relate to one another.

4. Respect

As members and officers we will behave in a way that demonstrates respect for people, property and processes, and which demonstrates due regard for our respective roles.

4.1 Respect for one another

4.1.1 As members and officers:

- A.** We will always behave in a way which is consistent with our Core Behaviours and will treat each other, our colleagues, members of the public,

constituents and representatives of partner organisations with respect whether by words, actions or inference.

As members, we acknowledge that it is unacceptable to comment on the abilities or behaviour of officers and, as such, we will avoid personal attacks, refrain from using disrespectful or offensive language and avoid undermining respect for officers. As officers, we acknowledge that the same approach is required in our interactions with members and that members can advocate on behalf of their constituents.

B. We will ensure that any feedback given is in the spirit of continuous improvement and based on fact.

C. We will be conscious that the Council is an equal opportunity employer and that members and officers are each bound collectively by a legislative framework.

4.1.2 As members:

A. We will acknowledge the impartiality of officers and will not exert any pressure on them in respect of report recommendations or in respect of their decision-making under delegated authority. We accept that if we wish to see officers' recommendations in a final report changed we will do so through motions or amendments at the appropriate meeting and will not approach senior officers or authors directly.

B. We recognise our role in holding officers to account and will adopt appropriate questioning techniques which allow for impartial and professional responses, avoiding leading and politically loaded questions.

C. We note that any suggestion by members of a lack of officer impartiality or capability will be responded to under the terms of paragraphs 2.2 and 2.3 above.

D. Where we require information from a service for case work, we will request that information through the members' enquiries system or, in appropriate circumstances, from a relevant senior officer.

4.1.3 As officers:

A. We will not let our personal views which we hold as citizens or officers affect our judgement.

B. We will ensure that our relationships with members are not overly familiar in order to protect our impartiality.

C. We will ensure that all groups and members are treated equally and have equal access to advice and assistance, taking into account exceptions as outlined in 5.4.2.

D. We will ensure that representatives of all political groups and independent members are invited to attend when we organise civic or official events.

4.2 Respect for property

4.2.1 As members, we will not use Council facilities or equipment for political or campaigning purposes and will comply with the guidance issued on behalf of the Returning Officer during pre-election periods.

4.3 Respect at meetings

4.3.1 As members and officers:

- We will treat everyone present with respect and courtesy at all meetings.

- We will respect and comply with the authority of the chairperson.
- We will keep our mobile phones on silent during meetings to avoid unnecessary disruption.
- We will ensure all members are addressed as “Councillor” and all officers by their title or surname eg Mr/Ms Smith.

4.3.2 As officers we will ensure we are inclusive in our approach inviting all local members to attend when we arrange meetings in a ward, or meetings about a ward issue, and informing all members of any ministerial or Royal visit or visit by other dignitaries and VIPs. We will endeavour to avoid clashes with committee meetings and to ensure that all those to be invited are available. This does not apply to specific meetings we arrange with members at their or our request.

5. Professionalism

As members and officers we will undertake to maintain the standards expected by the organisation at all times; remembering that we are representing the Council and the city.

5.1 Maintaining standards

5.1.1 As members and officers we will uphold the principles of our respective Codes of Conduct and the behaviours outlined in this protocol in all our dealings on behalf of the Council and the city.

5.1.2 As members:

- A.** We will ensure that we are aware of the different duties, obligations, potential conflicts of interest and liabilities arising (which may include personal financial liability) when

appointed to the board of an Arm’s Length External Organisation (ALEO), a trust or an outside body and will seek advice from officers of that body if we are in any doubt.

- B.** We will not ask officers to undertake work designed to affect support for a political party or campaign.

5.1.3 As officers:

A. We will ensure we are aware of and understand our responsibilities if we hold a politically restricted post.

B. We will not undertake work on behalf of a member which may be designed to affect support for a political party or campaign. Where there is any doubt, we will seek advice from a senior officer in our service.

5.2 Maintaining skills and knowledge

5.2.1 As members and officers we recognise the importance of continuous professional development to members and officers understanding each other’s priorities and therefore to maintaining constructive relationships, as such:

- A.** We will attend induction training to ensure we understand what is expected of us and what we can expect. This is supported by CIPFA which encourages local authorities to develop officer and member capability, by ensuring appropriate induction, continuing development both personal and professional, and support and shared learning. CIPFA also highlights the merits of constructive feedback and peer review for members and officers, ensuring that training and development needs are targeted at gaps and weaknesses.

B. We will be aware of, and complete appropriate training on, the terms of the Council's governance documents, certain Council policies which embed legislative requirements (including on matters such as corporate parenting, data protection and Protection of Vulnerable Groups (PVG) checks) and of our responsibilities under relevant legislation covering areas such as data protection, freedom of information and bribery.

5.2.2 As members we accept that we have an obligation to our citizens to keep our skills and knowledge up to date and will participate in training arranged for us and keep our personal development plans updated, as provided for in the Member Development Framework.

5.2.3 As Group Leaders we will encourage our members to undertake appropriate training and development in line with the Member Development Framework.

5.2.4 As officers we will undertake to keep our skills and knowledge up to date whether for professional regulation purposes or in keeping with the requirements of the Council as our employer.

5.3 Elections

5.3.1 As members and officers:

A. We will respect that additional restrictions apply on political activity during any pre-election period.

B. We will comply with any advice issued on behalf of the Returning Officer.

5.4 Maintaining fairness and transparency

5.4.1 As officers:

A. We will remember that our duty is to the Council as a whole and, as such, will provide support to all members and groups equally, respecting the confidentiality of any information which we are party to, and providing all advice impartially and professionally.

B. When invited to address group meetings we will recognise that some present may not be Council members, so we cannot provide any information on confidential matters, and will seek advice from Chief Officers if we have any doubts about meetings which we are asked to attend.

C. In seeking to assist members, we will always be aware of the limitations of any delegated authority we may be able to exercise and of any advice we may be able to provide.

5.4.2 As members:

A. We recognise that there are times when we will want to invite officers to attend our group meetings to increase our awareness of issues relating to matters of Council business and we will not use any confidential information received for political or campaigning purposes.

B. We recognise that group meetings, group pre-meetings, coalition meetings, formal and informal briefings, development sessions and similar meetings are not part of the Council decision making process and any conclusions or determinations are not binding on the Council. We recognise that consideration of any matter as these meetings does not replace the obligation on each individual member to come to a decision at the appropriate Council, committee or sub-committee meeting when we will have all information before us.

C. We recognise that there are times when administration leaders, group leaders or senior councillors may be given advance information which is necessary so that they can give officers guidance on strategic direction or so that they can understand the background to particular recommendations or proposals.

D. We acknowledge that chief officers have the right to submit certain reports as dictated by their professional judgement and that officers retain final responsibility for the content of reports.

5.5 Employment matters

5.5.1 As members:

A. We recognise that we must not solicit a job within the Council for anyone or canvas support for any applicant for a job.

B. We understand that we must not become involved in the pay and conditions of individual officers except when we sit on a committee dealing with such issues.

5.5.2 As officers we will not approach any member about our individual employment or terms and conditions or about the recruitment of anyone else.

6. Communication

As members and officers we will communicate in a way which is timely, clear, open, honest and constructive, respecting the confidentiality of information we are party to.

6.1 Handling information responsibly

6.1.1 As members and officers we recognise that information is one of our most valuable resources and as such it is incumbent on us to treat it responsibly. In all our dealings with information we will act in accordance with Data Protection legislation and in the knowledge that requests for information can be made by anyone under data protection and freedom of information legislation.

6.1.2 As members we will ensure that, when we are provided with information by officers which is private or confidential, or of a personal nature, we treat it as confidential, only using it for the purpose for which it was provided and undertaking not to share it externally to the Council nor to use it for personal or party political advantage.

6.1.3 As officers:

A. We will ensure that, when we provide information to members which is private, confidential, or of a personal nature, they are advised that it is confidential.

- B.** We will not share correspondence with one member with any other without the former's express consent nor will we share information about a constituent with any member without the constituent's express consent.
- C.** We will take steps to ensure that as many committee reports as possible can be considered in the public domain – and that, where possible, exempt or confidential information is included in an exempt or confidential appendix.
- D.** We will endeavour to include any member who may not belong to any group or alliance when corresponding with political groups.
- E.** We will remember that members have both statutory and common law rights to inspect reports on agendas whether or not they are members of the committee or sub-committee in question. In this respect statutory rights cover reports to be submitted to committees and sub-committees, and background papers, with the exception of reports containing exempt information relating to.

- members
- officers
- occupiers of Council property
- applicants for financial assistance and services
- the care of children
- contracts
- industrial relations
- advice from Counsel
- criminal investigations

Common law rights are wider than those provided for under the Access to Information legislation and give members access to some reports or background material including exempt reports. This right is based on a need to know, or information which the member needs in order to perform his or her duty as a councillor. It does not include information which cannot be disclosed by virtue of the Data Protection Act or information relating to the internal operations of a political party to which the member requesting the report does not belong. In the event of any disagreement on whether or not a member should have access to a report, the matter should be referred to the Monitoring Officer.

6.1.4 As Directors we acknowledge and understand the importance of our relationships with conveners and will ensure that conveners are kept fully informed, as appropriate, of all developments relating to their committees.

7. Customer Focus

As members and officers we understand that customer focus is part of the duties of every member and officer and we will work together to improve the services which the Council delivers.

7.1 Members as private individuals

7.1.1 Officers will occasionally need to contact members as private individuals. Where such contact is other than routine, officers should (i) advise the appropriate Chief Officer, who should seek the advice of the Monitoring Officer, and (ii) advise members clearly if they are being contacted as a private individual. Members so contacted should seek the advice of the Monitoring Officer.

7.1.2 The Monitoring Officer will then consider if any further steps require to be taken to ensure the integrity of the Council's decision making processes.

7.1.3 Officers should mark any non routine correspondence to members as private individuals as private and confidential.

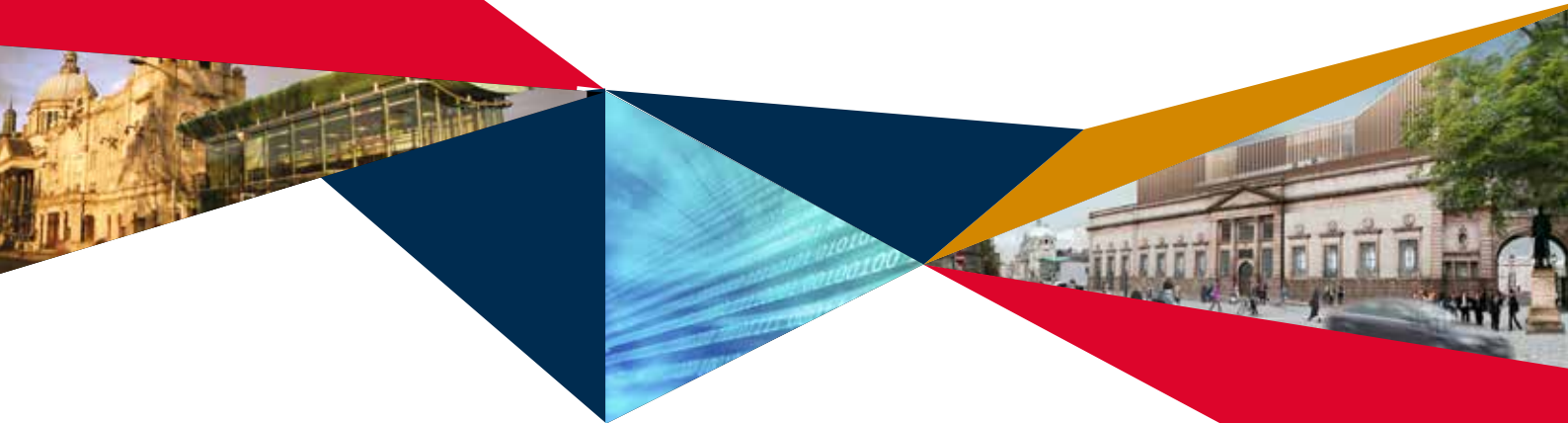
7.1.4 Where a member does not respond to correspondence within such a timescale as may have been specified, the matter shall be escalated to the appropriate Chief Officer.

7.1.5 Where an officer is required to meet a member in a private capacity, the location of any meeting shall be agreed by the appropriate Chief Officer. This can be in the member's office in the Town House.

8. Further Reference

The following documents provide additional guidance on this protocol:-

- Councillors' Code of Conduct
- Guidance on Councillors' Code of Conduct
- Employee Code of Conduct (nb Zone link only – not available on website)
- Communications Policy
- Standing Orders
- Scheme of Delegation
- Financial Regulations
- Procurement Regulations
- Follow Me - A Guide To Social Media For Elected Members In Scotland
- Social Media Guidance for Employees (nb Zone link only - not available on website)
- Core Behaviours (nb Zone link only – not available on website)
- CIPFA/IFAC Framework
- CIPFA/SOLACE Guidance



Committee Places Options

Option 1 - Committees of 9 Members

	Conservative	Labour	Independent	SNP	Liberal Democrat
Number of members	2	2	1	3	1

Option 2 - Committees of 11 Members

	Conservative	Labour	Independent	SNP	Liberal Democrat
Number of members	3	2	1	4	1

Option 3 - Committees of 13 Members

	Conservative	Labour	Independent	SNP	Liberal Democrat
Number of members	3	3	1	5	1

Option 4 - Committees of 15 Members

	Conservative	Labour	Independent	SNP	Liberal Democrat
Number of members	4	3	1	6	1

This page is intentionally left blank

Staff Governance Committee

UNISON response

UNISON welcomes the new and open thinking which has gone into revising staff governance arrangements, and the willingness to include trade unions in both the discussion and the new structures. The current proposals have the basis of a good structure, and we want to be in a situation where all parties can support this. However there remain significant weaknesses in the proposals which mean we cannot support them at present. The five specific points are:

- **The membership of the committee.** It is insufficiently clear which, how many, and how trade union representatives will be involved.
- **The lack of clarity around dealing with exempt matters.** It is unclear exactly these will be handled. This includes (but is not limited to) how all trade union health and safety reps will be involved in discussions around serious health and safety issues.
- **Agenda items.** Standing orders currently require all agenda items to have a report from officers, and this seriously inhibits trade unions taking items forward to this committee.
- **Health and safety.** It is unclear what health and safety structure would lie behind the proposals to give this committee responsibility for those matters. While there have been assurances at Corporate Health & Safety Committee about this structure, we request to see this in writing.
- **Disagreements in committee.** There is no clarity around how disagreements between unions and the council will be handled.

We believe that it is possible to reach mutually acceptable solutions to these items, which would allow a proposal to go forward which would command the support of all interested parties. Pending the resolution of this, we request that no decision be taken on this matter.

GMB response

I write to respond to the above on behalf of the Aberdeen Branch A13 of GMB.

I raised some points at the meeting we held with the Chief Executive, I will outline them below.

Firstly may I thank you and the Chief Executive for the very positive and constructive way in which the meeting was held with clear lines of purpose laid out in the proposals, they were most welcome.

One of the matters was that of numbers, in a previous paper there was to be one GMB rep, I cannot support this as I feel that there should be a minimum of two from GMB in attendance, in this instance I propose our President / Convener, and Secretary, (elected for such purposes) this would fit into our rule book, if there were to be figures along the JCC line then we can have a further person from the Branch.

The Matter of time to attend, prepare, and respond, is essentially vital, we are experiencing difficulty currently in these matters and for the Governance of ACC we must have full focus to address and participate in the affairs of The Council and its partner bodies.

Regarding the incorporation of Health and Safety at a Corporate level into this committee, I would suggest that it have a standalone Agenda item (separate meeting) as it is too important to enclose with other business, not a Sub Committee but the full committee only dealing with a single Agenda Item, sub divided into the normal format, and if necessary the same for former JCC type issues if needed regarding the time

factor, again the full committee and not a Sub Committee to give full focus and commitment. We currently enjoy having meetings with HR services to go over matters of policy, as well as general issues, this is very beneficial and reflects the reason we do not meet for a JCC as we benefit from both the interaction and the establishment of Trust.

Regarding the other aims and strategies of the committee I do not foresee any difficulty in committing to these as they will be within the bounds of Legislation, and Employment Law as well as Established Council Policy and where we are to create new policy we will strive for a mutual understanding.

If any formal agreement is required we can seek the appropriate involvement of the Parent Trade Union through the appointed officers.

We look forward to a firm focus and commitment by all parties that will be mutually beneficial to us all.

Use of word “partnership” or “partnership arrangement” in Terms of Reference – can this either be changed to “partnership approach”, or “mutuality”? Concern that unions will be asked to sign up to a partnership agreement.

EIS response

The issues that were raised in the EIS response seem to have been addressed by the Terms of Reference and the assurances of the CEO have been noted. Just a couple of points. Will the terms of reference include any statement on the frequency of the meetings?

There was some discussion around the number of trade union representatives at the meeting. The committee has a health and safety role so we would require of H and S officer to be present as well as our local area secretaries. This still has to be firmed up. Apart from this detail, the EIS agrees the terms of Reference.

SSTA response

I note that in the original paper presented to the Trade Unions that the SSTA were absent from the Trade Union representatives list and that that was perhaps an oversight. Our expectation is that the SSTA would be invited to this committee and that given the current allocation of Facility time to the SSTA one representative from the SSTA would attend meetings of the SCF.

We have no issues to raise concerning the terms of reference of the SCF as outlined in your presentation.

UNITE response

The Committee should be split to create a sub committee for health and safety governance as it takes up a lot of time in its own

There should be equality of membership between Elected members and TU workplace reps as Cllrs are not their as advisers nor should the TU reps

Also full time TU Regional officers should be ex office members of the committee and its sub committees with a right to attend and speak at the mtgs if they so wish but without voting rights



Aberdeen City Council

*** Committee Annual Effectiveness Report



*** Annual Effectiveness Report

INDEX

No		Page
1.	Introduction	
2.	The role of the Committee	
3.	Membership of the Committee during 2018/2019	
4.	Membership changes	
5.	Member Attendance	
6.	Meeting Content	
7.	Training Requirements and Attendance	
8.	Code of Conduct – Declarations of Interest	
9.	Civic Engagement	
10.	Officer support to the Committee	
11.	Executive Lead's Comments	
12.	Next year's focus	

1. INTRODUCTION

1.1 Introduction to annual report by the Convener.

2. THE ROLE OF THE COMMITTEE

2.1 Section to detail the Terms of Reference for the Committee.

3. MEMBERSHIP OF THE COMMITTEE DURING 2018/2019

3.1 Section to detail committee membership and composition.

4. MEMBERSHIP CHANGES

4.1 Section to detail changes to committee membership during the year.

5. MEMBER ATTENDANCE

5.1 Section to detail member total expected attendances, total attendances and nominated substitute attendances.

6. MEETING CONTENT

6.1 Section to detail the following information:

Area	Rationale
Number of reports in total and split by each aspect within the Committee's Terms of Reference	Evidences (1) that the Committee has a clear understanding of the Terms of Reference and complying with these and (2) the volume of business and how the business related to items within its Terms of Reference.
Number and Percentage of decisions which are linked to the delivery of the Local Outcome Improvement Plan	Evidences that the Committee is making decisions in line with the strategic policies of the Council and the direction of travel for the Function and that the Function is planning for the future on the basis of the outcomes in the Local Outcome Improvement Plan.
Number of reports where the Committee has amended officer recommendations	Evidences whether the Committee has chosen a different decision to that proposed by officers; the reasoning for this and the impact on the Service's strategic direction.
Number and percentage of reports approved unanimously	Evidences the number and percentage of decisions agreed unanimously by the Committee.
Number of reports or service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	Evidences further reports or service updates requested by the Committee and areas where sufficient assurance has not been provided in reports.
Number of decisions delayed for further information	Evidences that information presented to Committee is, or is not, relevant, objective and provides sufficient level of detail in order for the Committee to make an informed decision.

Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	Evidences Members are respecting each other and the proceedings and behaving consistently with the ethical values of Public Life and the stated values of the Council.
Number of late reports received by the Committee and reason for these	Evidences that the Committee, by means of its forward report tracker, is being efficient and accurate in the scheduling of its business and that officers are submitting reports in timely manner.
Number of referrals to Council, or other Committees in terms of Standing Order 31.1	Evidences that the Committee is effective in determining matters delegated to it.
Number of Notices of Motion	Details the number of Notices of Motion raised by members on matters which would otherwise not have been reported to the Committee by the Function at that time.
Number of times Standing Orders were suspended and the specific Standing Orders suspended	Evidences the Committee's compliance with the Standing Orders approved by Council and would highlight whether any specific Standing Order should be reviewed by the Council.
Number of Exempt/Confidential reports	Evidences transparency and openness of the Committee's decision making.
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	Demonstrates the Committee's interface with the public/stakeholders and their awareness of the role of the Committee, and how they can actively participate in the decision making process.
Number of petitions considered	Demonstrates the Committee's interface with the public/stakeholders and their awareness of the role of the Committee, and how they can actively participate in the decision making process.
Number of Members attending meetings of the committee as observers	Demonstrates joint working and awareness of key issues arising through the Committee.
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	Demonstrates joint working and awareness of key issues arising through the Committee.

7. TRAINING REQUIREMENTS AND ATTENDANCE

7.1 Section to detail training required, provided and attended. Please note that in some year's there may be no training required or that training may cover multiple committees.

8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

8.1 Section to detail the number of declarations of interest – Evidences Members awareness of the requirements of the Councilors' Code of Conduct.

9. CIVIC ENGAGEMENT

- 9.1 Section to detail the Committee's civic engagement activity; feedback from those who have participated in the activity and how this has helped to inform service delivery.

10. OFFICER SUPPORT TO THE COMMITTEE

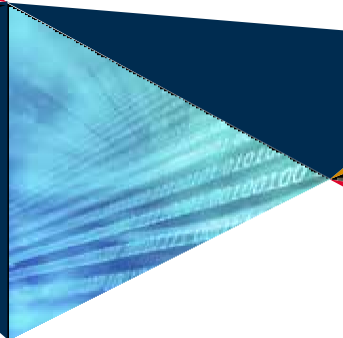
- 10.1 Section to detail senior officer expected attendance, total attendances and nominated substitute attendance at meetings of the committee, as well as the Executive Lead's consideration of key issues arising through other committees of the Council as stated in the Committee's Terms of Reference.

11. EXECUTIVE LEAD'S COMMENTS

- 11.1 Section to provide an overview of the operation of the committee over the year and identify any areas of development or support required.

12. NEXT YEAR'S FOCUS

- 12.1 Section to detail the Committee's focus for the next year and will evidence that longer term needs and service user feedback have been considered.



2018

APRIL

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16 Elected Members Development Day	17 Licensing Committee (10am)	18	19 Operational Delivery Committee (2pm)	20	21
22	23	24 Strategic Commissioning Committee (2pm)	25	26 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	27	28
29	30 City Growth and Resources Committee (2pm)					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
		1 OFFSHORE TECHNOLOGY CONFERENCE	2 OFFSHORE TECHNOLOGY CONFERENCE ALL ENERGY	3 OFFSHORE TECHNOLOGY CONFERENCE ALL ENERGY Planning Development Management Committee (Visits)(if required) (am)	4 Staff Governance Committee (2pm)	5
6	7 <u>MAY DAY HOLIDAY</u>	8 Audit, Risk and Scrutiny Committee (2pm)	9 Public Protection Committee (2pm)	10	11	12
13	14	15 Licensing Board (10.30am)	16	17	18	19
20	21 Council (10.30am)	22 Integration Joint Board (10am Health Village)	23 Capital Programme Sub Committee (2pm)	24 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	25	26
27	28	29 Operational Delivery Committee (2pm)	30	31 Planning Development Management Committee (Visits)(if required) (am) Strategic Transformation Committee (2pm)		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
					1	2
3	4	5 Licensing Committee (10am)	6	7 Strategic Commissioning Committee (2pm)	8	9
10	11	12	13	14	15	16
17	18 Elected Members Development Day	19 City Growth and Resources Committee (2pm)	20	21 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	22 Pensions Committee & Board (10.30am)	23
24	25	26 Audit, Risk and Scrutiny Committee (2pm)	27 Public Protection Committee (2pm)	28 Planning Development Management Committee (Visits)(if required) (am)	29 Staff Governance Committee (2pm)	30

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
1	2 Council (10.30am)	3 Licensing Board (10.30am)	4	5	6 SCHOOL TERM ENDS	7
8	9	10	11	12	13	14
15	16	17	18	19 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	20	21
22	23	24	25	26 Planning Development Management Committee (Visits)(if required) (am)	27	28
29	30	31				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
			1 Special City Growth and Resources Committee (for quarterly accounts) (2pm)	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	17	18
19	20 IN SERVICE DAY Council (10.30am)	21 <u>SCHOOL TERM STARTS</u> Licensing Committee (10am)	22	23 Planning Development Management Committee (Visits)(if required) (am)	24	25
26	27 OFFSHORE NORTH SEAS	28 OFFSHORE NORTH SEAS Integration Joint Board (10am Health Village)	29 OFFSHORE NORTH SEAS	30 OFFSHORE NORTH SEAS	31 Staff Governance Committee (2pm)	

2018

SEPTEMBER

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
						1
2	3 Elected Members Development Day	4 Licensing Board (10.30am)	5	6 Operational Delivery Committee (2pm)	7	8
9	10	11	12 Capital Programme Sub Committee (2pm)	13 Strategic Commissioning Committee (2pm)	14 Pensions Committee & Board (10.30am)	15
16	17	18 City Growth and Resources Committee (2pm)	19	20 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	21 <u>SCHOOL HOLIDAY</u>	22
23	24 <u>SCHOOL HOLIDAY</u>	25 Audit, Risk and Scrutiny Committee (2pm)	26 Public Protection Committee (2pm)	27 Planning Development Management Committee (Visits)(if required) (am) Strategic Transformation Committee (2pm)	28	29
30						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
	1	2	3	4	5	6
7	8 Council (10.30am)	9 Integration Joint Board (10am Health Village)	10	11	12 <u>SCHOOL TERM ENDS</u>	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 <u>SCHOOL TERM STARTS</u> Elected Members Development Day	30 Licensing Committee (10am)	31 Special City Growth and Resources Committee (for quarterly accounts) (2pm)			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
				1 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	2 Staff Governance Committee (2pm)	3
4	5	6 Operational Delivery Committee (2pm)	7	8 Planning Development Management Committee (Visits)(if required) (am)	9	10
11	12	13 Licensing Board (10.30am)	14 Capital Programme Sub Committee (2pm)	15	16 <u>IN SERVICE DAY</u>	17
18	19	20 Strategic Commissioning Committee (2pm)	21	22 Strategic Transformation Committee (2pm)	23	24
25	26	27 City Growth and Resources Committee (2pm)	28	29	30 Pensions Committee & Board (10.30am)	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
						1
2	3	4 Audit, Risk and Scrutiny Committee (2pm)	5 Public Protection Committee (2pm)	6 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	7	8
9	10 Elected Members Development Day	11 Licensing Committee (10am) Integration Joint Board (10am Health Village)	12	13 Planning Development Management Committee (Visits)(if required) (am)	14	15
16	17 Council (10.30am)	18	19	20	21 <u>SCHOOL TERM ENDS</u>	22
23	24	25	26	27	28	29
30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15 Licensing Board (10.30am)	16	17 Operational Delivery Committee (2pm)	18	19
20	21	22 Integration Joint Board (Health Village 10am)	23 Capital Programme Sub Committee (2pm)	24 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	25	26
27	28 Elected Members Development Day	29 Strategic Commissioning Committee (2pm)	30	31 Planning Development Management Committee (Visits)(if required) (am)		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
					1	2
3	4	5 Integration Joint Board (Health Village 10am)	6	7 City Growth and Resources Committee (2pm)	8	9
10	11 IN SERVICE DAY	12 IN SERVICE DAY	13 IN SERVICE DAY	14 Audit, Risk and Scrutiny Committee (2pm)	15 Staff Governance Committee (2pm)	16
17	18 Council Budget (2pm)	19 Licensing Committee (10am)	20 Public Protection Committee (2pm)	21 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	22	23
24	25 Elected Members Development Day	26	27	28 Planning Development Management Committee (Visits)(if required) (am)		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
					1	2
3	4 Council (10.30am)	5 Integration Joint Board (Health Village 10am)	6	7 Strategic Transformation Committee (2pm)	8	9
10	11	12 Licensing Board (10.30am)	13	14 Operational Delivery Committee (2pm)	15 Pensions Committee & Board (10.30am)	16
17	18	19 Capital Programme Sub Committee (2pm)	20	21 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	22	23
24	25 Elected Members Development Day	26 Integration Joint Board (Health Village 10am)	27	28 Planning Development Management Committee (Visits)(if required) (am) Strategic Commissioning Committee (2pm)	29 <u>SCHOOL TERM ENDS</u> Staff Governance Committee (2pm)	30
31						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/day
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 <u>SCHOOL BACK</u>	16	17	18 Planning Development Management Committee (10am) Pre-Application Forum (if required) (2pm)	19 <u>GOOD FRIDAY</u>	20
21	22	23 Licensing Committee (10am)	24 Public Protection Committee (2pm)	25 Planning Development Management Committee (Visits)(if required) (am) City Growth and Resources Committee (2pm)	26	27
28	29 Elected Members Development Day	30 Audit, Risk and Scrutiny Committee (2pm)				

This page is intentionally left blank

Civic Leadership

Following engagement events and meetings hosted by the Lord Provost and the Chief Executive, a number of representatives subsequently organised a community event held on 27th January 2017 which was attended by c.70 - 80 people from across the City's civic and community life. The purpose of this event was to provide an open forum in which to give more time and thought to questions such as:-

- a) What are the issues that the City needs to talk about?
- b) How can we jointly tackle challenges and design solutions?
- c) How can civic engagement be brought more directly into decision making structures?
- d) What might shared and supported civic leadership in Aberdeen look and feel like?
- e) What are the opportunities for the future and areas of positive development we can work toward together?

The format of the event used an "Open Space" technique. Under a broad theme, this allows participants to set the specific agenda for the day and for individuals to choose which topic discussions they wish to participate in. The theme agreed was:-

"How shall we support each other and our City to build a future – prosperous and successful, which makes a real difference to the everyday lives of all its citizens?"

The detailed outputs of the event are being currently being analysed by the organising group of volunteers, supported by Council colleagues, and a full report from the event will be produced and made publicly available.

In summary, the topics raised by participants fall into two broad categories:-

- i. subject specific service delivery issues; and
- ii. issues which relate to both the principles and practical delivery of civic leadership and engagement.

Emerging Themes

Colleagues have captured and are responding to the specific service delivery issues raised. In relation to principles and practical delivery of civic leadership and engagement, there were a number of common and related themes raised which can be summarised as:-

1. Supporting shared understanding and transparency through active engagement, communication and accessible information and, through this, building mutual trust across the City.
2. Exploring ways for citizens, groups, communities and businesses to become more actively involved in the prioritisation, planning and delivery of "services" which matter to them.
3. Exploring ways for citizens, groups, communities and businesses to become more involved in shaping the future of the city and its communities, in addition to responding to current needs and priorities.
4. The engagement, representation and empowerment of individuals and communities who are not, traditionally, involved in civic leadership.

5. Exploring mechanisms for connecting the civic voice with institutional, partners as well as the Council's, decision making processes.

In the period since the event on 27th January, the group of volunteers who organised it have met to consider the output and have made a number of specific suggestions, which are set out below, for the Council's consideration:

Values and Principles

Values

- Independence:* We will each make up our own mind.
- Integrity:* Decisions will be made in an open and understandable manner. Information and communication will be open and transparent, and everyone will have the opportunity to influence decisions.
- Positivity:* We will look for solutions not just describe problems.
- Respect:* Understand that everyone has an equal voice and is worth listening to.

Principles

We will adhere to these values by challenging ourselves, and each other, to:

1. *Focus on making the right decision for the people of Aberdeen. Avoid identifying ourselves so personally with a particular position that this in itself excludes constructive discussion.*
2. *Be prepared to be swayed by the arguments of others and be confident about admitting mistakes or changing our mind;*
3. *Sustain an intention to involve all relevant stakeholders sharing with them any relevant facts/documents on which decisions and subsequent actions are based.*
4. *Understand the value of constructive dialogue, listening appreciatively to the thoughts and conclusions of others.*
5. *Share leadership and responsibility, and take time to communicate the intention of the work we undertake as citizens, and the approach we use to make decisions and initiate actions.*
6. *Trust and have confidence and optimism in other people's expertise, knowledge and intentions.*

Target Operating Model Design Principles:

Governance

Transparent

The decision making process should make clear the priorities of decision makers in deciding what we do and how we do it, to drive the LOIP outcomes; the roles and responsibilities of each individual involved in making a decision; the basis and evidence on which decisions are made.

Informed

Decisions should be made having given consideration to: available options, an assessment of impact, an assessment of risk, the views of stakeholders, and how these decisions will be implemented, including performance and improvement measures.

Inclusive

The decision making process should allow all stakeholders to feel that they have a mechanism for being heard, and promote community involvement in decisions and result in decisions which place more ownership in the hands of the communities, for instance, promoting models like self-directed support.

Technology

Engaged

Technology will be used to re-cast our relationship with the communities we serve by enabling more citizen engagement and participation.

Open

Make things open: it makes things better.

Partners & Alliances Approach

Shared vision and values

While recognizing and respecting differences – and welcoming dialogue and debate – sufficient common ground must be found for our partnerships and alliances with others to be viable.

Complementarity of purpose and value added

The emphasis will be placed on identifying the common outcomes to which we are working, whether in long or short-term relationships, looking to build on the distinctive contribution of all parties, and ensuring that our combined efforts bring about change.

Autonomy and independence

While there must be some commonality in vision and values in order for the partnership to be viable, we accept that partners may not share all our views. The right of each partner to determine their own institutional identity, directions and priorities should be respected.

Transparency and mutual accountability

In working towards a common outcome there will be transparency and mutual accountability to one another, our customers and other stakeholders.

Clarity on roles and responsibilities

We will discuss our understanding of roles with partners, clarify the ways in which we will work together and determine who is best placed to deliver what, both as we start the relationship and as the relationship evolves over time.

Commitment to joint learning

We should have upfront agreement on how we can learn from our joint work, and from each other, with the aim of incorporating learning, communications and knowledge-sharing into the relationship.”

Table 1: Emerging Coordinating Structures for Aberdeen's Economic Leadership

Coordinating Structure/ Group	Rationale	Proposed Remit	Composition
Infrastructure <ul style="list-style-type: none"> • Transport • Housing • Commercial • Digital 	<p>The city is delivering a number of major infrastructure projects.</p> <p>To improve the alignment between these projects, spend profiles of other stakeholders, and the utilities sector.</p>	To coordinate strategic capital investments and expenditure profiles in the city.	ACC Transport Scotland NESTRANS Scottish Water Private telecoms Private energy companies Aberdeen Harbour Board SFT Grampian Housing Forum (private) Waste SCDI Aberdeenshire Council
Inclusive Economic Growth <ul style="list-style-type: none"> • Skills • Progression • Jobs 	<p>There is a new Regional Skills Strategy.</p> <p>The governance for the implementation of that strategy can be improved.</p> <p>NESCOL is looking at a Learning & Skills Partnership approach to delivery of the skills agenda.</p>	To oversee delivery by the emerging learning & skills partners in the city of the actions within the Regional Economic and Skills Strategies and implementation of Developing the Young Workforce	ACC Skills Development Scotland NESCOL University of Aberdeen RGU AGCC Aberdeen Employability Providers Forum
Internationalisation <ul style="list-style-type: none"> • Trade 	<p>North East of Scotland Trade Group is an operational mechanism.</p> <p>There is an opportunity for greater strategic</p>	To lead and coordinate delivery of export development and trade support, coordinated with two governments' agencies, and the Council's civic leadership.	ACC SE/ SDI DIT AGCC Universities

	collaboration in this important sector of the Aberdeen economy, particularly in the context of Brexit.		
Internationalisation <ul style="list-style-type: none"> Inward Investment 	<p>There is an estimated 621 foreign direct investment (FDI) projects in the city.</p> <p>Until now, Aberdeen has not had a dedicated inward investment resource.</p> <p>Invest Aberdeen has now been set up but doesn't benefit from strategic governance in terms of its reporting.</p>	To promote and lobby for inward investment support to the city and improve coordination with two governments' agencies	ACC SE/ SDI DIT Universities O&G UK Invest Aberdeen Aberdeen Airport Commercial Property sector SCDI

Table 2: Additional Emerging Coordinating Structures for Aberdeen

Coordinating Structure/ Group	Rationale	Proposed Remit	Composition
Energy Hub	An Energy Hub would be in a position to improve strategic co-ordination and innovation in order to support diversification to a broad energy strategy, including low carbon projects and a joined up focus on clean air.	To collaborate on a multi-agency basis to agree a shared energy strategy and to promote and develop projects which support this.	ACC Aberdeenshire Council SEPA Transport Scotland NE Bus Operators Forum Scottish Government UK Government
Smarter Aberdeen (Digital)	Organisations require to work closely to exploit the opportunities presented by technology and shared data. A multi-agency forum would support strategic place governance for this.	To collaborate on a multi-agency basis to improve public services by using data and digitally enabled solutions.	ACC Aberdeenshire Council RGU Aberdeen University SF&RS NE Police Scotland NHS Grampian NES College SRUC AGCC
Public Protection	The 3 chief officer group across the North East have been collaboratively reviewing public protection arrangements. Work is underway to develop appropriate regional arrangements.	(Subject to the ongoing collaborative review following GGI study)	ACC Aberdeenshire Council Moray Council NHS Grampian Police Scotland
Water, Sewerage and Flood	The North East Flood Risk Management Group currently provides a co-ordinating role, but there is scope to broaden this to include water and sewerage.	To collaborate on a multi-agency basis to establish shared priorities and responses to water, sewerage and flood risks.	Current members of NE Flood Risk Management Group

Table 3: The Coordinating Structures link to Council and External Groups

Coordinating Structure/Group	Links to
Infrastructure <ul style="list-style-type: none"> • Transport • Housing • Commercial • Digital 	<ul style="list-style-type: none"> • City Growth and Resources Committee • City Region Deal Joint Committee • Planning Development Management Committee • City Centre Masterplan (CCMP) Reference Group
Inclusive Economic Growth <ul style="list-style-type: none"> • Skills • Progression • Jobs 	<ul style="list-style-type: none"> • City Growth and Resources Committee • Learning and Skills Partnership • Aberdeen Prospers (CPA) • Regional Economic Strategy Group
Internationalisation <ul style="list-style-type: none"> • Trade 	<ul style="list-style-type: none"> • City Growth and Resources Committee • NE Scotland Trade Group • ONE Boards • Regional Economic Strategy Group
Internationalisation <ul style="list-style-type: none"> • Inward Investment 	<ul style="list-style-type: none"> • City Growth and Resources Committee • Invest Aberdeen • Regional Economic Strategy Group • VisitAberdeenShire Board • SCA
Energy Hub	<ul style="list-style-type: none"> • City Growth and Resources Committee (ACC) • Strategic Commissioning Committee (ACC) • Regional Economic Strategy Group
Water, Sewerage and Flood	<ul style="list-style-type: none"> • Public Protection Committee (ACC) • Strategic Commissioning Committee (ACC) • North East Flood Risk Management Group
Smarter Aberdeen (Digital)	<ul style="list-style-type: none"> • Strategic Commissioning Committee (ACC) • Regional Economic Strategy Group • SCA
Public Protection	<ul style="list-style-type: none"> • Public Protection Committee (ACC) • Chief Officer Groups • ICSP

Summary of key changes to General Delegations to Chief Officers within Powers Delegated to Officers (Appendix C)

The majority of substantive changes are contained within the General Delegations section. The old General Delegations section contained 29 powers compared to 39 powers contained in the proposed new version. Most of the additions or amended powers are outlined below:-

- 12) To incur expenditure not exceeding £500 on any one occasion on the provision of appropriate hospitality to members and officers of national government, local authorities or public authorities visiting the city, or to consultants or others assisting or co-operating with officers of the Council in carrying out any of the Council's functions provided that the expenditure can be met from existing budgets. **(This was previously in Standing Orders)**
- 13) To exercise all powers delegated to him/her as a Chief Officer in terms of the ACC Procurement Regulations. **(This replaces a number of delegated powers which simply duplicated what was contained within the Procurement Regulations)**
- 16) To take all decisions regarding employment, retirement, dismissal and training of staff in terms of the Council's Conditions of Service and the Council's employment policies.
- 17) To submit Business Cases to the Establishment Control Board in respect of proposed restructuring, including establishing new posts, converting or making changes to posts, changing grades and changing job titles, following consultation with the Chief Officer - People and Organisation and the Chief Officer - Finance and the relevant trades unions. **(This is not a new power however it has been modified to include reference to submission of business cases to the Establishment Control Board)**
- 20) To create and amend procedures, protocols and guidance.
- 21) To implement Council decisions and policies.
- 22) To authorise, following consultation with the Chief Officer - Governance, the entering into, variation, extension or termination of any:
 - (a) non-disclosure agreements in relation to commercial matters;
 - (b) confidentiality agreements in relation to commercial matters; or
 - (c) agreement, protocol, memorandum of understanding or other document relating wholly or mainly to the sharing or processing of information.
- 23) Following consultation with the Convener of the City Growth and Resources Committee, to approve applications for, and to accept, grant funding, provided that the terms and conditions of such funding have been approved by the Chief Officer - Finance and the Head of Commercial and Procurement Services before acceptance.
- 24) To approve the making of small grants of up to £10,000 for organisations and £2,000 for individuals, following consultation with the Chief Officer - Finance, and provided that sufficient budgetary provision exists and the grant is made subject to terms and conditions approved by the Head of Commercial and Procurement Services. Where the Chief Officer is minded to refuse an application for such a grant, he/she shall consult the relevant Convener and will thereafter either approve the application, refuse the application or report the application to the relevant Committee for determination.

(Separate individual powers have been in place previously relating to grants - putting in place a general power should harmonise arrangements)

- 26) Following consultation with the Chief Officer - Governance or the Head of Commercial and Procurement Services as appropriate, to approve the entering into of any contractual, legal or other documentation which may be necessary or expedient in connection with the proper exercise of any power, or the proper taking of any decision, by the Chief Officer in question.
- 27) To purchase equipment, goods and services where the expenditure has been approved by the Council, in compliance with the ACC Procurement Regulations and ACC Financial Regulations.
- 28) To approve responses to requests for information made under the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004 and to take any other action in connection with such requests; and to authorise other officers to approve such responses or take such action.
- 29) To approve responses to complaints made to the Council and to take any other reasonable and proportionate action in relation to such complaints and to authorise other officers to approve such responses or take such action, all in terms of the Complaints Handling Procedure.
- 30) To appoint persons (i) as interim Chief Officers; or (ii) to act up as Chief Officers.
- 31) To produce and issue reports required of the Council by legislation, the UK or Scottish governments, regulatory bodies or other external bodies.
- 32) Following consultation with the Chief Officer - Governance, to make:
 - amendments to Council policy in order to reflect the law, government guidance, regulators' guidance and other Council policies; and
 - minor or consequential amendments to Council policies including, but not restricted to, the correction of obvious, technical or clerical errors and taking account of changes to any names or titles.
- 33) When acting as Duty Emergency Response Coordinator (DERC):
 - to take, or arrange for the taking of, any action on behalf of the Council which s/he considers necessary in the event of:
 - an emergency (as "emergency" is defined in the Civil Contingencies Act 2004); or
 - any incident that requires the implementation of special arrangements in order to:
 - maintain statutory services at an appropriate level;
 - support the emergency services and other organisations involved in the immediate response;
 - provide support services for the community and others affected by the incident;
 - enable the community to recover and return to normality as quickly as possible; and
 - provide aid to other local authorities,

with any such action being reported to a future meeting of the Council or relevant committee or sub committee as an item on the agenda; and

- to implement, or arrange for the implementation of, the provisions of the Civil Contingencies Act 2004 and the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.
- 34) Following consultation with the relevant Committee Convener(s) and, where relevant, ward members, to determine Participation Requests and the outcome improvement process to apply, and to report back to committee where necessary. **(This was approved by the CH&I Committee in January 2018)**
 - 35) To order the cessation of any work which is in breach of health and safety legislation or which otherwise poses an unacceptable risk of harm or loss.
 - 36) To operate the Scheme of Virement as set out within the ACC Financial Regulations.
 - 37) **Directors, Chief Officer - Governance, Chief Officer - Strategic Place Planning and Chief Officer - City Growth only:** To submit a Council response to an external consultation on an operational matter which, in the view of the Chief Officer, does not require elected member input, following consultation with the relevant Convener and Vice Convener and notification to all Group Leaders that the response has been submitted.
 - 38) **Directors, Chief Officer - Governance, Chief Officer - Strategic Place Planning and Chief Officer - City Growth only:** To submit a Council response to an external consultation on a policy matter where the timescale for responding does not permit an opportunity for approval by the appropriate committee. Any such response shall be submitted following consultation with the relevant Convener and Vice Convener and all Group Leaders and shall be reported to a future committee meeting.
 - 39) **Chief Executive and Directors only:** To transfer or reallocate staff, activities, responsibilities and functions within the Council's Functional Structure, whether on an interim or permanent basis. For the avoidance of any doubt, this delegated power does not cover such transfers to outside organisations.

A key substantive changes to a specific Directorate/Function power is outlined below:

Chief Officer - Corporate Landlord

- 14) To instruct the Chief Officer - Governance to acquire or sell land or property where the purchase or disposal price is less than £1million provided that such sale or acquisition represents the land or property's market value. **(This figure was previously £250,000)**

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	11 th December 2017
REPORT TITLE	Fairer Aberdeen Fund Annual Report 2016-17
REPORT NUMBER	CHI/17/278
DIRECTOR	Bernadette Marjoram, Interim Director
REPORT AUTHOR	Susan Thoms, Programme Coordinator

1. PURPOSE OF REPORT

- 1.1 To provide Members with the Annual Report 2016-17 for the Fairer Aberdeen Fund programme.

2. RECOMMENDATION(S)

- 2.1 The Council is asked to:
- a) Note the Annual Report for 2016-17, at Appendix 1 and instruct the Interim Director to report the Council's feedback to the Fairer Aberdeen Board as appropriate.
 - b) Note that the Fairer Aberdeen Board will be carrying out a further Participatory Budgeting event during 2017-18.

3. BACKGROUND/MAIN ISSUES

- 3.1 The Finance, Policy and Resources Committee of 12th November 2009 agreed that half yearly updates should be provided for the Corporate Performance and Policy Committee on the outcomes achieved through the investment in Fairer Aberdeen Fund. Following agreement in 2013 that the Council would oversee the community planning process, these updates now come to this meeting for approval. At its meeting of 21st June 2017 the Council agreed that Annual Reports would continue to come to this meeting and 6 month reports would take the form of a service update. This report includes the Annual Report for 2016-17 at Appendix 1.
- 3.2 The Annual Report details how the Fund was used and the impact it had during 2016-17. £1,625,000 was allocated by Council to the Fairer Aberdeen Fund, to be dispersed by the Fairer Aberdeen Board, to support work in priority areas and across the City with vulnerable groups and individuals. Funding was awarded to 45 projects within the main programme, as well as a Community Support Fund to support community engagement, an Employment Support Fund to support costs associated with getting people back into work, and a Participatory Budgeting event. Funding was also received from the Community Choices Fund and Aberdeen City Health and Social Care Partnership to support the PB event. Grants ranged from £200 to £158,000 in value. Some of the achievements are summarised here:

- 3.3 Over 25,000 people were involved in, or benefited from, funded initiatives, 5,000 of them were under 16 years old. Over 1,070 volunteers contributed 134,713 hours of volunteering time, worth £1.9m. (Volunteering is generally valued as the average hourly pay rate in the area, in Aberdeen this was £13.73. (Office of National Statistics, the Annual Survey of Hours and Earnings (ASHE)).
- 3.4 2,883 people received money advice or income maximisation advice, with a total financial gain of £3,031,494, an average of £1,051 per person.
- 3.5 3,319 affordable loans, totalling £2,235,714, were provided by the credit unions.
- 3.6 405 tons of free food was distributed, the equivalent of 81,000 food parcels or 964,285 meals.
- 3.7 314 people moved into work. 14 access centres in areas of high unemployment offered weekly employment support drop in sessions. 137 young people were involved in activities designed to increase their opportunities to move into positive destinations, and 75 young people moved onto employment, education or training.
- 3.8 63 Community Food Outlets operated in local communities, 35 of them in Sheltered Housing complexes, and free food was distributed to 124 organisations through FareShare.
- 3.9 573 people accessed 4,995 sessions of mental health counselling provision, 200 of them were under 16 years old, and counselling was provided in 7 regeneration neighbourhoods.
- 3.10 Home-Start supported 30 families in regeneration areas and 6 of these families no longer require social work support. 172 volunteers provided hot meals, laundry and showering facilities for rough sleepers at Street Alternative sessions run 4 times a week by Aberdeen Cyrenians.
- 3.11 2,005 people participated in activities and services provided in Community Projects and Flats. Cummings Park, Seaton and Tillydrone Community Flats are wholly funded by Fairer Aberdeen, and a number of organisations use these venues to deliver services within the areas. The number of attendances to use their facilities including phone, computers, making enquiries and getting information totalled 14,993.
- 3.12 Police Scotland Operation Begonia provided 1,144 hours of additional police patrols engaging with sex workers, reducing numbers of calls to the Police regarding on street prostitution in the City Centre and Seaton.
- 3.13 428 people participated in Adult Learning activities and 136 people were involved in producing community media. 6 hour-long programmes, representing key issues and news from the regeneration areas, were produced and broadcast weekly by members of the local communities. Community magazines were produced and distributed 3 times a year in 7 regeneration areas. Volunteers contributed over 18,000 hours producing community media at SHMU. 91 young people were involved in producing youth media, 22 of them secured a Saltire Award and 10 moved on to employment.
- 3.14 231 young parents took part in classes to promote positive parenting including cooking, first aid and support with financial issues

- 3.15 149 older people registered as new learners with Silver City Surfers to learn IT skills and how to use the internet. Beneficiaries included people with disabilities, sensory impairments and dementia.
- 3.16 The Fairer Aberdeen Board agreed to allocate £10,000 to undertake a participatory budgeting exercise during 2016-17. Participatory budgeting (PB) is recognised internationally as a way for local people to have a direct say in how, and where, public funds can be used to address local needs. PB originated in Porto Alegre, Brazil in the late 1980s and has since spread to over 1,500 localities around the world. It was born from a desire to reallocate public money locally and democratically to where it was needed most. When PB is adopted its use can be very important in helping individuals feel connected to each other and to their communities and can instil a sense of ownership, trust and connectivity.
- 3.17 The Scottish Government supports PB as a tool for community engagement which sits alongside the objectives of the Community Empowerment (Scotland) Act 2015. An additional £10,000 was awarded to match the Fairer Aberdeen funding from the Community Choices Fund, and consultancy from PB Partners was available to support the process. An additional £5,000 was contributed by the Aberdeen Integrated Health and Social Care Partnership.
- 3.18 The Fairer Aberdeen Board established a PB steering group of community representatives and partners supported by the Coordinator and Development Officer to plan the process, and the PB event took place in October 2016. 60 people attended the event including the Scottish Government Minister for Communities and Housing, and the event was opened and awards presented by the Council Leader. 25 residents of the Froghall, Powis and Sunnybank area attended and were eligible to vote. There were 22 applications received and 12 projects were successful in securing funding. 24 feedback forms were received from voters who attended, the feedback was positive with respondents feeling more able to influence decisions, and that PB was a fair way to allocate funding.
- 3.19 The Fairer Aberdeen Board will be holding another PB event in March 2018, covering the George Street, Castlehill & Pittodrie and City Centre areas. The areas chosen reflect the desire of the Fairer Aberdeen Board to allocate funding to neighbourhoods with pockets of deprivation but outwith the priority areas that usually receive funding.

4. FINANCIAL IMPLICATIONS

- 4.1 The Fairer Aberdeen Fund is allocated by Aberdeen City Council, and is aimed at tackling poverty and deprivation; supporting partners to work together to tackle area-based and individual poverty; and to help more people access and sustain employment opportunities. Funding supports initiatives and services for the most disadvantaged communities and vulnerable people across the City.
- 4.2 In 2016-17 the Council agreed a sum of £1.625m to be managed by the Fairer Aberdeen Board on behalf of Community Planning Aberdeen. The same sum was agreed for 2017-18.
- 4.3 An application process is in place to ensure funding is allocated to appropriate programmes and projects. Organisations funded by the Fairer Aberdeen Board are required to meet specific terms and conditions and comply with State Aid regulations, where required, and to comply with "Following the Public Pound" financial guidance.

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 Failure to continue to address the needs of Aberdeen's most disadvantaged communities would have a detrimental effect for the individuals and communities involved and potentially increased costs in the long term for public services. Supporting people into employment, maximizing people's income, providing early intervention in relation to education and health is not only a better outcome for individuals but reduces the costs involved in responding to the effects of poverty in the long run.

6.2 Employee

None

6.3 Customer / citizen

6.3.1 Over 25,000 people benefitted from funded initiatives through the year. Many of the initiatives provide services that are preventative and addressing inequalities within the City, however there is an increasing need for support for people in crisis situations which is also being delivered for some of our most vulnerable citizens.

6.4 Environmental

None

6.5 Technological

None

6.6 Legal

None

6.7 Reputational

6.7.1 Many of the funded projects are valued and appreciated within local communities for the support they provide residents and the positive impact they have. Over 26,000 beneficiaries and volunteers would be negatively impacted, and services significantly reduced, if funding was unavailable.

7. IMPACT SECTION

7.1 Economy

7.1.1 The initiatives and programmes being funded support frontline services that are provided by the Council, Community, Voluntary and other public sector partners with 90% of the fund allocated to voluntary and community organisations. The Fairer

Aberdeen Board takes a participatory approach to allocating funding, with the majority of the Board being made up of community representatives, with knowledge of the regeneration areas.

- 7.1.2 The Board regularly monitors the programme to ensure there is no duplication of provision and will continue to review projects as necessary and appropriate.

7.2 People

- 7.2.1 The main purpose for the fund is targeting disadvantaged communities and vulnerable groups and individuals. The Fairer Aberdeen Board has agreed the following outcomes:

- Maximising income
- Getting people into work
- Improving mental health and well being
- Building stronger safer communities
- Increasing skills and creativity

- 7.2.2 The Fairer Aberdeen Fund also contributes to a wide range of objectives contained within the Councils policy statement for 2012-2017, 'Aberdeen –the Smarter City' in relation to "challenging inequalities wherever they exist and bringing our communities closer together."

- 7.2.3 Fairer Aberdeen initiatives also contribute to the delivery of the Council's Anti-Poverty Strategy and have an important role in responding to Welfare Reform changes.

- 7.2.4 Fairer Aberdeen initiatives also contribute to the Locality Plans developed for the priority neighbourhoods.

- 7.2.5 The Fairer Aberdeen Board represents a partnership, participatory approach, comprising of the Chair of Community Planning Aberdeen, three Aberdeen City Elected Members, one representative from Aberdeen Council for Voluntary Organisations, one representative from NHS Grampian, one representative from Police Scotland, seven representatives from priority regeneration areas (appointed through the Regeneration Matters Group), and three representatives from the Aberdeen Civic Forum.

7.3 Place

- 7.3.1 The Fairer Aberdeen Fund plays an important part in providing services that tackle poverty and contribute to improving wellbeing for the city's most disadvantaged communities and vulnerable individuals. The programme responds to locally identified issues and addresses unemployment, providing financial inclusion services, improving health and literacies and enabling more sustainable and safer communities.

8. BACKGROUND PAPERS

Funded initiatives provide 6 monthly and annual monitoring reports which are used to produce this report.

9. APPENDICES

Appendix 1 - Fairer Aberdeen Annual Report 2016-17

10. REPORT AUTHOR DETAILS

Susan Thoms
Fairer Aberdeen Programme Coordinator
sthoms@aberdeencity.gov.uk
01224 523833

HEAD OF SERVICE DETAILS

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

Fairer Aberdeen Fund Annual Report 2016-17



FAIRER ABERDEEN PRIORITY THEMES AND KEY ACTIONS

MAXIMISING INCOME

Provide access to affordable financial services and products and coordinated provision of quality advice and information services

GETTING PEOPLE INTO WORK

Access to support and skills needed to return to work, including initial engagement, personal development activity and in work support

IMPROVING HEALTH & WELLBEING

Reduce health inequalities; improve mental health and wellbeing; and increase access to affordable healthy food

BUILDING STRONGER COMMUNITIES

Improve access to services in regeneration areas and support community involvement and participation

INCREASING SKILLS AND CREATIVITY

Support learning and creative opportunities, improve literacy and encourage volunteering

25,778

people
supported

£1.625m

invested

45

funded
projects

1070

volunteers

134,713

hours of
volunteering
time

£1.85m

value of
volunteering



COMMUNITY ENGAGEMENT



“Being on the Fairer Aberdeen Board is an important role; it involves a lot of money and has a big impact on the City. We need to represent our own communities but also see the bigger picture.”



Regeneration Matters is a forum of community representatives from all the regeneration and priority neighbourhoods in Aberdeen City who have been meeting since November 2006 and are active in identifying and addressing issues around poverty and deprivation. The group meets monthly and as well as discussions on particular issues they also have the opportunity to share information about each of their neighbourhoods and feedback on any meetings or conferences they have attended.

Regeneration Matters also manage the Community Support Fund on behalf of the Fairer Aberdeen Board, to support communications, training, community capacity building and community involvement in regeneration. Over the year this funded printing and delivery costs for community magazines in 7 of the regeneration areas, Fersands Youth Work research, promoting Torry Older People’s Network, Reiki training, Cummings Park Flat open day and promotional material for NUART Aberdeen, the street art festival.

Regeneration Matters elect 7 of its members to act as community representatives on the Fairer Aberdeen Board, alongside 3 representatives from the Civic Forum.

PARTICIPATORY BUDGETING



Funding was allocated to undertake a Participatory Budgeting (PB) process, which is a way for local people to have a direct say in how funds can be used to address local needs. . A successful funding bid to the Community Choices Fund, and an additional contribution from Aberdeen City Health and Social Care Partnership meant a total of £25,000 was available.

A steering group was set up to organise the event, made up of community representatives and partner organisations. It was decided to hold the event in Froghall, Powis, and Sunnybank, as this is an area with pockets of deprivation that doesn’t usually benefit from funding directed at priority neighbourhoods.

The voting day was held on the 29th of October at Sunnybank School. 60 people attended and 25 were eligible to vote. Of the 20 proposals that went through to the voting stage 12 were successful in receiving enough votes to be awarded funding, these were:

- Sunnybank Improvements, Friends of Sunnybank Park
- Cycle Repairs @Man shed, Froghall Community Centre
- Froghall Community Garden, Froghall Community Centre
- Graffiti Art Work, Froghall Community Centre
- Lily Pad Coffee Shop, Froghall Community Centre
- Community Café , Powis Community Centre
- Community Centre Decorating, Powis Community Centre
- Community Games Room, Powis Community Centre
- Community Centre Decorating, Powis Community Centre
- Ping Pong Powis, Powis Residents Group
- Tooled Up – Powis in Bloom, Powis Residents Group
- Get Fit Outside, Sunnybank Community Centre
- Wheels Are Fun, Sunnybank Community Centre

“

It gives people the chance to directly influence how funding is allocated.”



The Fairer Aberdeen Fund is allocated by Aberdeen City Council to tackle poverty and deprivation. The Fund is dispersed and managed by the Fairer Aberdeen Board, a sub group of the Community Planning Partnership, made up of representatives from the regeneration areas, the Civic Forum, the Council, NHS Grampian, Police Scotland and ACVO (Aberdeen Council of Voluntary Organisations). In 2016-17 funding of £1,650,000 was made available to support work in regeneration areas and across the City with vulnerable groups and individuals, fitting with the main priorities decided by the Board.

Funding was awarded to 45 projects within the main programme, as well as a Community Support Fund to support community engagement, an Employment Support Fund to support costs associated with getting people back into work, and a Participatory Budgeting event.

Grants ranged from £200 to £158,000 in value. A total of 25,778 people were involved in, or benefited from, funded initiatives, 4,995 of them were under 16 years old. 1,070 volunteers contributed 134,713 hours of volunteering time with a value of almost £1.9m*, more than doubling the value of the Fund.

*Volunteering time is generally valued as the average hourly pay rate in the area, in Aberdeen this was £13.73. (Office of National Statistics, the Annual Survey of Hours and Earnings (ASHE))



The Fund focuses on neighbourhoods that fall within the most deprived 0-15% in Scotland, according to the Scottish Index of Multiple Deprivation, as well as supporting vulnerable groups and individuals across the City.

PRIORITY NEIGHBOURHOODS

- Cummings Park**
- Middlefield**
- Northfield**
- Seaton**
- Tillydrone**
- Torry**
- Woodside**

PRIORITY GROUPS

- People living in poverty**
- Lone parents and families with children**
- Unemployed people**
- Children and young people**
- People with health issues**
- Older people**
- Minority groups with an identified need**



“PB is community empowerment at its best.”

Jenny Laing, Council Leader

“Overall, a great success; feedback from those participating was very positive, and even with slightly lower numbers than expected, there was a real buzz at the event with people networking and interacting enthusiastically. It was great to see the Minister for Communities and Housing, as well as the Council Leader attending.”

Alan Budge, PB Partners

MAXIMISING INCOME

AIMS | Provide access to affordable financial services and products and coordinated provision of quality advice and information

2,883 people received money advice or income maximisation advice, with a total financial gain of £3,031,494, an average of £1,051 per person

5,982 adults and 2,393 juniors saved with credit unions, depositing £1,103,978 in savings and 3,319 affordable loans totalling £2,235,714

405 tonnes of free Fareshare produce distributed, the equivalent of 81,000 food parcels or 964,285 meals

1,454 referrals to the Cash in Your Pocket database, which supports people to access the financial inclusion support they need

3,111 food bank beneficiaries signposted to other agencies for support



Food banks provide support and access to a range of services and advice as well as emergency food for those in crisis

The funded initiatives which contributed to these achievements through the year are:

Cash In Your Pocket (CIYP) acts as a central hub for the operation of its financial inclusion partners, delivering a one-stop referral system to allow access to the full range of organisations that can assist with financial inclusion issues, and coordinating provision.

Money Management for Women provides help and advice with money management, budgeting, benefits and debt, to women who are clients of Grampian Women's Aid.

Aberdeen Illness and Disability Advice Service offers confidential, independent and impartial financial advice to anyone affected by illness, disability or a long term health condition.

Food Poverty Action Aberdeen provides food for those in food poverty, as well as coordination and networking between organisations involved in food bank work. They also provide support to address issues around health and well-being, financial capability and employment.

Financial Capability at the Foodbank provides financial health-checks and budgeting advice, including welfare benefits advice, to beneficiaries using the CFINE Food Bank.

North East Scotland Credit Union (NESCU) and St Machar Credit Union improve access to affordable financial services and products and develop credit union membership, by

providing and promoting easy access savings accounts for adults and juniors and low cost loans within the community.

CAB Money Advice Outreach Project provides advice and information using community centres as drop-in centres and for appointments, assisting clients to maximise their income from welfare benefits and to reduce levels of debt.

Care and Repair provides advice and financial assistance to older people and people with disabilities, to maximise household income and raise charitable funding on behalf of individuals to carry out repairs, improvements and adaptations to the home.

19,073 people benefited and a total of 351 volunteers contributed 84,247 hours of volunteer time

“Pauline was unexpectedly admitted to hospital. Prior to hospital admission, she worked part-time, receiving Working Tax Credits. Pauline lived in a 3rd floor council flat with her 3 children aged 14, 9 and 7. Told by her employer she was not entitled to sick pay. Pauline was extremely worried about her rent and how she was going to manage on a reduced income. Physically she was unable to manage the stairs to her flat, causing delay with hospital discharge.

After picking up a CIYP leaflet, available in the ward, Pauline decided to contact CIYP for help.

On receiving the referral, CIYP immediately made onward referrals to both Aberdeen Illness and Disability Advice Service (AIDAS) and the Disabled Persons Housing Service to provide help with benefits and housing.

Pauline was visited in hospital 4 days later. Claim forms for Employment & Support Allowance (ESA) and Housing Benefit were completed and steps taken to advise HMRC of the change in circumstances. ESA of £73.10 per week was awarded, along with full Housing Benefit.

Within one week of discharge from hospital, Pauline was re-housed and able to move into a ground floor flat, suitable for the needs of herself and her family.”

Cash In Your Pocket



“Now that I don’t have financial worries on top of my worries about my health I can concentrate on getting well again.”

FINANCIAL CAPABILITY AT THE FOOD BANK

Client A visited the food bank and became very hostile when asked if he needed help. He had negative experiences dealing with the authorities and felt the world was against him. The questions they were asking seemed to him to be intrusive and not relevant to helping him. He had missed a medical appointment with the DWP and was at risk of losing his benefits.

Often people will be worked up emotionally, feeling they have to fight the system. Sometimes a cup of tea and a chat gets the problems out in the open and we can explain we are independent and here to help. Empathy goes a long way.

After various long phone calls I succeeded in getting his benefits reinstated and getting him the health care he needed. After becoming exposed to drugs in the hostel I contacted his housing officer and expressed my concern. That day he was moved into his own property and we helped him get furniture and other items to build his new home.

He still comes to visit me and I’m happy to see the improvement in his mental health. He has a foundation to build his life on now.

FOOD POVERTY ACTION ABERDEEN



“There has been consistently high demand for emergency food across the City. The partnership has continued to grow and expand both in terms of membership and distribution, with currently 63 members. CFINE’s food bank distributed over 10,000 food parcels last year, with 1,100 distributed in May 2016 alone.

The amount of FareShare produce made available across Aberdeen has increased in the last year. 405 tonnes, equivalent to 964,285 meals, was generated over the period, and was distributed to community organisations and charities in regeneration areas and other disadvantaged, vulnerable, low income groups. Based on a modest estimate of 1kg = £3 the value of the produce was £1,417,500.

CFINE continues to support a small army of volunteers from many different backgrounds, with differing needs, talents and abilities. Volunteers are the back-bone of CFINE, over 250 have given their time and energy in the last year, including adults with learning difficulties, young people, long term unemployed, and people with mental health issues. The benefits of volunteering in a supportive, person-centred environment contribute to social inclusion and employability, with access to other services such as financial capability advice, food hygiene and first aid training, and cooking classes.”

GETTING PEOPLE INTO WORK

AIMS | Access to support and skills needed to return to work, including initial engagement, personal development activity and in work support

14 access centres in areas of high unemployment offered weekly employment support drop in sessions

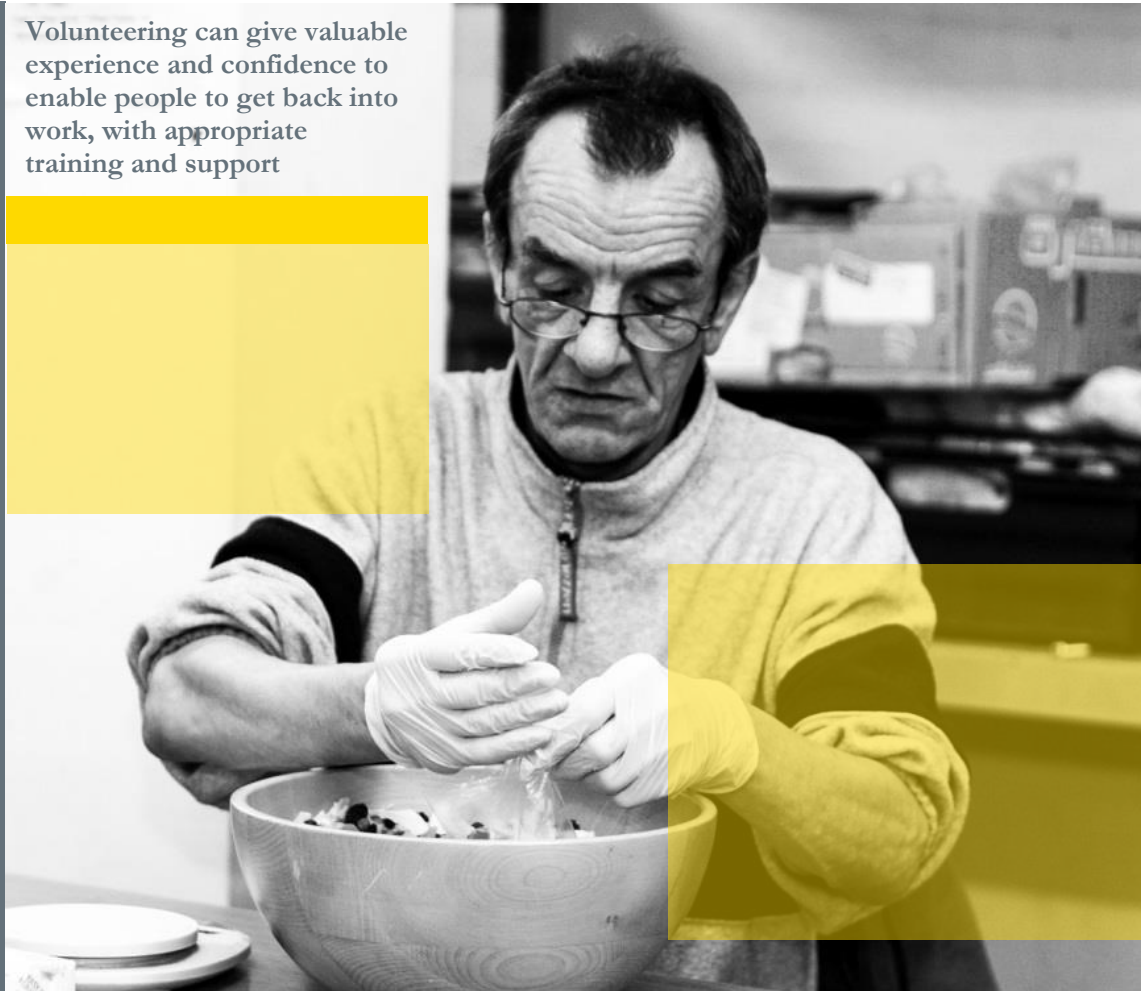
314 people moved into work

Over 100 people accessed a support fund to help overcome financial barriers, providing clothing for interviews, transport, training and qualifications

137 young people were involved in activities designed to increase their opportunities to move into positive destinations

75 young people moved onto employment, education or training

Volunteering can give valuable experience and confidence to enable people to get back into work, with appropriate training and support



The funded initiatives which contributed to these achievements through the year are:

Pathways supports residents of regeneration/ priority areas into employment by providing tailored support for people from the first stages of job seeking through to securing and maintaining employment. They identify and encourage participation of hard to reach residents in priority areas through weekly drop-ins, work clubs, established links with partner agencies and individually tailored one to one Keyworker support.

shmuTRAIN (Station House Media Unit) offers comprehensive employability support and skills

development training to young people aged 14-19, using community & digital media to engage young people, increase motivation and develop core skills such as confidence, communication and team work, and to support young people to move on to a positive destination.

Prince's Trust Team Programme provides a 12 week personal, social and employability skills development programme for participants aged 16-25 who are disadvantaged, with a high proportion having complex needs including offending behaviour, drug

and alcohol issues, behavioural issues, problems with literacy, numeracy, mental health and homelessness.

NESS (North East Sensory Services) Employment Service provides an employment service to blind, visually impaired, deaf or hard of hearing people who live in Aberdeen City. They provide specialist support enabling people to access relevant employment, education and training opportunities and to sustain opportunities which have already been accessed.

746 participants were involved and 11 volunteers contributed 810 hours of volunteer time



“Pathways helped me find the job I needed to suit my family situation.

This has made our lives better in more ways than one.”

Pathways client

shmutRAIN



“When I started the course I was quite nervous because I was meeting new people and I was presenting a live radio show, but I’ve definitely become a lot more confident and I’ve really enjoyed being a part of the group.”

“This funding has enabled shmu (Station House Media Unit) to continue to develop the 10-year, £2.4million initiative, that supports 14-19yr olds in Aberdeen who are in, or likely to fall into, the Opportunities for All/MCMC category to develop the skills they need to progress on to a positive destination. The project, in its eighth year, works with young people in the Early Interventions group (Senior Phase) and in the Positive Transitions group (16-19).

To date the project has now supported 288 pupils within Early Interventions and successfully helped 255 pupils move on to positive destinations (89% success rate), and 254 trainees within Positive Transitions have been supported with 217 moving on to positive destinations (85% success rate).

Across both strands, we have recorded an overall success rate of 87% of young people moving on to positive destinations over the eight years that the initiative has been operational.”

“NESS (North East Sensory Services) continues to offer the only specialist employment service to hearing impaired and Deaf people, as well as to visually impaired and blind people living in Aberdeen City.

Over the year 71 clients have received support, 2 of these moved into work and 26 were supported to retain work or look at alternative options.

This has, by far, been the most challenging period in the history of NESS Employment Project. The downturn in the oil industry in Aberdeen has impacted greatly on our clients, who are already facing significant barriers into work. There has been a distinct lack of jobs and people who were made redundant and displaced from the oil industry have accepted job roles they may not have normally taken up, meaning there are fewer opportunities available. The competition for available jobs has been greater than ever, making it particularly hard for our clients to successfully gain employment. The need for this service is possibly greater than it has ever been to date.”

north east sensory services achieving independence for blind & deaf people

Newsletter Spring 2016



Rio Carnival themed drummers entertain at the NESS Spring Ball

NESS

IMPROVING HEALTH AND WELLBEING

AIMS | Reduce health inequalities; improve mental health and wellbeing; and increase access to affordable healthy food

63 Community Food Outlets operated in local communities, 35 of them in Sheltered Housing complexes, and 405 tonnes of free food was distributed to 124 organisations through FareShare

30 families in regeneration areas were supported to prevent further crisis and family breakdown, and 6 families no longer required Social Work support

573 people accessed 4,995 sessions of counselling provision, 200 of them were under 16 years old, and counselling was provided in 7 regeneration areas

172 volunteers were recruited, trained and supported to provide meals, laundry and showering facilities to rough sleepers 4 times a week

43 vulnerable people took part in a recovery programme based on community involvement, personal development, wellbeing and employability skills



Tuk In aims to promote healthy eating and provide affordable food from surplus produce. On its first outing it helped deliver outreach youth work in Fersands, where soup and bananas were enjoyed on a chilly evening

The funded initiatives which contributed to these achievements through the year are:

Aberdeen Foyer Reach delivers personal, social, wellbeing and employability skills development programmes, aimed at participants who are in recovery from any long term condition e.g. substance misuse, mental illness or physical illness.

Befriend A Child provide accessible group activities for children involved in the Befriend A Child scheme.

Home-Start coordinate home visiting support to families identified as at risk and hard to reach, working to prevent further crisis and family breakdown.

CFINE (Community Food Initiatives North East) maintain and develop Community Food Outlets to provide healthy, affordable food and raise awareness of healthy cooking and eating.

Cyrenians Street Alternatives provides a volunteer led service offering practical support to people in Aberdeen City who are sleeping rough or who have no access to cooking or personal care facilities.

Healthy Roots maintain and develop the community-run Manor Park.

Mental Health Aberdeen and Pathways to Wellbeing provide locally based, easily accessible counselling services across all the regeneration areas,

Printfield Feel Good Project and Tillydrone Health & Well Being Project provide Complementary Health sessions to increase relaxation and wellbeing.

Seaton Recovery Project provides support to those recovering from alcohol/drug misuse and access to specialist support services

1,083 people benefited and 277 volunteers contributed 9,773 hours of volunteer time

“A Health Visitor referred the family, a young Mum and 2 year old child, after she had concerns about their isolation and the fact that Mum was in the care system growing up and had just moved from temporary accommodation into a permanent address. Volunteer support was put in place and she was the only person mum was interacting with. We managed to access a Me2 place for the child and that has been going well. Mum was very reluctant to engage with Speech and Language Therapists but with the support of her volunteer she was able to successfully do this and mum has been implementing the advice from them so that the child’s speech has improved significantly. Mum and the volunteer have such a close relationship that when they both felt things had been achieved they were able to have a discussion about support ending as all the needs for this family have been achieved.”

Home-Start



“I now feel confident in myself and don't believe I could have managed this without the help of ACIS Youth.”

“Over the years we have given much data on how we feel this project has been evolving – instead it seemed more relevant to let some of the young people ‘speak’ to you on how they feel they benefit from ACIS Youth. So below are some comments written by young people themselves:

- I have a new goal of meeting new people and not to worry about what people say about me.*
- Helped me work out my gender.*
- Helped me understand the relationships in my family.*
- A great service which has given me a judgement free outlet to express my feelings and concerns - also very adaptable and understanding of situations.*
- They've been amazing and helped me so much.*
- Fantastic, I felt supported throughout and it gave me relief and freedom to speak about anything.*
- It was wonderful and made me feel like I had a place I could go when I was upset.*
- It's been a place where I can talk without fear of being judged or criticised. Really liked the counsellor - she's very nice.*
- Excellent service, an amazing counsellor who has changed my life.”*

ABERDEEN CYRENIANS



“As in previous years, Street Alternatives opened every day over the festive period, including public holidays, to compensate for the gap in food services available in the City when other services close. With this extended service we are able to provide further opportunities for service users to access personal care facilities, seek assistance from an Advice, Information and Support worker; and get the benefit of regular social interaction with staff and volunteers they know, at a time where this can be especially crucial.

Extended service at Christmas can only happen with a huge increase of volunteer hours, new volunteers, and the extra coordination to make it all happen.”



BUILDING STRONGER COMMUNITIES

AIMS | Improve access to services in regeneration areas and support community involvement and participation

Community Flats in Cummings Park, Seaton and Tillydrone and Middlefield Youth Flat were funded and used by a number of organisations to deliver services within the areas

2,005 people participated in activities and services provided in Community Projects and Flats

14,993 attendances to use facilities in funded Community Flats including phone, computers, making enquiries and getting information

1,525 young people under 16 years old took part in activities

1,144 hours of additional police patrols engaging with sex workers reducing numbers of calls to the Police regarding on street prostitution in the City Centre and Seaton



Outreach Youth Work in Fersands

The funded initiatives which contributed to these achievements through the year are:

Cummings Park Community Flat, Printfield Community Project Tillydrone Community Flat and Seaton Community Flat provide resources for community activity; venues for a range of organisations that offer support, information and advice; and support community capacity building and adult learning.

Fersands Family Centre Family Support Worker and Twos Group provides a safe, welcoming and stimulating environment to deliver good quality play and learning experiences to encourage motivation, and enthusiastic learning.

Middlefield Youth Flat and Under 11s work supports young people, especially those with low self-esteem and lack of confidence.

Fersands Youth Work Support provides a wide range of youth work services to encourage young people to experience new activities, gain new skills, build relationships and learn about health issues, employment and other issues relevant to them.

Police Scotland Operation Begonia provides dedicated, directed patrols with the aim of tackling prostitution; by encountering, identifying and engaging with both on and off street sex industry workers.

SHMU Community Reintegration Support Service works with ex-offenders, following their release, to create strong, supportive community networks and develop effective community based multi-agency working.

Tillydrone ACT Attack provides drama classes as a means to help promote a sense of value, self-worth, and self-confidence in young people, and give them an appreciation of Arts, drama and music while having fun and enjoying themselves.

Aberdeen Lads Club Big Bang Drumming Group provides percussion workshops for young people, to create a performance band to enhance participants' confidence, self-esteem and social skills.

Choices Relationship Revolution delivers an early intervention programme to break the cycle of gender based violence and sexual exploitation and to raise awareness, challenge prejudice and stereotypes amongst young people.

3,014 participants were involved and 169 volunteers contributed 8,121 hours of volunteer time

“Local residents see the flat as a one stop advice shop and come in seeking help and advice for their problems. We refer to a great number of other agencies. Our free phone line really proves a lifeline for many residents. Residents phone about medical appointments, housing issues or benefit queries. This service has been used 382 times within the last year.

Pathways have been using the flat as a base to meet Seaton residents to help them with creating their CVs, job search and job applications, whilst also identifying training needs and helping with appropriate funding. Pathways have continued to support many Seaton residents back to work.”

STAR Flat, Seaton



“The younger ones have really enjoyed cooking, when we get food from CFINE they come up with recipes to use whatever we get.” *Middlefield Youth Flat*



COMMUNITY REINTEGRATION



“Within the prison setting, 63 prisoners have engaged personally with services to create media through radio and our prison magazine, sharing information with their peers within the prison.

MAP participants are now in our community post-release, and have media focussed skills and wish to ‘give something back’. We have eleven participants currently making music, creating radio and adding interviews to the prison based magazine to show what opportunities are available and encouraging their peers in the prison to become involved in new positive journeys of change themselves. We are really pleased that so many are continuing to engage in the community and giving something back positively.

To date, only two of the participants who are being supported by our CIS worker have been returned to serve further custodial sentences.”

INCREASING SKILLS AND CREATIVITY

AIMS | Support learning and creative opportunities, improve literacy and encourage volunteering

136 people were involved in producing community media, including 16 editions of community magazines in 7 regeneration areas, and weekly community radio programmes

91 young people were involved in producing youth media, 22 of them secured a Saltire Award and 10 moved on to employment

231 people took part in classes to promote positive parenting including cooking, first aid and support with financial issues

445 older people were supported to use technology and engage online and 150 learning sessions were delivered

598 young people under 16 years old took part in activities

shmu Community Media develops skills and builds community capacity



The funded initiatives which contributed to these achievements through the year are:

SHMU Connecting Communities Through Community Media supports the production of community media in regeneration areas, exploring and addressing local community issues and developing skills by providing training and support, developing opportunities for underrepresented voices to be heard across the city; creating a wide range of benefits for individuals and communities, fostering a spirit of engagement and partnership working; developing transferrable skills in participants; and contributing towards increased social capital.

SHMU Youth Media provides creative opportunities for young people (between the age of 12-19), primarily from the regeneration areas of Aberdeen, to train and take part in all aspects of the production of regular radio programmes

Silver City Surfers provide one to one computer tutoring for over 55s in the City Centre, and Northfield/Cummings Park areas, so they can confidently learn how to use the computer and surf the internet safely in a welcoming and social environment.

St Machar Parent Support Project Positive Lifestyles provides support to young parents, helping them identify issues and to engage with the relevant agencies before they reach crisis point, preventing future long term need for statutory services.

WEA Reach Out provides literacy opportunities for non-traditional learners, which are accessible and inclusive and appropriate to learner needs, offering flexible literacy programmes and routes to volunteering and employment.

1,862 participants were involved and 262 volunteers contributed 31,762 hours of volunteer time

"I knew nothing about computers when I came to Silver Surfers. The tutors are brilliant and I have learned a lot. I am elderly and I only wish I knew about the Surfers before. It has totally opened up a new interest for me. I only hope it continues for many years."

Silver City Surfers



ST MACHAR PARENT SUPPORT

"The mums have taken part in cooking sessions learning how to make cheap meals from scratch, making cheap soups and stews and puddings that they can do with their children.

Choices also came to meet with the women to speak about relationships and domestic violence and how they can access support if they ever find themselves in that situation.

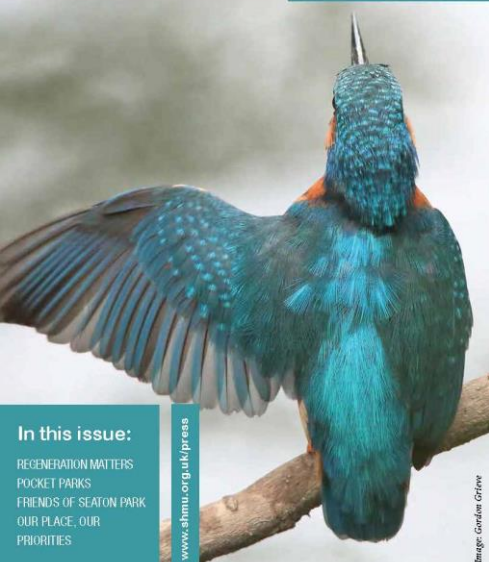
Pathways have been valuable for our service users, helping them with CVs and looking for employment. We also refer to their counselling service, which is delivered within our building, so our clients find it easier to access.

We provide a crèche when there is a need for this, crèches are still key to allow the mums to participate in the group as it is breaking down the barriers preventing them from attending."



COMMUNITY NEWSLETTERS

seatonscene
Winter 2016



In this issue:
REGENERATION MATTERS
POCKET PARKS
FRIENDS OF SEATON PARK
OUR PLACE, OUR PRIORITIES

www.abmu.org.uk/press

woodside
free press
Winter Edition 2016



Green Spaces in Fersands
Woodside
Woodside 1-5

Page 477

Torry's Vision
Spring 2016



In this issue:

ABERDEEN HARBOUR EXPANSION
PARTICIPATORY BUDGETING
TORRY SQUAD
PLAY MEMORIES OF TORRY
TORRY COMMUNITY COUNCIL

www.abmu.org.uk/press

The questions they were asking seemed to be intrusive to him and not relevant to his problems. He had missed a medical appointment with the DWP and was at risk of losing his benefit...

...after various long phone calls we succeeded in getting his benefits reinstated and getting him the health care he needed.



After becoming exposed to drugs in the hostel I contacted his housing officer and expressed my concern. That day he was moved into his own property and we helped him get furniture and other items to build his new home.

He still comes to visit me and I'm happy to see the improvement in his mental health. He has a foundation to build his life on now.

ABERDEEN CITY COUNCIL

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

1 PURPOSE OF REPORT

- 1.1 This report presents a summary of the representations received, officer's responses to these representations and details any resulting action for the Greenferns Development Framework.

2 RECOMMENDATION(S)

- 2.1 It is recommended that the Council:
- (a) Note the representations received for the Sites OP28 and OP33 Greenferns Development Framework;
 - (b) Approve Appendix 1, which includes officers' responses to representations received and any necessary actions; and
 - (c) Approve the Development Framework as Interim Planning Advice and instruct Officers in Planning and Sustainable Development to implement the process to ratify the Framework as Supplementary Guidance.

3 BACKGROUND/ MAIN ISSUES

3.1 Greenferns Development Framework

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

3.2 The Greenferns Development Framework 2010 was previously Supplementary Guidance under the Aberdeen Local Development Plan (ALDP) 2012. When the ALDP (2017) was adopted, this Framework was deemed to be out of date and as such was not carried forward as a Supplementary Guidance under this plan. The requirement for it to be adopted as Supplementary Guidance is still identified within the plan.

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

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

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

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

3.5 **Consultation**

3.5.1 A six week public consultation took place from 17 October 2017 until 28 November 2017. The consultation was carried out in accordance with the Council's adopted Masterplanning process.

3.5.2 Statutory consultees were emailed in relation to the consultation.

3.5.3 The Greenferns Development Framework was available for viewing via the following methods:

- Publication of document on Aberdeen City Council Website 'Masterplanning' page:
<https://www.aberdeencity.gov.uk/services/planning-and-building/masterplanning-and-design>
- Hard copy of document available for viewing at Marischal College between 9am and 5pm Monday to Friday. Relevant planning officers were also identified to be available to help answer queries from members of the public who visited the planning reception regarding the Greenferns Development Framework.

- Hard copy available in the Northfield Library during its opening hours.

3.6 Consultation results

- 3.6.1 Representations to the Greenferns Development Framework could be submitted via consultation hub or via post. A total of 4 representations have been received from statutory consultees along with internal comments.
- 3.6.2 In general the comments were very positive. Scottish Water has reiterated the need for a Drainage and Flood Risk Assessment for the site. These points have already been included within the Framework.
- 3.6.3 Scottish Natural Heritage (SNH) has shown their support for the retention of the existing trees and the provision of open space and appropriate planting. Further enhancement of the proposed greenways would be welcomed. Consideration should be given to water abstraction measures within the Framework and in particular the use of water saving technologies to be incorporated into dwellings.
- 3.6.4 Scottish Environment Protection Agency (SEPA) has commented on flooding, drainage and potential for district heating which has resulted in minor changes to text in the Framework. SEPA has also helpfully highlighted detailed technical information required for assessing any future planning applications.
- 3.6.5 North East Scotland Transport Partnership (NESTRANS) welcomes the changes made to the Framework since it was previously adopted. They have also highlighted the need to consider any additional impact of traffic and how to discourage them from using the roads within the development.

4 FINANCIAL IMPLICATIONS

- 4.1 The cost was budgeted though the SIP Affordable Housing Committee Report dated 20th August 2014 “SIP New Build Housing Budget – Report No: (H&E/14/054) and approved under item 8 of the Committee minutes. This report was further updated to provide a continuation of the budget in a report to Council dated the 15 March 2017 in the name of the Shaping Aberdeen Housing LLP 5 Year Business Plan Report no: (CH&I/16/326). This agreed the extension to the budget to 31st March 2020. Council approved under Item 36 on Committee Minutes but under item 9a.
- 4.2 The cost of the Development Framework including all consultation and engagement to date and excluding disbursements is £53,750.

- 4.3 The proposals will result in efficiencies in the determination of future planning applications related to the development frameworks, leading to a reduction in Council staff time to assess future detailed proposals.
- 4.4 The Greenferns site is owned by Aberdeen City Council. As such the Council has a financial interest in the Planning designation and future development of the site.

5 LEGAL IMPLICATIONS

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

6 MANAGEMENT OF RISK

6.1 Financial

- 6.1.1 Approving the Development Framework will contribute to efficiencies in determining future planning applications and a reduction in Council staff time to assess future detailed proposals. By encouraging acceptable forms and uses of new development to be agreed publicly, it allows more informed decision making to be made earlier, saving time and resources for staff, applicants and the public.
- 6.1.2 The Development Framework reduces the risk of piecemeal and inappropriate development in the site area. Mixed use development and the efficient use of land will contribute towards the Council's aim of promoting sustainable economic development.

6.2 Employee

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

6.3 Customer/citizen

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

6.4 Environmental

- 6.4.1 A Strategic Environmental Assessment has been undertaken on the Greenferns site as part of the preparation for the Aberdeen Local Development Plan.
- 6.4.2 An SEA screening has been carried out on the Development Framework and has been submitted to the SEA Gateway. Any significant changes requested by them will be made to the

Development Framework prior to submitting it to the Scottish Government for ratification.

6.5 Technological

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

6.6 Legal

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

6.7 Reputational

6.7.1 The Council has engaged with the community and stakeholders on the preparation of the Development Framework and as such there is an expectation that their views will be considered as part of the Supplementary Guidance process.

7 IMPACT SECTION

7.1 Economy

7.1.1 The retention of Enermech onsite is a positive contribution to the economy. The introduction of a small neighbourhood centre will encourage economic activity within the site.

7.2 People

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

7.2.2 The EHRIA for the Development Framework shows that implementing this proposal will have a positive benefit to younger people, with the inclusion of play and open space provision and in with the provision of residences to meet the housing demand and affordable housing to meet the range of housing needs. It will have a neutral impact on other people who share characteristics protected by The Equality Act 2010.

7.3 Place

7.3.1 In following the Council's Masterplanning process place has been put at the top of the agenda. The Development Framework considers context, identity and connection and how the development will fit together as a whole.

7.3.2 The Framework states "the pressure on the delivery of housing needs to be balanced with the delivery of a meaningful place, with a clear identity and an attractive proposition for a wide audience of potential

inhabitants. Though a residential led master plan, there needs to be a clear structure and mix of uses balanced within the overall framework, catering for business, education, leisure, retail, health care as well as residential uses. If this is not achieved Greenferns will become a single use enclave on the edge of the city.”

7.3.3 The Framework has carefully considered the retention and enhancement of tree belts, boundary walls, provision of open spaces and path networks all of which make an important contribution to place. The provision of Sustainable Urban Drainage System (SuDS) within the site is also an important resource for biodiversity, sustainable treatments of surface water run-off and visual amenity.

7.4 Technology

7.4.1 N/A

8 BACKGROUND PAPERS

Aberdeen Local Development Plan 2017

<https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan>

Draft Greenferns Development Framework

<https://www.aberdeencity.gov.uk/services/planning-and-building/masterplanning-and-design>

9 REPORT AUTHOR DETAILS

Name	Laura Robertson
Job title	senior planner
Email address	larobertson@aberdeencity.gov.uk
Phone number	01224 522246

HEAD OF SERVICE DETAILS

Name	Eric Owens (Interim)
Job title	Head of Planning and Sustainable Development
Email address	eowens@aberdeencity.gov.uk
Phone number	01224 523133

Appendix 1

Reference	Summary of comments	Officers Response	Amendments required as a result of the comments received.
<p>1. Scottish Natural Heritage (SNH)</p>			
	<p>Strongly support the production of a strategic spatial framework for this area. Welcome the emphases on the essential strong connectivity with the City, particularly green/blue networks that can deliver off road active travel routes and habitat links.</p>	<p>Comments noted.</p>	<p>No alteration required as a result of this representation.</p>
	<p>It is essential that the key ecological and green network requirements are incorporated as ‘developer requirements’ in the Framework and LDP Action Programme so that developers are clear what is expected.</p>	<p>Comments noted.</p>	<p>No alteration required as a result of this representation.</p>
<p>4. Local Context</p>	<p>Existing woodland, hedgerows and the LNCS are significant assets and will contribute to the quality of place for residents. Welcome the intent to protect and enhance these. Also welcome the provision of the open space and the appropriate native woodland planting to the south.</p>	<p>Comments noted.</p>	<p>No alteration required as a result of this representation.</p>
<p>P22 Ancient Woodland Inventory site</p>	<p>Support its enhancement and proposals to connect this site with new areas of native woodland. We recommend the framework includes a reference to the need for a woodland management plan to ensure its interests are protected and enhanced.</p>	<p>Comments noted reference should be made to the requirement for a woodland management plan</p>	<p>Add reference to section 7 stating that a woodland management plan is required.</p>
	<p>We suggest a recommendation for appropriate street trees is included as a general principle for Greenferns. These add multiple benefits such as landscape and biodiversity as well as adding to the quality of place.</p>	<p>Street trees are mentioned in the appropriate location of Greenferns square. Additional text could be added to encourage street trees in appropriate locations</p>	<p>Add text to section 7 stating street trees will be considered in appropriate locations.</p>

Appendix 1

<p>7. Open space and greenways and 8. Infrastructure</p>	<p>Achieving strategic off road active travel and green networks beyond the site and into the city are key for this site. There will need to be an integrated approach extending beyond the site to link into similar off road routes into Aberdeen to achieve these and we suggest this is emphasised in the framework. We suggest adding explanation as to the specific actions by which joint solutions for green networks will be needed.</p>	<p>Comments noted however it not for this Framework to identify areas beyond the site where connections could be made. The Framework can connect into the existing network.</p>	<p>No alteration required as a result of this representation.</p>
	<p>Walking and cycling - we suggest the locations where dedicated/off road dedicated cycle paths are expected are clearly identified. We welcome recognition of safe routes to schools (10.4) but suggest specific requirements for off road cycle routes as part of the green network to the school/other key destinations. Consider also hubs for bicycle use.</p>	<p>This is not really within SNH’s remit to comment on cycling. Key pedestrian and cycle links are identified in fig72 Text should be added to the Masterplan in relation to the provision of cycle hubs along with co-wheel car provision.</p>	<p>Add text to the 8.1 (or an alternative location if more appropriate) about the provision of cycle parking and car club provision onsite.</p>
	<p>New landscaping and natural heritage enhancement: need to ensure there are adequately detailed specifications are supplied along with maintenance arrangements. We suggest the framework also provides the minimum extent of land expected for greenways, new woodland planting etc – for example the widths of some of the greenways. This is important to ensure habitat functionality/connectivity can be achieved.</p>	<p>It is not appropriate to go into the detail of specifications within a Masterplan, that is more appropriate as part of the planning application process.</p>	<p>No alteration required as a result of this representation.</p>
<p>9. Drainage</p>	<p>River Dee SAC – raise awareness of water abstraction pressures. There should be water and energy efficiency measures to comply with the LDP. Water efficiency in particular is required as part of the HRA for the LDP to limit abstraction from the River Dee SAC.</p>	<p>Add text to highlight the requirement for water efficiency measures to limit water abstraction.</p>	<p>Add text to section 9 to highlight the requirement for water efficiency measures to limit water abstraction.</p>
<p>P73 SUDS River Dee SAC –</p>	<p>There should be water and energy efficiency measures to comply with the LDP to reduce water abstraction. Water efficiency in particular is required as part of the HRA for the LDP to limit abstraction from the River Dee SAC.</p>	<p>Add text to highlight the requirement for water efficiency measures to limit water abstraction.</p>	<p>Add text to section 9 to highlight the requirement for water efficiency measures to</p>

Appendix 1

			limit water abstraction.
	Welcome that ecological solutions to SUDS will be sought and their integration into a green/blue network. There could be greater consideration of the role of all open spaces and the sustainable drainage system to form a blue/green network as an integral part of the design. For example, some streets could contribute to the network by means of swales if these are to be used.	Note. The detailed drainage design has not been developed at this stage. A number of factors will need to be considered and assessed in terms of the DIA and FRA before determining the exact drainage provision.	No alteration required as a result of this representation.
12) Phasing	Welcome the inclusion of areas of open space/SUDS etc. Would suggest advanced phasing of strategic green networks/active travel so this strategic infrastructure is in place at an early stage.	This if appropriate would be dealt with as part of the planning application process.	No alteration required as a result of this representation.
13) Infrastructure delivery/ LDP Action programme	We suggest consideration of our above comments as key developer requirements and that they are added into this Infrastructure delivery section (including those identified in the LDP's SEA Environmental Report) and also in the LDP's Action Programme. (Greenferns pgs. 23-25)	Comments passed to LDP in terms of action programme. The phasing strategy includes the open space delivery. Any planning application will also ensure the delivery of these elements at an appropriate time.	No alteration required as a result of this representation.
2. Scottish Water	Prior to any development taking place, and to allow us to conduct further assessment of the development's impact on the local network we encourage the Developer to submit a Pre-Development Enquiry (PDE) forms. We recommend this is submitted to Scottish Water as early as possible this detailed information will allow us to determine if further investigation on the local network is required.	Noted comments passed to agent.	No alteration required as a result of this representation. Comments passed to OPEN for their information.
	The water and wastewater comments contained in the Aberdeen City Action Programme 2017 are still relevant. A WIA (water impact assessment) is required to confirm capacities, including any temporary or full supply options. This should include confirmation of capacity in the proposed 400mm water main to Grandhome.	Noted, reference to the requirement for a Water Impact Assessment is made on page 96.	No alteration required as a result of this representation.
	A DIA (drainage impact assessment) will be required to identify	Noted, reference to the requirement	No alteration required

Appendix 1

	<p>possible mitigation. Currently Scottish Water is carrying out Strategic modelling for the Aberdeen area. I have included a description of both the WIA/DIA for your information:</p> <p><i>Water Assessments and Drainage Assessments</i></p> <p><i>Water and drainage assessments help to identify sustainable methods for the following objectives:</i></p> <ul style="list-style-type: none"> • <i>Supplying water</i> • <i>Disposing of wastewater</i> • <i>Draining surface water; and</i> • <i>Managing surface water flooding</i> <p><i>Present the outcomes of these assessments in reports along with any applicable supporting information.</i></p>	for a Drainage Impact Assessment is made on page 96.	as a result of this representation.
	All proposed development must be drained by Sustainable Drainage Systems (SUDS) designed in accordance with the CIRIA SUDS Manual (C753) and developers must submit a Drainage Assessment/Drainage Strategy for any development proposals coming forward in line with PAN 61, Policy NE6 of the Local Development Plan and Supplementary Guidance on Drainage Assessments.	Reference is made to the CIRIA SUDS Manual (C753) on page 96 of the Masterplan.	No alteration required as a result of this representation.
	<p>Developers should look for opportunities to protect and improve the water environment by taking account of the water features within and close to their sites.</p> <p>Work carried out by the developer should confirm to the standards as indicated in the Scottish Water publications, 'Water for Scotland 3rd Edition' and 'Sewers for Scotland 3rd Edition'.</p>	Noted, amend text under para 9.1 to state Sewers for Scotland 3 rd Edition and add reference to Water for Scotland 3 rd Edition.	Amend para 9.1 to state Sewers for Scotland 3 rd Edition and add reference to Water for Scotland 3 rd Edition.
3. Scottish Environment	A flood risk assessment is required for the site.	This has already been addressed within the Framework as noted by	No alteration required as a result of this

Appendix 1

Protection Agency (SEPA)		SEPA in para 1.3 of the Framework.	representation.
	Drainage – foul drainage to the public sewer and surface water treated by SUDS – Drainage Impact Assessment, map of proposed waste water drainage layout and map of proposed surface water drainage layout.	There is a SUDs scheme in place and a Drainage Impact Assessment will be required.	No alteration required as a result of this representation.
	Pollution prevention – Schedule of Mitigation and construction site layout, including mitigation, supporting drawing(s)	This will be required as part of the planning application process, and it is not necessary to include within the Development Framework.	No alteration required as a result of this representation.
	Protection of the water environment - A site survey of existing water features, – confirmation of any engineering works with justification and a map of the location of all proposed engineering activities in or impacting on the water environment, including proposed buffers and demonstrating compliance with the flood risk assessment.	This will be required as part of the planning application process, and it is not necessary to include within the Development Framework.	No alteration required as a result of this representation.
	Existing groundwater abstractions - Confirmation of the location of groundwater abstractions within 250m of all excavations supported by a map demonstrating adequate buffers and, where relevant, assessment of impacts.	This will be required as part of the planning application process and it is not necessary to include within the Development Framework.	No alteration required as a result of this representation.
	Environmental enhancements – Assessment of potential measures and map showing location of these	The Framework already identifies areas of potential enhancements including the Bucks Burn and the footpath network. It also talks about opportunities for habitat improvements. The level of information provided is sufficient for a Development Framework.	No alteration required as a result of this representation.
	Use of carbon neutral technologies and design measures - feasibility study to assess a heat network and details of sustainable design considerations, map showing proposed heat network infrastructure or areas secured for future use	This is too detailed for a Development Framework. Text will be added to investigate the potential for the use of a district heat network	No alteration required as a result of this representation.

Appendix 1

		on the site.	
	Confirmation if the development will be phased and map of proposed phases of development	An appropriately detailed phasing plan is included in section 12 of the Development Framework. This includes the open space and infrastructure provision.	No alteration required as a result of this representation.
	Welcome the infrastructure delivery table in section 13 and consider it a useful approach.	Comments noted and welcomed.	No alteration required as a result of this representation.
Flood risk	We consider the wording proposed in the draft Development Framework adequately addresses the requirement for FRA's to be submitted for these allocations, and we support the requirement for "a full FRA will be prepared to be submitted as part of the appropriate statutory planning and legal process" and the detailed proposals for any application for Planning Permission in Principle will take account of the information from the FRA. As such we have no objection to the Development Framework wording in regard to the requirement for flood risk to be addressed.	Comments welcomed.	No alteration required as a result of this representation.
	The flood risk assessment(s) should address all sources of flood risk to the site including fluvial flooding from the Bucks Burn and from smaller watercourses not included on the SEPA Flood Maps. Flood risk from overland flow routes should also be considered as the topography of the area has evidence of historic small watercourse routes through the site. We have records of past flooding at Howes Road from the Bucks Burn, most recently in August 2010. We would welcome this requirement being added to the Development Framework wording.	Comments noted. Include text that confirms that all types of flooding should be assessed as part of the Flood Risk Assessment.	Add text to section 9 – Drainage- confirming that all types of flooding will be assessed as part of the Flood Risk Assessment.
Foul drainage	Request that in accordance with policy the following is added to the end of the statement "Foul drainage will be required to conform to "Scottish Water's" current design standards <u>and</u>	Noted and agreed.	Add text to state the end of the following: "Foul drainage will be required to conform to

Appendix 1

	<u>connect to the public sewer/be adopted by Scottish Water</u> ’.		“Scottish Water’s” current design standards <u>and connect to the public sewer/be adopted by Scottish Water</u> ”.
Surface water drainage	We welcome the confirmation in the table on page 96 that “All proposed development must be drained by Sustainable Drainage Systems (SUDS) designed in accordance with the CIRIA SUDS Manual (C753) and developers must submit a drainage Assessment/Drainage Strategy for any development proposals”	Comments noted and welcomed.	No alteration required as a result of this representation.
	As per the requirements of the SUDS Manual (C753) SUDS features should provide the four main categories of benefits that can be achieved by SUDS: water quantity, water quality, amenity and biodiversity. A site plan showing the proposed SUDS treatment train must be submitted.	This level of detail is not appropriate for a Masterplan but the comments will be passed onto the consultant to provide this as part of any planning application.	No alteration required as a result of this representation. Comments will be sent to the developer for information.
	Refer the applicant to our Planning advice on Sustainable Drainage Systems (SUDS) and specifically paragraphs 4.13 and 4.14 regarding maximising the ecological value of SUDS.	Comments noted.	Comments will be sent to the developer for information.
P96 Table	References that “the opportunity has been taken to enhance the existing watercourses and fully incorporate them within the development layout as part of the network of sustainable urban drainage system (SuDS) and core public spaces.” Please note that Section 23.1 of the CIRIA SUDS manual C753 states that “Existing natural water bodies should not be used as a means by which to dispose of surface water runoff where this would create a risk that pollution events, poorer water quality or alternative flow regimes might disturb/damage the natural morphology and/or ecology of the system. There may, however, be scenarios where existing water bodies would benefit from further inputs of cleaned surface water runoff.	Noted, clarification sought within the Development Framework.	OPEN to clarify the position in relation to the SuDS and how they relate to the water courses.

Appendix 1

	Locating SuDS ponds and wetlands close to existing ones can also benefit biodiversity.” We would welcome this being clarified in the Development Framework in regard to the reference to using these features as part of the SUDS network.		
	As per Appendix B, Section B.1.1 Pre-application of the SUDS Manual “For larger sites or multi-plot development, where the land is subdivided into separate plots owned by different landowners, or where there is an intention to develop the land in phases, the specification for a drainage master plan should be agreed at this stage. The master plan should be designed to ensure effective communication between all developers and identified stakeholders in establishing the selection, implementation and phasing of source control, site and regional SuDS components. It should also set out the responsibilities for, delivery of and maintenance of temporary site drainage measures required during the construction process.”	The purpose of producing a Development Framework is to ensure that large sites are planned as one. A Development Framework should not go into too much detail. The detailed suds delivery would be dealt with as part of the planning application process.	No alteration required as a result of this representation
	Proposed detention basins, ponds, swales and/or filter trenches should be designed to Scottish Water’s standards for adoption.	Comment noted.	No alteration required as a result of this representation.
	Advice from the local authority’s roads department and flood prevention unit, and not from SEPA, should be sought on the SUDS strategy in relation to water quantity and flooding.	Comment noted.	No alteration required as a result of this representation.
Pollution prevention and environmental management, 4.10	Reference is made to “a Construction Environmental Management Plan (CEMP)”. One of our key interests in relation to developments is pollution prevention measures during the periods of demolition, construction and any restoration. The applicant, through the planning submission, should systematically identify all aspects of construction site activities during these periods of works that might impact upon the environment, potential pollution risks associated with the construction proposals and identify the principles of preventative measures and mitigation.	Note that this relates to any planning application. Add text in relation to the need to address the pollution prevention and environmental management during the construction phase.	Add text to state there is a requirement to address the pollution prevention and environmental management. Comments will be passed onto the developer.

Appendix 1

	As such, the requirement for pollution prevention and environmental management to be addressed by the applicant during the construction phase should be detailed in the Development Framework.		
Engineering activities in the water environment	In order to meet the objectives of the river basin management plan, of preventing any deterioration and improving the water environment and to comply with LDP Policy NE6, developments should be designed to avoid engineering activities in the water environment wherever possible.	Noted, the full comments will be passed to the developer.	Provide developer with detailed SEPA requirements for the planning application stage.
	If any engineering works proposed are likely to result in increased flood risk to people or property then a flood risk assessment should be submitted in support of the planning application and we should be consulted.	A flood risk assessment is required and already identified within the Development Framework. Any further work required as a result of this will be determined through the planning application process.	No alteration required as a result of this representation.
	It does not appear any water engineering works are proposed put any planning submission should confirm if this is the case. If engineering activities are required a site survey of existing water features and a map of the location of all proposed engineering activities in the water environment should be included in any planning submission.	Noted, comments will be passed to the developer. If engineering works are required the necessary information will be provided as part of a planning application.	No alteration required as a result of this representation. Provide developer with SEPAs detailed comments.
Existing groundwater abstractions	Excavations and other construction works can disrupt groundwater flow and impact on existing groundwater abstractions. Please refer to SEPA’s guidance on assessing the impacts of development proposals on groundwater abstraction and groundwater terrestrial ecosystems for further advice on the minimum information we require to be submitted. This requirement should be detailed in the Development Framework.	Comments noted and welcomed. This information is more pertinent to any future detailed planning application and will be referred to the case officer.	No alteration required as a result of this representation.
Environmental enhancement	Welcome the references to potentially enhancing for example links to the greenbelt, ecological corridors, watercourses,	Comments noted and welcomed. Text should be added as requested to	“On site requirements to be delivered by

Appendix 1

	<p>enhancing existing parks and open spaces, connecting path networks and having adequate buffer strips between development and the water environment. We also welcome the references to retaining mature trees where possible and increasing the amount of woodland along the Bucksburn corridor within the Bucks Burn Park. Newly planted trees in this area should be native and of local provenance to enhance the existing native woodland.</p> <p>We would support the investigation of on-site environmental enhancements, for example de-culverting / 'daylighting' watercourses, removal of hard bank reinforcement on Bucks Burn and /or re-meander a reach of the Bucks Burn adjacent to the development.</p> <p>As such we request that the following is added to the end of the statement "On site requirements to be delivered by developers <u>and any other environmental enhancement measures to be investigated and where viable delivered through any subsequent planning application(s)</u>".</p>	<p>reiterate the point that further environmental enhancements should be investigated where possible and be dealt with through the planning application process.</p> <p>This said there are a number of enhancements already identified in the Framework.</p>	<p><u>developers and any other environmental enhancement measures to be investigated and where viable delivered through any subsequent planning application(s)</u>".</p>
<p>Use of carbon neutral technologies and design measures</p>	<p>In accordance with national and local policy and guidance, consideration should be given to the provision of a district heating network to meet the heat demand for the proposed development, consistent with the advice provided in the Scottish Government's online Planning and Heat advice, as quoted above.</p> <p>The Development Framework should clearly detail the requirement for a feasibility study to assess the heat network and details of sustainable design considerations as part of any planning submission.</p>	<p>Agreed add text accordingly that a district heating network should be considered for the site.</p>	<p>Add text in an appropriate location within the Development framework that a district heating network should be considered for the site.</p>
<p>Regulatory requirements</p>	<p>There are a number of regulatory requirements that need to be met as part of the planning application process. The full list of</p>	<p>Comments noted.</p>	<p>Detailed requirements will be forwarded to the</p>

Appendix 1

	these can be viewed in appendix 2 and should be addressed as part of any planning application.		developer.
4. NESTRANS			
	Supportive of the changes that have been made to the document since its last publication and more generally of the principles outlined in the document relating to the integration of public transport, cycling and walking links within and through development.	Comments noted and welcomed.	No alteration required as a result of this representation.
	Highlight the need to fully consider the potential likelihood for and impact of additional traffic, particularly traffic from the AWPR and other surrounding parts of the city and how this can be discouraged from using the roads within the development as a through route to access other parts of the city and the impact that any additional traffic may have on the existing residential areas of Bucksburn, Northfield and Sheddocksley.	The Development Framework street network has been designed to reduce the likelihood of rat running through the site. Comments will be passed onto the developer to ensure that this is in the forefront of their mind.	Comments will be forwarded onto the developer for their information.
Internal comments			
Archaeology	There are several known archaeological sites within the framework boundary. These are Bucksburn House itself (SMR Ref No NJ80NE0153), the site of a 17 th Century mill (SMR Ref No NJ80NE0018), the possible site of a 17 th and 18 th Century bridge (SMR Ref No NJ80NE0489), the farmstead of Upper Bucksburn (SMR Ref No NJ80NE0475), and the former Marchburn Primary School site (SMR Ref No NJ80NE0497) which underwent archaeological evaluation in 2007.	Comments noted.	No alteration required as a result of this representation.
	The key remaining upstanding features, such as Bucksburn House, and the currently unrecorded historic elements of the landscape such as the drystone dykes, should be retained and incorporated into the design wherever possible (though I note the comments regarding Enermech’s consolidation of its business within this property). This helps the new development to be embedded into the existing landscape. As such the statement on p7 of the Framework is reassuring – “The current prevalence of field boundaries gives us a hint of how people	Comments noted. It is the intention to utilise the existing features onsite to allow the integration of the development into the landscape.	No alteration required as a result of this representation.

Appendix 1

	have coped with working on this land up to now. We must learn from this and sympathetically employ our new land uses in ways that create shelter and attractive microclimates, as well as retaining, where possible, significant field boundaries, enhancing them and integrating them with the new built environment.”		
3.5 – Visual assessment	Reference is made to the retention of trees and woodland as an important characterising component of views. In addition to the commitment of retaining the woodland along the Bucks Burn, a further commitment to the retention of the established avenue of trees along the Howes Road would help protect this remaining element of the designed landscape associated with Bucksburn House.	Noted	Add text to show the commitment to retaining the trees along Howes Road.
4 – Local context	Welcome the opening statement and the acknowledgement that existing site features such as field boundaries have strongly influenced the Framework.	Comments noted.	No alteration required as a result of this representation.
4.2, fig 17	Refers to a view to Cummings Park but this appears not to have been included in the document.	Noted ensure correct photos are present.	Ensure that the correct photos are present on this page.
4.3, fig 25 and associated text	Welcome the inclusion of this which highlights the multiple benefits of retaining these key historic field boundaries.	Comments noted.	No alteration required as a result of this representation.
4.5 p 29	Again welcome the inclusion of the statement on “Field Boundaries and farm tracks” and in particular the text “The site is characterised by a series of well-defined field boundaries and network of farm tracks and footpaths. The walls, ditches and tree lined tracks are a key character forming element of the site area and must be protected and retained across the site. Integrated where possible in to new proposals.” This recognition is also well referenced within the Vision statement for the Masterplan, and within the detailed design considerations of Section 7.5, and as such requires no additional text from my perspective.	Comments noted.	No alteration required as a result of this representation.

Appendix 1

	<p>A preference for stronger wording in Section 11 ‘Character Areas’, and specifically within Section 11.2 ‘Architectural Style’, 2nd paragraph, last line, where it currently states “...a style reflecting the local vernacular may be more appropriate.”</p> <p>Given the historic rural architecture within and adjacent to the development area, and the lack of acknowledgement of that within the later buildings of Northfield, this Framework should be seen as a means of rectifying previously missed design opportunities. As such preference for a word change in the above referenced sentence from “may” to “will” would aid in this approach.</p>	<p>In this instance “will” is a more appropriate word than “may”. Text should also be added to state alternatively a more contemporary approach to design may be appropriate.</p>	<p>11.2 should be altered to say will rather than may and additional text added to state “alternatively a more contemporary approach to design may be appropriate.”</p>
	<p>With regard to the delivery of the phases themselves, there will need to be an associated programme of archaeological works owing to the potential for previously unrecorded remains within the area.</p>	<p>Noted text should be added into the framework within the phasing section, or other section if more appropriate.</p>	<p>Add text to the phasing (or other appropriate section) “Owing to the undeveloped nature of the site and the potential for undiscovered archaeological finds, a phased schedule of archaeological works will be required as part of the planning application process. It is likely that this could be dealt with as a condition to any subsequent planning application.”</p>
Environmental policy			
Map, Fig 03	<p>Update reference to District wildlife sites – these are now LNCS’s.</p>	<p>Noted amend accordingly</p>	<p>Amend names accordingly.</p>
Landscape 3.5	<p>Specific reference should be made to landscape character, as</p>	<p>Noted. Reference should be made to</p>	<p>Add text relating to the</p>

Appendix 1

	<p>this is a guiding principle in landscape planning and is enshrined in LDP policies, including D1 and D2. The document could include a bit more detail on how the development takes account of landscape character. It should make reference to the Landscape Character Assessment 1996.</p>	<p>the landscape character of the site and its context.</p>	<p>sites landscape character.</p>
	<p>Mention should be made of the potential to enhance habitats for important local wildlife, Red squirrel populations are expanding in Aberdeen, this site could be a key location for ongoing expansion, and appropriate tree/shrub species could be used to maximise the benefits to them.</p>	<p>Enhancement of the site is mentioned throughout the document however habitat enhancement should be added to the open space and greenways section of the masterplan.</p>	<p>Add text that further reiterates the desire for habitat enhancement.</p>
	<p>Greenferns Park is identified as an ecological park, and therefore some physical connectivity with the rest of the greenspace network/ greenways, should be incorporated so that it functions effectively as a habitat. Connectivity is important for wildlife, and it ongoing viability as a habitat – it is quite a small, isolated site as shown on page 46, however the detailed sketch on page 54 indicates a significant greenway to the north.</p> <p>Similarly Bucksburn park is shown on page 48 as connected via a greenway to Greenferns park, but not on the plan on page 46. These connections should be illustrated in the overall layout on page 46 to ensure that they are incorporated into the design. However, if they are not part of the layout, the detailed sketches are extremely misleading. (DM)</p>	<p>Noted there are inconsistencies between fig 62 and fig 55, one shows a landscape connection to the north and the other does not, seek clarification on this.</p> <p>The plans need to be consistent across the whole Masterplan.</p>	<p>Ensure figures are accurate and provide the necessary connections where appropriate.</p>
Trees	<p>The proposed greenways offer an opportunity to create high quality green corridors which link to proposed and existing corridors and areas of woodland. In addition to maintaining existing trees and features, consideration should be given to increasing the overall width of the green ways to allow the incorporation of further planting and successional tree planting. In line with Policy NE5 and our tree and woodland</p>	<p>Noted some of the images show the buildings are in quite close proximity to the tree belts. To provide clarification text should be added to the masterplan to highlight that development should not take place within the root protection areas and</p>	<p>Add text to 7.7 stating – “Development should not take place within the root protection areas and the zone of influence of existing trees and newly planted</p>

Appendix 1

	<p>supplementary guidance development should take place out with the root protection areas and out with the zone of influence of existing and newly planted trees. Currently a number of images would appear to detail development in close proximity to existing tree features, this would not be considered as acceptable.</p> <p>Whilst it is acknowledged that Figure 44 is only a site layout sketch it does detail residential development in particularly close proximity to existing trees. We would like to see a reference to the Trees and Woodland SG in reference to Zones of Influence to ensure this concept is adopted going forward. The adoption of this concept is likely to impact on land available for development this will have an impact on density ranges identified within figure 91, which may need adjusting.</p>	<p>the zone of influence of existing trees and newly planted trees.</p>	<p>trees.”</p>
	<p>There is an underprovision of open space on the site. There could be stronger and clearer greenway linkages to these areas, in particular Northfield and Heathryfold to the east, where access could be enhanced and ‘greened’ (e.g. to Cruden Place). Developer Obligations should be utilised to enhance adjoining areas to compensate for any under provision or lack of linkages. Environmental Planners and Environmental Services have recently identified a range of potential green space enhancements in the Northfield area.</p>	<p>It is noted that there is an under provision of open space in this area however there is an adjacent area of pitches to the south that would benefit from enhancement. Further discussions can take place as part of the planning application process to where planning obligations money would be best spent.</p>	<p>No alteration required as a result of this representation.</p>
<p>Climate change mitigation and adaptation measures</p>	<p>This masterplan does not cover sustainability principles in all the detail required, making it non-compliant with the requirements of the Climate Change Act. It might be that this is covered by the developers in each phase – but a holistic approach needs to be taken overall to ensure any systems implemented are compatible across all phases and flexible to change.</p>	<ol style="list-style-type: none"> 1. This level of detail is not necessary for a masterplan, add text to state a lighting strategy will be required. 2. State this in the text 3. Add text to state that at the design stage consideration should be given to adaptive 	<p>Add reference to the requirement for a lighting strategy.</p> <p>Add text to state “compliance with BREEAM HQM or alternative sustainable</p>

Appendix 1

	<ol style="list-style-type: none"> 1. Lighting within the development and an overall strategy for this. 2. Sustainable construction principles – compliance with BREEAM HQM or alternative sustainable construction scheme, use of locally sourced products, fabric first approach. 3. Ensuring building design takes cognisance of adaptive measures – wider guttering to accommodate more potential downpours, porous pavements, use of green infrastructure (this is featured), having larger roof overhangs to provide shelter for the building fabric from adverse weather etc. 4. Provision of recycling and waste facilities – some of these could be communal but no mention made of these. 5. Digital connectivity and accessibility within the development. 	<p>measures within the building design.</p> <ol style="list-style-type: none"> 4. It is intrinsic that recycling and careful consideration should be given to the location of the recycling and waste provision, to ensure it is not unsightly. 5. Add text to encourage this. 	<p>construction scheme, use of locally sourced products, fabric first approach”</p> <p>Add text to state that at the design stage consideration should be given to adaptive measures within the building design.</p> <p>Add text stating that careful consideration should be given to the location of the recycling and waste provision onsite.</p> <p>Add text stating the provision of high speed digital technology should be considered.</p>
<p>Roads Development Management</p>			
	<p>Provost Fraser Drive (PFD) and Provost Rust Drive (PRD) are obviously designed as frontage free roads which will meet in a town centre hub as the development’s built out. This should ensure good bus services provided that space for necessary infrastructure is provided (shelters, waiting areas, etc.).</p>	<p>Comments noted and welcomed.</p>	<p>No alteration required as a result of this representation.</p>
	<p>A number of detailed comments were also provided but these relate to the detailed planning application stage.</p>	<p>Comments will be passed onto the developer for information.</p>	<p>No alteration required as a result of this representation.</p>

Appendix 1

Airport noise contour	<p>Updated information has been received on the latest noise contours for 2016. The area now takes in a small section at the north east of the site north of the school.</p>	<p>Policy B4 Aberdeen Airport is clear that residential development in an area where noise levels are in excess of 57dB LAeq (the summer 16- hour dB LAeq measurement) will be refused. As a result of this, the small section of the Framework should be redesigned accordingly.</p>	<p>Amend Development Framework to remove residential development from area affected by the amended noise contour.</p>
-----------------------	--	---	---

This page is intentionally left blank

Response ID ANON-X3QE-UMC3-S

Submitted to **Draft Greenferns Development Framework**
Submitted on **2017-11-10 11:34:30**

Introduction

1 What is your name?

Name:
Scottish Natural Heritage

2 What is your email address?

Email:
[Redacted]

3 What is your organisation?

Organisation:
Scottish Natural Heritage

4 Please let us know your opinion on the Greenferns Development Framework

Comments:
Aberdeen LDP - Greenferns Draft Development Framework consultation

SNH strongly supports the production of a strategic spatial framework for this significant expansion area. We agree that a key consideration for this site is the risk of isolation on the fringe of Aberdeen. We therefore welcome the emphasis on the essential strong connectivity with the city, particular green/blue networks that can deliver a wide range of functions including off road active travel routes and habitat links.

Our main comment is that these key ecological and green network requirements are incorporated as 'developer requirements' in the Framework and LDP Action Programme so that developers are clear as to what is expected.

4) Local context:

The existing woodland and hedgerow framework and LNCS are significant asset for Greenferns and should greatly contribute to its quality of place and life for residents. We welcome the intent to protect and enhance this, and the provision of open space and appropriate native woodland planting to the south. This will extend this woodland habitat and provide important north/south woodland connectivity along the western edge of the development.

Ancient Woodland Inventory site (pg 22) - we support its enhancement and proposals to connect this site with new areas of native woodland. We recommend the framework includes a reference to the need for a woodland management plan to ensure its interests are protected and enhanced.

We suggest a recommendation for appropriate street trees is included as a general principle for Greenferns. These add multiple benefits such as landscape and biodiversity as well as adding to the quality of place.

7) Open space and greenways and 8) infrastructure:

Achieving strategic off road active travel and green networks beyond the site and into the city are key for this site. There will need to be an integrated approach extending beyond the site to link into similar off road routes into Aberdeen to achieve these and we suggest this is emphasised in the framework. We suggest adding explanation as to the specific actions by which joint solutions for green networks will be needed.

Walking and cycling - we suggest the locations where dedicated/off road dedicated cycle paths are expected are clearly identified. We welcome recognition of safe routes to schools (10.4) but suggest specific requirements for off road cycle routes as part of the green network to the school/other key destinations. Consider also hubs for bicycle use.

New landscaping and natural heritage enhancement: much of the ecological benefit will be achieved by ensuring there adequately detailed specifications are supplied along with establishment and long term aftercare arrangements. We suggest the framework also provides the minimum extent of land expected for greenways, new woodland planting etc – for example the widths of some of the greenways. This is important to ensure habitat functionality/connectivity can be achieved.

9) Drainage:

River Dee SAC – raise awareness of water abstraction pressures. There should be water and energy efficiency measures to comply with the LDP. Water efficiency in particular is required as part of the HRA for the LDP to limit abstraction from the River Dee SAC.

SUDS (page 73) welcome that ecological solutions to SUDS will be sought and their integration into a green/blue network. There could be greater consideration of the role of all open spaces and the sustainable drainage system to form a blue/green network as an integral part of the design. For example, some streets could contribute to the network by means of swales if these are to be used.

12) Phasing – we welcome the inclusion of areas of open space/SUDS etc. We also suggest advanced phasing of strategic green networks/active travel so this strategic infrastructure is in place at an early stage.

13) Infrastructure delivery/ LDP Action programme

We suggest consideration of our above comments as key developer requirements and that they are added into this Infrastructure delivery section (including those identified in the LDP's SEA Environmental Report) and also in the LDP's Action programme (Greenferns pgs 23-25)

Laura Robertson

From: David Carmichael [REDACTED]
Sent: 20 November 2017 16:36
To: Laura Robertson
Subject: Greenferns Development Framework - Statutory Consultation.

Dear Laura,

I am writing to you in regard to your email dated 31 October 2017, statutory consultation on the Greenferns Development Framework.

Scottish Water would like to thank you for the opportunity to provide feedback and would make the following comments shown below:

Prior to any development taking place, and to allow us to conduct further assessment of the development's impact on the local network we encourage the Developer to submit a Pre-Development Enquiry (PDE) forms (found at www.scottishwater.co.uk). We recommend all planned development relating to more than a single house connection submits a PDE to Scottish Water as early as possible. When the Developer submits the completed PDE form - supplying as much information as they can about the development - this detailed information will allow us to determine if further investigation on the local network is required.

OP28 & OP33

The water and wastewater comments contained in the Aberdeen City Action Programme 2017 are still relevant. A WIA (water impact assessment) is required to confirm capacities, including any temporary or full supply options. This should include confirmation of capacity in the proposed 400mm water main to Grandhome.

A DIA (drainage impact assessment) will be required to identify possible mitigation. Currently Scottish Water is carrying out Strategic modelling for the Aberdeen area. I have included a description of both the WIA/DIA for your information:

Water Assessments and Drainage Assessments

Water and drainage assessments help to identify sustainable methods for the following objectives:

- *Supplying water*
- *Disposing of wastewater*
- *Draining surface water; and*
- *Managing surface water flooding*

Present the outcomes of these assessments in reports along with any applicable supporting information.

In addition, all proposed development must be drained by Sustainable Drainage Systems (SUDS) designed in accordance with the CIRIA SUDS Manual (C753) and developers must submit a Drainage Assessment/Drainage Strategy for any development proposals coming forward in line with PAN 61, Policy NE6 of the Local Development Plan and Supplementary Guidance on Drainage Assessments.

Developers should look for opportunities to protect and improve the water environment by taking account of the water features within and close to their sites.

Work carried out by the developer should confirm to the standards as indicated in the Scottish Water publications, 'Water for Scotland 3rd Edition' and 'Sewers for Scotland 3rd Edition'.

A meeting will shortly be set up with the developer for this site to discuss the strategic water solution. I will forward on more details after the meeting when more information becomes available.

I trust that the above information is acceptable in line with your consultation. Should you require further clarification, please do not hesitate to contact me.

Yours sincerely

David Carmichael

Development Planner
Development Engagement Team
Scottish Water
Kingshill House, Arnhall Business Park, Westhill, Aberdeen, AB32 6UF

Scottish Water
Trusted to serve Scotland

Privileged/Confidential information may be contained in this Email and any files transmitted with it. If you are not the intended recipient you should not retain, copy or use this Email for any purpose or disclose all or part of its contents to any person. If you have received this Email in error please notify the sender immediately and delete this Email from your system.

Opinions, conclusions and other information in this message that do not relate to the official business of Scottish Water ("SW"), Scottish Water Horizons Ltd ("SWH"), Scottish Water International Ltd ("SWI") or Scottish Water Solutions 2 Ltd ("SWS2") shall be understood as neither given nor endorsed by them. The contents of Emails sent and received by SW, SWH, SWI and SWS2 are monitored.

WARNING: Although SW, SWH, SWI and SWS2 have taken reasonable precautions to ensure no viruses or other malicious software are present, SW, SWH, SWI and SWS2 cannot accept responsibility for any loss or damage arising from the use of this Email or attachments however caused. The recipient should therefore check this Email and any attachments for the presence of viruses or other malicious software.

Scottish Water

www.scottishwater.co.uk

Our ref: PCS/155608
Your ref: Aberdeen LDP

If telephoning ask for:
Alison Wilson

28 November 2017

Laura Robertson
Aberdeen City Council
Planning and Sustainable Development
Business Hub 4
Marischal College
Broad Street
Aberdeen
AB10 1AB

By email only to: LaRobertson@aberdeencity.gov.uk

Dear Ms Robertson

Draft Greenferns Development Framework – Statutory Consultation

Thank you for your consultation email which SEPA received on 17 October 2017, enclosing a draft copy of the Greenferns Development Framework, dated October 2017.

1. Overarching advice

1.1 We provide the following advice which should be taken into consideration when finalising the Development Framework and preparing subsequent planning applications. If the development comes forward in discrete small stages then it may fall below the threshold we provide site specific advice. Nonetheless the advice below is still relevant and any such proposals should comply with the agreed proposals in regard to these issues for the larger site area.

1.2 **To prevent a potential objection** from us we would expect the finalised Development Framework to detail the requirement for the below key issues to be addressed in any subsequent planning submissions and to be supported by the following assessments and drawings/maps:

- a) Flood risk – Flood Risk Assessment
- b) Drainage – foul drainage to the public sewer and surface water treated by SUDS – Drainage Impact Assessment, map of proposed waste water drainage layout and map of proposed surface water drainage layout
- c) Pollution prevention – Schedule of Mitigation and construction site layout, including mitigation, supporting drawing(s)
- d) Protection of the water environment - A site survey of existing water features, – confirmation of any engineering works with justification and a map of the location of all proposed engineering activities in or impacting on the water environment, including



Chairman
Bob Downes

Chief Executive
Terry A'Hearn

SEPA Aberdeen Office
Inverdee House, Baxter Street
Torry, Aberdeen AB11 9QA

tel 01224 266600 fax 01224 896657

www.sepa.org.uk • customer enquiries 03000 99 66 99

- e) proposed buffers and demonstrating compliance with the flood risk assessment
- e) Existing groundwater abstractions - Confirmation of the location of groundwater abstractions within 250m of all excavations supported by a map demonstrating adequate buffers and, where relevant, assessment of impacts.
- f) Environmental enhancements – Assessment of potential measures and map showing location of these
- g) Use of carbon neutral technologies and design measures - feasibility study to assess a heat network and details of sustainable design considerations, map showing proposed heat network infrastructure or areas secured for future use
- h) Confirmation if the development will be phased and map of proposed phases of development
- i) Adequate information to enable assessment and comment on the potential consentability of any aspects of the proposal that may require authorisation from SEPA

1.3 Some of these requirements are already addressed within the proposed draft wording, for example in regard to flood risk, as advised below. However all the issues should be addressed to prevent an objection from us to the finalised Development Framework.

1.4 We **welcome** the Infrastructure delivery table in Section 13 and consider it is a very useful approach to summarise the requirements and how to deliver these. To address our concerns the below issues which are not covered could be added to this table with the requirement for the relevant assessments and drawings.

1.5 Our further advice on our requirements and the form in which they must be submitted in regard to the information in the draft Development Framework can be found below.

2. Flood risk

2.1 We note the requirement in the adopted Local Development Plan (LDP), LDP and draft Development Framework for allocations OP33 and OP28 to be supported by a Flood Risk Assessment (FRA). We consider the wording proposed in the draft Development Framework adequately addresses the requirement for FRA's to be submitted for these allocations, and we support the requirement for "a full FRA will be prepared to be submitted as part of the appropriate statutory planning and legal process" and the detailed proposals for any application for Planning Permission in Principle will take account of the information from the FRA. As such we have **no objection** to the Development Framework wording in regard to the requirement for flood risk to be addressed.

2.2 We advise that the flood risk assessment(s) should address all sources of flood risk to the site including fluvial flooding from the Bucks Burn and from smaller watercourses not included on the SEPA Flood Maps. Flood risk from overland flow routes should also be considered as the topography of the area has evidence of historic small watercourse routes through the site. We have records of past flooding at Howes Road from the Bucks Burn, most recently in August 2010. We **would welcome** this requirement being added to the Development Framework wording.

3. Foul drainage

3.1 We **welcome** the confirmation in the table on page 96 that a "DIA will be required" and "Foul drainage will be required to conform to "Scottish Water's" current design standards". However we **request** that for the avoidance of doubt, and in line with Scottish Planning Policy and guidance, including Planning Advice Note (PAN) 79 Water and Drainage, our

Policy and Supporting Guidance on Provision of Waste Water Drainage in Settlements WAT-PS-06-08 and LDP Policy NE6, the following is **added** to the end of the statement “Foul drainage will be required to conform to “Scottish Water’s” current design standards and connect to the public sewer/be adopted by Scottish Water”.

4. Surface water drainage

- 4.1 We **welcome** the confirmation in the table on page 96 that “All proposed development must be drained by Sustainable Drainage Systems (SUDS) designed in accordance with the CIRIA SUDS Manual (C753) and developers must submit a drainage Assessment/Drainage Strategy for any development proposals”
- 4.2 As per the requirements of the SUDS Manual (C753) SUDS features should provide the four main categories of benefits that can be achieved by SUDS: water quantity, water quality, amenity and biodiversity. A site plan showing the proposed SUDS treatment train must be submitted. The Simple Index Approach calculation (Section 26.7.1 of the guidance) must also be submitted in support of the site plan, and the online tool may be used to assist in this. Where the development has a high pollution hazard level, a detailed risk assessment (Section 26.7.3 of CIRIA C753) must be submitted. In addition we would also refer the applicant to our Planning advice on Sustainable Drainage Systems (SUDS) and specifically paragraphs 4.13 and 4.14 regarding maximising the ecological value of SUDS.
- 4.3 The table on page 96 references that “the opportunity has been taken to enhance the existing watercourses and fully incorporate them within the development layout as part of the network of sustainable urban drainage system (SuDS) and core public spaces.” Please note that Section 23.1 of the CIRIA SUDS manual C753 states that “Existing natural water bodies should not be used as a means by which to dispose of surface water runoff where this would create a risk that pollution events, poorer water quality or alternative flow regimes might disturb/damage the natural morphology and/or ecology of the system. There may, however, be scenarios where existing water bodies would benefit from further inputs of cleaned surface water runoff. Locating SuDS ponds and wetlands close to existing ones can also benefit biodiversity.” We **would welcome** this being clarified in the Development Framework in regard to the reference to using these features as part of the SUDS network.
- 4.4 As per Appendix B, Section B.1.1 *Pre-application* of the SUDS Manual “For larger sites or multi-plot development, where the land is subdivided into separate plots owned by different landowners, or where there is an intention to develop the land in phases, the specification for a drainage master plan should be agreed at this stage. The master plan should be designed to ensure effective communication between all developers and identified stakeholders in establishing the selection, implementation and phasing of source control, site and regional SuDS components. It should also set out the responsibilities for, delivery of and maintenance of temporary site drainage measures required during the construction process.”
- 4.5 Proposed detention basins, ponds, swales and/or filter trenches should be designed to Scottish Water’s standards for adoption as specified in Sewers for Scotland or the SUDS Manual. In such instances, comments should be requested from Scottish Water. In addition Section 7 of the Sewerage (Scotland) Act 1968 allows for the roads authority and Scottish Water to connect to each other’s drainage systems where reasonable to do so. The SUDS for Roads guidance document provides a collaborative framework for a more integrated drainage approach.

- 4.6 Advice from the local authority's roads department and flood prevention unit, and not from SEPA, should be sought on the SUDS strategy in relation to water quantity and flooding.

5. Pollution prevention and environmental management

- 5.1 Under Section 4.10 reference is made to "a Construction Environmental Management Plan (CEMP)". One of our key interests in relation to developments is pollution prevention measures during the periods of demolition, construction and any restoration. The applicant, through the planning submission, should systematically identify all aspects of construction site activities during these periods of works that might impact upon the environment, potential pollution risks associated with the construction proposals and identify the principles of preventative measures and mitigation.

- 5.2 As such, the **requirement** for pollution prevention and environmental management to be addressed by the applicant during the construction phase should be detailed in the Development Framework. A schedule of mitigation supported by the site specific maps and plans must be submitted in support of any planning submission. These must include reference to best practice pollution prevention and construction techniques (for example, the maximum area to be stripped of soils at any one time, as the land is previously agricultural use the developer should expect to encounter field drains, and have a system in place to deal with these when discovered, as they could also act as channels for pollution to enter the water environment, a site survey of existing water features and a map showing adequate buffers between these and development) and regulatory requirements. This information will help to assess the environmental impact of the proposals prior to determination. In addition, this information can provide the basis for a more detailed environmental management plan and construction method statements where required, which are likely to be requested as planning conditions. Please refer to Guidance for Pollution Prevention (GPPs) and the recently published Guidance on the construction of SUDS (CIRIA C768).

6. Engineering activities in the water environment

- 6.1 In order to meet the objectives of the Water Framework Directive of preventing any deterioration and improving the water environment and to comply with LDP Policy NE6, developments should be designed to avoid engineering activities in the water environment wherever possible. The water environment includes burns, rivers, lochs, wetlands, groundwater and reservoirs. We require it to be demonstrated that every effort has been made to leave the water environment in its natural state. Engineering activities such as culverts, bridges, watercourse diversions, bank modifications or dams should be avoided unless there is no practicable alternative. Paragraph 255 of SPP deters unnecessary culverting. Where a watercourse crossing cannot be avoided, bridging solutions or bottomless or arched culverts which do not affect the bed and banks of the watercourse should be used. Further guidance on the design and implementation of crossings can be found in our Construction of River Crossings Good Practice Guide. Other best practice guidance is also available within the water engineering section of our website.
- 6.2 If any engineering works proposed are likely to result in increased flood risk to people or property then a flood risk assessment should be submitted in support of the planning application and we should be consulted.

6.3 It does not appear any water engineering works are proposed put any planning submission should confirm if this is the case. A site survey of existing water features and a map of the location of all proposed engineering activities in the water environment should be included in any planning submission. A systematic table detailing the justification for the activity and how any adverse impact will be mitigated should also be included. The table should be accompanied by a photograph of each affected water body along with its dimensions. Justification for the location of any proposed activity is a key issue for us to assess at the planning stage. The **requirement** for this should be detailed in the Development Framework.

7. Existing groundwater abstractions

7.1 There are several individual properties in the vicinity/adjacent to the boundary of this Development Framework area. In addition on our GIS we can see a well on the south west area and on the northern section of the allocations. Excavations and other construction works can disrupt groundwater flow and impact on existing groundwater abstractions. The planning submission must include:

- a) A map demonstrating that all existing groundwater abstractions are outwith a 100m radius of all excavations shallower than 1m and outwith 250m of all excavations deeper than 1m and proposed groundwater abstractions. If micro-siting is to be considered as a mitigation measure the distance of survey needs to be extended by the proposed maximum extent of micro-siting. The survey needs to extend beyond the site boundary where the distances require it.
- b) If the minimum buffers above cannot be achieved, a detailed site specific qualitative and/or quantitative risk assessment will be required. We are likely to seek conditions securing appropriate mitigation for all existing groundwater abstractions affected.

7.2 Please refer to Guidance on Assessing the Impacts of Development Proposals on Groundwater Abstractions and Groundwater Dependent Terrestrial Ecosystems for further advice on the minimum information we require to be submitted. This **requirement** should be detailed in the Development Framework

9. Environmental enhancements

9.1 We welcome the confirmation in the table on page 96 that “Developers should look for opportunities to protect and improve the water environment by taking account of the water features within and close to their sites” and “On site requirements to be delivered by developers”.

9.2 With this in mind we welcome the references to potentially enhancing for example links to the greenbelt, ecological corridors, watercourses, enhancing existing parks and open spaces, connecting path networks and having adequate buffer strips between development and the water environment. We also welcome the references to retaining mature trees where possible and increasing the amount of woodland along the Bucksburn corridor within the Bucks Burn Park. Newly planted trees in this area should be native and of local provenance to enhance the existing native woodland.

9.3 We would support the investigation of on-site environmental enhancements, for example deculverting / ‘daylighting’ watercourses, removal of hard bank reinforcement on Bucks Burn and /or re-meander a reach of the Bucks Burn adjacent to the development. Should it be necessary to install surface water headwall/s some of these works, in particular the

removal of hard bank reinforcement, could be explored in tandem. We would be fully supportive of any investigations which would seek to compensate for any historical or proposed impacts to the site, and add environmental improvements or enhancements where appropriate.

- 9.4 As such we **request** that the following is added to the end of the statement “On site requirements to be delivered by developers and any other environmental enhancement measures to be investigated and where viable delivered through any subsequent planning application(s)”.

10. Use of carbon neutral technologies and design measures

- 10.1 We welcome the reference to achieving sustainable design. Scottish Planning Policy 2014 outlines the key Scottish Government planning policy principles relating to delivering renewable heat and electricity. In particular paragraph 154 states that:

“The planning system should:

- Support the transformational change to a low carbon economy, consistent with national objectives and targets, including deriving:
 - 30% of overall energy demand from renewable sources by 2020;
 - 11% of heat demand from renewable sources by 2020; and
 - The equivalent of 100% of electricity demand from renewable sources by 2020.
- Support the development of a diverse range of electricity generation from renewable energy technologies – including the expansion of renewable energy generation capacity – and the development of heat networks;”

- 10.2 Additional policy support is provided by SPP (Paragraph 159) requiring that “Local Development Plans should support the development of heat networks in as many locations as possible, even where they are initially reliant on carbon-based fuels if there is potential to convert them to run on renewable or low carbon sources of heat in the future”.
- 10.3 The Scottish Government’s support for low-carbon and renewable sourced heat is further established in the Scottish Government’s Heat Policy Statement: Towards Decarbonising Heat (June 2015). This sets an overall target of 1.5TWh of heat to be delivered by district heating by 2020 to both domestic and non-domestic properties. This approach is sought to ensure that renewable heat makes a significant contribution to meeting Scotland’s climate change targets and support the delivery of our renewable heat target.
- 10.4 In order to deliver the Scottish Government’s targets for 40,000 homes to be heated through heat networks, new developments need to be designed to incorporate district heating. Where substantial new developments are planned, the opportunity arises for providing a heat network within the site and for this to be required and designed in at the earliest stages. New developments have a role to play in not only establishing and creating these networks, but also in connecting to networks to make use of heat that is being captured.
- 10.5 Online Scottish Government “Planning and Heat” guidance (2015) advises developers to submit an energy statement as part of their planning application which “may be informed by heat map information and include an assessment of whether an individual property or district heating solution is technically feasible and financially viable. The statement should identify any available sources of heat or other factors such as where land should be safeguarded for future district heating infrastructure.”

- 10.6 It is important to consider these issues which could affect layout, infrastructure, relationship with other developments, and energy use. New developments in areas where heat can be provided, either through existing heat networks or from planned proposed heat suppliers, should be designed to enable or facilitate connection to district heating networks. The design of new developments should incorporate space that can be safeguarded to enable pipework to be laid and/or connection to district heating networks to be made in the future if district heating is not an integral part of the original design without causing disturbance to buildings or infrastructure. This applies to all new development.
- 10.7 In light of the above, and in support of LDP Policy R7, consideration should be given to the provision of a district heating network to meet the heat demand for the proposed development, consistent with the advice provided in the Scottish Government's online Planning and Heat advice, as quoted above. This should include the submission of the following information in support of any planning submission:
- a feasibility study which assesses the technical feasibility and financial viability of heat network/district heating for this site, identifying any available sources of heat (either within the site or offsite) and other factors such as where land will be safeguarded for future district heating infrastructure.
 - Demonstration within the Design and Access statement (or other supporting statement) and detailed layout plans on how the findings of the feasibility study have been incorporated into the design and layout of the proposal.
- 10.8 The Development Framework should clearly detail the **requirement** for a feasibility study to assess the heat network and details of sustainable design considerations as part of any planning submission.

Regulatory advice for the applicant

11. Regulatory requirements

- 11.1 Authorisation is required under The Water Environment (Controlled Activities) (Scotland) Regulations 2011 (CAR) to carry out engineering works in or in the vicinity of inland surface waters (other than groundwater) or wetlands. Inland water means all standing or flowing water on the surface of the land (e.g. rivers, lochs, canals, reservoirs).
- 11.2 In addition a CAR Licence is likely to be required for the discharge from site SUDS given the scale of the development (the current threshold is a development with greater than 1000 houses).
- 11.3 Management of surplus peat or soils, or importation of material for example landscaping, may require an exemption under The Waste Management Licensing (Scotland) Regulations 2011. Proposed crushing or screening will require a permit under The Pollution Prevention and Control (Scotland) Regulations 2012.
- 11.4 The applicant should consider if other environmental licences may be required for any installations or processes, for example with regards to onsite heat generation.
- 11.5 The site boundary covers approximately 73.6 ha (less the 7.6 ha owned by Enermech). As such a Construction Site Licence may be required as this exceeds the 4 ha construction site area threshold. These apply to sites of 4ha or more in area, sites 5 km or more in

length or sites which contain more than 1ha of ground on a slope of 25 degrees or more or which cross over 500m of ground on a slope of 25 degrees or more. It is recommended that you have pre-application discussions with a member of the regulatory team in your local SEPA office.

- 11.6 Details of regulatory requirements and good practice advice for the applicant can be found on the Regulations section of our website. If you are unable to find the advice you need for a specific regulatory matter, please contact a member of the regulatory team in your local SEPA office at: Inverdee House, Baxter Street, Torry, Aberdeen, AB11 9QA, Tel: 01224 266600.

If you have any queries relating to this letter, please contact me by telephone on 01224 266656 or email at planning.aberdeen@sepa.org.uk.

Yours sincerely

Alison Wilson
Senior Planning Officer
Planning Service

Disclaimer

This advice is given without prejudice to any decision made on elements of the proposal regulated by us, as such a decision may take into account factors not considered at this time. We prefer all the technical information required for any SEPA consents to be submitted at the same time as the planning or similar application. However, we consider it to be at the applicant's commercial risk if any significant changes required during the regulatory stage necessitate a further planning application or similar application and/or neighbour notification or advertising. We have relied on the accuracy and completeness of the information supplied to us in providing the above advice and can take no responsibility for incorrect data or interpretation, or omissions, in such information. If we have not referred to a particular issue in our response, it should not be assumed that there is no impact associated with that issue. For planning applications, if you did not specifically request advice on flood risk, then advice will not have been provided on this issue. Further information on our consultation arrangements generally can be found on our [website planning pages](#).

Archibald Simpson House
27-29 King Street
Aberdeen AB24 5AA

t. 01224 625524
f. 01224 626596
www.nestrans.org.uk

nestrans

Masterplanning, Design and Conservation Team
Planning and Sustainable Development
Enterprise, Planning and Infrastructure
Aberdeen City Council
Business Hub 4
Ground Floor North
Marischal College
Aberdeen
AB10 1AB

Our Ref: KC/N14/5

26th October 2017

Dear Sir / Madam

Greenferns Development Framework

Thank you for the opportunity to comment on the draft updated Greenferns Development Framework. Nestrans is supportive of the changes that have been made to the document since its last publication and more generally of the principles outlined in the document relating to the integration of public transport, cycling and walking links within and through development.

We would however like to highlight the need to fully consider the potential likelihood for and impact of additional traffic, particularly traffic from the AWPR and other surrounding parts of the city and how this can be discouraged from using the roads within the development as a through route to access other parts of the city and the impact that any additional traffic may have on the existing residential areas of Bucksburn, Northfield and Sheddocksley.

Nestrans would be happy to discuss these comments in more detail if required.

Yours faithfully,

Kirsty Chalmers
Transport Executive (Strategy & Delivery)

COMMITTEE	Council
DATE	11 December 2017
REPORT TITLE	Bon Accord Care – Annual Performance Report
REPORT NUMBER	HSCP/17/094
MANAGING DIRECTOR	Sandra Ross, Bon Accord Care
REPORT AUTHOR	Judith Proctor, Chief Officer, ACHSCP

1. PURPOSE OF REPORT:-

To present Full Council with Bon Accord Care’s annual performance report for 2016/17.

2. RECOMMENDATION(S)

It is recommended that Full Council:

- (a) Note Bon Accord Care’s Annual Performance report, as attached at Appendix A.

3. BACKGROUND/MAIN ISSUES

3.1 Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are local authority trading companies owned by Aberdeen City Council (ACC); starting on 1st August 2013, the first of their kind in Scotland. For operational purposes Bon Accord Care is used as a collective term to reflect both companies.

3.2 The Annual Performance report at Appendix A provides an oversight of the activities and performance of Bon Accord Care for the financial year 2016-17. The report includes an oversight of Bon Accord Care, including their values, mission and strategic aims; their resources; how they report; their governance processes and the work they do.

3.3 It also provides key performance information through statistics, case studies and testimonials, in areas including:

- Maximising the efficiency and quality of service delivery
- Workforce (training, recruitment, retention)
- Complaints and compliments
- Care Inspectorate Grades
- Awards including the Health Living Award

- Delivery on core business
- Commencing new and innovative services at an early intervention stage
- Financial performance information

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report, as it provides an overview of historical financial performance for the year 2016/17.

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 – risks have been considered and no risk identified
- 6.2 Employee – risks have been considered and no risk identified
- 6.3 Customer / citizen – risks have been considered and no risk identified
- 6.4 Environmental – risks have been considered and no risk identified
- 6.5 Technological – risks have been considered and no risk identified
- 6.6 Legal – risks have been considered and no risk identified
- 6.7 Reputational – risks have been considered and no risk identified

7. IMPACT SECTION

7.1 Economy

As the report provided a historical overview of performance, there are no direct impacts for the economy arising from the recommendations in this report.

7.2 People

As the report provided a historical overview of performance, there are no direct impacts for people arising from the recommendations in this report.

7.3 Place

As the report provided a historical overview of performance, there are no direct impacts for the place arising from the recommendations in this report.

7.4 Technology

As the report provided a historical overview of performance, there are no direct impacts for technology arising from the recommendations in this report.

8. BACKGROUND PAPERS

NA.

9. APPENDICES

Appendix A - Annual Performance Report 2016/17

10. REPORT AUTHOR DETAILS

Judith Proctor
Chief Officer, ACHSCP
jproctor@aberdeencity.gov.uk

BON ACCORD CARE CONTACT DETAILS

Sandra Ross
Managing Director
SanRoss@bonaccordcare.org

This page is intentionally left blank



Annual Performance Report 2016/17

Working together for your 5 star service

Page 521





Contents

- 03 Chairman's Welcome
- 04 Managing Director's Welcome
- 05 Who We Are
- 10 Our Performance
- 24 Financial Report



Chairman's Welcome

I am delighted to present our 4th annual performance report which highlights the positive impact we continue to make on some of the most vulnerable in our community within Aberdeen City. We are a values based company delivering Service, Quality and Value with Integrity, Pride and Innovation; I believe this report highlights how we deliver day to day with these strong drivers in place. We have a business focus and we understand that value for money is essential, but we also drive quality; after all we deliver to some of the most vulnerable in our city.

We have increased our quality grades, reduced our absence, made substantial savings and continued to deliver on our commissioned services. We have sought to look for opportunities to work with

our partners in the voluntary, private and public sectors and we align with the strategic priorities of our commissioners.

I am pleased with the journey through 2016/17 and I see a continued strong commitment from our executive and wider management team to deliver real results for the people of Aberdeen.

On behalf of the Board I encourage you to read, absorb and share in the celebration of success that is Bon Accord Care.

A handwritten signature in white ink on a purple background, appearing to read 'G Parker'.

Graham Parker, Chairman



Managing Director's Welcome

What a journey 2016/17 has been! We have continued to deliver on our strategic aims; core commissioned services are delivered, efficiency and quality are improving and innovative services continue to grow. The commitment this demands of the team is significant and I thank each and every staff member.

Our skilled and qualified workforce deliver on a day to day basis, compliments and feedback from the people who use our services is positive and regulators have evidenced this through increased grades. We continue to focus on the future, designing and delivering services to

meet demand while taking consideration of the increasing strain on resources, both in terms of people and finance.

I am proud of our staff team; they have had their hard work recognised through publications by the Scottish Social Services Council, College of Occupational Therapists, the cHeRries Awards and Care News.

A handwritten signature in white ink that reads "Sandra Ross". The signature is fluid and cursive.

Sandra Ross, Managing Director

Who We Are

Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are local authority trading companies owned by Aberdeen City Council (ACC); starting on 1st August 2013, the first of their kind in Scotland.

Bon Accord Care contracts with BASS which commissions directly with Aberdeen City Council. For operational purposes we use Bon Accord Care

as a collective term to reflect both companies. Operationally, we work with our key partners Aberdeen City Council (ACC) and Aberdeen City Health and Social Care Partnership (ACHSCP) to deliver a range of services across Aberdeen. These focus on Older People Health & Social Care services, providing support and encouragement to enable them to live as independently as possible, today and in the future.

Our core values underpin all that we do:

Service, Quality and Value delivered with Integrity, Pride and Innovation

Our mission is:

Working together for your 5 star service

Our key strategic aims are:

- 1. Deliver on our core business**
- 2. Maximise efficiency and quality of service delivery**
- 3. Commence innovative services at an early intervention stage to reduce demand on more complex services.**

We have an important role to play in enhancing lives and wellbeing; all that we do matters.

Who We Are

Our Resources

The majority of our income is from delivery of commissioned services amounting to £26M of a £27M turnover. Being a company which is based on service delivery, our largest expenditure is in staffing costs, which accounts for 85% of the total. We have a very lean management and business support function with overheads being carefully monitored and managed.

We recognise as a company that there will be continued pressure on public funding, and understand the role that we must play in reducing expenditure and exploring other avenues of income generation. To this end, we have achieved direct trading which this year accounts for 3.6% of all income.

Commercial Income



How We Report

The joint Bon Accord Care Board meets eight times per year for general business. The Board comprises of the Chairman, Managing Director, Finance Director and 4 Non-Executive Directors; with all members being the same since inception.

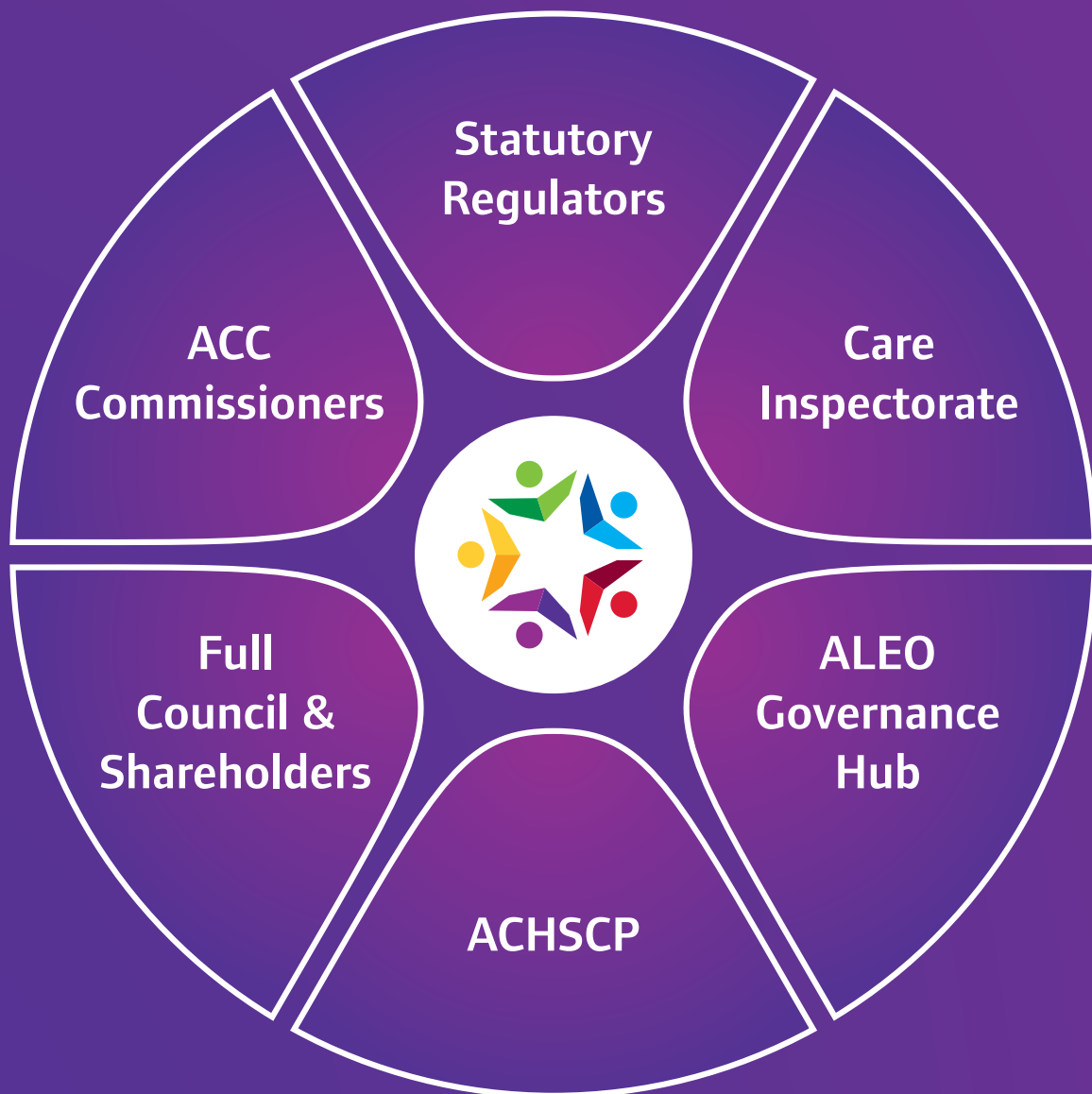
Reports are prepared for the Board which reflect financial, operational, personnel, risk and health and safety information.

Reports and information relating to service

specifications are also shared with Aberdeen City Council and ACHSCP on a weekly and monthly basis.

An annual performance report is presented to full Council annually by the Managing Director.

Our care services are heavily regulated and regular inspections are undertaken by the Care Inspectorate, Fire Service and Environmental Health.





Who We Are

Governance

Audit Scotland suggests that where councils fund Arm's Length External Organisations (ALEOs) it is important to maintain control and accountability over public funds. This requires the ability to 'follow the public pound' across organisational boundaries – from the point at which money leaves the council to the point at which it is ultimately spent by the receiving organisation. As a company, Bon Accord Care complies with these principles and Aberdeen City Council's local code of practice, 'following the public pound'. There is a high level of scrutiny and diligence to ensure that Bon Accord Care delivers the services for which we are funded. The company Directors are legally

accountable to the shareholder (Aberdeen City Council) for the operations of the company and are responsible for setting the strategy and the operational decisions that will meet the objectives of the company.

Four times a year the Executive Directors report on the financial, operational, risk and Health & Safety information to the Arm's Length External Organisation (ALEO) Governance Hub, providing assurance of strong and effective governance at a company level. This, in turn, provides assurance to members of the Audit, Risk and Scrutiny committee, as well as to members of the relevant service committees.



Our Work

As a company we are business focused, with a strong social conscience to deliver a significant social impact.

2016/17 has proved to be a positive year in terms of financial and operational performance. We have remained focused on our strategic aims and delivered on our contractual arrangements. We continue to work closely with our key stakeholders to align ourselves with their priorities which will achieve positive outcomes for the people of Aberdeen.

We understand that integration and collaboration will see positive benefits and deliver new ways of working across Aberdeen; therefore we take cognisance of, and align with, the Scottish Government's 9 National Health and Wellbeing Outcomes.

Our continued ability to deliver confirms the positive role that Bon Accord Care has, and the impact we can make; by being flexible, adaptable, resource efficient and aligned with our own and our commissioner's key priorities.



Our Performance

Maximising Efficiency and Quality of Service Delivery

In the current financial climate, in which all providers across the public and private sector operate, it is essential to deliver value for money while maintaining quality of service provision. At BAC we are also conscious of the need to deliver and remain accountable through 'following the public pound' for the use of our resources.

We strive to maintain service provision, increase quality and reduce expenditure. Our performance in 2016/17 has been successful in all three areas. We have delivered on a budget which required

savings of £430,000; we have achieved this through continuing to focus on areas which we can improve on, such as staff absence rates and external agency usage. We have seen a 6 day reduction in staff absence per employee since March 2014 and the progress in 2017 continues to drive this efficiency. This is largely due to our proactive approach in supporting staff to attend work and offering a wide range of opportunities to enable them to remain at, or return to work, which has received external recognition.

Reduction in Sickness Absence



6.5% in 2014/15



6.0% in 2015/16



5.5% in 2016/17





Case Study

cHeRries Awards 2017



Bon Accord Care was a finalist in the cHeRries Awards 2017, where Human Resource professionals from across the North East celebrated the achievements of their peers at the star-studded 10th annual event on 1st of June.

We were shortlisted in the category of 'Extraordinary HR Initiative', for our continued commitment to supporting attendance. This innovative approach is based on the underlying principle of a self-management approach, where we encourage employees to be responsible for their own health and wellbeing through empowerment and ownership.

The initiative is aimed at prevention, a degree of flexibility and mutual respect. It requires firm, fair and robust process and policy with a focus

on the importance of data to aid management information in making investments in the correct strategies. All elements of our initiative take cognisance of the legal and ethical obligations faced by companies to make reasonable adjustments to support staff. The implementation of our initiative is supported by cultivating a positive health, safety and wellbeing culture through policy and process; promoting health awareness to support employees in their everyday lives, in work or at home.

On the night, we lost out to the worthy winner, Helen Strachan of Wood Group. We are proud of our achievement in reaching the finals and it is a celebration of the real collaborative working across BAC, Aberdeen City Council HR and union colleagues.

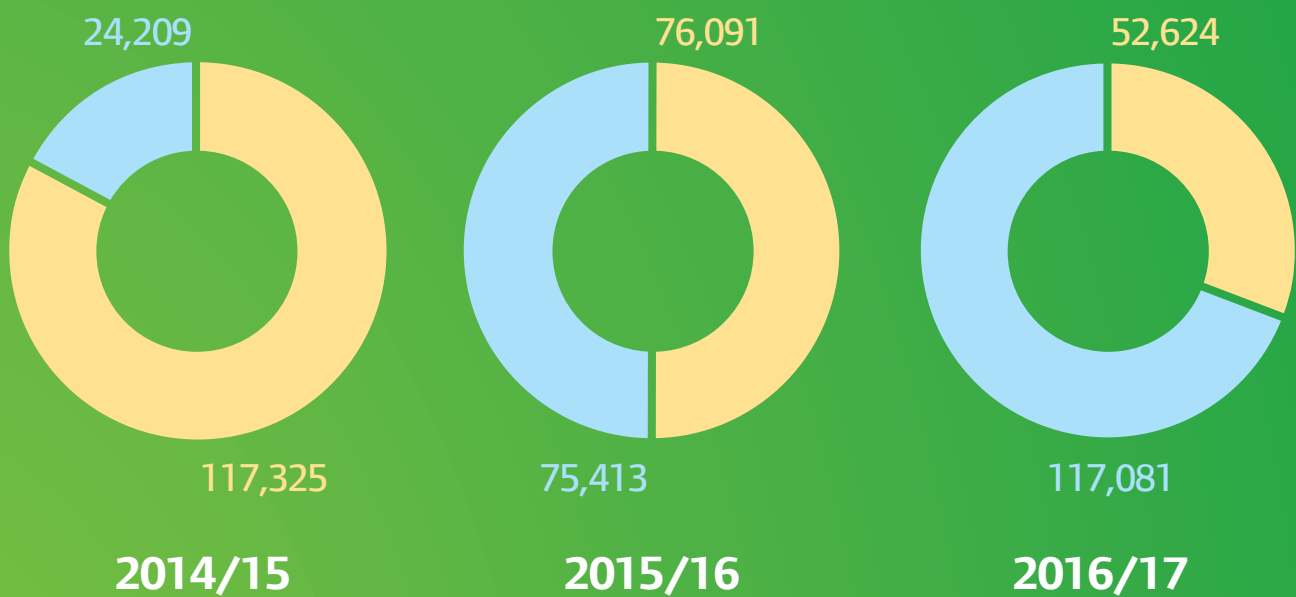


Our Performance

We have sought to reduce expensive agency costs to our company. Our ethos is that by using our internal resources and growing the resilience of the company to accommodate absence, annual leave and vacancies, we can drive quality and consistency of provision. We have achieved this reduction by developing our own internal pool of staff that are offered flexible working

patterns, development opportunities and the ability to gain valuable sector experience while they gain qualifications. We currently employ 455 staff on our support pool who provide around 2,200 hours per week to support annual leave, absence and vacant positions. We also support ACC services with an average of 180 hours per week.

Agency Hours and Support Pool Hours Delivered



- Agency hours delivered
- Support Pool hours delivered

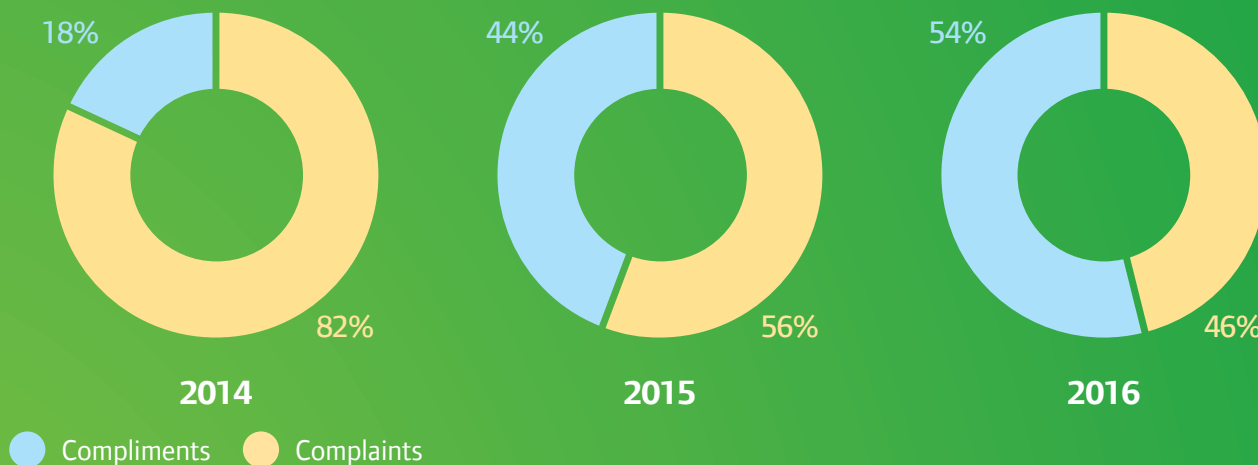


Our Performance

We never lose sight of our quality of service delivery, even though efficiency is a key driver, as we provide services to some of the most vulnerable in Aberdeen City. We actively seek feedback, listen to views and learn from the opinion and information we receive from the people we support.

We are confident that the people who use our services feel comfortable, and have direct access, to voice their views and opinions ensuring we drive quality of provision in areas which are perceived as required. The significant increase in compliments received means we can continue to embed best practice.

Trend of Complaints and Compliments



As well as receiving the views of our service users, we are regulated and inspected by the Care Inspectorate. This body regulates all care services in Scotland using the National Care Standards, set out by the Scottish Government, as a benchmark for how each type of service should perform. These standards are the minimum that you should expect when using care services.

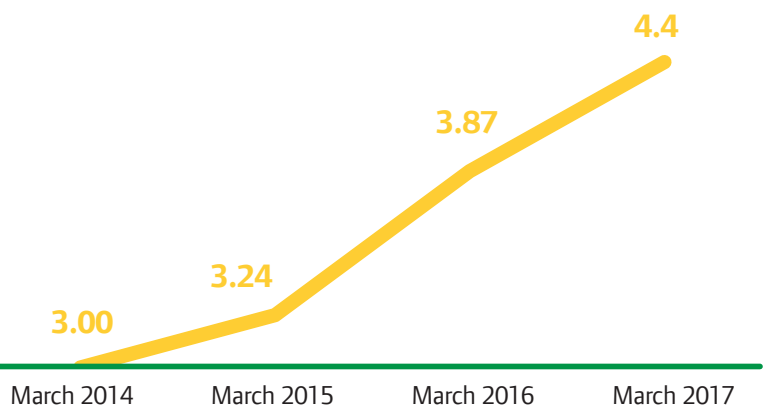
While a service is operating we evaluate each service against up to four of the most important aspects of care. We have seen a 68% increase in our quality grades, since 2013. This is a reflection of the hard work, commitment and quality of service that we continually deliver to the people who use our services.

Care Inspectorate Average Grade

Very Good ○

Good ○

Adequate



Quality is of paramount importance, and due consideration is given to how these services are delivered to ensure they are what people want. We work together for your 5 star service; with the aim of maximising people’s independence, we enable people.

The introduction of our unique enablement approach across our services ensures our support staff are suitably trained to enable people. Through our Enablement Occupational Therapists delivering this training, our support staff gain

the skills and knowledge to look at the abilities of people and support them to do what they can for themselves. This embedded approach addresses the needs of the whole person, including physical, social and emotional needs to promote independence, good health, wellbeing, confidence and happiness. The Enablement Team were singled out for praise in a UK-wide report by the Royal College of Occupational Therapy, released in July 2017, as an example of best practice that should be adopted more widely.

Enablement Team have worked:



across 33 sites



trained 294 support staff



who in turn provide support to
482 who use our services

“We read care plans that demonstrated that staff had helped people retain skills and, in some cases, regain skills that they had lost. As a result of this approach some care packages had reduced and outcomes for many people had improved”

Care Inspectorate Report, May 2017

“I now feel independent with only minimal support”

Service User





We pursue a suitably qualified and trained workforce, with 341 of our staff currently registered with the Scottish Social Services Council. The register for care at home staff will

open later in 2017, and we are fully committed to supporting staff in gaining their qualifications to ensure a professionally registered workforce.

Case Study



Scottish Social Services Council Myth Buster Day Supported Social Care Staff Through Registration.

The event was produced by Bon Accord Care, ACVO, My Care Grampian, Raeburn and ACC, including Unison, GMB and Unite unions. The first of its kind in Aberdeen, and for the sole benefit of staff, the event celebrated true partnership working that paves the way for future collaboration in trying to achieve common goals.

Representatives from across the social care sector attended the event, held in June at the Beach Ballroom, Aberdeen to learn about key aspects of registration, available support and to discuss topics that were important to them in their working lives.

Councillor Sarah Duncan, Vice-Chairperson of Aberdeen Integration Joint Board spoke at the event and said:

“There are many positives to social care registration: it puts obligations on employers to develop and support their staff and they have requirements to meet under the

code too. It also provides a guarantee of quality and helps raise the status of your jobs. You are, too often, the overlooked and unheralded heroines and heroes in our communities who help more vulnerable people lead independent and dignified lives. You have as much right to training, development and support as nurses, doctors, teachers and social workers”.

She also said,

“It’s great to see partners from across the health and social care sector in Aberdeen work with the SSSC and trade unions to support staff who may, understandably, be anxious about the regulation and registration process. I hope this event gave social care staff confidence in their skills and abilities and reassurance that they will be supported throughout their career in social care.”

Through partnership working with our staff, HR and union colleagues, we aim to have a supportive environment where the culture promotes accountability, responsibility and expectations. We examined how we work and made suitable changes that led to a self-management approach to reflect our belief that everyone desires to come to work to do a good job, and through supportive measures, we can, as a team, deliver exceptional results. We have made better use of our resources by being proactive in our policies and processes; we are embedding a quality management system to ensure we deliver consistently and in line with best practice. Our robust audit system facilitates a clear level of expectation and delivery across

the company. Together we achieved a decrease in staff grievances and incidents, with the actions taken being consistently fair and appropriate. This approach ensures we make better and more productive use of our people's time and promote a positive working environment.

Our staff deliver service, quality and value with integrity, pride and innovation; and are our greatest asset. We recognise the environment in which we operate where staff are the most valuable resource and employment opportunities are many, and as is often quoted, we train and equip people for them to leave us, but treat them well so they want to stay.

Testimonials of Those We Support

"Carers treat every person in the home as an individual and respond to residents in the capacity which suits the resident best. Every member of staff, working in every area, have shown how caring and compassionate they are over the last year since mum arrived. It must be recorded that the staff have, without exception, restored my faith in human beings"

Lynda

"My husband enjoyed his stay very much. It is wonderful for me to get some rest with an easy mind in the knowledge he is so well looked after and is so happy"

Elsa

"I was delighted by the friendly and caring staff. The varied and tasty menu was a very welcome surprise"

Nikki





Our Performance

We have focused on staff wellbeing and achieved our Silver Award for Healthy Working Lives, through NHS. This is a significant achievement and recognises the combined effort, enthusiasm and commitment across the company for a positive and healthy approach.

We take our approach to healthy lives that step further, with our Health Living Awards recognition across our services, to have a positive impact on our service users.

We believe this positive approach to our team is reflected in our turnover rates. Scottish Care reported in a survey of social care providers in 2015 that turnover rates for care workers is around 22%, increasing to 30% in domiciliary care; we have remained at 10% overall. The profile of our staff reflects 51% of our staff over 50 in 2014, which has dropped to 48% in 2016, and has impacted turnover due to a 25% increase in staff retirements from 2014 to 2016.

Testimonials of Those We Support

"The great care provided would not have been possible without your team's patience, kindness and high standards that you aspire to daily"

Lorraine

"I wish to convey the fantastic service provided by Bon Accord Care. Your staff help myself and others lead an independent way of life; always knowing help is there if we need it. For me, you have reached your 5 stars"

Brian

"Thank you doesn't seem enough for all the help, support and friendship you have given us over these past three years"

Kathleen

"I will never forget your kindness to me, goodness knows what would have happened if you hadn't helped as you did, when you did"

Nan

"My mother's enduring wish was to remain in her own home; thank you for helping to make that possible"

Susan

Case Study



healthyliving
award

Healthy Living Award

Bon Accord Care has been successful in achieving Healthy Living Awards across six care homes and very sheltered housing, the first company in Grampian and one of just a few in the whole of Scotland.

The awards, operated by NHS Scotland and supported by the Scottish Government, were given in recognition of our commitment to delivering a five-star service and improving the health and wellbeing of every resident by following best catering practices.

A poor diet is related to many health conditions which can lower the quality of life for older people, and affect the degree of dependency on care staff. A nutritionally rich diet plays a key part in ensuring residents feel enabled to lead fulfilling lives.

Changes to cooking practices were introduced, in particular the preparation of food, with an increased focus on reducing salt, fat and sugar

content to offer healthier options every day. Training is given to catering staff to support new ways of cooking and highlight the benefits of a healthy, nutritionally balanced diet. These simple changes make a big difference to residents' health and wellbeing.

Jorge Espinola, Catering Supervisor said:

“We could not have achieved these awards without exceptional team work that went on behind the scenes. This new way of working has led to an increase in choice for residents and gives access to more healthy options. Every day the catering teams now work with the conditions of the award in mind; making a positive impact on peoples' everyday lives”.

Bon Accord Care holds awards at the following establishments: Denmore Court; Balnagask House; Rosewell House; Fergus House; Craigielea Gardens; Victoria Grange.



Our Performance

The profile of our staff group has changed through targeted recruitment and retention. We ensure a positive working environment to retain our staff group with a wealth of knowledge and skills, while at the same time actively

promoting social care as a career of choice for young people. We support this through being a provider of modern apprenticeships and working closely with youth employability schemes. We are also a proud partner of St. Machar Academy.

Case Study



New Flagship Partnership Established

This partnership aims to raise awareness of the careers and skills required to work in the care industry and provide the school with a committed business partner to support the activity designed to prepare young people for the world of work.

Nicola Dinnie, Operations Director for Bon Accord Care said:

“Bon Accord Care is excited at this opportunity to partner with St Machar Academy and introducing a career in Health and Social Care to the school pupils.

“There are many avenues individuals can take within the sector and we look forward to supporting those who wish to consider such a career.”

Janice Duncan, Depute Head Teacher of St Machar Academy, added:

“We are very much looking forward to working in partnership with Bon Accord Care to offer our students an excellent opportunity to explore and experience the many differing career routes within the care sector.”

DYWNES recognises this as a great example of collaboration between industry and education, with benefits to both parties.

Rose Sharp, Liaison Officer at St Machar Academy, was also very positive about the future and went on to say:

“Exciting times are ahead for St Machar Academy as we progress our recent partnership with Bon Accord Care. We look forward to offering our young people, interested in all sectors of the care industry, the opportunity to learn from and work with such a forward thinking company.”





Case Study



Maureen's Story

“When you have such bad depression, coupled with something like rheumatoid arthritis, which I have, your confidence just evaporates. I had got to the stage where I didn't care about anything or myself. I had really let myself go. I'd also lost a lot of weight.

However, Carol and Jen took me on with 3 home visits and when I saw how I had been living, it was quite a shock.

After the first, and certainly after the 2nd and 3rd visits, I was beginning to think in terms of a future for myself. I was thinking about me as a person, I still mattered, which I had lost all feeling of, and a lot of this was down to Carol and Jen. I'm a totally different person; the way I feel inside is completely different from how I felt before.

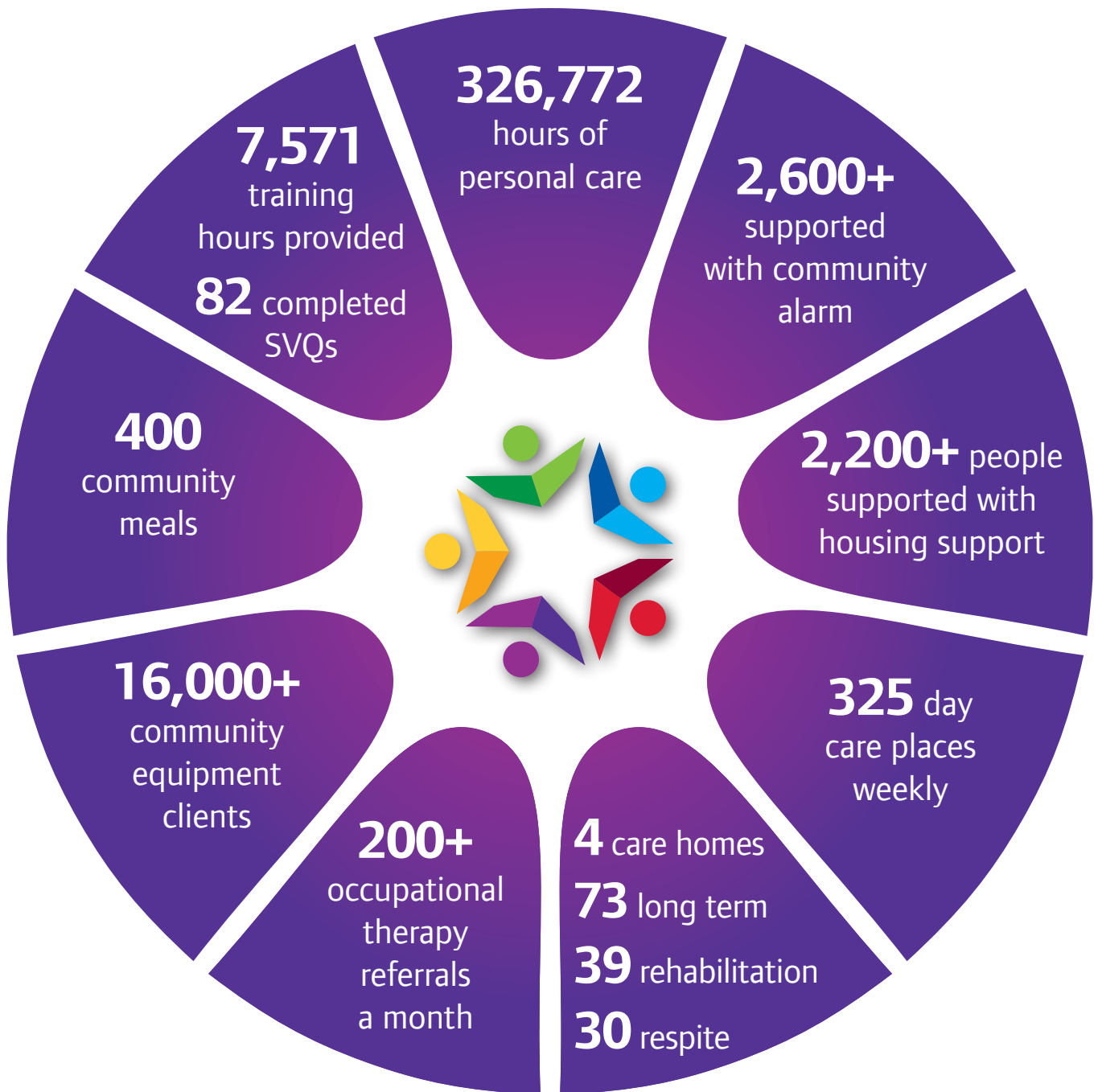
My Home Help, Jen, comes to see me for 2 hours every week, and during that time she does shopping, housework, cleaning, and attends to what I need. We have been shopping together, and I have been out and about more which has increased with Jen's afternoon visit. I look forward to that, very much.

I suppose 'Looking forward', are two of the most important words that I could use. I haven't looked forward to anything. Anyone who has problems similar to mine, any problems at all, I would have no hesitation whatsoever in recommending City Home Helpers.

Coupled with the help I received at Rosewell House you could say, quite simply, that Carol and Jen have saved my life.”

Our Performance

Delivering on our Core Business



Commencing New and Innovative Services at an Early Intervention Stage

We have continued to develop our innovative services. We have seen growth at our Independent Living Centre at Hillylands, with the introduction of a well elderly programme that has proved successful to date. City Home Helpers has steadily grown to support even

more people within their own homes, and local communities. It is a bespoke service designed to maintain peoples' independence, where all staff are trained in enablement, elementary food hygiene and all BAC mandatory courses to fully support individual needs.

"It was very difficult to access other suitable services at all. They were either slow to respond, or couldn't guarantee specific times which are crucial to us. The service has allowed me to return to work full time, which I was previously unable to do, and we are far less stressed. The need for consistency and reliability were most important to me and the service has given me the reassurance I need"

Karen

"There isn't another service offering what City Home Helpers can"

Anne

"Prior to finding City Home Helpers we had no other help and were struggling on a daily basis. It was difficult to find a company that delivers this type of service, I think the service is unique!"

Geoff

City Home Helpers

 **4,105** Total number of hours provided

 **82** Number of customers

As of April 2017

Our internal services for staff have focused on the development of our in house Occupational Wellbeing team, through which we have further developed our Occupational Therapy rehabilitation support, have dedicated Mental Health First Aiders and a Supporting Attendance Advisor. These supports have facilitated our reduction in absence, which together with our new Healthy Working Lives Silver Award, ensures that we can support staff with a positive return to, or to remain at work.



"Bon Accord Care have implemented and addressed all criteria for the Healthy Working Lives Silver Award to a high standard. The assessor would recommend the organisation progress to the HWL Gold Award"

Healthy Working Lives Independent Assessor



Financial Report

2016/17 has been a successful year financially. The company was asked to deliver £430,000 of operational efficiencies against the contract budget and maintain our service levels to the people of Aberdeen. This has been achieved and the company has in addition also improved its service quality, as measured by our independent assessor, The Care Inspectorate. It is undoubtedly difficult to deliver financial savings, however, it is doubly difficult to make savings and to improve service quality at the same time.

The operational results are clearly very encouraging for the company, however they are negated by an actuarially assessed increase

to the present value of our liability associated with our staffs' membership of the North East Scotland Pension Fund (a defined benefit pension arrangement) where we see the assessed liability increase by £749,000 from £9,062,000 at 31 March 2016 to £9,811,000 at 31 March 2017. The increase is a charge to our reported statutory accounts for the year, so turning the reported Trading Surplus of £39,000 into a Comprehensive Expense of £672,000.

Alistair MacLean, Finance Director

Financial Report

Bon Accord Care Limited & Bon Accord Support Services Limited

Consolidated Profit & Loss Accounts for 2016/17

	2016/17 £000s	2015/16 £000s	2014/15 £000s
Incomes			
Core ACC contract	26,436	26,146	25,977
Other incomes	646	677	615
Total Incomes	27,082	26,823	26,592
Operating Costs			
Staff Costs : Payroll	(20,232)	(20,224)	(20,327)
Support pool	(1,641)	(1,003)	(282)
Agency	(1,008)	(1,316)	(1,996)
Premises	(1,562)	(1,606)	(1,646)
Supplies & services	(2,071)	(2,002)	(1,916)
Transport	(271)	(303)	(299)
Other operating costs	(231)	(226)	(234)
Total Operating Costs	(27,016)	(26,680)	(26,700)
New Business Initiatives	(9)	(24)	0
Stock revaluation	0	0	172
Surplus before Interest, Depreciation and Tax	57	119	64
Interest receivable	15	30	13
Depreciation	(30)	(30)	(30)
Corporation tax	(3)	(2)	0
Trading Surplus	39	117	47
Decrease / (increase) in pension liability	(749)	1,232	(2,057)
Decrease in holiday pay accrual	38	45	49
Comprehensive Income / (Expense)	(672)	1,394	(1,961)

Financial Report

Readers should understand that the changes in the actuarially assessed pension liability do not mean that the company has a “must be paid now” liability, rather it is an external assessment of the overall funding position of the pension at a snapshot in time. The companies’ pension funding commitments remain unchanged.

Turning to the operational result; we aim to meet or beat our contracted budgetary sum, to maximise the volume of care we deliver to the people of Aberdeen and to improve the overall quality of the services we deliver. We aim to maximise care activity rather than produce a large operating profit i.e. to deliver the most

activity we can within the financial envelope afforded to the company through the contract. In other words a trading result close to break-even is desirable. The company achieved a trading surplus of £39,000 (0.14%) on a turnover of £27,082,000 – this is very close to break-even. Activity achievements are detailed in the operational sections of this annual report.

Meeting our budgetary obligation means that our overall efficiency savings targets have been met. The table below illustrates the efficiency savings delivered on actual service costs since 31 March 2015.

	2017 £000s	2016 £000s
Previous year actual operating cost	26,680	26,700
Pay inflation	218	320
Contractual incremental pay increases	188	280
Employer’s pension contribution increase	0	316
Employer’s National Insurance increase	300	0
Living wage legislation	16	0
“No change” operating cost	27,402	27,616
Actual reported operating costs	27,016	26,680
Operational efficiency savings realised	386	936
Trading surplus delivered	39	117
Overall efficiency savings delivered	425	1,053

The table (on page 26) illustrates that since 31 March 2015 the company has delivered almost £1,500,000 of savings, £425,000 being made in 2016/17. Readers will note that each year the company must absorb unavoidable substantial increases in payroll costs arising from general pay increases and changes to Government legislation. In 2016/17 a total of £722,000 of unavoidable increase was absorbed. From this cost base the company has made savings from the general improvement in the management and application of our staff resource (staff resource costs make up approximately 85% of our operating cost).

I also note improvements in the management of sick and annual leave and a continued move away from the use of external agency staff in favour of our own support pool staffing. Support pool staffing is predominately our own staff working in a flexible way to support the delivery of our service. This gives the company a flexible and efficient staff resource to deliver the services we provide.

Readers will note that over the last 3 years agency staffing costs have halved and support pool staffing has increased fivefold. It is clear from the operating costs that the company is making great strides, developing a flexible and efficient workforce, allowing managers to more closely match the service delivery demanded of us with the available staff resource, so yielding efficiency savings.

Looking ahead, the company is now well into the 2017/18 business cycle and in common with previous years we have been asked to deliver material efficiency savings whilst maintaining activity levels.

I can report that we are currently on track to deliver again against our business targets for 2017/18. We have been asked to save approximately £600,000 which, if we meet our contractual budget by 31 March 2018, means £2,000,000 of year on year savings delivered since 2015.

The business environment we operate within demands that we continually improve and develop efficiencies, we are no different to any commercial body in that respect. The year on year savings mean cumulative changes to how we work and deliver services. As part of our company strategy we continue to seek improvement and deliver best value for money for the people of Aberdeen.

In summary the company has delivered against its business objectives in 2016/17, and we are on target to meet our business obligations for 2017/18.

FINANCIAL HIGHLIGHTS:



Contractual targets met



£430K saved



Agency costs halved since 2015



Support Pool saved £240K



Bon Accord Care
1st Floor, Inspire Building,
Beach Boulevard,
Aberdeen AB24 5HP

Tel: 01224 570400
Fax: 01224 211050
Email: bacinfo@bonaccordcare.org
www.bonaccordcare.org



ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	11 th December 2017
REPORT TITLE	Chief Social Work Officer's Annual Report
REPORT NUMBER	ECS/17/065
DIRECTOR	Gayle Gorman
REPORT AUTHOR	Bernadette Oxley

1. PURPOSE OF REPORT:-

- 1.1 This report presents to Elected Members the Chief Social Work Officer's Annual report for 2016-17 financial year. The purpose of the report is to inform Members of the role and responsibilities exercised by the Chief Social Work Officer; to provide information on statutory decision making in the period; and to give a progress report on key areas of social work provision within Aberdeen City.

2. RECOMMENDATION(S)

It is recommended that the Council note the content of the Annual Report, as attached at Appendix 1.

3. BACKGROUND/MAIN ISSUES

- 3.1 The role of the Chief Social Work Officer is a statutory post in accordance with the Social Work (Scotland) Act 1968, as amended by the Local Government (Scotland) Act 1994. This requires Local Authorities to appoint a single CSWO for the purposes of listed social work functions.
- 3.2 The required qualifications of the Chief Social Work Officer are set out in regulations and the post holder must be able to demonstrate senior strategic and operational experience. National Guidance on the role was published by the Scottish Government in 2009 and was revised in May 2017. It provides an overview of position, outlining the responsibility for values and standards, complex decision making, particularly in relation to deprivation of liberty decisions and professional leadership. The guidance also covers accountability and reporting arrangements. For members' interest, the guidance is attached as Appendix 2.

- 3.3 The Chief Social Work Officer provides advice to the Council on social work matters; undertakes decision making in respect of statutory functions and provides professional governance, leadership and accountability for the delivery of social work and social care services, whether they are provided by the Council or on behalf of the Council by another agency. Social Work in Scotland, an Audit Scotland Report published in September 2016, outlined the increased complexity of the role as follows: “With integration and other changes over recent years, the key role of the chief social work officer (CSWO) has become more complex and challenging. Councils need to ensure that CSWOs have the status and capacity to enable them to fulfil their statutory responsibilities effectively”.
- 3.4 This report is consistent with the content and format guidance laid down by the Chief Social Work Adviser for Scottish Government. The annual report does not provide a complete account of social work activity over the year. Rather it is an opportunity to provide an overview of the range of services and initiatives in social care and to highlight key achievements and challenges.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

- 6.1 There is no risk associated with this paper, as it presents a historical review of activity. There are risk registers in place within the Education and Children’s Services Directorate and for the Health and Social Care Partnership.

7. IMPACT SECTION

Economy

- 7.1 Effective social work provision across children’s and adult’s social work improves the life chances of those it impacts. It increases the potential for people to become active economic citizens and to determine their own future. There is evidence across Aberdeen City of social work services supporting young people and adults to live independently, but more work is required to ensure our Looked After Children have improved educational and employment opportunities.

People

- 7.2 Social work is a targeted, statutory service with clear thresholds for intervening in people’s lives. This is important, because state intervention of

this nature must be applied responsibly, proportionately and in line with peoples' rights to liberty, privacy, and a family life. Good social work services are easy to access, responsive, treat people with dignity and respect and, where possible, are delivered in partnership with those requiring or requesting them. The strength based and solution focused approach of Reclaiming Social Work, the child centred redesign of residential care and the locality based model in adult social work, supporting people to remain in their own homes are examples of this in Aberdeen.

Place

- 7.3 There is evidence across children and adult's social work of locality planning that uses the strengths in communities to support those needing help and to complement services delivered. The work of Children's social work of bringing children back to Aberdeen from Out of Authority placements, and redesigning residential care to provide a more therapeutic approach is an example of this. Similarly, the four health and social care partnerships are designed to support people to live independently at home, and in their communities.

Technology

- 7.4 The Council is undergoing a transformation programme which will enhance its ability to use technology more effectively for the benefit of social work services. The current social work case recording system requires modernisation and work is taking place across children's and adult's social work to deliver more effective and coherent provision.

8. BACKGROUND PAPERS

None.

9. APPENDICES

Appendix 1: Chief Social Work Officer's Annual Report 2016/17

Appendix 2: Template and Guidance for production of CSWO Annual Report 2016/17

10. REPORT AUTHOR DETAILS

NAME: Bernadette Oxley
JOB TITLE: Head of Children's Social Work and Chief Social Work Officer
✉ boxley@aberdeencity.gov.uk
☎ 01224 522110

HEAD OF SERVICE DETAILS

NAME: Gayle Gorman
JOB TITLE: Director of Education and Children's Services
✉ ggorman@aberdeencity.gov.uk
☎ 01224 523458

This page is intentionally left blank

**ANNUAL REPORT BY LOCAL AUTHORITY CHIEF SOCIAL
WORK OFFICER 2016-2017**

ABERDEEN CITY COUNCIL

1. Foreword

I am pleased to present the Chief Social Work Officer's Annual Report for Aberdeen City for 2016-2017. This provides an overview of the social work services provided, information on statutory decisions made by the Chief Social Work Officer on behalf of the Council and some of the key challenges facing the service in 2016-2017 and beyond.

Every local authority is required to have a professionally qualified Chief Social Work Officer (CSWO), as set out in Section 45 of the Local Government etc. (Scotland) Act 1994. The qualifications are set down in regulations that state that the CSWO must be registered as a Social Worker with the Scottish Social Services Council (SSSC).

The overall aim of the CSWO role is to ensure that the Council and the Aberdeen Health and Social Care Partnership receive effective, professional advice and guidance in the provision of all social work services, whether these are provided directly, in partnership with other agencies, or purchased on behalf of the local authority. The CSWO has a responsibility for overall performance improvement and the identification, management and reporting of corporate risks as these relate to social work services. To fulfill these responsibilities, the CSWO has direct access to elected members, reporting through the Education and Children's Services Committee, the Chief Officer of the HSCB and has direct links to the Chief Executive of the Council.

The CSWO provides professional leadership and promotes values and standards of professional practice, ensuring that only Registered Social Workers undertake those functions reserved in legislation and meet the requirements of their regulatory body and the SSSC Codes of Practice. Any social worker or social care professional may approach the CSWO for advice.

A number of specific statutory responsibilities are discharged by the CSWO. These relate primarily to decisions about the curtailment of individual freedom and the protection of individuals and the public. These decisions must be made by the CSWO or by a senior, professionally qualified social worker to whom the responsibility has been delegated by the CSWO and for which the CSWO remains accountable.

There must be CSWO cover 24 hours a day, every day of the year. The Head of Children's Social Work is the Chief Social Work Officer. To ensure that CSWO cover is in place at all times, the Council has in place a scheme of delegation of the

statutory responsibilities to the two Lead Service Managers in Children's Social Work the Director of Operations, and Lead Social Worker, Aberdeen Health and Social Care Partnership, all of whom are registered social workers.

Since the last Chief Social Work Officer's Annual Report, there have been significant changes in the delivery of social work within the City. The Aberdeen City Health and Social Care Partnership have moved from shadow status to full implementation, and Children's Social Work has embedded the work of the Reclaiming Social Work model. In addition a new children's social work commissioning strategy has been developed with services being recommissioned on the basis of need, value for money, and informed by current social work research, policy and practice. And a new, evidence based model of children's residential care has been implemented, with a revised staffing structure that values residential employees and invests in their development. This is an evidence model with a track record in improving outcomes for children and young people. All of these developments have the potential to fundamentally change the delivery landscape of social care and social work across the City and across our partner agencies.

However, these changes are being delivered against a challenging economic and financial backdrop. The City Council facing significant budget pressures and difficult decisions have to be made about the future shape and size of service provision. In this context, the CSWO has a crucial role in ensuring that any financial decisions made do not compromise the safety and wellbeing of people who use social work services. These pressures are felt not just by ourselves, but also by our colleagues across the third and public sector.

The City Council commissions high volumes of adult social care and the difficulty of securing this provision has continued over the past year. These are challenges that the Health and Social Care partnership are addressing through innovative commissioning approaches, which are outlined later in this report.

In addition, the City Council, the Health and Social Care Partnership, our stakeholders and partners face recruitment challenges, with difficulty in filling key posts. Some pressure has been eased due to the downturn in the local economy, resulting in a small increase in applications for certain posts. However, professional social work posts remain hard to fill and some services are holding more vacancies than planned. Approaches to filling posts and tackling workforce priorities are outlined later in the report.

In its 2016 report on Social Work in Scotland, Audit Scotland noted that the role of the CSWO has become increasingly complex with the introduction of Health and Social Care Partnerships. In Aberdeen, Children's Social Work is located within the City Council, and is attached to the role of Head of Children's Social Work, whilst Adult and Criminal Justice social work resides within the Health and Social Care Partnership and is overseen by the Director of Operations. This provides two challenges. Firstly, the CSWO has to retain oversight, professional leadership and provide assurance of safety and quality of all social work services across two large and complex organisations. Secondly, the CSWO has to step back from the role of Head of Service to provide independent, professional oversight and challenge of

Children's Social Work. This is not unique to Aberdeen and is an issue facing a number of CSWOs across the country.

To address some of these difficulties, the CSWO, sponsored by the ACC Chief Executive, commissioned the Good Governance Institute to undertake a review of public protection governance. This work is resulting in a revised multi-agency governance structure that will provide assurance to elected members and CEOs. In addition, the Health and Social Care Partnership has appointed a Lead Social Worker who reports to the CSWO, but whose line manager is the Director of Operations. This is going some way to address the complex and expanded role of the CSWO, but the role remains challenging.

Bernadette Oxley

Head of Children's Social Work and Chief Social Work Officer

2. Summary Reflections - Key challenges and developments during the past year

Reclaiming Social Work

Children's social work is a statutory, targeted service working with those families who are among the most vulnerable and disadvantaged in the city. Many of the children of these families are required to work with us on a compulsory basis.

The Reclaiming Social Work model is a whole system redesign of social work services for families in need in Aberdeen. The model recognises the important role social workers play in helping and supporting families in need, and we have redesigned our structure to ensure they are free to focus on this work. This is why we have made a number of changes to enable social workers to work more collaboratively within newly formed systemic units and concentrate on social work, not unnecessary bureaucracy.

Putting it into practice

Planning for the introduction of Reclaiming Social Work began in 2013, with final approval being given in January 2015 and implementation commencing in June 2015. Initial advice was that it would take up to three years to recruit sufficient appropriately trained and experienced Consultant Social Workers, and this is proving true. It has not slowed progress, however, as whilst remaining true to the systems based theoretical model, we have developed alternative solutions such as systemic teams, rather than units, have commissioned specialist recruitment consultants, and introduced a mentoring scheme to support staff develop the skills necessary to apply for Consultant Social Worker posts. Whilst recruitment remains a challenge in the North East, particularly in the social care sector, we are confident that the posts will be filled and that the positive experience of those units already in place will roll out across the service. The model is being independently evaluated with positive evidence from staff and, crucially, the people who use our services that the model is effective.

The Aberdeen City Health and Social Care Partnership

The Aberdeen City Health and Social Care Partnership is at the end of its first year after going "live" on 1 April 2016. Considerable work has been undertaken forming the structure of the partnership and setting out the transformation priorities for the coming year.

A focus this year has been developing the strategic plan, which provides the high level narrative of the vision and ambitions for the Health and Social Care Partnership. The challenge has been to translate this into service transformation and the priorities are as follows:

- Acute Care at Home
- Supporting Management of Long Term Conditions – Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change
- Strategic Commissioning and Development of Social Care
- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)

We also have responsibilities as a Community Planning partner and will focus on:

Raising awareness of adult support and protection and increasing the number of referrals.

Continuing to reduce delayed discharges and ensuring safe and appropriate packages of care. At the end of our first full Partnership year, the number of people in hospital each month with “standard” delays reduced by 22% and the total number of avoidable hospital bed days reduced by 47%.

Reducing the number of alcohol related hospital admissions and widen access to interventions and support. Alcohol consumption and related harm is a significant public health issue in Scotland and the rate of alcohol related hospital admissions in Aberdeen City is statistically higher than Scotland overall.

Improving palliative care

Eighty-eight percent of care for people in the last six months of their life takes place at home or in a homely setting. This is comparable to Scotland overall, but the aim is to drive improvements in palliative and end of life care which reflects best practice and accords as much as possible with the needs and wishes of patients and their families.

Increasing choice and improving the take up of self-directed care. This remains low compared to other partnerships and is a priority for 2017/18. Further detail regarding the Health and Social Care Partnership is contained within the body of this report.

3. Partnership Structures/Governance Arrangements

Integrated Children’s Services

The Aberdeen City Children’s Services Joint Inspection Action Plan was completed by June 2016, with a final report being taken to the Children’s Services Committee on 8 September. In line with the Children and Young People (Scotland) Act 2014, Statutory Guidance, Section 3, over this same period our Integrated Children’s Services Partnership began the development of the new Aberdeen City ICS Plan 2017 - 2020.

During the last year we have been working with our partners, children, young people and their parents to develop a plan that best reflects their views.

We have held workshops, stakeholder engagement events, focus groups and surveys to gather as broad a collection of views as possible in shaping our priorities; reviewed both our immediate and extended membership to ensure that we had the right partners to deliver our proposed improvements; and analysed key data to highlight important areas of focus for improvement.

The plan was finally published on the 1st April 2017 and formally launched at our annual ICS Conference on 12th June 2017. Key themes over the next three years will be:

- Closing the outcome gap for our disadvantaged children and young people
- Improving health and wellbeing, particularly in areas such as mental health and physical activity
- improving community safety and the environment to make safe spaces for children and young people of all ages
- ensuring that we engage and include children and young people in the ongoing progress and development of our work.

The Chief Social Work Officer and senior Children's Social Work leaders are represented in each of the ICS Partnership senior governance groups ensuring that the Corporate Parenting, Reclaiming Social Work and Child Protection agendas will be delivered and supported within a multi-agency approach over the coming three years.

This work will be driven by our ICS Board who will be provided with quarterly reports on progress and improvement. This will ensure timely performance updates and recommendation which will then be delivered and monitored through our Improvement and Performance Group. The ICS Partnership's first annual self-evaluation will be published on 1 April 2018.

The Health and Social Care Partnership

Aberdeen City Council has delegated a range of statutory functions in respect of social care services to the Integration Joint Board (IJB). These functions have been delegated and not transferred and legal responsibility for these functions still sits with the City Council, under the direction of the IJB.

The Chief Social Work Officer's responsibilities in relation to local authority social work provision continue to apply to functions which have been delegated under the integration arrangements. The Health and Social Care Partnership has appointed a Lead Social Worker, who reports to the Chief Social Work Officer with regard to the governance arrangements, continuous improvement, quality assurance and management of adult social care services. The Lead Social Worker is a member of the Care and Clinical Governance Group, and the CSWO has a freestanding invite to attend the meetings.

Through an interim Clinical and Care Governance Framework, arrangements have been put in place by the IJB to comply with the National Framework for Clinical and Care Governance. A Clinical and Care Governance Group and a Clinical and Care Governance Committee (C&CG) have been established to oversee the framework. The C&CG Committee provides assurance to the IJB in relation to the quality and safety of services planned and/or delivered by the IJB. Its key role is to ensure that there are effective structures, processes and systems of control in place.

The role of the Clinical and Care Governance Group is to oversee and ensure provision of a coordinated approach to clinical and care governance issues within the Partnership. The Group reports to and provides assurance to the C&CG Committee that there are robust mechanisms in place for reporting clinical and care governance issues.

Summary Table Headline Indicators

Cat	Title	UB Baseline	Current Position	% Change	Scotland	Latest Period	Trend Points	Long Term Trend
Safe	Falls rate per 1,000 population aged 65+ (Annualised)†	19.1	18.9	-1.3%	21	2016/17	7 Annual	
	Percentage of adults supported at home who agreed they felt safe	83%	83%	NA	84%	2015/16	2 Biennial	
	Number of new referrals to initial investigation under adult protection	98	106	+8.2%	-	2016/17 Q4	8 Quarters	
	Percentage of social care complaints responded to in time*	62%	84%	+35.5%	-	2016/17 Q2	6 Quarters	
	Number of NHS complaints and % responded to in time	104 (76.0%)	106 (70.8%)	-6.9%	-	2016/17	4 Annual	
Well Led	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	77%	77%	NA	75%	2015/16	2 Biennial	
	Average number of days to sickness lost per employee in social care (rolling 12 months)*	11.6	13.0	+12.1%	-	Jan-17	Monthly Rolling 12	
	Average percentage of work hours per month lost to sickness absence - NHS staff	5.0%	4.9%	-2.9%	5%	2016/17 Q4	8 Quarters	
Effective	Premature mortality rate per 100,000 persons*	464	464	NA	441	2015	6 Annual	
	Emergency admission rate (per 100,000 population, Annualised)	9,977	9,620	-3.6%	11,874	2016/17	7 Annual	
	Emergency bed day rate (per 100,000 population Annualised)	100,979	102,269	+1.3%	106,531	2016/17	6 Annual	
	Readmission to hospital within 28 days (per 1,000 population Annualised)	88.4	86.9	-1.7%	96	2016/17	6 Annual	
	Total % of adults receiving any care or support who rated it as excellent or good	82%	82%	NA	81%	2015/16	2 Biennial	
	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	23.5%	23.1%	-1.7%	21%	2016/17	6 Annual	
	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections*	79%	79%	NA	83%	2015/16	2 Annual	
	Number alcohol brief interventions	1047	1030	-1.6%	-	2016/17 Q4	8 Quarters	
Responsive	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	82%	82%	NA	84%	2015/16	2 Biennial	
	Total combined % carers who feel supported to continue in their caring role	42%	42%	NA	41%	2015/16	2 Biennial	
	Percentage of adults with intensive care needs receiving care at home	55%	55%	NA	62%	2016/17	5 Annual	
	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population) 75+ only	1,765	1,156	-34.5%	915	2016/17	5 Annual	
	Number of delayed discharges per month at census, Standard and Code 9.	86	58	-32.6%	-	Mar-17	12 Monthly	
	Number and proportion of eligible people taking up self directed support	227 (6.9%)	233 (7%)	+1.4%	-	Mar-17	2 Half Yearly	
	Number of unmet social care hours	1878	1462	-22.2%	-	2016/17 Q4	4 Quarterly	
Caring	Percentage of adults able to look after their health very well or quite well	96%	96%	NA	94%	2015/16	2 Biennial	
	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	78%	78%	NA	79%	2015/16	2 Biennial	
	Percentage of people with positive experience of the care provided by their GP practice	86%	86%	NA	87%	2015/16	2 Biennial	
	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	80%	80%	NA	84%	2015/16	2 Biennial	
	Proportion of last 6 months of life spent at home or in a community setting†	88.2%	88.1%	-0.1%	87%	2016/17	5 Annual	

* Latest information available is before current period

4. Social Services Delivery Landscape for Aberdeen

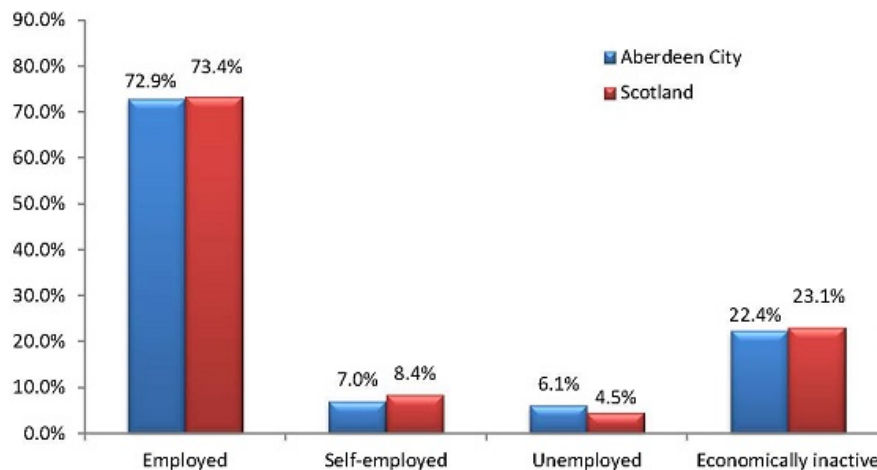
About Aberdeen

Aberdeen's Economy

Aberdeen is one of the most competitive, innovative and economically productive cities in the UK, and provides Scotland with 15% of its Gross Value Added (GVA). Much of the success of Aberdeen has been built on the traditional oil and gas sector; it also has a successful small business economy. Since the end of 2014, the local economy has suffered as a result of the global oil price decline. Business growth is slowing and, while this downturn is not the first of its kind, it highlights a growing and urgent need to diversify the economy to ensure economic sustainability.

Due to the historical success of the City workers in Aberdeen benefit from average salaries that are almost £6,000 higher than the Scottish average, and unemployment levels are low. Some of the most affluent areas of Scotland are within Aberdeen City, but equally within the City boundaries are some of Scotland's most deprived areas.

Between April 2016 and March 2017, 72.9% of Aberdeen City residents aged 16-64 were employed, which is slightly lower than the Scottish average of 73.4%.



Despite low headline deprivation figures, 37% of households in Aberdeen are in fuel poverty (fuel poor and extremely fuel poor), 18% of children in Aberdeen are living in poverty. The majority of children that are living in poverty are living in a working household.

Aberdeen's Population

The estimated population of Aberdeen City in June 2016 was 229,840. This was 510 lower than the previous year with the main contributor to this being negative net migration to the City. The drop in population between 2015 and 2016 also brings to an end an 11-year period of year-on-year increases.

The population of Aberdeen City children and young people aged 0-24 is set to increase from 67,371 to 72,324 (7.4%), by the year 2039.

In terms of age profile, Aberdeen City has a high proportion of the population in 16–24 and 25–44 age groups. They account for almost half (46.2%) of the total population of Aberdeen City. Compared to Scotland as a whole, Aberdeen has a relatively high proportion of young adults – those in the 16-29 year age group make up nearly a quarter (24.2%) of Aberdeen's total population. The comparable figure for Scotland is 18.2%. In contrast, Aberdeen has a smaller proportion of older people. Those aged 60 years and over make up only 20.3% of Aberdeen's population compared to 24.4% for Scotland.

In the period up to 2039, the population of Aberdeen City is projected to rise to 267,963. It is forecast that the 65+ age group in Aberdeen City will increase by 39.7% and the number of children (aged 0-15 years) is projected to increase 16.7%.

In Aberdeen City (2013-2015), life expectancy at birth for women is 80.9 years and for men it is 76.6 years. These figures are slightly lower than Scottish averages of 81.1 years for women and 77.1 years for men. Life expectancy has increased for both men and women over the past 12 years. The increase has been higher for men (2.5 years) than for women (1.0 years). However, rates of increase have been lower in Aberdeen City than for most other local authority areas. As a result, Aberdeen's position relative to other council areas has worsened in the past 10 years – dropping from 17th to 24th in the rankings for males and from 11th to 20th for females.

Life expectancy is strongly associated with deprivation. In Aberdeen City, life expectancy at birth was 71.4 years for men in the 15% most deprived areas of the city compared to 77.7 years for men in the 85% least deprived areas. For women, the respective figures were 77.9 years and 81.6 years.

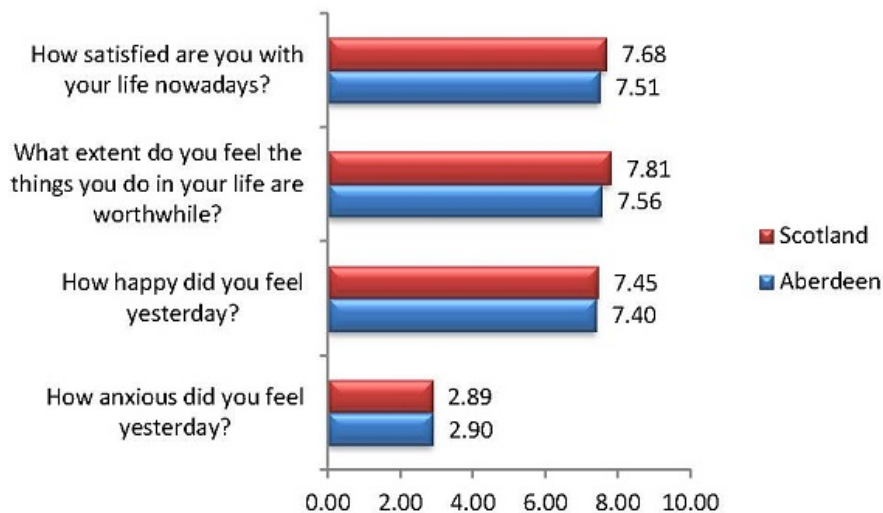
Life expectancy at birth is an estimate of the average number of years a new-born baby would survive if they experienced an area's age specific mortality rates throughout their life. Healthy life expectancy at birth is higher for women than for men. In Aberdeen City, males born in the period 2009-2013 had a life expectancy at birth of 76.9 years and a healthy life expectancy of 65.0 years, giving an expected period of 'not healthy' health difference of 11.9 years. For women, the figures were 81.2 years and 67.4 years, giving an expected period of 'not healthy' health difference of 13.8 years. Compared to other local authority areas, healthy life expectancy in Aberdeen City ranks slightly above mid-point – ranking 15th (out of 32) for males and 14th for females.

As with life expectancy, healthy life expectancy is strongly associated with deprivation. In Scotland, for both males and females, healthy life expectancy decreased with increasing deprivation, and length of time in 'not healthy' health increased with increasing deprivation. Additionally, the gap between men and women also increased with increasing deprivation

There are strong associations between health, health-behaviours and level of deprivation. Those with the highest levels of deprivation are more likely to have poorer health and health-behaviours. The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying small area concentrations of multiple deprivation across all of Scotland. It assesses information from 7 domains (health, income, employment, education/skills/training, housing, access to services and crime) to provide an overall measure of deprivation based on the small area geography known as data zones. The Scottish Government uses a 15% cut-off to define the most deprived data zones. By that measure, 9 (3.2%) of Aberdeen's 283 data zones were among the most deprived in Scotland.

When only the health domain of the SIMD is considered, the picture for Aberdeen City is slightly worse with 17 (6.0%) of Aberdeen's 283 data zones being in the 15% most deprived data zones in Scotland. All 9 of these data zones are in the priority localities identified by the Community Planning Aberdeen.

Personal wellbeing data has been collected by the Office for National Statistics since 2012, four measures were identified (see graph) on a scale of 0 to 10, where 0 being the least point and 10 being the highest point.



Children's Social Work Public Social Partnership

Children's Social Work provides statutory services to children, families and young people in need of care and protection, including child protection investigation and assessment, services for children who are disabled and family support, as well as providing respite care, residential care, fostering, adoption and kinship care. Some of these are delivered by the Service itself whilst others are purchased from external providers.

During 2016, Children's Social Work adopted the Public Services Partnership (PSP) model for recommissioning the majority of the services that it purchases from external providers. This was to ensure a robust approach to commissioning and procurement processes, value for money, and to stimulate the market to develop innovative approaches. The subsequent recommissioning process has been sub-divided into a number of phases:

Phase One: Early help for families, children and young people.

Phase Two: Intensive support for families, children and young people.

Phase Three: Services for children who are disabled and their families.

Phase Four: Services for children & young people and their families in need of specialist assessments.

Service specifications for Phases One & Two were developed during 2016 following extensive consultation with existing service providers, other representatives of the third sector and Children's Social Work staff. Independent consultation was also commissioned with children and families who used the existing services.

These service specifications then fed into the tendering process which was launched in November 2016 and closed in early January 2017. Evaluations were subsequently undertaken, which included the involvement of a panel of care experienced young people.

Successful bidders were announced earlier this year and it is anticipated that the new services will be launched in October 2017. Contracts for the resulting services will be for five year periods with anticipated overall savings reinvested into the Reclaiming Social Work model.

Planning for Phases Three & Four was launched in early 2017 using a similar process and involved a higher level of consultation with people who use services. It is anticipated that the tendering process for Phase Three will be launched in autumn 2017 with the new services being implemented from spring 2018. A decision about the timescale for Phase Four will follow before the end of this year.

Health and Social Care Partnership Commissioning (HSCP)

Strategic Commissioning is fundamental to the ambition to work with partners across all sectors in reshaping the services to address the common challenges that the Partnership faces. A coherent commissioning approach is pivotal to improved personal experiences and outcomes for the people who use our services.

Other anticipated benefits include a more resilient, local marketplace, innovative and effective care models, and contractual arrangements that are fit for purpose.

During 2016/17 the HSCP have:

- Established a Market Facilitation Steering Group to oversee the development of our agreed facilitation principles and activities
- Provided additional funding to Scottish Care to enhance their developmental capacity for working with the care at home/care home sectors
- Established a range of work streams to develop service specifications for key commissioning activities

The Integration and Transformation Programme Board considered and agreed the six priority strategic commissioning areas. The areas of focus have been identified due to the significance of the markets fragility and the opportunities to develop a more integrated service. A draft Strategic Commissioning Implementation Plan has been developed which will incorporate our commissioning intentions and a market facilitation statement. The draft plan once approved by the IJB will be subject to public consultation across our sectors, localities and stakeholders. Responsibility for overseeing implementation of the plan will be with the Strategic Commissioning Programme Board.

5. Finance

In 2011, Aberdeen City Council undertook a Priority Based Budgeting (PBB) exercise that reviewed all its costs over a five year period. As a result of this, a transformation programme was implemented, including the development of alternative family services and locally based preventative services to reduce the number of out of authority placements for children; the redesign of Learning Disability services with new models for accommodation with support and day opportunities; and the establishment of a Local Authority Trading Company, known as Bon Accord Care Ltd.

These actions, along with prudent financial management and monitoring, have ensured that the service continues to operate within available resources.

The current Council five Year Business Plan lays out the net budget for social work services until 2021-22, showing a decrease of 7.6% from 2016-17. This is based on current assumptions of future government funding.

SOCIAL WORK SERVICES	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Total Budget	127,332	122,830	123,055	119,406	116,757	114,708	113,464
Adults	88,199	86,300	83,308	79,143	75,978	73,699	72,225

Children	37,517	36,530	39,747	40,263	40,779	41,009	41,239
----------	--------	---------------	--------	--------	--------	--------	--------

Please note that these figures may change during the current budgeting process and the adult social care budget does not reflect how the Partnership might use additional capacity/transformational funding to pay for some adult social care services.

Children’s Social Work

Social Work Services continue to meet commitments within budget, with the out of authority placements budget being reprofiled this year to reflect demographic changes and increases in residential care charges.

Our recommissioned services combined with the implementation of Reclaiming Social Work model, with its emphasis on systemic solutions, means that we are actively addressing demand. Our strength based approach, and our focus on early help will focus on reducing the need for more costly, high level, targeted interventions.

Like many Local Authorities, Aberdeen City Council is facing significant cost pressures and it is the role of the CSWO to ensure budget savings do not compromise safety and quality in the delivery of child protection and children’s social work.

Overview of joint financial planning and management of financial arrangements for the HSCP

Due diligence processes have been applied to the creation of the consolidated Aberdeen City Health and Social Care Partnership budget for the 2016/17 financial year. This is to ensure that the budget provided for the Partnership is sufficient, identifies current and historical pressures and demands and allows the Partnership to proceed on a sound financial basis.

In subsequent years the Chief Officer and the Chief Financial Officer will develop a business case for its resources in line with the method set out in the Integration Scheme.

The budget for the Partnership will be derived from the funding allocated to the IJB from Aberdeen City Council and NHS Grampian Health Board. In 2017/18 the majority of funding will continue to be used as per existing budgets but in future years the IJB may choose to use the funds to provide services in an alternative manner. This would involve the reallocation of funding between health and social care budgets.

The Scottish Government Local Government Finance Settlement (Circular 7/2015 version 4) imposed a range of conditions on Councils, which were reflected in the creation of the consolidated budget. £250 million, for Scotland as a whole, will be transferred from the Health Budget to integration authorities in 2016/17, whereby £125 million is to support additional spend on expanding social care to support the objectives of integration; and £125 million is provided to help meet a range of existing costs faced by local authorities in the delivery of effective and high quality health and social care services.

The Aberdeen City IJB share of the £250 million is £9.5 million. £4.75m to fund additional capacity and £4.75m to meet local authority budget pressures. This includes a requirement that all social care workers including those in the independent and third sectors are paid the Living Wage. There is also additional capacity/transformational funding available of £9.625m. This consists of additional social care capacity £4.75m, Integrated Care Fund £3.75m and Delayed Discharge Funding £1.125m. The Chief Officer will consider an investment strategy for this funding. This gives a total delegated budget of £254.345m for 2016/17 for the Aberdeen City and Social Care Partnership budget.

Again, it is the role of the CSWO to ensure that any budget decisions in the Partnership do not compromise quality or safety in the delivery of services.

6. Service Quality and Performance

Performance Frameworks

Children's social work performance framework and approach to improvement

The Children's Services Management Team actively reviews performance information on a quarterly basis, at least, and commissions thematic service audits and reviews of particular datasets. These are used to shape and re-design parts of the service or key processes within it.

Performance dashboards, which were first developed to report key performance information from Teams and Units across the Children's Social Work in 2016 are being continuously reviewed in line with our service redesign and are being rolled out in three phases during 2017. This is to enable the quality of the data to be assured across all management tiers and to ensure that the system will provide drivers to improving performance throughout the service.

The first phase of the performance dashboards went live on 1st April 2017 and covered six Social Work units, one Children's Home and three Permanence and Care Teams. Implementation of the framework has also been shared with the Education and Children's Services Directorate Leadership Team where it was warmly welcomed.

Phase two of the roll out will be completed during the summer and includes two further Children's Homes, six more Social Work Units, the Joint Child Protection Team and the Children with Disabilities service.

The final phases that will see performance dashboards covering services such as Family & Community Support, Children's Rights, IROs and Corporate Parenting will be completed between October and December 2017 with the aim of the whole Children's Social Work service performance management framework being in place by early 2018.

The programme of regular thematic audits, which has also commenced during the last year, focused at children looked after at home and the use of chronologies in their care planning. An action plan is in place to address the audit's findings. Further thematic audits are planned for later this year and into 2018.

HSCP Performance Framework

The IJB depends on having the right information at the right time to ensure it is focused on the right issues. The information needs of the organisation are increasing as it operates in a constantly developing environment. For intelligence to have an impact on improving health and care, it is important to work together at all levels of the system to co-produce intelligence, aiming to improve ownership, responsibility and collective leadership. This Framework and the proposed approach to performance and governance are not just about change at IJB level, but must permeate the organisation at locality level and in multidisciplinary teams.

Achieving our aims and objectives depends on having an effective performance framework to measure progress. There are hundreds of indicators used to monitor the services we deliver, the quality of care we offer and the outcomes we achieve. Our approach has been to develop a structured framework for managing information to ensure the right information reaches the right people at the right time. We are operating in a constantly changing environment and what we measure now to assess performance is likely to develop as we pool data between health and social care, particularly at locality and community level. During our first year we have drawn on indicators that help to assure performance of current practice and support continuous improvement. They are based on aspects of care and management where we have the greatest level of accountability and leverage to improve. In some cases the data may be limited and the measures may be imperfect, but we can still use it to understand where we are, and where we want to be. The national and local indicators we use are contextualised around a balanced performance framework adapted from the Care Quality Commission.

Risk Management

Risk

Prior to 'Go live' last year, the IJB approved its Board Assurance Framework to provide the necessary assurance associated with good governance that the partnership had put in place, the structures, behaviours and processes necessary for setting risk appetite, for delegating the identification of both significant events and trends, for assessment and mitigation of risk, and for putting in place effective controls and assurances, properly owned and actioned.

The regulatory framework within which the IJB operates the vision, values and principles that the assurance processes set out are designed to support have been established. The HSCP have a model where individuals, groups and committees, plans, reports, and reporting processes are mapped at different organisational levels, against two broad assurance requirements: compliance and transformation. This enables the board to be assured of the quality of its services, the probity of its operations and of the effectiveness with which the board is alerted to risks to the achievement of its strategic priorities.

A key element of the assurance framework is the risk management system, whose outputs (i.e. strategic and corporate risk registers, and other reports) contribute significantly to board assurance on any and all key risks to our strategic ambitions and priorities.

The IJB Risk Management policy sets out the arrangements for the management and reporting of risks to IJB strategic priorities, across services, corporate departments and IJB partners. It describes how risk is contextualised, identified, analysed for likelihood and impact, prioritised and managed. This process is framed by the requirement for consultation and communication, and for monitoring and review.

The Strategic Risk register is owned primarily by the Chief Officer with individually identified risks assigned to different members of the Executive Team as appropriate. It sets out those risks which may threaten achievement of the IJB's strategic priorities, in order for the board to monitor its progress, demonstrate its attention to key accountability issues, ensure that it debates the right issue, and that it takes remedial actions to reduce risk to integration. Importantly, it identifies the assurances and assurance routes against each risk and the associated mitigating actions.

The Strategic Risk Register is presented to the Executive Team for discussion every month. It is also submitted to the Audit and Performance Systems (APS) on a quarterly basis and then presented, with appropriate APS comments included, to the following IJB meeting thus ensuring regular and robust scrutiny of the assessed risks and the mitigating activities and interventions.

The partnership's commitment to being a high performing organisation requires governance systems which will encourage and enable innovation, community engagement and participation and joint working.

Systems for assurance and escalation of concerns are based on an understanding of the nature of risk to an organisation's goals and to the appetite for risk-taking.

The development of a mature understanding of risk is thus fundamental to the development of governance systems. The innovative nature of Health and Social Care Integration Schemes also requires governance systems which support complex arrangements, such as hosting of services on behalf of other IJBs, planning only of services delivered by other entities, accountability for assurance without delivery responsibility, and other models of care delivery and planning. This framework has been constructed in the light of these complexities and the likelihood that it may be important to amend and revise the systems as our understanding of the integration environment develops.

7. Delivery of Statutory Functions

Children's Social Work

Children's social work is part of the Education and Children's Services Directorate led by a single Directorate Leadership Team. Over the past year there has been good evidence of how Education and Social Work services have come together to plan, pull resources and deliver services to vulnerable children.

As part of the implementation of Reclaiming Social Work, we have completed a review of our commissioned services. The outcome of this was to progress a Public Social Partnership (PSP). Phase 1, of the PSP will focus on Early Help services and Phase 2 on Intensive Support services. Contracts have been awarded for both Phases and the new services will commence in early autumn 2017. Over the remainder of 2017 work is progressing in relation to Phase 3 which will focus on services to children with a disability. It is anticipated that this new contract will commence for the start of the 2018-19 year.

A key aim for 2017-18 will be to fully implement the Reclaiming Social Work model. Recruitment of sufficiently qualified and experienced staff to the key role of Consultant Social Workers has been a challenge. In response and in collaboration with HR colleagues, we have progressed an internal development programme for staff aspiring to be Consultant social workers. This will not be a quick fix, but over the coming six months will see a number of staff supported to take up these roles allowing for more Units to go live. The pace at which we roll out subsequent phases of the new service model is dependent on the recruitment of staff.

As an interim measure, the service has developed a 'hybrid structure' whilst efforts to recruit Consultant Social Workers continues. The hybrid structure has resulted in staff yet to move to a unit, relocated to a team and location they have been matched to. The team will practice systemic social work and utilise the training invested in them. This decision has been informed by the wish to minimise disruption and change for the people who use services, ensure clear line management structures and accountability and allow staff to begin to practice in the area of service delivery to which they have been matched.

Implementation of Part 4 (Named Person) and Part 5 (the Child's Plan) of the Children & Young People (Scotland) Act 2014 have implications for children's social work as well as the universal services of health and education. It will be important that the eligibility criteria for children's social work reflects these statutory changes and sets out how we will work with other agencies to deliver effective services to all children who meet the eligibility criteria.

We are working closely with colleagues in the universal services to ensure that local guidance is clear and we have participated in training ahead of the implementation of these aspects of the Act.

Extension of entitlement to continuing care and aftercare for care experienced young people under the Children & Young People (Scotland) Act 2014, will pose a challenge for children's social work. Whilst we wholeheartedly recognise and support the catalyst for these legislative changes, that is the acknowledgement that the longer term outcomes for care experienced young people are among the poorest in society, these provisions do pose challenges for children's social work.

For example, registering our Children's Homes to care for both adults and children; providing care for 12 - 13 year olds within the same setting as 20 - 21 year olds; supporting foster carers to not only provide support for adolescents and teenagers, but also for young adults; recruiting foster carers to compensate for those caring for young people for longer periods; and taking account of the fact that young adults may be in employment or have an entitlement to their own benefits when determining the allowance paid to carers.

We are preparing for these challenges and as part of the implementation of Reclaiming Social Work we have already established a Youth Team whose core responsibilities will include providing aftercare support for care leavers. The Team will also forge positive links with other services both within the Council and externally. The change in statutory responsibilities will place added demands on the Youth Team, and it is anticipated that there will be additional capacity issues over the coming years which we will continue to monitor and respond to. In preparation for this we are doing modelling work to understand the number of young people who may wish to take advantage of these entitlements. In addition, we are working on the financial arrangements for supporting continuing care placements as well as understanding how many foster carers will be willing to support young adults and how a variety of residential settings will manage this change.

Kinship care, which is when a child is looked after by their extended family or close friends when they cannot remain with their birth parents, should be the first consideration when a child requires to be accommodated. Research highlights that children placed in kinship placements generally have better outcomes than children placed in other care settings. However the research also highlights the practical and financial challenges experienced by kinship carers. The Children & Young People (Scotland) Act 2014 sought to formalise aspects of the support provided to kinship carers and extended the scope of those children who qualify for kinship support.

Whilst additional funding has been provided by the Scottish Government to provide parity between kinship carers and foster carers the additional funding is unlikely to cover full cost of implementing these changes.

The increased expectations around assessing kinship carers and providing practical and financial supporting to them will have resource implications for the Alternative Family Care Service. We do not underestimate the complexity of the care task that kinship carers provide and we will need to undertake assessments timeously and provide flexible and responsive support, if we are to ensure that kinship placements do not disrupt contributing to poorer outcomes for children.

Like most urban authorities, Aberdeen City Council has more children who require adoption than it has approved adopters. Positive relations exist with neighbouring authorities who are often in the opposite position. This allows for prospective adopters to be directed to us where we can assume responsibility for assessing their suitability. Whilst these placements offer the best long term outcomes for children who cannot be cared for by their family, the cost of purchasing adoptive placements can be significant. It will therefore be incumbent upon us to ensure that every effort is made to source a local placement within the three month time frame.

The Reclaiming Social Work redesign established a team whose focus is the recruitment and assessment of carers (adopters and foster carers). This will ensure every effort is made to recruit carers locally for children who require adoption. The ability to attract sufficient numbers of adopters to meet the demand of children requiring an adoptive placement remains challenging though and the economic downturn in the city has resulted in a drop in the number of enquiries from people interested in adoption.

Over the course of the coming year it is our intention to: implement the next phase of Reclaiming Social Work with further small groups of social workers working in Social Work Units, although full implementation is unlikely to be completed before late 2017; introduce the first tranches of a Public Social Partnership approach to the commissioning of support services from third sector providers to work alongside the Social Work Units; begin to see a managed reduction in the numbers of children placed in out of authority placements as planned for within the delivery of the Reclaiming Social Work Model and complete the re-design of residential services.

Child Protection

The Aberdeen City Child Protection Committee (CPC) was established in June 2013, from the disaggregation of the North East Scotland Child Protection Committee that covered three local authority areas. The CPC is chaired by the Aberdeen City's Lead Nurse. The CPC has a membership across the full range of agencies and services with child protection responsibility including Aberdeen City Council (including social work, education and housing), Police Scotland, NHS Grampian and the Reporter to the Children's Hearing, the Alcohol & Drugs Partnership, Aberdeen Violence against Women Partnership and the third sector. All members aim to consistently improve upon the delivery of robust child protection practices across the public, private and wider third sectors.

The Local Police Commander and the Chief Executives of NHS Grampian and Aberdeen City Council are the Chief Officers responsible for the leadership, direction and scrutiny of the local child protection services and the Child Protection Committee. They have strategic responsibility for the CPC.

The CPC’s Operational sub-committee is responsible for driving forward the work of the child protection programme. It is chaired by the Child Protection Programme Development Manager. A child sexual exploitation (CSE) sub group has been established for two years and its remit has recently been extended to incorporate child trafficking. The Operational sub- committee fulfills the function of the Safe outcome group of the Integrated Children’s Services Board.

In the course of the last year, the CPC has established two further sub-committees; the Significant Case Review sub-committee and the Learning & Development sub-committee.

A Child Protection Partnership with Aberdeenshire and Moray CPC areas collaborates over the child protection register (CPR), joint investigative interview arrangements and bespoke training events. Aberdeen City holds and administers the CPR, co-ordinates the training programme and leads the organisation of the Partnership.

Following the completion of a Joint Children’s Services inspection in 2015, the CPC endorsed a child protection programme consisting of the CPC contribution to the joint action plan 2015-2016 and a separate action plan relating to CSE. This was concluded in 2016 and a new child protection programme encompassing the period 2016 – 2019 is now in course of delivery and on-going development.

The Child Protection Landscape in Aberdeen

A significant source of information about categories of concerns and emerging trends comes from the management information compiled by the CPR. This enables the CPC to consider issues in its own geographical area and to compare trends across the Grampian area. The annual figures are taken at 31st July each year and reported to the Scottish Government. The statistics used in this report are therefore consistent with the return to the Scottish Government.

The number of children on the CPR is variable with need. Throughout the period, the number of children on the CPR remained comparable with the Scottish average of around 3 children per 1000 population of 0-16 year olds.

Number of children on the Aberdeen City CPR 31.07.11 to 31.07.17						
31.07.11	31.07.12	31.07.13	31.07.14	31.07.15	31.07.16	31.07.17
96	86	92	73	98	118	80

Children remain on the CPR for as long as necessary, 81% were de-registered within 12 months and 43.5% within 6 months, a total of 202 children in 2016 – 2017.

Twenty-seven children who were registered over the year from 1st August 2016 to 31st July 2017 had previous registration history, with a range of time intervals between individual registrations. Aberdeen City's rate of re-registrations has fluctuated between 16% and 25% over the course of the year.

The majority of children on the CPR (64%) are under 5 years old, including pre-birth registrations which indicates that we respond at an early stage to children in need of protection. Short periods of registration indicate that the supports put in place and intervention made reduces the risks to the child within a shorter time-frame.

Ten percent of children on the CPR are aged 11-15 years which reflects an awareness of and response to the risks to that age group, in particular of child sexual exploitation.

The main risk factors for children on the CPR are emotional abuse 41%; domestic abuse 37.5% and parental drug misuse 30% (as at 31.07.17). Neglect is recorded as a risk factor in 25% of cases and non-engaging family in 17.5% of cases.

A suite of performance management information is considered at each meeting of the Operational Sub-Committee and reported upon, in accordance with a data framework, to the CPC. The strategic focus on the range of performance information enables the CPC, through its child protection programme, to concentrate on the predominant areas of risk to children.

Key themes of Child Protection Programme 2016 - 2019

The Child Protection Programme (CP Programme) has been developed and continues to evolve to ensure that the CPC functions are fulfilled; namely continuous improvement, strategic planning, public information and communication. Those functions have been incorporated into the multi-agency CP Programme.

The three key themes of the CP Programme are linked to the Quality Indicators as outlined in the Care Inspectorate document "How Well Are We Improving the Lives of Children and Young People?" These are

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

The CP Programme is informed by ongoing self-evaluation and there are a number of strands to this. As well as performance information, the CPC considers national developments, case file auditing, significant case reviews, inspection findings, statistics and practitioners knowledge. It has an annual development day to which all members of the Chief Officers Group, CPC, Operational Sub Committee and any other relevant groups are invited.

Child Protection Programme delivery 2016 – 2017

- Making best use of child protection data in order to review performance, benchmark with other authorities; identify trends and areas for improvement. An extensive audit was conducted over March - May 2017 to better understand the reasons for fluctuating numbers on our CPR and the learning incorporated into our CP Programme.
- There has been much emphasis on ensuring practitioners have relevant up-to date guidance at their disposal. Guidance by practitioners for practitioners on the following topics has recently been refreshed and is in course of relaunch; Working with Vulnerable Babies and their Families, Working with Sexually Active Young People, Working with Non Engaging Families, Working with Families Misusing Drugs or Alcohol, Working with Young People demonstrating Sexually Harmful Behaviour. These sit alongside our CSE Strategy and Extended Guide and our Short Guide to CSE.
- The web site/ pages for the CPC continue to be developed to provide relevant, up to date information in relation to child protection.
- Bespoke learning events to respond to local need have been held. An event in November 2016 entitled “Confidence in Practice” focussed on professional “stickability” and the use of the national risk framework. 152 professionals attended the event with 56 from Aberdeen city. Of those, there was a fairly even spread of attendees from social work, NHS and the 3rd sector. Other events have focussed on CSE (March 2017), Awareness Raising around Significant Case Reviews (March 2107) and Child Protection and Disability (June 2017).
- Significant and Initial Case reviews have been high on the agenda. The SCR subcommittee has been formed to develop local procedures, to ensure we learn lessons from SCRs conducted locally and in other parts of the country and to make sure learning is disseminated to the Aberdeen City workforce.
- Neglect remains a persistent risk factor. Two sub-groups have been established to report to the CPC on whether the current planning to address neglect has a commonality/consistency, and whether that planning results in the reduction of the risk of significant harm.

Child Protection Programme delivery 2017 onwards

In the year ahead, the following areas will be our focus:

- Child protection and neglect
- Developing multi agency guidance and awareness raising of child trafficking,
- Addressing child protection and disability
- Domestic abuse and child protection issues
- Improving children’s and families experience of and participation in the child protection process
- Responding to Scottish Government’s national Child Protection Improvement Programme. Implementing improvements following the findings of the multi-agency case file audit and
- Responding to other national priorities as identified by the Scottish Government or to local need as identified through performance data and other self-evaluation activity.

Changing demand for children’s social work services

As of 31st March 2017 children’s social work services were supporting 1717 children and young people.

	31 st March 2012	31 st March 2013	31 st March 2014	31 st March 2015	31 st March 2016	31st March 2017
No. of children open to Social Work	1802	2016	2064	1829	1805	1717

Family and Community Support Services

Service Development has continued during 2017 with Family & Community Support Services undertaking a review of their provision, refocusing some of their role and remit as we continue to implement the Reclaiming Social Work model across Children’s Social Work Service. There has been a continuing focus on Intensive Support Services which offer a community based alternative to children considered on the “edge of care”.

iFIT (Intensive Family Intervention Service) has continued to deliver an intensive response to crisis within families to prevent, where possible, children being accommodated out with their family. Key to this has been their ability to provide early morning and evening support when families need it most. Much of the work is focused on improving relationships and reducing risk. The team has been piloting elements of the Signs of Safety model using the Improvement Methodology and small tests of change. So far, this model of working has been viewed positively by both the staff team and the families they work with. Consequently this has encouraged us to “spread” the small tests of change to other sites/services within Family & Community Support which will help us consider how Signs of Safety might be more formally rolled out.

The Family Support Service which operates out of 3 Resource Centers - Tillydrone, Deeside and Williamson have also been developing new elements of their service including how we better support Kinship Carers. The Children & Young People (Scotland) Act 2014 sought to formalise aspects of the support provided to kinship carers and extended the scope of those children who qualify for kinship support. It has long been recognised that extended family often have to quickly assume the care of grandchildren/nieces/nephews because of growing concerns for their care and welfare at home. Support to be offered will include group work, one to one support which may be a combination of emotional and practical support as well as family work to support changing dynamics and needs. The team is working closely with the Alternative Family Care Team who is responsible for the formal assessment of Kinship Carers.

The Family & Community Support Service has been working closely with colleagues as we progress towards the implementation of Phases 1 & 2 of the PSP – Early Help and Intensive Support. The team is looking forward to working alongside 3rd Sector Colleagues in the newly developed RAFT (Reaching Aberdeen Families Together) and Includem which is a new service to the city.

Looked After Children

The total number of Looked After Children has in the past year increased by 40 to 594. This represents 35% of all children open to children's social work. Aberdeen City has undertaken significant work to ensure the numbers of Looked After Children sit within the National average and the figures reflect this. In addition, Aberdeen now sits slightly below the city average figures for the same group. As part of the service's commissioning strategy, it has further engaged a third sector provider to work intensively with an identified group of young people in out of authority placements and return them to the City. This will reduce the above figure by 12 by March 2018. At the time of writing, 6 young people have already returned. Whilst there has been a 50% decrease in the use of such placements since 2010, the aim is to continue to safely reduce the numbers. The redesign of the in-house Family & Community Support service along with a newly commissioned Intensive Support Service has placed the service in a far stronger position to deliver on this expectation. In addition, the placements panel that reviews and makes decisions about out of authority placements has been redesigned and applies greater rigour to the process. This is already having a positive impact on decision making.

The overwhelming majority of Looked After Children continue to be placed in a 'family' home. As at 31st March 2017, 524 children were cared for within a family setting; 119 (20%) were cared for by parents; 115 (19%) by friends/relatives; and 290 (49%) by foster carers/adopters. 70 (12%) of Looked After Children were accommodated in a residential setting. This latter figure compares to a national picture of 10% of Looked after Children being in residential care.

The proportion of children and young people accommodated in community based placements has risen over the past year. Our strategic aim is to further shift the balance of care, increasing the proportion of children safely looked after at home with their parent(s) or with friends/relatives. At present Aberdeen City in these areas sits below the national average.

Recruitment difficulties to Consultant Social Work posts have slowed the implementation of Reclaiming Social Work. However, as the service continue to address it through service redesign and in house recruitment strategies, allowing the model to fully bed in, we anticipate the numbers of children accommodated by the authority to reduce. Given the continuing financial pressures, particular emphasis will be placed on out of city residential placements.

Supporting staff to understand and delivering on our new and extensive duties as set out in the Children & Young People (Scotland) Act 2014 has been a major focus over the past year - in particular Continuing Care and supporting Looked After Children to remain in their care placement beyond their 16th birthday possibly up to the age of 21.

This new legislation aims to deliver improved long term outcomes for care experienced young people.

There are five Children’s Homes maintained by the local authority, each accommodating five or six young people. In addition, there are two ‘satellite’ homes each with two places within the city. Separately there is one Children’s Home managed by Barnardo’s and one Throughcare Home managed by Action for Children.

Due to significant challenges in recruitment, one of our homes has been non-operational for most of the year. Recruitment activity remains a key priority to build up the capacity of the residential staff pool to enable the home to re-open in the coming year. Work to refurbish the Throughcare Unit was delayed due to concerns about the quality of the work and suitability of the premises, but has now been successfully completed.

In 2015 the Scottish Government announced a new qualification for residential staff. Implementation of this has been put on hold and the Council awaits clarification from the Scottish Government as the intended future direction.

The educational attainment of Looked After Children in Aberdeen has been considerably lower than that of Looked After Children throughout Scotland and as a result, is a local priority. The appointment of the Virtual Head Teacher has provided a clearer focus on how schools and services are supporting Looked After Children to achieve their full potential and remains an area for improvement.

Youth Justice

The Whole System Approach (WSA) for youth justice in Aberdeen has been embedded within the GIRFEC framework. Youth offending has fallen continually over the last 5 years, showing a 28% reduction in the number of offences and a fall 26% in the number of young people who have committed offences.

	2012/13	2013/14	2014/15	2015/16	2016/17
No. of Offences	3230	2961	2758	2523	2324
No. of Crime Files	1942	1788	1583	1551	1331
No. of Juveniles	1113	981	898	965	824

For the second year running the number of offences committed by 8-15 year olds exceeds the number of offences committed by 16-17 year olds – 1289 compared to 1035. The number of young people referred to SCRA on offence grounds has shown a slight increase from 73 to 90. However this still represents a 70% drop from the position in 2010/11.

Through collaborative working and shared decision making, the WSA offers early intervention for low level offences, diversion from statutory measures, prosecution

and custody, and community alternatives. An Intensive Support Service (ISS) makes a range of provision available, including services provided by Third Sector colleagues.

WSA processes are continually reviewed and the approach strengthened. This has highlighted that the links between Youth Justice and Adult Criminal Justice need to improve. Due to the infrequency that children's social work staff submit reports to Court reports in relation to 16/17 year olds, reports are being shared with adult criminal justice colleagues to quality assure and ensure that young people are not being "up tariffed" in terms of recommendation.

In addition skills and knowledge of staff working with young offenders has been enhanced by a number of learning and development events held over the past year.

This has included:

- Input from the CYCJ re CARM meetings
- Input from Christine McCarllie in relation to Young People who exhibit sexually harmful behavior
- AIM2 and ASSET Assessment training

The Family and Community Support Service have developed the IFIT (Intensive Family Intervention Team) Service to respond to the needs of young people who present high risk behaviours to de-escalate the level of risk and avoid the need for secure/custodial intervention. The IFIT Service works collaboratively with third sector providers of intensive support services.

The multi-agency "Responsible Group" which has responsibility for delivering on the Youth Offending Strategy has following a period of inactivity has been re-launched under a joint chair of Police and Children's Social Work.

Over the next year the group aims to:

- reduce the number of young people placed in residential provision out of Aberdeen City and utilise recommissioned services that provide Intensive Support, building on evidence of what works and reflective of the current need;
- Support the newly commissioned Intensive Support Service, delivered by Includem to return an identified number of young people placed in secure and residential care to Aberdeen City and to prevent further young people being placed in such settings.

Collaborative work continues with Police Scotland colleagues to ensure that young people, and particularly Looked After and Accommodated children, are not inappropriately targeted and criminalised. This continues to be a key priority for the service.

Corporate Parenting

With the recent legislation, both the range of public bodies required to act as Corporate Parents and the responsibilities that they have to plan and collaborate to promote the wellbeing of care experienced young people, have been extended. For example, local authorities are required to develop a corporate parenting plan detailing how they intend to deliver on their responsibilities. In 2015 Aberdeen was successful in its application to the Life Changes Trust (LCT) for funding to help to develop its Champions Board and the associated three year Development Plan provides the basis for Aberdeen City Council's initial corporate parenting plan.

This has been an exciting year for Corporate Parenting as the LCT award provided renewed enthusiasm, momentum and commitment. For example, significant milestones from the plan have been achieved and opportunities taken to strengthen participation in the city with a growing network of professionals working together to support care experienced young people. Whilst improvements have been made, there is more work to do in relation to all corporate parents fully understanding their responsibilities to Looked After and Accommodated Children. This remains a key priority for Aberdeen.

Champions Board

The Champions Board, which meets quarterly, provides an opportunity for care experienced young people to talk directly to decision makers about how best to remove complex barriers to multi-agency working so that innovative solutions can be agreed and implemented in a timely manner. An essential element of this is the development of participation in the city to help empower our care experienced children and young people and provide them with opportunities to develop their confidence, leadership and teamwork skills.

ACE Group and Children's Rights Development Assistants

To achieve this, a fortnightly group was established for care experienced young people, which was subsequently branded by the group themselves as ACE (Aberdeen's Care Experienced). The Group is supported by a Development Officer funded by LCT and recruited in partnership with Who Cares? Scotland. A range of activities have been arranged throughout the year including an annual residential. The group provides the platform to present the issues and areas for improvement to the Board's subsequent meetings. Our young people continue to inspire and impress us with their commitment and enthusiasm. They recently delivered a presentation of their work at a National Champions Board Event in Dundee in recognition that Aberdeen is leading on this work and supporting other Local Authorities to develop their Boards and develop their work programmes.

Children's Social Work employs two full time Children's Rights Officers who as well as providing support to Looked After Children to attend reviews and statutory hearings, have a broader Corporate Parenting development role. This has included managing and coaching a number of Children's Rights Development Assistants (CRDAs). CRDAs are care experienced young people employed by the council for up to a year and for six hours per week.

They are given projects and tasks related to the Corporate Parenting action plan and the Champions Board.

Throughout the year young people from the ACE Group have participated in several other events to inform policy and practice and there has been Community Planning Partnership wide interest in the Group and in the role of the CRDAs with many requests for them to be involved in consultations on service policy and practice.

Individual Grants

An individual grants scheme for care experienced young people was launched in September 2016, funded jointly by LCT and the City Council. Young people aged 14 - 25 can apply for a grant of up to £500 if they were looked after by Aberdeen City Council and have had at least three months care experience. Uniquely though, the scheme is managed by ACVO, the local Third Sector Interface, who are responsible for the launch, administration and management of the grants. A decision panel consisting of young people from ACE as well as the Who Cares? Scotland Development Officer and representatives from Education, Children's Social Work and ACVO, assess and decide on the applications.

At the first round there were 90 applications in total of which 43% were for driving lessons; 21% for clothes; 20% for furniture/decorating; 10% for laptops/college equipment; and 5% for miscellaneous. Forty-three awards of funding were subsequently made, ranging between £50 and £500. Two further funding opportunities will be available during the next twelve months. Aberdeen is the first Local Authority to be doing this and is providing guidance and advice to other Councils.

Positive Destinations / Education

The latest data set for 2015/16 shows a slight improvement in Looked After Children's attainment and school leaver destinations. Whilst the data shows that 71% of Looked After Children achieved positive follow up destinations compared to 91% of other all children – a 20% difference. This means that considerable work is still required to ensure Looked After Children have the same educational opportunities and life chances as others

The Virtual School Head Teacher for Looked After Children post was established in December 2015 to address high exclusion rates disparities in achievement. Whilst each Looked After Child remains the responsibility of the school at which they are enrolled, the Virtual School Head Teacher provides additional co-ordination of support at a strategic and operational level. The role of the Looked After Children Head Teacher is to advocate for the right to education for every one of these children, to reduce the exclusion rate and to address the high use of part time timetables, which disadvantages this group. There is currently a 20% disparity between the attainment of Looked After Children and their peers as outlined previously in this report.

An incentive that will contribute to the long term positive outcomes for Looked After Children is the implementation of the Dolly Parton's Imagination Library. This is a

monthly book gifting scheme for Looked After Children aged under five

Of the 138 eligible Looked After Children aged under five, 75% are enrolled in the Library and are receiving an age appropriate book every month.

Family Firm

Family Firm opportunities continue to focus on the Keen4Work programme that is delivered by Aberdeen City Council in partnership with Action for Children. The programme offers twelve week work experience opportunities in addition to an Employability Award qualification for care experienced young people. During 2016, 39 care experienced young people were supported by Keen4Work, eight of whom completed placements and three of whom gained employment.

Family Firm opportunities are interlinked with the aim of Aberdeen Guarantees in promoting positive destinations to the most vulnerable groups at risk of negative destinations. In developing Family Firm opportunities the links and communication to the Aberdeen Guarantees team has proved vital in getting the right opportunity for the right young person. In addition, Family Firm opportunities are advertised and included on the Aberdeen Guarantees website.

Secure Applications for Children

A very small number of young people present a significant danger to themselves or others and for these few; a placement in secure care may be warranted. These placements can be instigated through Court proceedings, or by the CSWO. The CSWO decides whether to implement a secure authorisation by a Children's Hearing and whether to remove a child from secure accommodation – and provides rigorous oversight over the process. The CSWO must be satisfied that the strict criteria for secure placements are met and that such is in the best interest of the child. Such placements are used for the minimum possible time, though this will vary according to the needs of the child.

Use of Secure Accommodation – Number of children placed in a year						
PLACEMENTS	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total New Placements	6 (5 children)	5	3	10 (9 children)	7 (9 children)	6 (4 children)
Paced by Court	3	1	1	1	0	0
Placed by Hearing & CSWO	3	1	0	2	0	1
Placed by CSWO	0	3	2	7	7	5
Hearing request - Declined	1	2	2	2	1	1

The criteria for secure care is set out in legislation and the CSWO as decision maker declined to implement one authorisation from a Children's Hearing on the basis there was insufficient evidence that the grounds were met.

While it is encouraging that there is a downward trend, the use of secure care will continue to be required where circumstances merit. Where the potential for secure is identified, the CSWO must be assured that every effort has made to avoid this option given it results in the ultimate, non-custodial, deprivation of liberty for a young person. The CSWO in Aberdeen takes this role very seriously, and has, on occasion, involved the City Council's legal team to ensure Human Rights Legislation is not being breached, and to provide external challenge to decision making. The importance with which this is regarded is reflected in newly commissioned services for those most at risk of secure and specialist residential provision and redesigned in-house provision to ensure that Secure Accommodation is truly the last resort.

Emergency transfer of children

The CSWO will, on occasion, be asked to give consideration to moving a child on a Compulsory Supervision Order to a more suitable placement before the child's circumstances can be presented to a Children's Hearing. There can be a range of circumstances which can trigger the need for such a move including where the carer/s or establishment is unable to meet the child's needs or where the child's behaviour is posing a risk to themselves or others.

Research tells us that children do best when there is careful planning in the lead up to a move of placement. The use of emergency moves should consequently be kept to a minimum, reflective of the emergency nature of the child circumstances. It is therefore encouraging that the data reflects the low use of emergency transfers.

	2012-13	2013-14	2014-15	2015/16	2016/17
Number of Emergency Transfers	12	16	17	10	10

Adoption and Fostering

The CSWO/Head of Children's Social Work is the Agency Decision Maker. This is a statutory role to consider the approval of plan's that are presented to the Adoption & Permanence Panel and the Alternative Family Care Panel. While the Court determines whether an Adoption Order is granted, the CSWO is the ultimate local authority decision maker on matters pertaining to adoption. It is the role of the CSWO in this context to thoroughly review the information and be assured that the recommendations from the Panel are the right ones for the child. As such, some recommendations will not be agreed or further information required.

	2012/13	2013/14	2014/15	2015/16	2016/17
Adopters approved	19	14	34	29	14
Adoption Plans approved	19	19	32	24	23
Children adopted	24	21	19	28	25
Foster carers approved	13	6	7	9	4

In March 2014 Aberdeen City were chosen as one of the pilot authorities to be

involved in the PACE, (Permanence & Care Excellence) programme. The PACE programme recognised that delay and drift occurred in the planning for children at every stage of the permanence process. For some this drift and delay can make it difficult for their permanence plan to be realised resulting in children remaining within the “care system” for the duration of their childhood.

Aberdeen City is taking a multi-agency approach to making changes that can reduce or eradicate delays in the decision-making for children who require permanence. The service has begun to see a reduction in the length of time it is taking for children's plans to be agreed. The implementation of Reclaiming Social Work has had a positive impact on plans being timeously progressed, and as the structure embeds, further improvements are anticipated. This excellent work has been the subject of National recognition and in November 2016, the children's social work service won a prestigious, National award.

The need to have an increased supply of foster carers and adopters is critical to meeting the needs of local children who cannot be cared for by their family. It is estimated there is a need for 800 foster carers in Scotland. The service operates in a very competitive environment with a number of Independent Fostering Agencies operating in the area. The whole service re-design as part of Reclaiming Social Work has seen the establishment of a team dedicated to the recruitment, assessment and preparation of new carers (adopters and foster carers). This team will be critical to minimising the need for children to be placed outside of Aberdeen and the associated dislocation from family and community this brings.

The good work of the Fostering and Adoption Team was recognised in a highly positive Care Inspectorate inspection in August of this year.

The downturn in the oil industry has seen an associated downturn in the numbers coming forward interested in adoption. Conversely, there is an initial indication that there has been marginal increase in the numbers coming forward for foster care whose applications will be formally considered in the coming weeks.

In 2016/17 there were 159 children, in external foster placements, commissioned by Aberdeen City Council. Reducing this number, supporting more children to remain within their family or placing them with our own foster carers is key feature of the Reclaiming Social Work model and will actively contribute to shifting the balance of care.

Adult Support and Protection

The Lead Social Worker has now taken over responsibility for Adult Support and Protection (ASP) for the HSCP. Work has commenced to review the governance of adult protection in line with the new arrangements for the partnership. The Terms of Reference for the Adult Protection Committee are being revised and the establishment of a Public Protection Chief Officers Group will allow more robust accountability and oversight of Adult Protection in Aberdeen. Performance management and practice improvement will be overseen by the Clinical & Care Governance Group.

Around 140 Council Officers have been trained to a level that allows them to carry out adult protection investigations and discharge specific legislative functions, an increase in 15 Council Officers from the previous year. A rolling programme of training is in place to ensure the professional development of staff and Council Officer Support Groups have been revised to provide specialist support and training, sharing of good practice and peer support for complex cases. It is now also mandatory for Council Officers to attend an 'Adult Support and Protection Refresher course every two years run by the Aberdeen Adult Protection Unit.

In recognition of the increasing complexity of the nature of adult protection investigations, a third Advanced Council Officer training course was held late in 2016. This course provided Council Officers with additional skills and confidence in working with complex issues, including capacity, consent, undue pressure and a focus on risk assessment and risk management.

The 'Keeping Yourself Safe from Harm' course continues to be delivered by the NHS Joint Training Coordinator and the Grampian Speech and Language Therapist who developed this Training for Trainers course.

There has been significant interest nationally in this course and the materials. The courses have been designed to enable pairs of staff from local authority, third sector and independent sectors to run hour long courses, to enhance the understanding and awareness of harm and how those who experience care can keep themselves safe. More of these courses are planned, they are received very well by adults who experience care and raising awareness this way has been a priority of the APC. A number of courses have been delivered with people with learning disabilities and course materials are being developed for use with older people.

Work around promoting awareness has resulted in increased referrals from individuals themselves, family members, the public, care homes, care at home staff, NHS staff, Fire and Rescue Service staff and the Ambulance Service. More ASP referrals are now received from the Ambulance Service, indicating that their staff awareness of ASP has been enhanced.

Following a Joint Inspection of Older People's Services in 2016, the Chief Officer of the Aberdeen City Health and Social Care Partnership commissioned an Internal Review of Adult Support and Protection. The reason for this review was to give assurance and commitment to having robust procedures and structures in place for adults at risk of harm and for this to be embedded within all our services across the partnership. The review involved the file reading of all 91 open ASP cases and 25 closed cases as well as workshops and interviews with staff at all levels. In response to the twelve recommendations from this review, a Short Life Working Group was established to consider the recommendations and an Improvement Plan with work being progressed over the next year. The CSWO was kept sighted on this work.

ASP Referrals

Over the past year 1203 referrals were received by the Adult Protection Unit (APU), a significant rise of 14 per cent compared with the previous year. This resulted in 330 Investigations being commenced under the Adult Support and Protection (Scotland) Act - 162 of these being for people aged 65 and over. The number of Investigations by client group was predominantly people with infirmity due to age, followed by people with mental health issues as follows:

Client groups	No. of investigations by client groups
Dementia	42
Mental health problem	52
Learning disability	30
Physical disability	48
Infirmity due to age	107
Substance misuse	7
Other	44
Total	330

Type of Harm

The largest reported type of principal harm which resulted in an Investigation is financial harm. This has been increasing significantly over a number of years. A Financial Harm sub group was set up several years ago and work has included training, guidance and closer working with banks and Trading Standards to try and address financial harm. Undue pressure around financial harm is also an increasing aspect. The APU Coordinator requested from the National Adult Protection Coordinator that further training and guidance was required in this area. This request was echoed nationally and in February 17 the Scotland seminar on 'Undue pressure in the context of banning orders' was found to be most helpful in advancing learning on this. A Council Officer Support Group in Aberdeen was then held to share this learning using seminar recordings.

The second highest type of harm investigated was physical harm which is consistently above the other harm types.

Type of principal harm which resulted in an investigation (as defined under the ASP Act) between 1 April 2016 and 31 March 2017	
Type of principal harm which resulted in an investigation	Number of investigations
Financial Harm	97
Psychological harm	34
Physical harm	64
Sexual harm	18
Neglect	47
Self-harm	55
Other	15
Total	330

Outcomes

Outcome of referrals received between 1 April 2016 and 31 March 2017	
Type of Outcome	Number of Referrals
Further AP action	410
Further non-AP action	522
No further action	271
Not known	
Total	1203

Outcome of Investigations carried out between 1 April 2016 and 31 March 2017	
Type of Outcome	Number of Referrals
Further AP action	41
Further non-AP action	197
No further action	83
Not known	9 (pending)
Total	330

There were no Protection Orders used during the period of this report. Three Large Scale Inquiries were conducted involving significant multi agency work and cooperation. This has resulted in enhanced multi agency working relationships and understanding of others' roles and remits. The CSWO provided professional advice and was kept fully briefed on the work. The CSWO is also provided with monthly data on all outstanding adult protection fieldwork on a monthly basis.

Future Plans

The Aberdeen City Adult Protection Committee Biennial Report 2014-2016 provided to the Scottish Government, highlighted a lot of the work that has been undertaken by the partners to not only raise awareness of adult protection but to continuously improve how we identify and respond to harm. Both the APC and the short life working group have clear action plans incorporating the considerations of the internal review and how we progress with adult protection within the changing landscapes.

The aim now is to strive for excellence in Adult Protection across Aberdeen. Keeping people safe from harm in Aberdeen is a priority for all partners. As more is understood about the nature and type of harm, there is an ever increasing need to be able to respond appropriately, making sure that all partners are involved. The Report also notes the need to continue to work with communities to make sure that citizens feel safe and included. The outcome being worked towards is to provide a responsive, timely service to adults at risk of harm.

Over the next two year period, further challenges are recognised for the APC in relation to how ASP work is linked with that of the Local Outcome Improvement Plan for Community Planning in Aberdeen, the Health and Social Care Partnership, and their respective strategic priorities. Key challenges identified in the Biennial Report are:

- Enhance and embed partnership working and service integration within the new Aberdeen Health and Social Care Partnership
- Take an active role in the development of the Partnership to ensure that adult support and protection is fully incorporated
- Continue to work to address the challenge of financial harm
- Making sure that the staff of all partner agencies have a well-developed understanding of ASP, recognising that this is everyone's business
- Awareness raising which will continue to feature in the APC Action Plan, in particular for service users and carers and the wider public
- Capacity of partner agency representatives to commit the time and effort they want to undertake ASP work – when faced with competing demands and responsibilities they encounter in other parts of their day jobs
- Continue to strengthen GP engagement across the City. The involvement of the Clinical and Depute Clinical Leads on the APC is crucial to this
- Consistency of data recording on a national basis to allow comparative data to be considered
- Ensuring a stronger national direction in relation to ASP since the disbanding of the national Policy Forum
- Strengthening NHS involvement in the Acute Sector
- Gathering qualitative data about the experience of the ASP process for individuals and their families / carers, to help improve processes to make them more person centred and user led.

The CSWO has an open invitation to the APC and attends as necessary.

Criminal Justice

Criminal Justice Social Work

The Criminal Justice Social Work service now sits within the Health and Social Care Partnership and is a Community Justice partner under the aegis of the CPP. Quarterly contact has been maintained between the previous NCJA partners for the purposes of performance monitoring, benchmarking, quality assurance and sharing best practice.

Aberdeen continues to follow the national and international trend in that offending continues on a downward trajectory.

Arrest Referral and Diversion from Prosecution

These have been identified as a Community Justice area for improvement. We have already made improvements in relation to Diversion, setting up a direct referral route to Mental Health services, increasing numbers referred by the PF and commissioning a restorative justice service from the third sector. It is anticipated that a “down tariffing” approach which addresses issues at the lower end of the criminal justice system will prevent people from going to court, having convictions and, ultimately from going to prison. There is however, a considerable amount of work to undertake with Community Justice partners to create the culture within which to develop this further.

Courts

The location of the Pre-Disposal Team adjoining the Sheriff Court has enabled us to provide an enhanced service to both courts and clients. We are currently working in partnership with the Scottish Court Service to pilot a Problem Solving Approach with individuals with complex needs, have a minimum of 7 previous convictions and are at risk of custody. Initial outcomes are positive but the project will be subject to evaluation by the Scottish Government.

The number of Criminal Justice Social Work Reports requested by the Court in 2016/17 shows a slight decrease, although this is more marked in relation to women, probably due to the “rolling up” of charges in the Problem Solving Court. The number of Community Payback Orders imposed has continue to increase in relation to men but dropped by approximately 33% for women.

	2013-14	2014-15	2015-16	2016-17
CJSW Reports to Court	1,550	1,291	1,443	1,414
Community Payback Orders	1,054	1,116	1,132	1,206

Individuals subject to Community Payback Orders with Unpaid Work and Other Activity Requirements continue to undertake a range of tasks across the city; making colourful planters from reclaimed wood and filled with flowers to enhance the city centre environment, painting community centres, taking sheltered housing residents for their shopping, making craft items for sale with the profits going to charity and so much more. We try to incorporate skills training into placements wherever possible and a number of unpaid workers achieve certification/ qualifications such as CSCS and SQA.

We aim to be as responsive as possible to requests for work from the unpaid work team as identified by Aberdeen residents, Councilors, MPs, MSPs, charities, environmental services and other ACC services.

The introduction of Community Payback Orders in 2011 significantly shifted the balance of statutory orders away from supervision but this is the first year since where that balance has begun to be redressed. This reflects the higher level of needs presented by many clients particularly those with learning difficulties, mental health and psychological problems for which specialist services may not be accessible.

Domestic Abuse

The Caledonian System continues to offer effective intervention with higher level domestic abuse perpetrators plus support for women and children harmed. There are currently 78 on the Men's Programme and 134 receiving support from the Women's service.

The Caledonian System is currently subject to reaccreditation with recommendations from last year's evaluation being incorporated into the process. The Aberdeen Caledonian Systems Manager is seconded into the reaccreditation team.

Work is also being undertaken to produce a programme for lower level domestic abuse offenders which will also be suitable for the men aged 16 to 30 who come through the problem solving court.

Women's Services

The Connections Women's Centre has now been operational in Spring Garden for over two years and feedback has been almost universally positive. In addition to working with women in the criminal justice system, the Centre also provides support to women who have been harmed by domestic abuse. In addition to our community based service, our Women's Support Workers continue to meet with Aberdeen women in Scottish prisons on a regular basis. A strong working relationship is developing with staff at HMP Grampian.

MAPPA

MAPPA continues to function well in relation to both sex offenders and those who are Category 3 (MAPPA extension) offenders, i.e. those who by reason of their conviction are subject to supervision in the community and are assessed as posing a high or very high risk of serious harm to the public. These offenders are the “critical few” who require high levels of multi-agency support and management. We are very fortunate to have extremely good relationships with our partners in this respect with excellent communication, information sharing and joint working.

The CSWO attends MAPPA meetings as necessary and to ensure quality as part of the public protection element of the role.

The CSWO is also a member of Aberdeen City’s Criminal Justice Board.

Learning Disability

During the past year the Learning Disability Services continue to adapt and respond to the needs and outcomes of the individuals it supports amongst the challenges posed in the market place as well as financial pressures. The opening ceremony of our new Aberdeen Adult Learning Disability Centre took place in March 2017. The £4.3 million purpose-built centre will provide support and activities for approximately 50 adults with severe learning and physical disabilities. The facility is replacing the previous outdated centre and has the highest specifications throughout to ensure those attending the centre receive creative, fun and stimulating indoor and outdoor opportunities to help them enjoy fulfilling lives. Individuals attending the centre will have access to:

- an expansive outdoor sensory garden, with raised beds of scented plants, featuring winding paths and picnic areas;
- a hi-tech computer room, with touch-screen technology and software which can be activated simply by eye or mouth movements by the most severely disabled of the centre-goers;
- a specially adapted kitchen for service-users to learn basic lifestyle skills;
- a café area where they can serve up self-made snacks and drinks, and learn new social skills;
- a special sensory room with a water bed, a voice-activated light screen, an interactive “bubble tube”, coloured light projectors, and fibre-optic equipment to stimulate the senses;
- a large dining room/lounge which can double up as a theatre, complete with curtains and a stage, for staff and service-users to lay on drama and pantomimes.

The new centre – which is the size of a small primary school – also features a calming quiet room, an art and craft room, a laundry, a first aid room and meeting rooms.

Market Pressures

Last year we made the commitment to support provider organisations to deliver good outcomes for individuals in a flexible and responsive manner whilst addressing legislative demands regarding working practices. We have continued to meet with Providers throughout this year to strengthen our working relationships with them. Whilst this has been acknowledged positively by providers as being very supportive and helpful, we have still experienced a large voluntary provider leave Aberdeen city as well as 2 local organisations handing back their services for a number of reasons.

During the past year we have also experienced challenges when looking for Care at Home support for Adults with Learning Disabilities. Many of the providers on the Learning Disability Framework were unable to meet this need which placed a further demand on the already stretched Care at Home providers used within Older People and Physical Disability Services.

The Learning Disability Framework for "Support with personal care and housing" was implemented in 2015. This Framework also had a part for 'Lifestyle Support' which was previously referred to as day supports. These supports were hoped to be more innovative in promoting greater choice for people however this has not evolved and instead, the Framework continues to deliver traditional models of service. It is acknowledged that this Framework could be more successful and may address some of the aforementioned challenges if it changed to separate service arrangements rather than focus on client groups so this is an area for further development during the next 12 months.

Providers continue to experience challenges in recruitment and retention of staff whilst also juggling the competing requirements in relation to the living wage and increased costs associated to the sleepovers. These challenges and rising costs have been acknowledged nationally and locally and a process to identify eligible providers to receive 6.4% uplift and then a subsequent 2.8% was implemented.

Over the next year we will continue to focus on considering and exploring more creative, innovative and cost effective options to sleepover provision whilst maximising the varied technologies which are continually being developed and improved.

Changing need

We currently have a service in Aberdeen which supports a number of individuals who have very high and complex needs; however it is evident that this is an area for further development. Over the next year we will explore and consider how we meet the needs of those individuals who have complex and at times behaviour which can be described as challenging.

Last year we made the commitment to the mapping of services currently being provided and the financial costs associated to these services. This has enabled us to begin to highlight and address duplication of service delivery, models of support which may not be fit for the future as well as accommodation and environmental challenges we need to overcome.

There are many individuals who will be transitioning into Adult services in the future who have complex health care needs and as the Aberdeen Health and Social Care Partnership, we need to ensure that we have accommodation which is flexible to meet those needs as well as provider capacity, skill and expertise.

Learning Disability Strategy

Work is ongoing in the development and implementation of a Learning Disability Strategy for Aberdeen. A strategic steering group composed of wider partnership organisations and representatives has been established and is in the process of setting the vision and aim for the strategy. This is complemented by a variety of sub-groups, composed of representatives with expertise in particular priority areas, who will develop the key actions and recommendations of the strategy. A key part of the strategy development is the promotion of wider engagement with the local community and people with a Learning Disability, a separate group has been established to explore how engagement can be maximised and continued as ongoing best practice.

Mental Health Legislation

The Mental Health (Scotland) Act 2015 which was enacted on 30th June 2017 increases further still the role of the Mental Health Officer (MHO). This Act is essentially an amendment Act and has been introduced in order to tackle some of the problems with The Mental Health (Care and Treatment) (Scotland) Act 2003. For example, the provision of mandatory MHO reports in certain circumstances when Compulsory Treatment Orders and Compulsion Orders are extended, significant changes to the Named Person provisions, the introduction of a role for MHOs in the transfer of prisoners for treatment and a brand new provision relating to Victim's Rights. This enactment is thought to be part of the evolution of mental health legislation reflecting a greater emphasis on the rights of people who use services. MHOs are a key component of this movement. The figures given below support this trend as the steady increase in the use of Mental Health legislation also reflects greater awareness of the rights of people who use services.

Detention in hospital intervention	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Compulsory Treatment Order	49	65	56	52	62	82
Emergency Detention in hospital	20	30	36	36	28	40
Short-term	156	186	180	157	170	241

The Mental Health (Care and Treatment) (Scotland) Act 2003 Section 32 (the 2003 Act) places a responsibility on Local Authorities to appoint sufficient Mental Health Officers (MHOs) for their local area to undertake statutory duties. With the integration of Health and Social Care Services this duty still remains the responsibility of the Local Authority.

The 2003 Act stipulates that MHOs must be Registered Social Workers working for the local authority who are experienced and who have completed specialist training.

Aberdeen City Council secures accredited MHO training in partnership with The Robert Gordon University, with the University hosting the academic elements of the course. The Council provides the practice setting and Practice Assessors who are qualified, practicing MHOs who oversee and assess the knowledge and practice of MHOs in training. In 2016-17 four social workers completed their training and were appointed by the CSWO. A further four are currently undertaking training. Numbers of suitably experienced social workers coming forward for training vary and the demands of the course and on the service in which the worker is based are significant. Practice Assessing is also a demanding role. Recruitment, retention and training of MHOs is an ongoing challenge.

	2013	2014	2015	2016	2017
No. of MHOs	34	32	30	34	34
Trainees	NO COURSE	4	4	4	4

The above figures are intended to provide an overall picture and do not take in to account MHOs on Maternity Leave, Sick Leave and those who have moved to promoted, seconded posts. The actual numbers of MHOs providing a service are less than those given above.

There are 28 MHOs located across adult services with 19.5 working within Mental Health teams and 6 in the Out of Hours team. There are 14.7FTE core MHOs who are paid at a higher grade; these posts are MHO/SW posts and are mostly aligned to multi-disciplinary teams in Adult and Older Adult Mental Health at Royal Cornhill Hospital. There is one higher graded MHO in Learning Disability Services and one Peripatetic MHO. All Senior Social Worker Posts at RCH are also MHOs.

Adults with Incapacity – Guardianship

Currently for those adults who lack capacity to make decisions or take action to safeguard their own welfare, their property or their financial affairs, the Sheriff Court can appoint a guardian under the Adults with Incapacity (Scotland) Act 2000 (the 2000 Act).

The local authority has many duties under the 2000 Act including the duty to make application to the Sheriff Court to have the CSWO appointed as Welfare Guardian where this is necessary and no one else is doing so. This duty applies also to financial and property matters and application must be made to appoint a private solicitor as Financial Guardian. Private individuals also can apply to be appointed as welfare and/or financial guardians. In all cases where welfare powers are sought a report from an MHO is required.

People on Guardianship tend to be diagnosed with dementia, a learning disability or some other condition which affects cognitive abilities such as Huntington's disease, stroke and alcohol related brain damage. In cases where a private individual has been appointed the local authority has a duty to supervise the guardian at least once a year. Numbers of Guardianships have been increasing year on year. The use of this piece of legislation is also influenced by judgements made in Sheriff and European Courts around deprivation of liberty as it applies to the provision of care and this, alongside the introduction of Self Directed Support is partly responsible for the increase in the use of Guardianship.

The CSWO is Welfare Guardian for 110 people – up from 99 last year.
Private individuals are welfare guardian for 312 people – up from 286 last year.

The increasing use of Guardianship places a growing demand on social work services across the board. There are more Guardianships in place for people with a learning disability than for any other client group. Judgements made in the European Courts around Deprivation of Liberty have impacted on views about the authority of the 2000 Act. Upcoming consultations by the Scottish Government herald major changes to the law in this area and are likely in the longer term to see the introduction of supported as opposed to substitute decision making for adults who lack capacity. In the shorter term mechanisms to authorise the holding of adults who lack capacity in general hospitals for medical treatment and in care homes for care may be introduced. All of these proposals will increase the duties on the local authority in general and MHOs in particular.

Mental Health Strategy

The Health and Social Care Partnership is in the process of refreshing the Aberdeen City Mental Health Strategy and this will take into account the newly launched Scottish Government 10 year strategy. The long established Mental Health Partnership Group which is a multi-agency group will lead on renewing our local strategy and action plan.

The new national strategy is wide ranging and the main focus is on working to improve:

- Prevention and early intervention;
- Access to treatment, and joined up accessible services;
- The physical wellbeing of people with mental health problems;
- Rights, information use, and planning.

The Scottish Government's intention is "that we must prevent and treat mental health problems with the same commitment, passion and drive as we do with physical health problems". There are 40 actions in the new Scottish Mental Health Strategy and these will inform the local strategy and subsequent action plan.

Older People

Throughout 2016/17, the improvement and transformation agenda has continued within the integrated landscape. In Older People, Physical Disability and Rehabilitation, the previous five community based teams have now been established into four locality based area teams: CM North, CM South, CM Central, and CM West. The Hospital Social Work team has continued to integrate itself further with NHS and Partnership colleagues within the hospital sites in the City.

Practice Improvement/Supporting the Workforce

The city-wide Care Management Response Team (CMRT) has now been in existence for over a year. This team was established to address continuing challenges in delivering an assessment and intervention service for urgent and high priority referrals. CMRT continues to respond to urgent requests for assessment, to identify needs and confirm care and support arrangements as quickly as possible. The team is currently in a review and evaluation phase, looking at the efficacy of the team in terms of our ability to respond to urgent referrals and the wider impact across the service, as well as further areas for improvement within the Team.

The establishment of five community teams into four has enabled us to maximise the use of additional Senior Care Manager resource to further develop areas of service. This includes work commenced in 2016 to develop our Assessment, Support Plan and Review tools, as well as our existing tools for carers assessments to comply with the requirements of the Carers (Scotland) Act 2016, particularly with regards to Adult Carer Support Plans.

As part of our practice improvement agenda, an SDS training programme has been developed and piloted, to be incorporated into our existing core skills training and development programme. Managers and practitioners from our service have been involved in the development of this programme which will be rolled out across all areas of Adult Services.

A mentoring scheme is being introduced to provide support to employees entering the service, and incorporating group learning and group supervision sessions whereby experienced managers will provide input on a rotational basis. With OD colleagues we are looking at re-introducing specific supports to newly qualified social workers, with the potential to extend this to other newly qualified workers as the integrated teams become established.

To further joint working and integration for hospital discharge, the Hospital Social Work team has increased its staffing in the integrated discharge hub at Aberdeen Royal Infirmary. Additionally, given the success of the integrated working at the Aberdeen Royal Infirmary site, planning is now in place to create a smaller scale discharge hub at Woodend Hospital as well. It is hoped that this will support further improvements in delayed discharge performance, with there already having been significant progress made over the past year (the number of people in hospital each month with standard delays reduced by 22% and the total number of avoidable hospital bed days reduced by 47%).

A service-wide development afternoon was held in June, and following on from this we are working with colleagues in Organisational Development to look at how we support and build the resilience of staff, consolidate a confident workforce and enhance the development of professional skills and expertise.

Partnership Working to Address Capacity Issues

Challenges remain around the ability of Care at Home providers to fully meet assessed need for care. The role of Resource Co-Coordinator was therefore developed in 2016 and appointed to in January 2017 in recognition of the challenge of addressing the hours of unmet care need in the City. This role has centralised the co-ordination of care searches, and has seen some success in targeting available resource to reduce hours of unmet need. We are also in discussions with care providers, exploring the potential benefit of an innovative approach to allocation of resource through an additional interface within the CM2000 operating system, which will enable the electronic matching of care to available resource. It is anticipated that the introduction of this system will free up staff time, enabling us to target this resource to support Adult Support and Protection work and to undertake care home and care at home reviews.

The current Care at Home contract expires at the end of 2017 and as such work continues with Care at Home providers to explore models of care delivery as we move into localities. In particular, it is hoped that the proposed revised Care at Home framework will enable a move away from time and task to an outcomes focused emphasis on person centred care, embedding the Partnership's strategic outcomes and supporting older people to live at home or in a homely setting for as long as possible.

Hospital Social Work has also developed its role in coordinating and managing more of the Interim and Intermediate resources of the Partnership – ensuring best use of these resources as demand increases.

Over the course of 2016-17 there has been one Large Scale Investigation undertaken into practice in a care home. Staff worked very closely with partners from Health, the Care Inspectorate and our arm's length external organisation to ensure that standards of care have improved. This placed considerable pressure on Older People's care management teams both in terms of the resource required to support this piece of work, as well as the challenge of managing the complexity of the situation. Staff commitment to see this piece of work through, going above and beyond the usual expectations of their job, was highly commendable and has been acknowledged throughout the Partnership.

Further Development and Improvement in 2016/17

- Ongoing work to streamline paperwork and assessment, review, and support plan tools.
- All staff to undertake the new SDS training.
- Preparation for the implementation of the Carers (Scotland) Act 2016 in April 2018.

- Regular surgeries to be held in all care homes to enable residents, families and staff to discuss standards of care and any concerns.
- Consideration of alternatives to existing respite solutions.

Aberdeen City Alcohol and Drugs Partnership

The Aberdeen City ADP meets on a quarterly basis. It has representation from a range of stakeholders, including:

- The Chair of the Alcohol, Drugs and BBV forum - which is an open forum for members of the community to share their views on local alcohol and drugs issues.
- Aberdeen in Recovery (AIR) – an alcohol and drugs peer recovery support group
- Civic Forum – a city wide community representative group

The ADP is tasked with helping deliver on nationally set Scottish Government outcomes for alcohol and drugs. It also works to deliver on its alcohol and drugs strategies and on priorities contained in its Delivery Plan 2015-18. This latter document contains four priorities: Prevention; Early Intervention; Reducing Deaths; Quality.

Third Sector alcohol and drug services are due to be re-commissioned during 2017. To this end public consultation took place earlier in the year to support the preparation of service specifications. The commissioning process is currently ongoing.

Aberdeen City operates an:

- Integrated Alcohol Service (IAS)
- Integrated Drug Service (IDS)
- Third Sector Alcohol and Drug Services (Direct Access and Recovery Focused Service) currently provided by Alcohol & Drugs Action Aberdeen

Services have multi-disciplinary staff teams, including Doctors, Nurses, Social Workers and Support Workers.

In 2016/17 there were 874 people referred to the IAS and 791 people referred to the IDS. During this time the IAS and the IDS consistently met Scottish Government health waiting times targets for alcohol and drugs services, which require that at least 90% of people are seen within three weeks from initial referral to treatment commencing.

The IAS and IDS has consistently met Scottish Government NHS treatment waiting times targets over the last year.

Work with the Care Inspectorate

Early in 2016, the Care Inspectorate began a programme of work, across the whole of Scotland, to support the validation of Alcohol and Drug Partnerships and services' self-assessment of performance and progress in implementing and embedding the National Quality Principles: Standard Expectations of Care and Support in Drug and Alcohol services.

The Care Inspectorate programme included: questionnaires for service users and staff; a self-evaluation template; case file reading; and meetings with service users, staff and ADP members.

The Care Inspectorate has since provided local feedback for each individual ADP area in Scotland. This information has identified both a number of strengths and areas for improvement. This will clearly help inform the ADP's self-assessment and improvement processes going forward which in turn will directly inform the development of its future Delivery Plan (2018-2021).

Work on dealing with people found drunk & incapable (D&I).

Partnership processes with respect to individuals found drunk and incapable were tested and enhanced in response to the closure of the Designated Place of Safety (DP) at the end of April 2016.

The D&I process is now designed to deliver both preventative and support aspects based on individual presentations utilising the Vulnerable Person Database (VPD), and alcohol service liaison based within the Community Safety Partnership Hub.

Although this process was designed to specifically deal with D&I incidents, alcohol is recognised to have a considerable impact on a wider range of issues. This new process with enhanced partnership working at its core has resulted in a wider range of referrals, as well as improvements in the identification of individuals requiring other assistance and support generally e.g. anti-social behaviour and high fire risk.

Custody Suite – In-Reach Service Development

Alcohol & Drugs Action as the commissioned third sector service were also tasked to develop an in-reach support and welfare service within the new Police Scotland Custody Suite at Kittybrewster. The pilot phase demonstrated the need to develop links with a variety of support options across the City and has been successful in providing continuity of support to a high number of vulnerable individuals.

Delivery of alcohol brief interventions

There is good evidence that the delivery of Alcohol Brief Interventions (ABI) can help reduce alcohol consumption. The Scottish Government set NHS Boards targets around ABIs. The ABI target for Aberdeen City in 2016/17 was 2884. Over the year, a total of 3,905 ABIs were delivered.

Supply of naloxone

Naloxone can temporarily reverse the effects of an opioid overdose and can therefore save life. Over the year, 695 naloxone kits were supplied to key individuals across Aberdeen. This represents a significant positive increase from the previous year of around 28%.

Complaints about Social Work / Social Care Services

The CSWO is kept up-to-date on the volume and nature of social work complaints received, and will occasionally sign off on responses where the circumstances require senior management approval. Using an excel spreadsheet register and CareFirst version 6 to record data on complaints allows for analysis and ensures that complaint information is available for services and committees and to inform service improvements.

Complaint trend information and analysis is reported quarterly to both the Council's Education and Children's Services Committee and the Clinical and Care Governance Committee of the Health and Social Care Partnership. Complaint information is also reported separately to the CSWO and the HSCP Chief Officer and forms part of the CSWO performance dashboard.

A regulated process applied to the methods and timescales for responding to complaints by persons who received or were in need of social care service and those under consideration during the period 2016-17 are within this report. This report considers statutory complaints where the requirement was for a formal investigation and a full written response under the procedure; appeals against original statutory complaint decisions and complaints heard by the Complaints Review Committee.

From 1st April 2017 this process changed, with alterations to the stages of the process, timescales and appeal rights. This will be reflected within future CSWO reports.

In the period April 2016 to March 2017, 237 statutory complaints were recorded (compared with 138 in 2015/16 and 78 for 2014/15).

These 237 complaints contained a total of 570 separate complaint points. Of these 570 complaint points, 72 points were upheld, 52 were partially upheld, 386 were not upheld, 35 where no decision could be made and 25 were withdrawn.

Children's Services received 145 complaints which contained 419 separate complaint points, 46 of which were upheld, 37 partially upheld, 290 were not upheld, 33 where no decision could be made and 13 were withdrawn.

Adult services received 82 complaints, which contained 136 complaint points, 23 of which were upheld, 10 partially upheld, 90 not upheld, 2 where no decision could be made, and 11 were withdrawn.

There were 10 complaints which covered both Children's and Adults Services, which had 15 complaint points, 3 of which were upheld, 6 not upheld, 5 partially upheld, and 1 was withdrawn.

In 2016/17, 97% of complaints that required acknowledgement were completed on time within the 5 working day timescale. This is in comparison to 87% in 2015/16.

In total, 73% of complaints were responded to within the 28 day deadline compared to 70% in 2015/16. Children's Services responded in time to 74% and adult services responded in time to 88% of their respective complaints. Of the 10 joint complaints, 43% were responded to on time.

In 2016/17, 42 cases were taken to appeal stage in comparison to 24 in 2015/16.

In 2016/17, 12 cases proceeded to a complaints review committee compared to 2 in 2015/16.

Many factors can influence the number of complaints received and it is difficult to quantify the exact reasons. The rise in the number of complaints in 2016-17 can partly be attributed to particular complainants who have made regular and voluminous complaints, as well as tightening of eligibility criteria resulting in individuals no longer receiving a service, which results in complaints. Generally speaking the team has to react to the complaints that are made and deal with fluctuation in volume as best they can. On occasion, a sharp increase in complaints, varying staff availability and annual leave commitments can make it difficult to meet timescales.

The Complaints, Rights and Enquiries (CRE) team continue to be actively involved in the investigation of complaints to aid social work staff, which is welcomed by the teams. The CRE team will continue to build on last year's compliance both in terms of acknowledgement and response times and they will endeavour to make further improvements in 2017/18.

8. User and Carer Empowerment

Self-directed Support

Aberdeen City continues to drive forward the implementation of the Self Directed Support legislation to the point where it is fully embedded in our operational practice and all of our supported young people, adults and where appropriate their guardians or carers have choice and control over the care received.

This is being achieved in 4 main ways:

1. Training, advice and guidance for staff
2. Improving access to information for supported young people, adults and their guardians or carers
3. Revised and improved processes, procedures and documentation.
4. Continual feedback and review

Bespoke training for staff has been developed and rolled out and we have a dedicated helpline where staff can access advice and guidance. The training covers all aspects of offering the 4 options to individuals assessed as meeting the eligibility criteria for social care services. It was designed based on feedback received from previous years and also aims to address professional dilemmas and challenges staff might encounter when discussing the various options with families.

The main tool for accessing information is the MyLife portal which is a dedicated web portal where everyone can find out all about Self Directed Support and what it means for them whether they are a member of staff, an individual or an organisation. It contains information on the legislation and the options, on help available for getting financial support, and has a Resource Directory for services available from Aberdeen City Council, from the Health and Social Care Partnership and from local third and independent sector providers as well as a Frequently Asked Question section and a range of personal testimonies of individual experiences of self-directed support designed to inspire others.

MyLife has been live since the summer of 2016 and has undergone a number of developments since then. The portal was simplified to improve user experience and ease of navigation; information is now accessible in fewer clicks; each section has simplified titles with additional explanatory subtexts; and the overall format was reviewed in an effort to make the website more user-friendly. Existing information was revised and updated and additional information added. A new section on the portal's home page details what the latest updates are so these can be seen at a glance.

New information leaflets have been developed (including an Easy Read version) and these will soon be made widely available in public places including GP surgeries. The forms that are used to record packages on our electronic case management system, CareFirst, have been revised and these facilitate the gathering and reporting on the progress, of the implementation of SDS and the uptake of each of the 4 options.

Funding from the Scottish Government has been used to employ a dedicated team to carry out reviews of all existing Direct Payment care and support packages. Some of these packages were arranged prior to the systems and procedure for SDS being available to staff and the review process is intended to provide assurance that everyone has been offered the 4 options, is employing the option of their choice and is receiving the care most appropriate to their preferences and needs.

Resource Allocation Panels, separate ones for Children and Adults, were introduced towards the end of 2016. A Lead Service Manager chairs these meetings and the panels review new and re-assessed funding applications along with care management staff, the SDS Coordinator, and colleagues from Finance, with a view to ensuring that the relevant levels of assessed care and support needs are met within identified budgets and that there is a degree of consistency in decision making across client groups.

Work continues on the implementation of the pre-payment card which in essence is a debit card which can be pre-loaded with DP funds and used to make identified purchases. Prepaid payment cards have a sort code and account number associated with them which enables the cards to be used with greater functionality and security. Payments can be made from the card by direct debit or standing order; this includes paying of Care Providers, paying the wages of a Personal Assistant and purchasing services identified within the supported persons support plan. Prepaid cards give supported people the required control over how and what their money is spent on, whilst giving the Council the ability to monitor spend. The supported person will no longer have to submit financial monitoring statements as the system has the functionality for the council to carry out proportionate monitoring of the DP.

The SDS Team lead by the SDS Coordinator continues to be the hub which gathers and coordinates all feedback in relation to SDS activity and they ensure that action is taken to address new and emerging issues as and when they arise. The implementation of SDS continues to be overseen by the SDS Programme Board which meets monthly and has representation from senior staff from Adult and Children's Social Care, Finance, the SDS Team and CareFirst. It receives updates on progress, considers any issues or innovations, and directs the appropriate staff to resolve or implement these. We are now in the final phase of implementation whereby we are mainly monitoring the effectiveness of the information, processes and procedures already in place. Over the next 12 to 18 months we will review the progress made and take a decision on how long the implementation governance arrangements require to remain in place.

Greater joint work is taking place across children's and adults social work to ensure consistency of practice in relation to SDS.

The Wellbeing Team

Over the course 2016 the wellbeing team of adult social care and the public health team from the former Community Health Partnership aligned themselves within the HSCP. Individuals in respective teams were already working together on projects at locality level so the process involved a joint session using 3rd Horizon thinking, attending respective team meetings and staff development sessions as well as individual team development sessions. The wellbeing team undertook a process of learning from their experiences to identify future areas of practice. This process also involved the use of improvement methodology and the team now has a driver diagram outlining key areas of how they work. Limited evaluation from previous projects has made it more difficult to identify projects to scale up and how that should happen. Analysis of referrals in Care First between 2016-17 to the wellbeing team from primary care and community based staff was undertaken and a report has been

shared with key senior staff.

As the organisational structure for HSCP was formally announced at the beginning of the year, with the Lead for Public Health and Wellbeing being a member of the senior team for operations, the two respective teams became one integrated team under public health and wellbeing from the beginning of April 2017. The shared learning, development and closer working relationships during 2016 have led to better understanding of different models and new ways of working. An organogram is now in place with individual team priorities outlined in one overall public health and wellbeing plan for 2017/18. As such, we envisage this will be the final year of contributing to the annual CSWO report.

During 2016/17 the Aberdeen partnership of local sports providers also took on the leadership for further development and delivery of the Golden Games. The programme was also evaluated with support from members of the health intelligence team within the corporate public health of NHS Grampian. The contribution of specific projects and members of wellbeing team to a project led through primary care, Silver City, has been well recognised both within HSCP and at national level. Specific activity has also helped shape an understanding of future capacity for link worker roles within primary care.

Team members continue to work in partnership to support initiatives which enable communities to engage in activities which will increase their wellbeing and quality of life and their contribution is being well recognised by Heads of Locality. The partners and colleagues that the team have engaged with have increased over the past 12 months to now include; Active Aberdeen Partnership, CFINE, The Robert Gordon University, Aberdeen University, North East College, local churches, the Public Health Team, Allied Health Professionals, Stroke Association, freelance exercise professionals, Bon Accord Care, Alzheimer's Scotland, Aberdeen Football Club Community Trust, Age Scotland, the Health and Care Village, Royal Cornhill Hospital, Woodend Hospital, City Hospital, Chaplaincy Listening Service, Aberdeen Royal Infirmary, GP practices, care homes, Aberdeen Council of Voluntary Organisations, Voluntary Services Aberdeen, Communities, Housing and Infrastructure, local commercial business and many others to increase the number of older people engaged in their communities, many with long term conditions.

Some examples of what we did in 2016/17:

- Sheltered Housing complexes across localities in the city have seen an increase in wellbeing engagement and opportunities by generating local ownership for the participation, management and sustainability of the activity;
- The Meaningful Activities network continues to thrive and has reached more people living in their own homes and in care homes with long term conditions. The network has further developed into community locations across the city by promoting inclusion and engagement. This has been achieved by working with partners to create a community that is more flexible to specific needs and conditions including dementia;
- We continue to support volunteers and empower them to meet needs in local areas. Some of the training for volunteers that has been provided includes; Functional Fitness MOT's, Technogym, Emergency First Aid, Moving and Handling, Dementia Awareness, Adult Support and Protection.

- The work of the Wellbeing Team and partners has been recognised at a national level in the 2017 Scotland Dementia Awards by being shortlisted for 'Boogie at the Bar' in the 'Best Community Support Initiative'.
- We have promoted good practice and learning increasing the availability of Wellbeing Manuals in localities. We have continued to use creative approaches to overcome shortfall and barriers in community settings to increase older people and volunteers taking further ownership, self-management and responsibility for their own health and wellbeing.

The main challenges faced in 2016/17 revolved around the changing direction of the team as the Health and Social Care partnership was developing whilst also dealing with increasing requests for wellbeing team members across services. Whilst it could be said that this highlights a positive effect of the work of the team it also highlights the challenge envisaged for 2017 of enabling the system to focus on wellbeing as a whole with the person at the centre. As the HSCP progresses into its locality model we will also endeavor to identify more robust indicators of wellbeing and community resilience.

9. Workforce Planning and Development

Children's Social Work

The implementation of Reclaiming Social Work delivers a new way of working for the entire Children's Social Work Service. This has required comprehensive training for existing staff as well as taking cognisance of the fact that potential external applicants are unlikely to have undertaken training or have a qualification in systemic practice. Professional social work employees are being trained in this method and as new social work units go live, all staff are benefiting from a comprehensive induction programme that covers the reclaiming vision, systemic practice, role definition, practical guidance and information on how the new team will operate and team building.

In September 2016 Education & Children's Services Committee approved a redesign of the Children's Residential Service. The redesign proposed new roles within the residential service but also set out a clear philosophy of care. This philosophy has been shared with third sector providers who deliver a children's residential service within the city. To support this transformational change Dyadic Developmental Psychotherapy (DDP) training is being delivered to staff to enable them to have the skills and knowledge that underpins the philosophy of care. (This training is fully compatible with the Reclaiming Social Work model). The DDP training is inclusive of the fostering service. This training will actively contribute to improving the outcomes of children who require the care of the local authority

The Scottish Government have put on hold the proposed SCQF level 9 award for staff in residential child care. It is presently unclear when a resolution to this position will be announced but has the potential to have a significant impact on for the residential service.

The service has been adversely affected by the limited learning and development programme available to children's social work staff due to contractual issues with an external provider. This has now been addressed through CSWO intervention and an in-house Learning & Development Team has been re-established. This will allow the service to design and broaden improved development opportunities for staff. For example, it will include both the provision of core skills training as well as more in-depth and professional qualifications such as the Certificate in Child Protection delivered by Stirling University. The service is also working with Human Resources (HR) colleagues to provide an in-house development programme that will support staff move into key posts within the Reclaiming Social Work structure. The new learning and development post we have now reestablished will be critical to developing our relationship with Robert Gordon University to ensure a seamless transition for newly qualified social work staff into the service.

Workforce

There continue to be significant difficulties in recruiting Social Workers (especially experienced Social Workers) and Consultant Social Workers / Team Managers across Children's Fieldwork and the service has been reliant on agency workers to supplement the core workforce and maintain safe practice. The position is similar in the Children's Residential Service where the vacancy rate remains high.

A Recruitment / Workforce Workstream for Children's Social Work comprising Social Work, HR and Communications representatives to consider these issues and to look at creative solutions has been developed. A range of initiatives have been undertaken including working with the Robert Gordon University to attract new social work graduates, having a recruitment stall at social work conferences and careers events across Scotland and England, producing a promotional video, and publishing articles about the positive impact of the Reclaiming Social Work model in the trade press. The Head of Service/CSWO has delivered presentations at National conferences attracting positive feedback on social media, and the service has been invited back to the Stirling University 'Excellence in Practice' conference for a second time. In addition, a recruitment partner was engaged to undertake a national targeted search exercise for Consultant Social Workers, but with limited success. The feedback from this exercise is that geography is the major barrier. Aberdeen is seen as too remote, with a requirement to relocate (rather than commute) and this, coupled with a continued high cost of living is a major barrier to recruitment for the Council.

In order to address this and to ensure robust succession planning, a development programme for aspiring Consultant Social Workers has been launched which is available to all Social Workers who feel ready to take the next step into a management role. The structured programme offers successful candidates a range of development, learning and supported 'on the job training' in all aspects of the Consultant Social Worker role. At the end of the programme, successful candidates will progress to permanent Consultant Social Worker positions.

Learning & Development

Key to the introduction of Reclaiming Social Work has been the on-going

commitment to providing training for front line staff in systemic practice. By the end of 2016 over 150 staff had undertaken the one year Certificate in Systemic Family Therapy course, whilst additional short courses had been provided for other groups of staff including senior managers.

Each new Reclaiming Social Work Unit that has been opened has included a comprehensive five day induction programme for the staff involved. This has focused on how their practice will change as well as giving them an opportunity to get to know both each other and the workload that they are assuming responsibility for.

More recently the review of residential child care has seen a similar commitment to providing training in Dyadic Developmental Psychotherapy (DDP) for staff working in Children's Homes as well as a number of those working in Family & Community Support roles. Our Practice Improvement programme remains a key part of the overall plan. This includes a series of half day, thematic training events for all staff throughout the year, as well as annual full day conference. The theme of this year's conference, held in May, was Health and Wellbeing, focusing on the children and families and young people who use our services and of our staff. It included inputs from National speakers as well as presentations from the providers of our newly commissioned services. Bringing the learning and development function back into Aberdeen City Council has enhanced our ability to offer high quality training and development opportunities for our staff, provide enhanced support to newly qualified social workers, and to ensure that the Continuous Professional Development (CPD) requirements for registered social workers are met.

Aberdeen City Health and Social Care Partnership

A workstream has been set up within the Partnership to progress workforce planning. This is being coordinated by the Workforce Plan Development Group (WFPDG). A terms of reference has been agreed for the Group which sets out the following purpose:

1. To review the current workforce plan for the Aberdeen Health and Social Care Partnership in light of the new national guidance on workforce planning to be released in Spring 2017.
2. To compile an action plan that will detail what the Partnership needs to do to be able to effectively workforce plan, on an ongoing basis, from the point at which the four localities are suitably established. This plan will then be submitted to the Partnership's Executive Group for consideration of resources required and approval.

The national guidance was not released in spring 2017 and is being published in various parts throughout this calendar year. The WFPDG will review the Partnership's local workforce plan against each part as it becomes available. At the time of writing, a consultation is taking place within the Partnership to inform this ongoing review of the plan.

The 'preparatory' action plan mentioned in number 2 is currently close to completion. This highlights the work that needs to be done to workforce plan effectively in the future and covers areas such as:

- Data collection and analysis
- Harmonising NHS Grampian and Aberdeen City Council approaches to workforce planning

- Working with third and independent sector partners to effectively workforce plan
- Learning and development support

When the action plan is complete, it will be presented to the Partnership's Executive Team for consideration and resourcing.

Employee Engagement

iMatter is a staff engagement tool which has been rolled out across the Aberdeen City Health & Social Care Partnership (ACHSCP). Its purpose is to measure the level of employee engagement within the Partnership and encourage managers to work with teams and employees to create actions which will improve areas where employee engagement is low and maintain and celebrate areas in which employee engagement is already high.

The iMatter Employee Engagement questionnaire was sent out to every member of staff within the ACHSCP in July 2017. 73% of staff have completed the questionnaire at the time of writing.

The results of the Partnership's iMatter report and subsequent actions will also be used as a benchmark for the ACHSCP's Employee Engagement Strategy.

Learning and Development and Training

A wide range of learning and development activity is happening across the Health and Social Care Partnership. A joint training group has been established to support staff to develop new and innovative forms of training such as community nurses training carers in dealing with palliative care.

Aston is a team diagnostic tool and the Partnership's Development Facilitation Team has been trained in Aston Team Journey and is now rolling this out to interested teams. There are also a range of tools being used such as Belbin and Transactional Analysis in supporting teams to work well.

A wide range of workshops have taken place over the last year which have assisted the Partnership to move forward agendas such as Self Directed Support, Adult Support and Protection, Public Health and Community Nursing.

The Development Facilitation Team are trained to provide various levels of coaching and mentoring and these opportunities are available to all staff in the Partnership to uptake on an ongoing basis.

In addition to the above, there is a range of training such as people handling and first aid as well as support with SVQ qualifications provided to staff across the partnership by the Council's arm's length trading company, Bon Accord Care.

Induction sessions are open to all new employees in Health or Social Care on a monthly basis. The executive team are involved in the session, which includes a question and answer session. This has been well received.

10. Improvement Approaches and examples/case studies of improvement activities

Reclaiming Social Work

The roll out of the Reclaiming Social Work structure began as planned in February 2016 and has now been running for the first full year of a three to five year change programme. All staff are now matched into their new posts and we have:

- Implemented a revised structure for the Alternative Family Care Service.
- Established a further 7 Social Work Units.
- Established 3 Permanence and Care teams using systemic practice.
- Established a Youth Team that uses systemic approaches to work with care leavers and 16 - 18 year olds who are in the Criminal Justice system.
- Established revised Children with Disabilities team to focus on the management of children's care packages.
- Implemented two newly commissioned Public Social Partnerships services looking at early intervention and intensive support.
- Planned for the expansion of the unit model going forward.

Direct feedback from people who use our services and staff in the Units implemented from February 2016 onwards has been extremely positive and encouraging. Families have spoken of feeling a difference in how social work staff interact and engage with them. The Unit model is beginning to evidence that social work staff are managing risk more effectively and supporting families to identify solutions to their own difficulties. It is a strength based model and it is anticipated that this will lead to more children being supported to safely remain within their family and community, and over time and contribute to a reduction in the numbers of children accommodated by the local authority.

Covalent software has been developed to improve the collection of outcome based performance data for the children's social work service. This IT based work has not been without difficulty, but we are now in a position to report on the impact of Reclaiming Social Work in 2018/19.

Conclusion

Aberdeen City Council and its partners, like a number of areas, continues to face demand management and financial challenges. However, strong social work leadership is ensuring that the use of up to date evidence based models, research informed practice and a strength based approach to children's and adult's social work is making a difference – and that the impact effectively measured.

This page is intentionally left blank

Annual Report by Local Authority Chief Social Work Officers
Suggested template and content guidance for production of 2016-17 report

May 2017

PURPOSE

1. The template and content guidance are intended to assist Chief Social Work Officers (CSWOs) in production of their Annual Reports.

BACKGROUND

2. In compliance with their statutory functions under the Social Work (Scotland) Act 1968, all Local Authorities have a CSWO. For a number of years CSWOs have produced Annual Reports about social work services which are provided for relevant Committees and/or full Council and increasingly they are also of use to Integration Joint Boards and Health and Social Care Partnerships. In 2014 CSWOs agreed that the use of a Template would enable a more consistent approach to producing these Reports and that this would be useful for CSWOs. The approach would also enable the Office of the Chief Social Work Adviser in the Scottish Government (OCSWA) to collate an overview Summary Report based on the key content of the Reports. This summary would:

- be of value to CSWOs and also support the Chief Social Work Adviser (CSWA) in their role of raising the profile and highlighting the value and contribution of social work services.
- be a useful addition to the set of information available to aid understanding of quality and performance in social work services across Scotland – in line with the actions under the *Vision and Strategy for Social Services in Scotland 2015-2020*.

3. The template approach was introduced in 2014 and summary reports have been produced of the 2013/14, 2014/15 and 2015/16 CSWO reports.

ASSUMPTIONS

4. In the collaborative discussions which led to the development and uptake of the approach, agreement was made on the following assumptions:

- The Scottish Government CSWA has no role in “*performance management*” of LA social work services and use of the template and production of the overview Summary Report is not an attempt to change that position. Whether or not to use the template is entirely a decision for each local authority.
- The approach should be of use to the Care Inspectorate and not duplicate its work.
- CSWOs would be invited to comment on a draft version of any summary overview report which is produced by OCSWA.

THE TEMPLATE

5. Some key points on use of the template:

- The Template provides a suggested structure for the annual CSWO Reports. The preference is that CSWO Reports cover a financial year rather than a calendar year or other time period.
- The Template is not intended to be restrictive. However, guidance within each template section describes what information might be included as **a minimum** under each section.
- The purpose of the Template is to enable presentation of information which succinctly and clearly sets out how social work services are being delivered, what is working well, what is not and why and how LAs, and partners, are planning for and delivering change. It is also designed to highlight innovative and good practice as well as areas of challenge for LAs.
- The Template is designed to enable CSWOs to produce reports which draw together already existing information in a more consistent way and does not require new information to be produced. Links to more detailed reports on activity and outcomes can, and should, be referred to and embedded in the report but the data itself need not be repeated.

ACTION FOR CSWOs

6. CSWOs are requested to use the attached Template to structure their Annual Reports for 2016/17 and **email their completed reports to the Chief Social Work Adviser, Scottish Government by 30 September 2017 or earlier if possible.** Where possible, urls for the published reports should be included in the email. Reports should be emailed to: Morag.Robertson@gov.scot

7. If at 30 September the report has yet to be cleared by the relevant Council Committee, CSWOs are asked to send in a draft report stating that its content is awaiting formal Committee approval and indicating when that is expected to happen.

Office of the Chief Social Work adviser, Scottish Government

May 2017

ANNUAL REPORT BY LOCAL AUTHORITY CHIEF SOCIAL WORK OFFICERS

SUGGESTED TEMPLATE FOR PRODUCTION OF 2016/2017 REPORT

1 CSWO Summary of Performance- Key challenges, developments and improvements during the year

2. Partnership Working - Governance and Accountability Arrangements

3. Social Services Delivery Landscape

4. Resources

5. Service Quality and Performance including delivery of statutory functions

6. Workforce

a) Planning

b) Development

GUIDANCE ON CONTENT FOR THE TEMPLATE SECTIONS OF THE 2016-2017 REPORT

The guidance provides a note of ‘ **Indicative Content**’ for each section of the Template. It is not the intention to prescribe the exact nature of all the information provided in the Template, that is a matter for individual CSWOs. However CSWOs are recommended to provide, **as a minimum**, the Indicative Content set out in this guidance. CSWOs are encouraged to provide additional information within the Template, where they feel that would be helpful.

1 CSWO’s Summary of Performance - Key challenges, developments and improvements during the year

This section should provide a brief narrative on the key progress on priorities and challenges which occurred in 2016/17 and any key developments and achievements which CSWOs wish to highlight. Further detail can be included later on in the report – this section should provide the CSWO’s own perspective on a summary of the year.

Indicative Content:

- evidence of actions and developments in addressing key priorities and challenges in your area
- highlighting areas where more progress needs to be made in order to meet desired outcomes and particular challenges going forward
- key successes and improvements that were achieved in 2016/17

2. Partnership Working - Governance and Accountability Arrangements

This section should give an overview of the systems and structures that CSWOs have in place to assure themselves of the quality of social work services in their area. It should outline Governance and strategic partnership arrangements, and comment on how they are functioning in regard to social work services. It should also include a focus on the partnership arrangements with Third and Independent Sectors and with service users and carers.

Indicative Content:

- an overview of strategic partnership structures and governance arrangements - including health and social care partnerships, community planning partnerships, children’s services partnerships and partnerships with the Third and Independent Sectors. It would be helpful to highlight any developments around these partnerships and also to indicate any challenges and how they are being addressed
- the role of the CSWO in the governance and accountability structures and the arrangements by which the CSWO discharges their functions in these structures
- care governance structures and how the CSWO is placed to assure the quality of social workers and of social work practice
- how users, carers and communities are engaged as individuals and collectively as partners in service planning, commissioning and development

3. Social Services Delivery Landscape

This section should provide an overview on how social services provision is supplied within the area (what is the “market” of provision?). This should include comment on the nature and make-up of local

provision, how well it is working and whether there are any significant service or provider gaps and what is being done to address those.

Indicative Content:

- what is the nature and size of local social service provision, explain how 'market' data is collected and shared with delivery partners how are the independent and voluntary sector, service users and communities involved in planning and designing the delivery of services
- how local commissioning is working and being taken forward – what are the challenges and how are these being tackled.

4. Resources

This section should provide an overview of the resources available to provide social services including: a view on how financial constraints have impacted on services, identifying the pressure areas and how they are being mitigated; highlighting areas where improvements are delivering efficiencies and more cost effective services.

Indicative Content:

- what are the main financial pressure areas, has there been a risk analysis of these areas and are there plans in place to address the financial pressures
- how the LA is shifting resources to early intervention and prevention

5. Service Quality and Performance including delivery of statutory functions

This section should present an overview of social services quality and performance. It should cover achievements; weaker areas and what is being done to resolve these; challenges and pressures around delivery and sustainability (generic and service specific); key risks to delivery and the activity being taken to mitigate those risks; and it should also describe progress with delivering key national policies and key developments around the continuous improvement agenda. It should also include an overview of the LA's capacity/ability to deliver its statutory functions related to social work and comment on the capacity of CSWOs and others to discharge these functions. It is for CSWOs to decide which areas of performance they cover in more detail but the overview needs to encompass a view across all areas of service provision.

Indicative Content:

- how social work delivery is contributing to local and national outcomes, national change programmes and to the public sector reform agenda
- overall progress with the shift to outcomes focus , early intervention, integration of health and social care, personalisation of services, co-production and self-directed support, risk enablement, and community capacity building
- an overview on how services are performing, what is working well, what have been the key achievements in the past year, what needs to be improved
- areas of good practice, new and innovative services developed, service redesign

6. Workforce

The purpose of this section is to provide an overview of relevant a) workforce planning and b) workforce development activity within the LA - including joint activity with key partners.

Indicative Content:

a) Workforce Planning

- key workforce planning activity – what works well and why, what could work better, what are the challenges, what improvements are planned and what are the priorities for the year ahead
- evidence of predictive future workforce planning activity, including work with the independent and third sectors to workforce plan
- succession planning for the CSWO role
- recruitment issues – overview of position, existing challenges and solutions to tackle these

b) Workforce Development

- collaborative approaches to workforce development, cross-sectoral and multi-agency workforce development strategies/activity
- how the CSWO is strengthening leadership at all levels, collaborative leadership activity and any linkages with wider public sector leadership development agenda
- overview of workforce development actions – key challenges and achievements including progress with registration of the workforce and support for CPD.
- workforce engagement/surveys - describe how feedback from the workforce is used to improve retention of the workforce

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 th March 2018
REPORT TITLE	Aberdeen City Integration Joint Board
REPORT NUMBER	OCE/18/024
LEAD OFFICER	Angela Scott
REPORT AUTHOR	Martin Murchie

1. PURPOSE OF REPORT:-

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

2. RECOMMENDATION(S)

That the Council notes the content of this report.

3. BACKGROUND/MAIN ISSUES

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

3.2 Purpose and Strategic Planning

3.2.1 The Board agreed at its meeting on 15 November 2016 that the first review of the Strategic Plan be carried out between June and September 2017. A Strategic Planning Group is currently working to refresh the Plan for April 2019. At the Board's meeting in December, 2017, they instructed the review of all IJB strategies in order to inform the development of the next Strategic Plan. The Council will be consulted on this review and attention should be given to, amongst other key areas, the alignment of the Strategic Plan to Community Planning Aberdeen's Local Outcome Improvement Plan.

3.2.2 The Board at their December, 2017, meeting approved four Locality Plans as required by the Public Bodies (Joint Working) (Scotland) Act 2014. The plans provide an assessment of local priorities and need. It was noted that the development programmes of work within each locality was ongoing and that progress with implementing the plans would be reported to the Board in

May 2018.

- 3.2.3 The Board considered a draft Carers Strategy, to comply with the requirements of the Carers (Scotland) Act 2016, at their meeting of October, 2017. Approval as deferred to allow further detail on young carers to be included within the draft strategy. The draft Strategy, including additional content on Young Carers, was re-submitted to the Board's next meeting on 12 December 2017. The Board agreed to issue the Strategy for wider public consultation and consider a proposed final version in March 2018.

3.3 Board Governance

- 3.3.1 At their meeting in October 2017, the Board considered a report by Council officers which reviewed IJB standing orders and recommended revisions for Board approval. These were approved and took effect at the Board's next meeting on 12th December, 2017.
- 3.3.2 The Board agreed at their meeting in October, 2017, to review the terms of reference, membership and structure of both the Audit and Performance Systems Committee and the Clinical and Care Governance Committee at the Board meeting on 22 May 2018.
- 3.3.3 The Board received the first Chief Social Work Officer Annual Report at their meeting in December, 2017. This report is also submitted for Council's consideration on 5th March, 2018.
- 3.3.4 The Board approved a revised Board Assurance and Escalation Framework (BAEF) at their meeting on 30th January, 2018. The revisions including the addition of a risk appetite statement and a simplified clinical and care governance structure.

3.4 Reserved and Delegated Powers

- 3.4.1 Aberdeen City Council and NHS Grampian have delegated a range of statutory functions in respect of health and social care to the IJB. It is important to note that these functions have been delegated and not transferred. This means that the statutory accountability for the functions still remains with the Council and NHS Grampian, under the direction of the IJB.

3.4.2

Work is ongoing with officers within Legal and Democratic Services to make suitable amendments to ACC's **Scheme of Delegation** which shall address operational and statutory delegations to officers in order to fulfil the delivery of the Integration of health and social care agenda. The Board have been advised that the Scheme will be "aligned" to the development of Aberdeen City Council's revised Scheme of Delegation, which, as Members will be aware, is being reviewed as part of a comprehensive review of the Council's governance arrangements. This review will provide clarity on the nature and applicability of ACC's Scheme of Delegation to the role of Chief Officer and

her executive team. A report will be tabled to the IJB at the conclusion of the review of the Scheme, which will clarify the remit and responsibilities of the Chief Officer, Head of Operations and the Chief Financial Officer in respect of the operational management and deliverability of the integrated services.

3.5 Financial Governance

2017/18

- 3.5.1 The Audit and Performance Committee, at their meeting of 16th January, 2018, considered the financial position for 2017-18 and were advised of a forecasted year-end position showing a projected overspend of £3,477,000 on mainstream budgets. The main areas of overspend were listed as prescribing (forecast £1,817,000); Out of Area Treatments (£580,000) and Grampian wide hosted services (£1,050,000).
- 3.5.2 The Integration Scheme makes provision that for any overspend which cannot be recovered or funded from uncommitted reserves both partners, or one partner, can make a one off payment to be recovered from their baseline payment to the IJB in the next financial year. However, officers indicated that the £3,477,000 can be accommodated from within the Integration and Change Fund. This means that partners would not incur any additional financial pressure on their own budgets. The Committee were advised that the AH&SCP Executive Team and Senior Managers continue to look for ways to resolve as much of the overspend in 2017/18 as possible.

Financial Strategy 2018/19 - 2023/24

- 3.5.3 The Board met on 13th February, 2018, to consider and endorse a Medium Term Financial Strategy, which included the provisional levels of funding delegated to the IJB by both the Council and NHS Grampian for 2018-19, the funding being subject to the formal agreement of the Council (on 6th March, 2018) and NHS Grampian budgets.

3.6 System of Risk Management

- 3.6.1 The IJB's Audit and Performance Systems Committee most recently considered the Partnership's Strategic Risk Register on 21st November 2017. The Register recorded 5 risks graded as "High". These are:-
- **Risk of significant market failure in Aberdeen City** - Amongst the mitigation noted is the development of a provider forum to support relationship and market management and the setting aside of a risk fund. However, the Register notes that market or provider failure can happen quickly despite good assurances being in place;
 - **Risk of IJB financial failure with demand outstripping available budget and that the IJB cannot deliver on priorities and statutory**

work, and that it projects an overspend - This is mitigated by the Board's Reserve Strategy and financial monitoring and budget setting.

- **Risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care** - The Register records that a communications strategy and action plan are in place and that locality leadership groups are building relationships with communities and stakeholders.
- **Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system** - The Register notes that a review of the transformation programme and governance arrangements is being undertaken.
- **Outcomes expected to be delivered by hosted services are not realised and that the IJB fails to identify non-performance through its own systems.** - This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City. The level of risk is recorded as high because increased because projected overspends on hosted services are a factor in the IJB's overspend position, which may impact on the outcomes expected by the hosted services.

3.6.2 In addition to these "High" risks, 5 "Medium" rated risks are recorded on the Register.

3.6.3 An Internal Audit report was considered by the Audit and Performance System Committee in November, 2017. It made recommendations across a broad range of governance issues. The Committee instructed that further consideration be given in relation to Internal Audit's recommendation in regard to operational and financial reporting.

3.6.4 A report was submitted to the Board on 12th December, 2017, providing an update on the future plans for Kingsmead Nursing Home. As noted elsewhere in this report market failure remains a high risk on the Strategic Risk Register for the Partnership. The Board also agreed to request a further report providing more information on the future model of care.

3.7 Clinical Care Governance

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

- NHS Adverse Events
- NHS Feedback Report

- HSCP Workforce Issues
- Risk and Board Escalation and Assurance
- Social Work Governance Data, inc. Health and Safety Update

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

3.7.2 The Chief Officer has now been formally added to the membership of the Aberdeen City Public Protection Chief Officers Group. This Group oversees the statutory Aberdeen City Adult Protection Committee and, as such, consideration is being given to the interrelationship between the statutory Committee and the IJB's Clinical & Care Governance Committee.

3.8 System of Performance Management

3.8.1 At their October 2017 meeting the Board considered an update on the most current data in respect of the Partnership's performance against the National Core Suite of indicators, as well as, progress against other high level IJB performance measures. The report also detailed actions to be taken to support improvement in areas of poorer performance and described progress in implementing the Partnership's Performance Framework. The Board agreed bi-annual performance reporting to the IJB, and the Audit and Performance Systems Committee.

3.8.2 Amongst the issues highlighted within this report were:-

- Significant improvement in delayed discharge performance, including most recent data showing above national average performance;
- An improving trend in emergency admissions, and associated bed days, for people over 65;
- An improving trend in services evaluated positively by the Care Inspectorate.

3.8.3 Of the 20 national indicators the report highlighted 7 where performance had declined (although this included 3 which benchmarked above the national average) and a further 3 which remained below the national average despite local improvement.

3.8.4 The report also highlighted pressures and challenges in sharing operational and performance data within the Partnership and the efforts to achieve this within Data Protection legislation.

3.8.5 The Audit & Performance Systems Committee considered a report at its November 2017 meeting which provided an update on **transformational activity** including a Programme Dashboard which summarised, for each workstream and project, expenditure to 31/3/17; expenditure to date for 17/18; and projected expenditure for 17/18, 18/19 and 19/20. Anticipated benefits against each project are described, but not, in the Dashboard, quantified in financial or performance terms.

3.8.6 The Transformation Programme includes the following priority areas for strategic investment:

- Acute Care at Home
- Supporting Management of Long Term Conditions – Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change
- Strategic Commissioning and Development of Social Care
- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)
- Delayed Discharge

The Transformation and Change Plan was considered by the Board on 30th January, 2018, which approved the issuing of Directions for the extension of contacts as follows:-

3.8.7

Direction	Budget (£)	
Social Transport Extension	87,203	Appendix A
Living Well Café Extension	30,000	Appendix B
The Befriending Service	16,000	Appendix C
Post Diagnostic Support Service	84,388	Appendix D

3.9 Procurement Governance

3.9.1 It has been previously reported that a draft **Strategic Commissioning Implementation Plan** was presented to the Board on 15th August 2017. The draft Plan set out commissioning intentions in relation to:-

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

3.9.2 A market facilitation steering group was established to oversee the development of key principles and activities to underpin commissioner/provider relationships and activities to support the reshaping of existing care models.

3.9.3 The Board approved the Plan at their meeting on 30th January, 2018, and made an instruction that an annual report be submitted on the implementation of the Plan.

3.10 **Additional Directions**

- 3.10.1 The Board agreed in August, 2017, to re-commission the Framework for Learning Disability services by replacing the existing framework with a Framework for Supported Living Services. This has now been tendered and a contract awarded. This Direction is attached at Appendix E.
- 3.10.2 The Board at their meeting of 30th January, 2018, approved a commissioning plan for mental health services and services for people with long term alcohol misuse, together with plans to extend residential contracts and retender support services; approval of the total estimated expenditure; and approval to award contracts following the completion of the tender process. This Direction, is attached at Appendix F, without the estimated expenditure.

3.11 **Chief Officer**

- 3.11.1 The current Chief Officer has advised that she is preferred candidate to take up an alternative role outwith ACH&SCP. Arrangements will be made for the recruitment of a new Chief Officer and, in the meantime, interim arrangements are being planned.

4. **FINANCIAL IMPLICATIONS**

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

5. **LEGAL IMPLICATIONS**

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

6. **MANAGEMENT OF RISK**

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

7. **IMPACT SECTION**

Economy	-	None directly.
People	-	None directly.
Place	-	None directly.

Technology - None directly.

8. BACKGROUND PAPERS

None.

9. APPENDICES

Appendix A - Direction "Social Transport Extension"
Appendix B - Direction "Living Well Café Extension"
Appendix C - Direction "The Befriending Service"
Appendix D - Direction "Post Diagnostic Support Service"
Appendix E - Direction "Framework for Learning Disability"
Appendix F - Direction "Mental Health Commissioning"

10. REPORT AUTHOR DETAILS

Name	Martin Murchie
Job title	Policy, Performance and Parliamentary Liaison Manager
Email address	mmurchie@aberdeencity.gov.uk
Phone number	01224 522008



INTEGRATION JOINT BOARD

DIRECTION

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

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

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

Related Report Number: - HSCP.17.115

Approval from IJB received on:- 30 January 2018

Description of services/functions: - The award of contractual agreements required for the provision of funding for the delivery of the Social Transport (THInC extension) as described in the document: Social Transport (THInC extension) outline business case.

Reference to the integration scheme: - These projects will contribute to the evidence that the Partnership will be obliged to demonstrate how well the nine National Health and Wellbeing outcomes are being met (section 2).

Annex 1, Part 2 identifies a range of services, some of which will be relevant to the THInC Extension project.

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

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

- Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.
- Support and improve the health, wellbeing and quality of life of our local population.
- Promote and support self-management and independence for individuals for as long as reasonably possible.



- Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing.
- Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities.
- Support our staff to deliver high quality services that have a positive impact on personal experiences and outcomes.

Timescales involved:-

Start date: 01 April 2018

End date: 31 March 2019

Associated Budget:-

Details of funding source: - Access Fund, Integrated Care Fund

THInC Transport Extension - £87,203 (Buchan Dial-a-bus £62,920; Aberdeenshire Council £24,283)

Availability: - Confirmed

Supporting Documents

1. **Draft Minute of the IJB Meeting**
2. **Original Report**
3. **Outline Business Case**
4. **Completed consultation checklist**



INTEGRATION JOINT BOARD

DIRECTION

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

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

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

Related Report Number:- HSCP.17.115

Approval from IJB received on:- 30 January 2018

Description of services/functions:- The award of contractual agreements required for the provision of funding for the delivery of The Living Well Café Extension Project as described in the document: Living Well Café Business Case.

Reference to the integration scheme:- This project will contribute to the evidence that the Partnership will be obliged to demonstrate how well the nine National Health and Wellbeing outcomes are being met (section 2). Annex 2, Part 2 identifies a range of services, some of which will be relevant to the Living Well Café Project.

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

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



Timescales involved:-

Start date:- 1 April 2018

End date:- 31 March 2019

Associated Budget:-

Details of funding source:- Integrated Care Fund.

- A contribution of £30k This will provide a contribution to support the Newhills Church to covers the salaries of the three staff members (1 x 30 hours, 1 x 15 hours and 1 x 10 hours) plus half of the Project Administrator (1 x 7.5)

Availability:- Confirmed

Supporting Documents

1. **Draft Minute of the IJB Meeting**
2. **Original Report**
3. **Outline Business Case**
4. **Completed consultation checklist**



This page is intentionally left blank



INTEGRATION JOINT BOARD

DIRECTION

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

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

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

Associated Report Number: HSCP.17.115

Approval from IJB received on:- 30 January 2018

Description of services/functions:- The award of contractual agreements required for the provision of funding for the delivery of The Befriending Service extension project as described in the document: Sheddocksley Baptist Church Befriending Service (Parish Nursing) Business Case.

Reference to the integration scheme:- This project will contribute to the evidence that the Partnership will be obliged to demonstrate how well the nine National Health and Wellbeing outcomes are being met (section 2). Annex 2, Part 2 identifies a range of services, some of which will be relevant to the Befriending Service.

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

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



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

Timescales involved:-

Start date:- 1 April 2018

End date:- 31 March 2019

Associated Budget:-

Details of funding source:- Integrated Care Fund.

- £16,000 – Contribution towards delivery of Sheddocksley Baptist Church Befriending Project.

Availability:- Confirmed

Supporting Documents

1. **Draft Minute of the IJB Meeting**
2. **Original Report**
3. **Outline Business Case**
4. **Completed consultation checklist**



This page is intentionally left blank



INTEGRATION JOINT BOARD

DIRECTION

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

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

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

Associated Report Number: HSCP.17.115

Approval from IJB received on:- 30 January 2018

Description of services/functions:- The award of contractual agreements required for the provision of funding for the delivery of The Post Diagnostic Support service as described in business case: Alzheimer's Scotland Post Diagnostic Support Worker Service

Reference to the integration scheme:- This project will contribute to the evidence that the Partnership will be obliged to demonstrate how well the nine National Health and Wellbeing outcomes are being met (section 2). Annex 2, Part 2 identifies a range of services some of which will be relevant to the post diagnostic support worker service

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

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



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

Timescales involved:-

Start date:- 1 April 2018

End date:- 31st December 2018 (Continuation of Post Diagnostic Support project).

Associated Budget:-

Details of funding source:- Integrated Care Fund.

- Continuation of Post Diagnostic Support Project for 9 months- £84,388.50 (£112,518.00 per annum)

Availability:- Confirmed

Supporting Documents

- **Draft Minute of the IJB Meeting**
- **Original Report**
- **Outline Business Case**
- **Completed consultation checklist**



This page is intentionally left blank



INTEGRATION JOINT BOARD

DIRECTION

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

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

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

Related Report Number:- HSCP.17.116

Approval from IJB received on:- 30th of January 2018

Description of services/functions:- The award of contracts following the commissioning of a Framework for Skills Development, Training & Employability services for people with a Learning Disability. The approval to re-tender for an Intensive Support Service for people with Learning Disabilities and extension of the contract for 6 months.

Reference to the integration scheme:-

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

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

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

- Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.
- Promote and support self-management and independence for individuals for as long as reasonably possible.
- Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing.

Prior to sending this direction, please attach a copy of the draft IJB minutes, original report and the completed consultation checklist.





- Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities.

Timescales involved:-

Start date:-

- Skills Development, Training & Employability – 1st April 2018;
- Intensive Support Service - 1st October 2018

End date:-

- Skills Development, Training & Employability – 31st March 2020;
- Intensive Support Service - 31st September 2021

Associated Budget:-

Details of funding source:- Current Learning Disability Budget

Availability:- The current budget is to be utilised for commissioning care which falls under the scope of the report

Supporting Documents:-

1. Draft Minute of the IJB Meeting
2. Original Report
3. Completed Consultation Checklist

Prior to sending this direction, please attach a copy of the draft IJB minutes, original report and the completed consultation checklist.

.....



INTEGRATION JOINT BOARD

DIRECTION

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

The **ABERDEEN CITY COUNCIL** is hereby directed to deliver for the Board, the agreed specific direction noted below within the associated budget.

Associated Report Number:- HSCP.17.117

Approval from the IJB received on:- 30th January 2018

Description of services/functions:-

- Services: Adult Social Care Services as listed below :

	Type of Service	1 Year Estimated Expenditure	5 Year Estimated Expenditure	Present Contract Expires
Services to be retendered				
	Support Service	Exempt	Exempt	30/06/18
	Suicide Prevention Service	Exempt	Exempt	30/11/18
	Suicide Prevention Service	Exempt	Exempt	30/11/18
	Independent Advocacy	Exempt	Exempt	30/09/18
Total		Exempt	Exempt	
Contracts to be extended				
	Residential Care Home	Exempt	Exempt	15/05/18
	Residential Care Home	Exempt	Exempt	15/05/18
	Residential Care Home	Exempt	Exempt	15/05/18
	Residential Care Home	Exempt	Exempt	15/05/18
	Supported Accommodation	Exempt	Exempt	15/05/18
	Residential Care Home	Exempt	Exempt	15/05/18



	Type of Service	1 Year Estimated Expenditure	5 Year Estimated Expenditure	Present Contract Expires
	Residential Care Home	Exempt	Exempt	15/05/18
	Residential Care Home	Exempt	Exempt	30/06/18
	Support Service	Exempt	Exempt	30/06/18
Total		Exempt	Exempt	

Reference to the integration scheme:-

Services:-

Functions:- Support Services for people with Mental Illness and Long Term Alcohol Misuse

Specific Direction

1. To direct Aberdeen City Council to initiate the procurement of Mental Health Services and Alcohol Services as listed above.
2. To direct Aberdeen City Council to extend contracts for a 3 year period with an option to extend for a further 2 years based on performance and current demand and strategy.
3. To direct Aberdeen City Council to award the contracts to the preferred bidder on completion of the procurement process.

Timescales involved:-

Start Date: 30th of January 2018

End Date: upon completion of the procurement process

Associated Budget:-

Details of funding source:- please see table above identified from budgets in the Aberdeen City Health and Social Care Partnership.

Supporting Documents:-

1. Draft Minute of the IJB Meeting



300118 IJB minute
DRAFT.doc

2. Original Report



12. HSCP.17.117 -
Mental Health Commis

3. Completed Consultation Checklist



IJB Checklist
Template 300118 - H

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Full Council
DATE	5 th March 2018
REPORT TITLE	ACHSCP Integration Scheme
REPORT NUMBER	HSCP/17/125
DIRECTOR	Judith Proctor, Chief Officer, ACHSCP
REPORT AUTHOR	Judith Proctor, Chief Officer, ACHSCP

1. PURPOSE OF REPORT:-

- 1.1. This report is presented to Full Council in order to agree the revisions to the Aberdeen City Health & Social Care Integration Scheme and agree its submission to Scottish Government.

2. RECOMMENDATIONS

It is recommended that Full Council:

1. Consider and agree the revisions to the Health and Social Care Integration Scheme for Aberdeen City; a summary of which is detailed in the report;
2. Note that once agreed by both Aberdeen City Council and the Health Board, the Revised Integration Schemes will be submitted to the Scottish Government for approval; and
3. Delegate authority to the Chief Executive to agree any minor changes proposed by the Scottish Government for the Revised Integration Schemes to be approved.

3. BACKGROUND/MAIN ISSUES

- 3.1. The Health and Social Care Integration Scheme for Aberdeen City was submitted to the Scottish Government for approval in March 2015.
- 3.2. In terms of the Public Bodies (Joint Working) (Scotland) Act 2014, Aberdeen City and Grampian Health Board, are statutorily obliged to prepare and submit to the Scottish Government for approval, Revised Integration Schemes and publish these once approved.

3.3. The main driver behind the changes to the Schemes are the Carers (Scotland) Act 2016 and the mandatory requirement placed upon both Aberdeen City Council and Grampian Health Board to delegate certain of their functions from this Act to the Integration Joint Board.

3.4. A summary of the changes to each scheme are noted below:

Annexes 1 (Functions delegated by Health Board) and 2 (Functions delegated by Local Authorities)

- inclusion of the Carers (Scotland) Act 2016 functions that must be delegated i.e. preparation of local carer strategy, setting of local eligibility criteria, and support for adult carers and deletion of repealed functions
- inclusion of parts of the Adult Support and Protection (Scotland) Act 2007 that must be delegated by the Councils and were omitted in error from the original schemes regarding visits, interviews and examinations and a new function (moving adult at risk in pursuance of a removal order) that complements an existing delegated function (Removal Orders).

Other changes to the schemes are to reflect the passage of time and where certain matters have moved on. A summary of changes in this regard are noted below:

- Section 1 (Definitions and Interpretation)
- Section 3 (Board Governance)
- Section 6 (Corporate Support Services) – to update deadlines
- Section 9 (Clinical and Professional Governance) – to reflect the establishment by the Integrated Joint Board of a Clinical and Care Governance Committee;
- Section 10 (Chief Officer) – to reflect that the Chief Officers Operational responsibilities have now been set out
- Section 11 (Workforce) – minor change to update deadline
- Section 12 (Finance) – to reflect that the Integration Joint Board has now been established and operating for almost two years and is a statutory Community Planning Partner
- Section 13 (Participation and Engagement) – to include reference to this consultation exercise
- Section 14 (Information Sharing) - to reflect that the Group will keep under review the MOU
- Section 17 (Risk Management) – to reflect that Strategy and Risk Registers are now in place

Annex 5 (Additional Local Information) – not formally part of the scheme and removed

4. FINANCIAL IMPLICATIONS

4.1. There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications arising from this report, as associated with 'Brexit', the Council's credit rating and bond issue.

5.2. The Council is obliged by the Carers (Scotland) Act 2016 to produce a young carer statement and to prepare a local carer strategy. The Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Amendment Regulations 2017 requires that these functions are delegated to the Integration Joint Board.

5.3. In order to delegate these functions, Aberdeen City Council and Grampian Health Board are required to revise the Integration Scheme. The process for revising the Integration Scheme is set out in section 46 of the Public Bodies (Joint Working) (Scotland) Act 2014. The recommendations would ensure that this process is followed correctly.

6. MANAGEMENT OF RISK

6.1.

- Financial – as outlined in section 4 above.
- Employee – there are no risks identified. The changes to delegated functions are technical as carers support services and adult protection services are already listed the Integrated Schemes (services provided in pursuit of delegated functions) with staff already forming part of integrated services/teams.
- Customer / citizen – there are no risks identified.
- Environmental – there are no risks identified.
- Technological – there are no risks identified.
- Legal – The risks associated with not implementing the recommendations, as outlined above, include non-compliance with legislation, specifically the Public Bodies (Joint Working) (Scotland) Act 2014 and the Carers (Scotland) Act 2016. Implementing the recommendations, as outlined above, would mitigate the risk of non-compliance with these pieces of legislation.
- Reputational – there is a reputational risk should the Council not comply with legislation.

7. IMPACT SECTION

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](#).

Economy

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

People

In relation to the amendments to the schemes, it is not considered that the changes require a reconsideration of the impacts already identified by an Equality Impact Assessment completed during development of the Integration Schemes.

Place

There will be no direct impact on the environment or the community arising from the recommendations

Technology

There will be no direct impact on technology arising from the recommendations

8. BACKGROUND PAPERS

None.

9. APPENDICES

A) Revised Integration Scheme

10. REPORT AUTHOR DETAILS

Judith Proctor
Chief Officer, ACHSCP
JProctor@aberdeencity.gov.uk
01224 655725



Health and Social Care Integration Scheme for Aberdeen City

March 2018

This document is also available in large print and other formats and languages, upon request. Please call NHS Grampian Corporate Communications on (01224) 551116 or (01224) 552245.

Document Control

Issue/ Amendment	Date(s)	Pages Amended
v.1	March 2015	All
v.2	January/February 2018	

1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 provides a framework for the effective integration of adult health and social care services. Its policy ambition is to:

“...improve the quality and consistency of services for patients, carers, service users and their families; to provide seamless, joined-up quality health and social care services in order to care for people in their own homes or a homely setting where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.”

To realise this ambition, the Aberdeen City Health and Social Care Partnership (the Integration Authority) **has been** established with a remit to engage with the people who use our services, their carers, our workforce, the third and independent sectors and community representatives in the planning and delivery of integrated adult health and social care services that will make a positive difference to the health and wellbeing of our City’s population.

2. Aims and Outcomes of the Integration Scheme

NHS Grampian and the Council have a strong and shared sense of commitment and motivation to work closely with the citizens and communities of Aberdeen to deliver good quality, person centred integrated health and social care services.

This commitment is reflected in the Partnership’s vision “***A caring partnership working together with our city communities to enable people to achieve fulfilling and healthier lives and wellbeing***”.

The underpinning values that will inform the Partnership’s approach to planning and service delivery are:

- Person Centred

- Caring
- Empowering
- Enabling
- Team work/Co-operation

The parent bodies are required to take into account the integration principles when preparing this Integration Scheme. These principles clearly state that the main purpose of integrated services is to improve the wellbeing of service users and these services should be provided in a way in which, so far as possible:

- Is integrated from the point of view from recipients
- Takes account of the particular needs of different recipients
- Takes account of the particular needs of recipients from different parts of the area in which the service is being provided
- Takes account of the particular characteristics and circumstances of different service users
- Respects the rights of service users
- Takes account of the dignity of service users
- Takes account of the participation by service users in the community in which service users live
- Protects and improves the safety of service users
- Improves the quality of the service
- Is planned and led locally in a way which is engaged with the community (including in particular service users, those who look after service users and those who are involved in the provision of health or social care)
- Best anticipates needs and prevents them arising, and
- Makes the best use of the available facilities, people and other resources

The Partnership will be obliged to evidence how well the nine National Health and Wellbeing outcomes are being met; these are:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.

2. People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

Integration Scheme

The parties:

THE ABERDEEN CITY COUNCIL, established under the Local Government etc. (Scotland) Act 1994 and having its principal offices at Town House, Broad Street, Aberdeen AB10 1AQ (hereinafter referred to as “the Council” which expression shall include its statutory successors);

And

GRAMPIAN HEALTH BOARD, established under section 2(1) of the National Health Service (Scotland) Act 1978 (operating as “NHS Grampian”) and having its principal offices at Summerfield House, 2 Eday Road, Aberdeen AB15 6RE (hereinafter referred to as “NHS Grampian” which expression shall include its statutory successors)

(together referred to as “the Parties”, and each being referred to as a “Party”)

1. Definitions and Interpretation

1.1 In this Integration Scheme, the following terms shall have the following meanings:-

“Accountable Officer” means the NHS officer appointed in terms of section 15 of the Public Finance and Accountability (Scotland) Act 2000;

“Acute” services are those services specified in Annex 4 of this Scheme.

“Chief Officer” means the Officer appointed by the Integration Joint Board in accordance with section 10 of the Act;

“Delegated services” means the functions and services listed in Annexes 1 and 2 of this Scheme;

“Direction” means an instruction from the Integration Joint Board in accordance with section 26 of the Act;

“IJB” means the **Aberdeen City** Integration Joint Board established by Order under section 9 of the Act;

“IJB Order” means the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014;

“Integrated Budget” means the Budget for the delegated resources for the functions set out in the Scheme;

“Outcomes” means the Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act and are those listed on Page 4 of this Scheme;

“Shadow IJB” means a transitional working group that seeks to develop the appropriate arrangements in relation to the preparation and approval of the Strategic Plan and related matters prior to the IJB being formally established.

“Payment” means all of the following:

- a) the Integrated Budget contribution to the Integration Joint Board;
- b) the resources paid by the Integration Joint Board to the Parties for carrying out directions, in accordance with section 27 of the Act and
- c) does not require that a bank transaction is made;

“SASPI” means the Scottish Accord on the Sharing of Personal Information dated December 2011. “

“Strategic Plan” means the plan which the Integration Joint Board is required to prepare and implement in relation to the delegated provision of health and social care services to adults in accordance with section 29 of the Act;

and

“Section 95 Officer” means the statutory post under the Local Government (Scotland) Act 1973 being the Accountable (Proper) Officer for the administration and governance of the financial affairs of the Council.

“The Act” means the Public Bodies (Joint Working) (Scotland) Act 2014;

“The Integration Scheme Regulations” means the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014; “The Parties” means the Aberdeen City Council and NHS Grampian;

“The Scheme” means this Integration Scheme;

1.2 In implementation of their obligations under the Act, the Parties hereby agree as follows:

1.3 In accordance with section 1(2) of the Act, the Parties agreed that the integration model set out in sections 1(4)(a) of the Act **would** be put in place for the IJB, namely the delegation of functions by the Parties to a body corporate that is to be established by Order under section 9 of the Act. **The IJB was established by Parliamentary Order on 6 February 2016.**

2. Local Governance Arrangements

2.1 The remit of the IJB is to prepare and implement a Strategic Plan in relation to the provision of health and social care services to adults in its area in accordance with sections 29-39 of the Act.

3. Board Governance

3.1 The arrangements for appointing the voting membership of the IJB in accordance with the IJB Order are as follows:-

3.1.1 The Council shall nominate four councillors; and

3.1.2 NHS Grampian shall nominate four health board members.

3.2 The voting membership of the IJB shall be appointed for a term of up to 3 years.

3.3 Provision for the disqualification, resignation and removal of voting members is set out in the IJB Order.

3.4 Whilst serving on the IJB its voting members carry out their functions under the Act on behalf of the IJB itself, and not as delegates of their respective Parties. Accurate record-keeping and minute-taking will be essential for transparency and accountability purposes.

3.5 The IJB is required to co-opt non-voting members to the IJB.

3.6 The non-voting membership of the IJB is set out in the IJB Order and includes (subject to any amendment of the IJB Order):

- a) the chief social work officer of the local authority;
- b) the Chief Officer, once appointed by the IJB;
- c) the proper officer of the integration joint board appointed under section 95 of the Local Government (Scotland) Act 1973;
- d) a registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under section 17P of the National Health Service (Scotland) Act 1978;
- e) a registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract; and
- f) a registered medical practitioner employed by the Health Board and not providing primary medical services;

and at least one member of each of the following groups:

- g) staff of the constituent authorities engaged in the provision of services provided under integration functions;

- h) third sector bodies carrying out activities related to health or social care in the area of the local authority;
- i) service users residing in the area of the local authority; and
- j) persons providing unpaid care in the area of the local authority.

3.7 NHS Grampian will determine the non-voting representatives listed in d)-f) above, in terms of the IJB Order.

3.8 The arrangements for appointing the Chair and Vice Chair of the IJB are as follows:

3.8.1 The first Chair **was** nominated by the Council.

3.8.2 After the term of the first Chair **came** to an end, the Vice Chair **became** the next Chair and the outgoing Chair's organisation **nominated** the next Vice Chair, which the IJB **appointed**.

3.8.3 The term of the first Chair **ended** on 31 December 2016.

3.8.4 The second term of Chair **began on** 1 January 2017, with further terms of Chair beginning on the first day of January every two years thereafter.

4. Delegation of Functions

4.1 The functions that are to be delegated by NHS Grampian to the IJB are set out in Part 1 of Annex 1 and are subject to the exceptions and restrictions specified or referred to. The services to which these functions relate, which are currently provided by NHS Grampian and which are to be integrated, are set out in Part 2 of Annex 1. For the avoidance of doubt, the functions listed in Part 1 of Annex 1 are delegated only in so far as they relate to the services listed in Part 2 of Annex 1 and there are certain services in respect of which functions are delegated for all age groups and certain services in respect of which functions are delegated for all people over the age of 18 only.

4.2 The functions that are to be delegated by the Council to the IJB are set out in Part 1 of Annex 2 and are subject to the exceptions and restrictions specified or referred to. The services to which these functions relate, which are currently provided by the Council and which are to be integrated, are set out in Part 2 of Annex 2. For the avoidance of doubt, the functions listed in Part 1 of Annex 2 are delegated only to the extent that they relate to the services listed in Part 2 of Annex 2 and are provided to persons of 18 years and over.

4.3 In the delegation of functions, the Parties recognise that they will require to work together and with, the IJB, to achieve the Outcomes. Through local management, the Parties will put arrangements in place to avoid fragmentation of services provided to persons under 18 years. In particular, the community health services for persons under 18 years of age set out in Part 3 of Annex 1 shall be operationally devolved by the Chief Executive of NHS Grampian to the Chief Officer of the IJB who will be responsible and accountable for the operational delivery and performance of these services.

4.4 In exercising its functions, the IJB must take into account the Parties' requirements to meet their respective statutory obligations, standards set by government and other organisational and service delivery standards set by the Parties. Apart from those functions delegated by virtue of this Scheme, the Parties retain their distinct statutory responsibilities and therefore also retain their formal decision-making roles.

4.5 In the delegation of functions, the Parties recognise that they will require to work together, and with the IJB to achieve the required National Health and Wellbeing outcomes and desired local outcomes. To achieve these outcomes, the Parties will put appropriate arrangements in place that reflect the integration principles and ensure improved personal outcomes for the individuals who use the services.

4.6 The delegation of functions from the Parties to the IJB shall not affect the legality of any contract made between either of the Parties and any third party, which relates to the delivery of delegated or non-delegated services. The IJB shall be mindful of the Parties existing contracts and shall enter into a joint commissioning strategy with the Parties.

- 4.7 Some delegated services may be hosted by the IJB on behalf of other integration authorities, or some delegated services may be hosted by another integration authority on behalf of the IJB. The IJB will consider and agree the hosting arrangements.

5. Local Operational Delivery Arrangements

- 5.1 The local operational arrangements agreed by the Parties are:

- 5.2 The responsibilities of the membership of the IJB in relation to monitoring and reporting on the delivery of delegated services on behalf of the Parties are as follows:-

5.2.1 The IJB is responsible for the planning of delegated services and achieves this through the Strategic Plan. It issues Directions to the Parties to deliver services in accordance with the Strategic Plan.

5.2.2 The IJB will continue to monitor the performance of the delivery of delegated services using the Strategic Plan on an ongoing basis.

5.2.3 The Parties expect the IJB to develop a framework which provides a mechanism for assurance and monitoring of the management and delivery of integrated services. This will ensure appropriate use of resources and enable appropriate scrutiny of performance which the Parties will support.

- 5.3 The IJB will have operational oversight of delegated services, including services that it hosts but not including the health services listed in Annex 4 or services which are hosted by another integration authority. NHS Grampian will be responsible for the operational oversight of the services listed in Annex 4 and through the General Manager of Acute Services will be responsible for the operational management of these services. NHS Grampian already has in place an existing mechanism for the scrutiny and monitoring of delivery of these services. Appropriate links will be made between this structure and any

governance framework to be put in place by the IJB in terms of paragraph 5.6 below.

5.4 The IJB will take decisions in respect of delegated services for which it has operational oversight.

5.5 The IJB shall ensure that resources are managed appropriately for the delivery of delegated services for which it has operational oversight, in implementation of the Strategic Plan.

5.6 The Parties expect the IJB to develop a governance framework to provide itself with a mechanism for assurance and monitoring of the management and delivery of integrated services. This will enable the scrutiny of performance and of appropriate use of resources. If required, the Parties will support the IJB in the development of this framework.

5.6 On the date on which functions are delegated to the IJB, criminal justice services shall initially be operationally managed by the Council. If, and when, it is identified that criminal justice services are to become the responsibility of the IJB, the Parties shall submit a revision to the scheme for approval.

5.7 The Chief Officer is accountable to the IJB for the planning and operational delivery of the delegated services and the outcomes they achieve. The Parties acknowledge that the Chief Officer's role in operational delivery will represent an important means by which closer integration of services, in accordance with the integration delivery principles specified in the Act, can be achieved.

5.7.1 The Chief Officer shall be accountable to the Parties in relation to the operational management of some of the delegated services and shall report to the Chief Executives of both Parties in this respect.

5.7.2 The Chief Officer shall work closely with those other persons who are responsible for operationally managing those services referred to in Part 2 of Annex 1 hereof which the Chief officer is not directly responsible for, to ensure that the outcomes for the delivery of those services are achieved.

5.7.3 For the avoidance of doubt, the Chief Officer's role in operational delivery shall not displace:

- (a) the responsibilities of each Party regarding compliance with directions issued by the IJB; or
 - (b) the principle that each Party's governance arrangements must allow that Party to manage risks relating to service delivery.
- 5.8 For delegated Acute services that the IJB does not have operational oversight of, the IJB shall be responsible for the strategic planning of those services. The IJB shall monitor performance of those delegated services in terms of outcomes delivered via the Strategic Plan.
- 5.9 NHS Grampian and the Council will be responsible for the operational delivery of delegated services in implementation of Directions of the IJB.
- 5.10 The Parties shall provide such information as may be reasonably required by the Chief Officer, the IJB and the Strategic Planning Group to enable the planning, monitoring and delivery of delegated services.
- 5.11 NHS Grampian and the IJB will work together to ensure that the planning and delivery of integrated (and non-integrated) hospital services are consistent.

6. Corporate Support Services

- 6.1 The Parties recognise that the IJB **requires** various corporate support services in order to fully discharge its duties under the Act.
- 6.2 In preparation for integration, the Shadow IJB (Transitional Leadership Group) **had** been provided with corporate support by the Parties through joint "workstreams". This allowed appropriate advice and support to be given on areas such as finance, legal, human resources, information sharing etc.
- 6.3 The Parties shall identify, and may review, the corporate resources it requires, including the provision of any professional, technical or administrative services

for the purpose of preparing a Strategic Plan and carrying out delegated functions. This assessment shall be made available to the Parties.

- 6.4 **The** Parties shall be responsible for ensuring that the IJB has provision of suitable resources for corporate support to allow it to fully discharge its duties under the Act.
- 6.5 The Parties and the IJB shall reach an agreement in respect of how these services will be provided to the IJB which will set out the details of the provision.
- 6.6 **The** Parties and the IJB will review the support services being provided **on an annual basis** to ensure that these are sufficient. The Parties and the IJB shall agree on the arrangements for future provision, including specifying how these requirements will be built into the IJB's annual budget setting and review process.

7 Support for Strategic Planning

- 7.1 The Parties shall share with such other relevant integration authorities, the necessary activity and financial data for services, facilities or resources that relate to the planned use of services provided by those integration authorities for the users of adult health and social care services of Aberdeen City.
- 7.2 The Parties shall consult with the IJB on any plans to change service provision of non-delegated services which may have a resultant impact on the Strategic Plan.
- 7.3 The Strategic Plan is written for users of adult health and social care services within Aberdeen City. A number of individuals will receive services across a boundary of an integration authority. For example, a certain percentage of Aberdeenshire residents access GP primary care in Aberdeen City. NHS Grampian will provide support to enable the appropriate planning of such services for these individuals. This shall be done in pursuance of the duty under s30 (3) of the Act.

8. Targets and Performance Measurement

- 8.1 The Parties shall inform the IJB what performance targets and improvement measures it considers the IJB should take account of in the planning and delivery of delegated functions for which responsibility should transfer exclusively to the IJB.
- 8.2 Where the responsibility for achieving the targets span delegated and non-delegated services, the Parties and the IJB will work together to deliver these.
- 8.3 A set of shared principles for targets, measures and indicators will be developed and agreed by the Parties and the IJB. This will take into account the Scottish Government's Guidance on the Outcomes and the associated core suite of indicators for integration.
- 8.4 A group comprised of senior staff from both Parties will be responsible for developing a performance framework. The framework will be underpinned by the Outcomes and will be developed to drive change and improve effectiveness. The framework will be informed by an assessment of current performance arrangements and the development of a set of objectives which the framework will be intended to achieve.
- 8.5 This work will be completed by the time the IJB assumes responsibility for delegated functions and resources.

9. Clinical and Professional Governance

9.1 Outcomes

9.1.1 The IJB and the Parties will provide assurance on the following Outcomes through its clinical and professional governance arrangements.

9.1.2 The Parties and the IJB will have regard to the integration planning and delivery principles and will determine the clinical and professional governance assurances and information required by the IJB to inform the development, monitoring and delivery of its Strategic Plan. The Parties will provide that assurance and information to the IJB.

9.2 General Clinical and Professional Governance Arrangements

9.2.1 The Parties and the IJB are accountable for ensuring appropriate clinical and professional governance arrangements for their duties under the Act.

9.2.2 The Parties remain responsible for the clinical and professional governance of the services which the IJB has instructed the Parties to deliver.

9.2.3 The Parties remain responsible for the assurance of the quality and safety of services commissioned from the third and independent sectors in line with the requirements set out in the Strategic Plan.

9.2.4 The IJB will have regard to healthcare and social care governance quality aims and risks when developing and agreeing its Strategic Plan and its corresponding Directions to the Parties. These risks may be identified by either of the Parties or the IJB, and may include professional risks.

9.2.5 The Parties and the IJB will establish an agreed approach to measuring and reporting to the IJB on the quality of service delivery, organisational and individual care risks, the promotion of continuous

improvement and ensuring that all professional and clinical standards, legislation and guidance are met. This will be set out in a report to the IJB for it to approve.

9.3 Clinical and Professional Governance Framework

9.3.1 NHS Grampian seeks assurance in the area of clinical governance, quality improvement and clinical risk from the NHS Grampian Clinical Governance Committee, through a process of constructive challenge. The Clinical Governance Committee is responsible for demonstrating compliance with statutory requirements in relation to clinical governance, authorising an accurate and honest annual clinical governance statement and responding to scrutiny and improvement reports by external bodies such as Healthcare Improvement Scotland (or any successor). To achieve this, the Committee oversees a governance framework including a strategy, annual work programme, infrastructure of governance groups and an annual report.

9.3.2 The Council is required by law to appoint a Chief Social Work Officer to oversee and make decisions in relation to specified social work services, some of which are delegated in relation to integration functions, and to report to and alert the Council and elected members of any matters of professional concern in the management and delivery of those functions. He or she has a duty to make an annual report to the Council in relation to the discharge of the role and responsibilities. The Chief Social Work Officer will be a non-voting member of the IJB. If required, he or she shall make an annual report to the IJB in relation to the aspects of his or her position which relate to the delivery of integrated functions. The Chief Social Work Officer will retain all of the statutory decision-making and advisory powers given by statute and guidance, and the Medical and Nursing Directors shall not be entitled to countermand or over-rule any decisions or instructions given by the Chief Social Work Officer in carrying out that statutory role.

9.3.3 External scrutiny is provided by the Care Inspectorate (Social Care and Social Work Improvement Scotland) (or any successor), which regulates, inspects and supports improvement of adult social work and social care.

9.3.4 The Scottish Government's *Clinical and Care Governance Framework for Integrated Health and Social Care Services in Scotland, 2014* (or any updated version or replacement) outlines the proposed roles, responsibilities and actions that will be required to ensure governance arrangements in support of the Act's integration planning and delivery principles and the required focus on improved Outcomes.

9.4 Staff Governance

9.4.1 The Parties will ensure that staff working in integrated services have the right training and education required to deliver professional standards of care and meet any professional regulatory requirements.

9.4.2 The IJB and the Parties shall ensure that staff will be supported if they raise concerns relating to practice that endangers the safety of service users and other wrong doing in line with local policies and regulatory requirements.

9.4.3 Staff employed by NHS Grampian are bound to follow the NHS Staff Governance Standard. This Standard is recognised as being very laudable and the IJB will encourage it to be adopted for all staff involved in the delivery of delegated services. The Staff Governance Standard requires all NHS Boards to demonstrate that staff are:

- Well informed;
- Appropriately trained and developed;

- Involved in decisions which affect them;
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and
- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

9.4.4 The Standard places a reciprocal duty on staff to:

- Keep themselves up to date with developments relevant to their job within the organisation;
- Commit to continuous personal and professional development;
- Adhere to the standards set by their regulatory bodies;
- Actively participate in discussions on issues that affect them either directly or via their trade union/professional organisation;
- Treat all staff and patients with dignity and respect while valuing diversity; and
- Ensure that their actions maintain and promote the health, safety and wellbeing of all staff, patients and carers.

9.5 Interaction with the IJB, Strategic Planning Group and Localities

9.5.1 The IJB has established a Clinical and Care Governance Committee to oversee the clinical and professional governance arrangements for integrated services. It is co-chaired by a senior member of the social work team and the Clinical Lead of the IJB. The Clinical Care Governance Committee has a membership of senior professionals which is representative of the range of professional groups involved in delivering health and social care services. This includes at least one lead from each of the Parties' senior professional staff, which may be the Chief Social Work Officer and Nursing and Medical Directors.

9.5.2 The three professional advisors of the IJB listed at 9.5.5 b)-d) are members of the Clinical and Care Governance Committee. One of

these professional advisors **will** be the Clinical Lead. These advisors will continue to report to the Nursing and Medical Directors.

9.5.3 The role, remit and membership of the **Clinical and Care Governance Committee** is set out in the IJB's terms of reference for each sub-committee which may be reviewed and amended by the IJB.

9.5.4 The **Clinical and Care Governance Committee** will provide clinical health care and professional social work advice to the IJB, the Strategic Planning Group, the Chief Officer and any professional groups established in localities as and when required. This can be done through the **Chair of the Clinical and Care Governance Committee** (or such other appropriate members) informing and advising the IJB, the Strategic Planning Group, the Chief Officer and any other Group, Committee or locality of the IJB as and when required.

9.5.5 The IJB and the Chief Officer shall also be able to obtain clinical and professional advice from the IJB non-voting membership, which shall include (subject to any amendment of the IJB Order):

- a) The Chief Social Work Officer;
- b) A registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under section 17P of the National Health Service (Scotland) Act 1978;
- c) A registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract; and
- d) A registered medical practitioner employed by the Health Board and not providing primary medical services.

9.5.6 The **Clinical and Care Governance Committee** will be represented on the established clinical and professional forums/groups of both the

Council and NHS Grampian to address matters of risk, safety and quality. The **Clinical and Care Governance Committee** is aligned with both Parties' arrangements.

9.5.7 A Schematic showing the **Clinical and Care Governance Committee's** relationship to the NHS Grampian Clinical Governance Committee and the health board is set out in a separate document.

9.5.8 A similar Schematic is not available for the Council's assurance mechanisms, since this does not have a similar structure. **The** Chief Social Work Officer is a member of the **Clinical and Care Governance Committee**, **The** Chief Social Work Officer may report to the Council to provide any necessary assurance as required.

9.5.9 The NHS Grampian Area Clinical Forum (and clinical advisory structure), Managed Clinical and Care Networks, Local Medical Committees, other appropriate professional groups, and the Adult and Child Protection Groups and the clinical advisory structure will be available to provide clinical and professional advice to the IJB.

9.6 Professional Leadership

9.6.1 The Act does not change the professional regulatory framework within which health and social care professionals work, or the established professional accountabilities that are currently in place within the NHS and local government. The Act through drawing together the planning and delivery of services aims to better support the delivery of improved outcomes for the individuals who receive care and support across health and social care.

9.6.2 Medical Directors and Nursing Directors are ministerial appointments made through health boards to oversee systems of professional and clinical governance within the Health Board. Their professional

responsibilities supersede their responsibilities to their employer. These Directors continue to hold responsibility for the actions of NHS Grampian clinical staff who deliver care through delegated/integrated services. They, in turn, continue to attend the NHS Grampian Clinical Governance Committee which oversees the clinical governance arrangements of all services delivered by health care staff employed by NHS Grampian.

9.6.3 In addition to the **Clinical and Care Governance Committee**, advice can be provided to the IJB and the Strategic Planning Group through the Clinical Executive Directors of NHS Grampian and the Chief Social Work Officer of the Council on professional / workforce, clinical / care and social care / social work governance matters relating to the development, delivery and monitoring of the Strategic Plan, including the development of integrated service arrangements. The professional leads of the Parties can provide advice and raise issues directly with the IJB either in writing or through the representatives that sit on the IJB. The IJB will respond in writing to these issues where asked to do so by the Parties.

9.6.4 The key principles for professional leadership are as follows:

- Job descriptions will reflect the level of professional responsibility at all levels of the workforce explicitly.
- The IJB will name the Clinical Lead and ensure representation of professional representation and assurance from both health and social care. The Nurse and Medical Directors will continue to have professional managerial responsibility.
- All service development and redesign will outline participation of professional leadership from the outset, and this will be evidenced in all IJB papers.
- The effectiveness of the professional leadership principles will be reviewed annually.

10. Chief Officer

- 10.1 The IJB shall appoint a Chief Officer in accordance with section 10 of the Act. The arrangements in relation to the Chief Officer agreed by the Parties are:
- 10.2 An interim Chief Officer may be appointed by arrangements made jointly by the Chief Executives of both Parties at the request of the IJB.
- 10.3 The Chief Officer will be responsible for the operational management of some of the delegated services. Further arrangements in relation to the Chief Officer's responsibilities for strategic planning and operational management are determined by the Parties and set out in a separate document, which the IJB may amend from time to time.
- 10.4 The Chief Officer will be responsible for the development and monitoring of operational plans which set out the mechanism for the delivery of the Strategic Plan.
- 10.5 The Chief Executive of NHS Grampian is the Accountable Officer for the delivery of the acute services that the IJB only has strategic planning responsibility for. The Chief Officer is accountable to the Chief Executive of NHS Grampian for the effective strategic planning of these services in line with current strategies or policies. NHS Grampian will agree with the IJB an appropriate performance and scrutiny framework to ensure that performance is delivered in line with strategic ambitions and national Outcomes.
- 10.6 The Chief Officer is a member of the appropriate senior/corporate management teams of NHS Grampian Health Board and the Council. This enables the Chief Officer to work closely with senior management of both Parties to carry out the functions of the IJB in accordance with the Strategic Plan.
- 10.7 The Chief Officer is line managed by and will report to the Chief Executive of the Council and the Chief Executive of NHS Grampian.

- 10.8 The Chief Officer will develop close working relationships with elected members of the Council and non-executive and executive NHS Grampian board members.
- 10.9 The Chief Officer will establish and maintain effective working relationships with a range of key stakeholders across NHS Grampian, the Council, the third and independent sectors, service users and carers, the Scottish Government, trade unions and relevant professional organisations.
- 10.10 The Chief Officer will work with trade unions, staff side representatives and professional organisations to ensure a consistent approach to their continued involvement in the integration of health and social care.

11. Workforce

- 11.1 The arrangements in relation to their respective workforces agreed by the Parties are:
- 11.2 Staff engaged in the delivery of delegated services shall remain employed by their existing organisations on the date the IJB is established. If the roles of staff are to be transferred, the Parties will ensure that the principles of TUPE will be adhered to. The Parties will develop an agreed process for this which will be set out in a separate document.
- 11.3 The IJB is planning to have a fully integrated management arrangement where it is recognised teams will have individuals reporting through a person employed by the other organisation. Both Parties are in agreement that staff employed by them will be subject to direction from a manager from the other organisation.
- 11.4 Both Parties have workforce plans, and as the integrated teams are developed, so the integrated workforce plan will follow. The joint workforce plan will relate to the development and support to be provided to the workforce who are employed in pursuance of integrated services and functions.

11.5 The joint workforce plan will cover the strategic organisational development outcomes of the Parties and the IJB, including workforce planning and development, and will support the workforce in the delivery of integrated services. The plan will cover staff communication, staff engagement, staff and team development, leadership development and the training needs for staff that will be responsible for managing integrated teams. This will encourage the development of a healthy organisational culture. The Parties will work together in developing this plan along with stakeholders. The plan will be presented to the IJB for approval by 31 March 2018 and will be implemented as soon as approved by the IJB. The plan will be reviewed regularly through an agreed process to ensure that it takes account of the development needs of staff.

12. Finance

12.1 Financial Governance

12.1.1 Details of financial governance and Financial Regulations are contained in a separate document outwith this Scheme.

12.2 Payments to the IJB – General

12.2.1 The payment made by each Party is not an actual cash transaction for the IJB. There will be a requirement for an actual cash transfer to be made between the Parties to reflect the difference between the payment being made by a Party and the resources delegated by the IJB to that Party to deliver services. Any cash transfer will take place between the Parties monthly in arrears based on the annual budgets set by the Parties and the directions from the IJB. A final transfer will be made at the end of the financial year on closure of the annual accounts of the IJB to reflect in-year budget adjustments agreed.

- 12.2.2 Resource Transfer – The existing resource transfer arrangements will cease upon establishment of the IJB and instead NHS Grampian will include the equivalent sum in its budget allocation to the IJB. The Council payment to the IJB will accordingly be reduced to reflect this adjustment.
- 12.2.3 Value Added Tax (VAT) – the budget allocations made will reflect the respective VAT status and treatments of the Parties. In general terms budget allocations by the Council will be made net of tax to reflect its status as a Section 33 body in terms of the Value Added Tax Act 1994 and those made by NHS Grampian will be made gross of tax to reflect its status as a Section 41 body in terms of the Value Added Tax Act 1994.

12.3 Payments to the IJB – 1st Financial Year

- 12.3.1 Each Party followed their existing budget setting process in setting budgets for delegated functions for the financial year commencing 1 April 2016, giving due consideration of recent past performance and existing plans. The outcome of this process set a recurring budget for the IJB for delegated functions as at 1 April 2016.
- 12.3.2 In doing so, the Parties treated budget setting for delegated functions in a manner which was consistent with their budget setting process for other services provided by the Parties (i.e. the fact that delegated functions will become integrated should not influence the way in which budgets are set for delegated functions). Appropriate due diligence was carried out by the IJB and Parties. This process was transparent and the assumptions underlying the budgets were available to all Parties.
- 12.3.3 Each Party acknowledged that Integration arrangements were still evolving in 6015/17 and therefore accepted that payment in the first

year to the IJB **was** likely to be indicative in nature. A further due diligence exercise **was** carried out at the end of the 2016/17 financial year to assess the adequacy of the payment made in the first year for delegated functions.

12.4 Payments to the IJB - 2nd Financial year onwards

12.4.1 The payment that will be determined by each Party requires to be agreed in advance of the start of the financial year. Each Party agrees that the baseline payment to the IJB for delegated functions will be formally advised to the IJB and the other Party by 28th February each year.

12.4.2 In subsequent years, the Chief Officer and the Chief Finance Officer of the IJB will develop a case for the Integrated Budget based on the Strategic Plan and present it to the Council and NHS Grampian for consideration as part of the annual budget setting process, in accordance with the timescales contained therein. The case should be evidence based with full transparency on its assumptions and analysis of changes, covering factors such as activity changes, cost inflation, efficiencies, legal requirements, transfers to / from the “set aside” budget for hospital services and equity of resource allocation.

12.4.3 The final payment into the IJB will be agreed by the Parties in accordance with their own processes for budget setting.

12.4.4 The IJB will approve and provide direction to the Parties by 31st March each year regarding the functions that are being directed, how they are to be delivered and the resources to be used in delivery.

12.5 Method for determining the amount set aside for hospital services

- 12.5.1 The IJB will be responsible for strategic planning, in partnership with the hospital sector, of those hospital services most commonly associated with the emergency care pathway.
- 12.5.2 The IJB and the hospital sector will agree a method for establishing the amount to be set aside for services that are delivered in a large hospital as part of the emergency care pathway which will show consumption by the residents of the IJB.
- 12.5.3 The method of establishing the set aside budget will take account of hospital activity data and cost information. Hospital activity data will reflect actual occupied bed day and admissions information, together with any planned changes in activity and case mix.

12.6 Financial Management of the IJB

- 12.6.1 The Council will host the financial transactions specific to the IJB.
- 12.6.2 The IJB will appoint a Chief Finance Officer who will be accountable for the annual accounts preparation (including gaining the assurances required for the governance statement) and financial planning (including the financial section of the Strategic Plan) and will provide financial advice and support to the Chief Officer and the IJB. The Chief Finance Officer will also be responsible for the production of the annual financial statement in terms of section 39 of the Act.
- 12.6.3 As part of the process of preparing the annual accounts of the IJB the Chief Finance Officer of the IJB will be responsible for agreeing balances between the IJB and Parties at the end of the financial year and for agreeing details of transactions between the IJB and Parties during the financial year. The Chief Finance Officer of the IJB will also be responsible for provision of other information required by the Parties to complete their annual accounts including Group Accounts.

12.6.4 Recording of all financial information in respect of the integrated services will be in the financial ledger of the Party which is delivering the services on behalf of the IJB.

12.6.5 The Parties will provide the required financial administration to enable the transactions for delegated functions (e.g. payment of suppliers, payment of staff, raising of invoices etc.) to be administered and financial reports to be provided to the Chief Finance Officer of the IJB. The Parties will not charge the IJB for this service.

12.7 Financial reporting to the IJB and the Chief Officer

12.7.1 Financial reports for the IJB will be prepared by the Chief Finance Officer of the IJB. The format and frequency of the reports shall be agreed by the Parties and the IJB, but will be at least on a quarterly basis. The Director of Finance of NHS Grampian and the Section 95 Officer of the Council will work with the Chief Finance Officer of the IJB to ensure that the information that is required to produce such reports can be provided.

12.7.2 To assist with the above the Parties will provide information to the Chief Finance Officer of the IJB regarding costs incurred by them on a monthly basis for services directly managed by the IJB. Similarly, NHS Grampian will provide the IJB with information on use of the amounts set aside for hospital services. This information will focus on patient activity levels and not include unit costs; the frequency will be agreed with the IJB, but will be at least quarterly.

12.7.3 The Chief Finance Officer of the IJB will agree a timetable for the preparation of the annual accounts with the Director of Finance of NHS Grampian and the Section 95 Officer of the Council. The timetable for

production of the annual accounts of the IJB will be set following the issue of further guidance from the Scottish Government.

12.7.4 In order to give assurance to the Parties that the delegated budgets are being used for their intended purposes, financial monitoring reports will be produced for the Parties in accordance with timetables to be agreed at the start of each financial year. The format of such reports to be agreed by the Director of Finance of NHS Grampian and the Section 95 Officer of the Council, in conjunction with the Chief Finance Officer of the IJB.

12.8 The process for addressing in year variations in the spending of the IJB

12.8.1 Increases in payment by Parties to the IJB

The Parties may increase in-year the payments to the IJB for the delegated services with the agreement of the IJB.

12.8.2 Reductions in payment by Parties to the IJB

12.8.2.1 The Parties do not expect to reduce the payment to the IJB in-year unless there are exceptional circumstances resulting in significant unplanned costs for the Party. In such exceptional circumstances the following escalation process would be followed before any reduction to the in-year payment to the IJB was agreed:-

- a) The Party would seek to manage the unplanned costs within its own resources, including the application of reserves where applicable.
- b) Each Party would need to approve any decision to seek to reduce the in-year payment to the IJB.
- c) Any final decision would need to be agreed by the Chief Executives of both Parties and by the Chief Officer of the IJB, and be ratified by the Parties and the IJB.

12.8.3 Variations to the planned payments by the IJB

- 12.8.3.1 The Chief Officer is expected to deliver the agreed outcomes within the total delegated resources of the IJB. Where a forecast overspend against an element of the operational budget emerges during the financial year, in the first instance it is expected that the Chief Officer, in conjunction with the Chief Finance Officer of the IJB, will agree corrective action with the IJB.
- 12.8.3.2 If this does not resolve the overspending issue then the Chief Officer, the Chief Finance Officer of the IJB and the Director of Finance of NHS Grampian and the Section 95 Officer of the Council must agree a recovery plan to balance the overspending budget.

12.8.4 IJB Overspend against payments

- 12.8.4.1 In the event that the recovery plan is unsuccessful and an overspend is evident at the year-end, uncommitted reserves held by the IJB, in line with the reserves policy, would firstly be used to address any overspend.
- 12.8.4.2 In the event that an overspend is evident following the application of reserves, the following arrangements will apply for addressing that overspend:-
- 12.8.4.3 In the first complete financial year of the IJB – the overspend will be met by the Party to which the spending Direction for service delivery is given i.e. the Party with operational responsibility for the service.

12.8.4.4 In future years of the IJB, either:

a) A single Party may make an additional one off payment to the IJB,

or

b) The Parties may jointly make additional one off payments to the IJB in order to meet the overspend. The split of one off payments between Parties in this circumstance will be based on each Party's proportionate share of the baseline payment to the IJB, regardless of in which arm of the operational budget the overspend has occurred in.

12.8.4.5 The recovery plan may include provision for the Parties to recover any such additional one off payments from their baseline payment to the IJB in the next financial year.

12.8.4.6 The arrangement to be adopted will be agreed by the Parties.

12.8.5 IJB underspend against payments

12.8.5.1 In the event of a forecast underspend the IJB will require to decide whether this results in a redetermination of payment or whether surplus funds will contribute to the IJB's reserves.

12.8.5.2 The Chief Officer and Chief Finance Officer of the IJB will prepare a reserves policy for the IJB, which requires the approval of the IJB and the Director of Finance of NHS Grampian and the Section 95 Officer of the Council. The reserves policy will be reviewed on a periodic basis.

12.8.5.3 In the event of a return of funds to the Parties, the split of returned payments between Parties will be based on each Party's proportionate share of the baseline payment to the IJB, regardless of which arm of the operational budget the underspend occurred in.

12.8.6 Planned Changes in Large Hospital Services

12.8.6.1 The IJB and the hospital sector will agree a methodology for the financial consequences of planned changes in capacity for set aside budgets in large hospital services.

12.8.6.2 Planned changes in capacity for large hospital services will be outlined in the IJB Strategic Plan. A financial plan (reflecting any planned capacity changes) will be developed and agreed that sets out the capacity and resource levels required for the set aside budget for the IJB and the hospital sector, for each year. The financial plan will take account of :-

- activity changes based on demographic change;
- agreed activity changes from new interventions;
- cost behaviour;
- hospital efficiency and productivity targets;
- an agreed schedule for timing of additional resource / resource released.

12.8.6.3 The process for making adjustments to the set aside resource to reflect variances in performance against plan will be agreed by the IJB and the Health Board. Changes will not be made in year and any changes will be made by annual adjustments to the Strategic Plan of the IJB.

12.9 Capital

12.9.1 The use of capital assets in relation to integration functions

- 12.9.1.1 Ownership of capital assets will continue to sit with each Party and capital assets are not part of the payment or “set aside”.
- 12.9.1.2 If the IJB decides to fund a new capital asset from revenue funds then ownership of the resulting asset shall be determined by the Parties.
- 12.9.1.3 The Strategic Plan will drive the financial strategy and will provide the basis for the IJB to present proposals to the Parties to influence capital budgets and prioritisation.
- 12.9.1.4 A business case with a clear position on funding is required for any change to the use of existing assets or proposed use of new assets. The Chief Officer of the IJB is to develop business cases for capital investment for consideration by NHS Grampian and the Council as part of their respective capital planning processes.
- 12.9.1.5 The Chief Officer of the IJB will liaise with the relevant officer within each Party in respect of day to day asset related matters including any consolidation or relocation of operational teams.
- 12.9.1.6 It is anticipated that the Strategic Plan will outline medium term changes in the level of budget allocations for assets used by the IJB that will be acceptable to the Parties.
- 12.9.1.7 Any profits or loss on sale of an asset will be held by the Parties and not allocated to the IJB.

12.9.1.8 Depreciation budgets for assets used on delegated functions will continue to be held by each Party and not allocated to the IJB operations in scope.

12.9.1.9 The management of all other associated running costs (e.g. maintenance, insurance, repairs, rates, utilities) will be subject to local agreement between the Parties and the IJB.

13. Participation and Engagement

13.1 A joint consultation on this Scheme took place in January and early February 2015. It was conducted using face to face discussions, by email and by telephone conversations.

Further consultations on this Scheme took place between January and February 2018.

13.2 Media notifications were issued for members of the public that reside within Aberdeen. A newsletter for staff alerting them to the proposed revisions to the scheme was issued. An email address was supplied for people to send their views.

13.3 The consultation draft Scheme was presented to NHS Grampian Board and elected members of the Council.

13.4 Principles endorsed by the Scottish Health Council and the National Standards for Community Engagement were agreed by the Parties and followed in respect of the consultation process, including the following:

13.4.1 It was a genuine consultation exercise: the views of all participants were valued.

- 13.4.2 It was transparent: the results of the consultation exercise were published.
- 13.4.3 It was an accessible consultation: the consultation documentation was provided in a variety of formats.
- 13.4.4 It was led by the Chief Officer: the Chief Officer and the IJB will be answerable to the people of Aberdeen City in terms of the content of the Scheme.
- 13.4.5 It was the start of an on-going dialogue: the Integration Scheme will establish the parameters of the future strategic plans of the IJB.

13.5 The stakeholders consulted in the development of this Scheme were:

Health professionals;
Users of health care;
Future users of health care;
Carers of users of health care;
Commercial providers of health care;
Non-commercial providers of health care;
Social care professionals;
Users of social care;
Future users of social care;
Carers of users of social care;
Commercial providers of social care;
Non-commercial providers of social care;
Staff of NHS Grampian and the Council who are not health professionals or social care professionals;
Non-commercial providers of social housing;
Third sector bodies carrying out activities related to health or social care; and
Other local authorities operating with the area of NHS Grampian preparing an integration scheme.

13.6 The Parties **enabled** the IJB to develop a **Communications and Engagement Strategy** by providing appropriate resources and support. The **Communications and Engagement Strategy** **ensures** significant engagement

with, and participation by, members of the public, representative groups and other organisations in relation to decisions about the carrying out of integration functions. The Parties encourage the IJB to access existing forums that the Parties have established, such as Public Partnership Forums, Community Councils, groups and other networks and stakeholder groups with an interest in health and social care..

14. Information Sharing and Confidentiality

- 14.1 The Parties shall agree to an appropriate information sharing accord for the sharing of information in relation to integrated services. The information sharing accord shall set out the principles, policies, procedures and management strategies around which information sharing is carried out. It will encapsulate national and legal requirements.
- 14.2 The Parties will work together to progress the specific arrangements, practical policies and procedures, designated responsibilities and any additional requirements for information sharing for any purpose connected with the preparation of an integration scheme, the preparation of a strategic plan or the carrying out of integration functions.
- 14.3 The Parties shall be assisted in this process by a Joint Information Sharing Group. The Group shall report their findings to the Parties and the IJB. **The Group will keep under review the MOU and where required will ensure that an ISP is put in place to formalise information sharing arrangements which will be SASPI compliant**
- 14.4 If the Joint Information Sharing Group consider that a further high level accord or information sharing protocol is required, or if amendments are necessary to existing ones, they shall assist the Parties and the IJB by preparing these and making them available with their recommendation to the IJB in the first instance for comment.

- 14.5 If a new information sharing accord and/or procedures for information sharing are necessary, these will be agreed to by the Parties by the time functions are delegated to the IJB. Where the Parties agree that the arrangements for information sharing do not require the drafting of a new information sharing protocol, each Party shall confirm to its staff that the guidance in place is appropriate and up to date.
- 14.6 The information sharing accord may be amended or replaced by agreement of the Parties and the IJB.
- 14.7 The Parties will continue to develop information technology systems and procedures to enable information to be shared appropriately and effectively between the Parties and the IJB.

15. Complaints

- 15.1 The Parties agree the following arrangements in respect of complaints:
- 15.2 Complaints should continue to be made to the Parties using the existing mechanisms.
- 15.3 Complaints can be made to the Parties through any member of staff providing integrated services. Complaints can be made in person, by telephone, by email, or in writing. On completion of the complaints procedure, complainants may ask for a review of the outcome. At the end of the complaints process, complainants are entitled to take their complaint to the Scottish Public Services Ombudsman (or any such successor). Where appropriate, complainants will also be advised of their right to complain to the Care Inspectorate (or any such successor).
- 15.4 The Parties shall communicate with each other in relation to any complaint which requires investigation or input from the other organisation.

- 15.5 The Chief Officer will have an overview of complaints made about delegated services and subsequent responses. Complaints about delegated services will be recorded and reported to the Chief Officer on a regular and agreed basis.
- 15.6 The Parties and the IJB shall develop a process for complaints against the IJB and the Chief Officer which will follow any Scottish Government Guidance and existing statutory complaints procedures which operate within the respective Parties.
- 15.7 The Parties and the IJB will use complaints as a valuable tool for improving services and to identify areas where further staff training may be of benefit.
- 15.8 The Parties and the IJB will ensure that all staff working in the provision of delegated services are familiar with the complaints procedures and that they can direct individuals to the appropriate complaints procedures.
- 15.9 The complaints procedures developed and referred to at clause 15.6 above will be clearly explained, well-publicised, accessible, will allow for timely recourse and will sign-post independent advocacy services.
- 15.10 The Parties and the IJB will aspire to have a streamlined process for complaints, to ensure that there is an integrated approach to the handling of the complaint from the complainer's perspective. When this is achieved, the Scheme will be amended using the procedure required by the Act.
- 15.11 In developing a streamlined process for complaints, the Parties shall ensure that all statutory requirements will continue to be met, including timescales for responding to complaints.
- 15.12 In developing a single complaints process, the IJB will endeavour to develop a uniform way to review unresolved complaints before signalling individuals to the appropriate statutory review authority.

16. Claims Handling, Liability & Indemnity

- 16.1 The Parties and the IJB recognise that they could receive a claim arising from or which relates to the work undertaken on behalf of the IJB.
- 16.2 The Parties agree to ensure that any such claims are progressed quickly and in a manner which is equitable between them.
- 16.3 So far as reasonably practicable the normal common law and statutory rules relating to liability will apply.
- 16.4 Each party will assume responsibility for progressing and determining any claim which relates to any act or omission on the part of one of their employees.
- 16.5 Each party will assume responsibility for progressing and determining any claim which relates to any heritable property which is owned by them. If there are any heritable properties owned jointly by the Parties, further arrangements for liability will be agreed upon in consultation with insurers.
- 16.6 In the event of any claim against the IJB or in respect of which it is not clear which party should assume responsibility then the Chief Officer (or his/her representative) will liaise with the Chief Executives of the Parties (or their representatives) and determine which party should assume responsibility for progressing the claim.
- 16.7 If a claim is settled by either party, but it subsequently transpires that liability rested with the other party, then that party shall indemnify the party which settled the claim.
- 16.8 Claims regarding policy and/or strategic decisions made by the IJB shall be the responsibility of the IJB. The IJB may require to engage independent legal advice for such claims.
- 16.9 If a claim has a “cross boundary” element whereby it relates to another integration authority area, the Chief Officers of the integration authorities

concerned shall liaise with each other until an agreement is reached as to how the claim should be progressed and determined.

16.10 The IJB will develop a procedure for claims relating to hosted services with the other relevant integration authorities. Such claims may follow a different procedure than as set out above.

16.11 Claims which pre-date the establishment of the IJB will be dealt with by the Parties through the procedures used by them prior to integration.

17. Risk Management

17.1 A shared risk management strategy is in place which includes risk monitoring and a reporting process for the Parties and the IJB. This will be updated as needed and particularly when this scheme is revised and any additional functions delegated so that it is updated by the time such functions are delegated to the IJB. In developing this shared risk management strategy, the Parties reviewed the shared risk management arrangements in operation, including the Parties' own Risk Registers.

17.2 There will be shared risk management across the Parties and the IJB for significant risks that impact on integrated service provision. The Parties and the IJB will consider these risks as a matter of course and notify each other where the risks may have changed.

17.3 The Parties will provide the IJB with support, guidance and advice through their respective Risk Managers, in order to be reassured that the IJB's Risk Register is credible and appropriate.

17.4 A single Risk Register has been developed for the IJB. The process used in developing a single Risk Register involved members of the IJB establishing a risk framework by identifying risks to the development of the Strategic Plan. This risk framework in turn was used by operational units of integrated

services and each unit **was required** to contribute towards the Risk Register by identifying relevant risks and mitigation of those risks.

- 17.5 The single Risk Register will **continue to be** developed alongside the Strategic Plan, and will be modified as necessary in line with the development of the Strategic Plan. The single Risk Register will be completed and available to the IJB for the date functions are delegated to the IJB.
- 17.6 Any changes to risk management strategies shall be requested through formal paper to the IJB.

18. Dispute resolution mechanism

18.1 This provision relates to disputes between NHS Grampian and the Council in respect of the IJB or in respect of their duties under the Act. This provision does not apply to internal disputes within the IJB itself.

18.2 Where either of the Parties fails to agree with the other on any issue related to this Scheme and/or the delivery of delegated health and social care services, then they will follow the process as set out below:

(a) The Chief Executives of NHS Grampian and the Council and the Chief Officer of the IJB will meet to resolve the issue;

(b) If unresolved, NHS Grampian and the Council and the IJB will each prepare a written note of their position on the issue and exchange it with the others within 21 calendar days of the meeting in (a).

(c) Within 21 calendar days of the exchange of written notes in (b) the Chief Executives and Chief Officer must meet to discuss the written positions.

(d) In the event that the issue remains unresolved, the Chief Executives and the Chief Officer will proceed to mediation with a view to resolving the issue. The Chief Officer will appoint a professional independent mediator. The cost of mediation, if

any, will be split equally between the Parties. The mediation process will commence within 28 calendar days of the meeting in (c).

(e) Where the issue remains unresolved after following the processes outlined in (a)-(d) above and if mediation does not allow an agreement to be reached within 6 months from its commencement, or any other such time as the parties may agree, either party may notify Scottish Ministers that agreement cannot be reached.

(f) Where the Scottish Ministers make a determination on the dispute, that determination shall be final and the Parties and the IJB shall be bound by the determination.

**Annex 1
Part 1**

Functions delegated by the Health Board to the Integration Joint Board

The functions which are to be delegated by NHS Grampian to the Integration Joint Board are set out in this Part 1 of Annex 1 and are subject to the exceptions and restrictions specified or referred to. The services to which these functions relate are set out in Part 2 of this Annex 1.

Schedule 1 Regulation 3

Functions prescribed for the purposes of section 1(8) of the Act

Column A

Column B

The National Health Service (Scotland) Act 1978

All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978

Except functions conferred by or by virtue of—

section 2(7) (Health Boards);

section 2CB⁽¹⁾ (Functions of Health Boards outside Scotland);

section 9 (local consultative committees);

section 17A (NHS Contracts);

section 17C (personal medical or dental services);

⁽¹⁾ Section 2CA was inserted by S.S.I. 2010/283, regulation 3(2).

section 17I⁽²⁾ (use of accommodation);

section 17J (Health Boards' power to enter into general medical services contracts);

section 28A (remuneration for Part II services);

section 38⁽³⁾ (care of mothers and young children);

section 38A⁽⁴⁾ (breastfeeding);

section 39⁽⁵⁾ (medical and dental inspection, supervision and treatment of pupils and young persons);

section 48 (provision of residential and practice accommodation);

section 55⁽⁶⁾ (hospital accommodation on part payment);

⁽²⁾ Section 17I was inserted by the National Health Service (Primary Care) Act 1997 (c.46), Schedule 2 and amended by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 4. The functions of the Scottish Ministers under section 17I are conferred on Health Boards by virtue of S.I. 1991/570, as amended by S.S.I. 2006/132.

⁽³⁾ The functions of the Secretary of State under section 38 are conferred on Health Boards by virtue of S.I. 1991/570.

⁽⁴⁾ Section 38A was inserted by the Breastfeeding etc. (Scotland) Act 2005 (asp 1), section 4. The functions of the Scottish Ministers under section 38A are conferred on Health Boards by virtue of S.I. 1991/570 as amended by S.S.I. 2006/132.

⁽⁵⁾ Section 39 was relevantly amended by the Self Governing Schools etc. (Scotland) Act 1989 (c.39) Schedule 11; the Health and Medicines Act 1988 (c.49) section 10 and Schedule 3 and the Standards in Scotland's Schools Act 2000 (asp 6), schedule 3.

⁽⁶⁾ Section 55 was amended by the Health and Medicines Act 1988 (c.49), section 7(9) and Schedule 3 and the National Health Service and Community Care Act 1990 (c.19), Schedule 9. The functions of the Secretary of State under section 55 are conferred on Health Boards by virtue of S.I. 1991/570.

section 57 (accommodation and services for private patients);

section 64 (permission for use of facilities in private practice);

section 75A⁽⁷⁾ (remission and repayment of charges and payment of travelling expenses);

section 75B⁽⁸⁾(reimbursement of the cost of services provided in another EEA state);

section 75BA ⁽⁹⁾(reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);

section 79 (purchase of land and moveable property);

section 82⁽¹⁰⁾ use and administration of certain endowments and other property held by Health Boards);

section 83⁽¹¹⁾ (power of Health Boards and local health councils to hold property on trust);

⁽⁷⁾ Section 75A was inserted by the Social Security Act 1988 (c.7), section 14, and relevantly amended by S.S.I. 2010/283. The functions of the Scottish Ministers in respect of the payment of expenses under section 75A are conferred on Health Boards by S.S.I. 1991/570.

⁽⁸⁾ Section 75B was inserted by S.S.I. 2010/283, regulation 3(3) and amended by S.S.I. 2013/177.

⁽⁹⁾ Section 75BA was inserted by S.S.I. 2013/292, regulation 8(4).

⁽¹⁰⁾ Section 82 was amended by the Public Appointments and Public Bodies etc. (Scotland) Act 2003 (asp 7) section 1(2) and the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 2.

⁽¹¹⁾ There are amendments to section 83 not relevant to the exercise of a Health Board's functions under that section.

section 84A⁽¹²⁾ (power to raise money, etc., by appeals, collections etc.);

section 86 (accounts of Health Boards and the Agency);

section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services);

section 98 ⁽¹³⁾ (charges in respect of non-residents); and

paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards);

and functions conferred by—

The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989 ⁽¹⁴⁾;

The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302;

The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000/54;

⁽¹²⁾ Section 84A was inserted by the Health Services Act 1980 (c.53), section 5(2). There are no amendments to section 84A which are relevant to the exercise of a Health Board's functions.

⁽¹³⁾ Section 98 was amended by the Health and Medicines Act 1988 (c.49), section 7. The functions of the Secretary of State under section 98 in respect of the making, recovering, determination and calculation of charges in accordance with regulations made under that section is conferred on Health Boards by virtue of S.S.I. 1991/570.

⁽¹⁴⁾ S.I. 1989/364, as amended by S.I. 1992/411; S.I. 1994/1770; S.S.I. 2004/369; S.S.I. 2005/455; S.S.I. 2005/572 S.S.I. 2006/141; S.S.I. 2008/290; S.S.I. 2011/25 and S.S.I. 2013/177.

The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004/114;

The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2004;

The National Health Service (Discipline Committees) Regulations 2006/330;

The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006/135;

The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009/183;

The National Health Service (General Dental Services) (Scotland) Regulations 2010/205; and

The National Health Service (Free Prescription and Charges for Drugs and Appliances) (Scotland) Regulations 2011/55⁽¹⁵⁾.

Disabled Persons (Services, Consultation and Representation) Act 1986

Section 7

(Persons discharged from hospital)

⁽¹⁵⁾ S.S.I. 2011/55, to which there are amendments not relevant to the exercise of a Health Board's functions.

Community Care and Health (Scotland) Act 2002

All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.

Mental Health (Care and Treatment) (Scotland) Act 2003

All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.

Except functions conferred by—

section 22 (Approved medical practitioners);

section 34 (Inquiries under section 33: co-operation)⁽¹⁶⁾;

section 38 (Duties on hospital managers: examination notification etc.)⁽¹⁷⁾;

section 46 (Hospital managers' duties: notification)⁽¹⁸⁾;

section 124 (Transfer to other hospital);

section 228 (Request for assessment of needs: duty on local authorities and Health Boards);

section 230 (Appointment of a patient's responsible medical officer);

section 260 (Provision of information to patients);

⁽¹⁶⁾ There are amendments to section 34 not relevant to the exercise of a Health Board's functions under that section.

⁽¹⁷⁾ Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of "managers" relevant to the functions of Health Boards under that Act.

⁽¹⁸⁾ Section 46 is amended by S.S.I. 2005/465.

section 264 (Detention in conditions of excessive security: state hospitals);

section 267 (Orders under sections 264 to 266: recall);

section 281⁽¹⁹⁾ (Correspondence of certain persons detained in hospital);

and functions conferred by—

The Mental Health (Safety and Security) (Scotland) Regulations 2005⁽²⁰⁾;

The Mental Health (Cross Border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005⁽²¹⁾;

The Mental Health (Use of Telephones) (Scotland) Regulations 2005⁽²²⁾; and

The Mental Health (England and Wales Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland)

⁽¹⁹⁾ Section 281 is amended by S.S.I. 2011/211.

⁽²⁰⁾ S.S.I. 2005/464, to which there are amendments not relevant to the exercise of the functions of a Health Board. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²¹⁾ S.S.I. 2005/467. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²²⁾ S.S.I. 2005/468. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

Regulations 2008⁽²³⁾.

Education (Additional Support for Learning) (Scotland) Act 2004

Section 23

(other agencies etc. to help in exercise of functions under this Act)

Public Services Reform (Scotland) Act 2010

All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010

Except functions conferred by—
section 31(Public functions: duties to provide information on certain expenditure etc.); and

section 32 (Public functions: duty to provide information on exercise of functions).

Patient Rights (Scotland) Act 2011

All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011

Except functions conferred by The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012/36⁽²⁵⁾.

Carers (Scotland) Act 2016

Section 31

⁽²³⁾ S.S.I. 2008/356. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²⁵⁾ S.S.I. 2012/36. Section 5(2) of the Patient Rights (Scotland) Act 2011 (asp 5) provides a definition of “relevant NHS body” relevant to the exercise of a Health Board’s functions.

Part 2

Services currently provided by the Health Board which are to be delegated

Interpretation of this Part 2 Annex 1

A

Interpretation of Schedule 3

1. In this Part—

“Allied Health Professional” means a person registered as an allied health professional with the Health Professions Council;

“general medical practitioner” means a medical practitioner whose name is included in the General Practitioner Register kept by the General Medical Council;

“general medical services contract” means a contract under section 17J of the National Health Service (Scotland) Act 1978;

“hospital” has the meaning given by section 108(1) of the National Health Service (Scotland) Act 1978;

“inpatient hospital services” means any health care service provided to a patient who has been admitted to a hospital and is required to remain in that hospital overnight, but does not include any secure forensic mental health services;

²⁴ Inserted by Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Amendment Regulations 2017/381 (Scottish SI) reg. 2 (December 18, 2017)

“out of hours period” has the same meaning as in regulation 2 of the National Health Service (General Medical Services Contracts) (Scotland) Regulations 2004⁽²⁶⁾; and

“the public dental service” means services provided by dentists and dental staff employed by a health board under the public dental service contract.

B

Provision for people over the age of 18

The functions listed in Part 1 of this Annex 1 are delegated only to the extent that:

- a) the function is exercisable in relation to persons of at least 18 years of age;*

- b) the function is exercisable in relation to care or treatment provided by health professionals for the purpose of health care services listed at numbers 2 to 7 below; and*

- c) the function is exercisable in relation to the following health services*
 - 2.** Accident and Emergency services provided in a hospital.

 - 3.** Inpatient hospital services relating to the following branches of medicine—
 - (a) general medicine;
 - (b) geriatric medicine;
 - (c) rehabilitation medicine;
 - (d) respiratory medicine; and
 - (e) psychiatry of learning disability.

 - 4.** Palliative care services provided in a hospital.

 - 5.** Inpatient hospital services provided by General Medical Practitioners.

⁽²⁶⁾ S.S.I. 2004/115.

6. Services provided in a hospital in relation to an addiction or dependence on any substance.
7. Mental health services provided in a hospital, except secure forensic mental health services.
8. District nursing services.
9. Services provided outwith a hospital in relation to an addiction or dependence on any substance.
10. Services provided by allied health professionals in an outpatient department, clinic, or outwith a hospital.
11. The public dental service.
12. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978⁽²⁷⁾.
13. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978⁽²⁸⁾.
14. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978⁽²⁹⁾.

⁽²⁷⁾ Section 2C was inserted by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 1(2) and relevantly amended by the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 1, and the Tobacco and Primary Medical Services (Scotland) Act 2010 (asp 3), section 37.

⁽²⁸⁾ Section 25 was relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 15.

⁽²⁹⁾ Section 17AA was inserted by the National Health Service (Primary Care) Act 1997 (c.46), section 31(2) and relevantly amended by the Smoking, Health and

15. Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978⁽³⁰⁾.
16. Services providing primary medical services to patients during the out-of-hours period.
17. Services provided outwith a hospital in relation to geriatric medicine.
18. Palliative care services provided outwith a hospital.
19. Community learning disability services.
20. Mental health services provided outwith a hospital.
21. Continence services provided outwith a hospital.
22. Kidney dialysis services provided outwith a hospital.
23. Services provided by health professionals that aim to promote public health.
24. Sexual health services provided in the community.

Social Care (Scotland) Act 2005 (asp 13), section 25. Section 26 was relevantly amended by the Health and Social Security Act 1984 (c.48), Schedule 1, and the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13) section 13.

⁽³⁰⁾ Section 27 was relevantly amended by the Health Services Act 1990 (c.53), section 20; the National Health Service and Community Care Act 1990 (c.19), Schedule 9; the Medicinal Products: Prescription by Nurses etc. Act 1992 (c.28), section 3; the National Health Service and Community Care Act 1997 (c.46), Schedule 2 and the Health and Social Care Act 2001 (c.15), section 44.

C

Provision for people under the age of 18

The functions listed in Part 1 of Annex 1 are also delegated to the extent that:

- a) the function is exercisable in relation to persons of less than 18 years of age; and
- b) the function is exercisable in relation to the following health services:

25. The public dental service.

26. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978⁽³¹⁾.

27. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978⁽³²⁾.

28. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978⁽³³⁾.

⁽³¹⁾ Section 2C was inserted by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 1(2) and relevantly amended by the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 1, and the Tobacco and Primary Medical Services (Scotland) Act 2010 (asp 3), section 37.

⁽³²⁾ Section 25 was relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 15.

⁽³³⁾ Section 17AA was inserted by the National Health Service (Primary Care) Act 1997 (c.46), section 31(2) and relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 25. Section 26 was relevantly amended by the Health and Social Security Act 1984 (c.48), Schedule 1, and the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13) section 13.

Part 3

Services currently provided by the Health Board to those under 18 years of age, which are to be operationally devolved to the Chief Officer of the Integration Joint Board.

1. Health Visiting
2. School Nursing
3. All services provided by Allied Health Professionals, as defined in Part 2A of this Annex 1, in an outpatient department, clinic, or outwith a hospital.

Annex 2

Part 1

Functions delegated by the Local Authority to the Integration Joint Board

Schedule 2 Regulation 2

Part 1

Functions prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

National Assistance Act 1948⁽³⁴⁾

Section 48

(Duty of councils to provide temporary protection for property of persons admitted to hospitals etc.)

The Disabled Persons (Employment) Act 1958⁽³⁵⁾

Section 3

(Provision of sheltered employment by local authorities)

⁽³⁴⁾ 1948 c.29; section 48 was amended by the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 39, paragraph 31(4) and the Adult Support and Protection (Scotland) Act 2007 (asp 10) schedule 2 paragraph 1.

⁽³⁵⁾ 1958 c.33; section 3 was amended by the Local Government Act 1972 (c.70), section 195(6); the Local Government (Scotland) Act 1973 (c.65), Schedule 27; the National Health Service (Scotland) Act 1978 (c.70), schedule 23; the Local Government Act 1985 (c.51), Schedule 17; the Local Government (Wales) Act 1994 (c.19), Schedules 10 and 18; the Local Government etc. (Scotland) Act 1994 (c.49), Schedule 13; and the National Health Service (Consequential Provisions) Act 2006 (c.43), Schedule 1.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

The Social Work (Scotland) Act 1968⁽³⁶⁾

Section 1 (Local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
---	--

Section 4 (Provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
--	--

⁽³⁶⁾ 1968 c.49; section 1 was relevantly amended by the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Children Act 1989 (c.41), Schedule 15; the National Health Service and Community Care Act 1990 (c.19) (“the 1990 Act”), schedule 10; S.S.I. 2005/486 and S.S.I. 2013/211. Section 4 was amended by the 1990 Act, Schedule 9, the Children (Scotland) Act 1995 (c.36) (“the 1995 Act”), schedule 4; the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13) (“the 2003 Act”), schedule 4; and S.S.I. 2013/211. Section 10 was relevantly amended by the Children Act 1975 (c.72), Schedule 2; the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 13; the Regulation of Care (Scotland) Act 2001 (asp 8) (“the 2001 Act”) schedule 3; S.S.I. 2010/21 and S.S.I. 2011/211. Section 12 was relevantly amended by the 1990 Act, section 66 and Schedule 9; the 1995 Act, Schedule 4; and the Immigration and Asylum Act 1999 (c.33), section 120(2). Section 12A was inserted by the 1990 Act, section 55, and amended by the Carers (Recognition and Services) Act 1995 (c.12), section 2(3) and the Community Care and Health (Scotland) Act 2002 (asp 5) (“the 2002 Act”), sections 8 and 9(1). Section 12AZA was inserted by the Social Care (Self Directed Support) (Scotland) Act 2013 (asp 1), section 17. Section 12AA and 12AB were inserted by the 2002 Act, section 9(2). Section 13 was amended by the Community Care (Direct Payments) Act 1996 (c.30), section 5. Section 13ZA was inserted by the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 64. Section 13A was inserted by the 1990 Act, section 56 and amended by the Immigration and Asylum Act 1999 (c.33), section 102(2); the 2001 Act, section 72 and schedule 3; the 2002 Act, schedule 2 and by S.S.I. 2011/211. Section 13B was inserted by the 1990 Act sections 56 and 67(2) and amended by the Immigration and Asylum Act 1999 (c.33), section 120(3). Section 14 was amended by the Health Services and Public Health Act 1968 (c.46), sections 13, 44 and 45; the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Guardianship Act 1973 (c.29), section 11(5); the Health and Social Service and Social Security Adjudications Act 1983 (c.41), schedule 10 and the 1990 Act, schedule 9. Section 28 was amended by the Social Security Act 1986 (c.50), Schedule 11 and the 1995 Act, schedule 4. Section 29 was amended by the 1995 Act, schedule 4. Section 59 was amended by the 1990 Act, schedule 9; the 2001 Act, section 72(c); the 2003 Act, section 25(4) and schedule 4 and by S.S.I. 2013/211.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 8 (Research.)	So far as it is exercisable in relation to another integration function.
Section 10 (Financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (General social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (Duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.
Section 12AZA (Assessments under section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (Provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.
Section 13A (Residential accommodation with nursing.)	
Section 13B (Provision of care or aftercare.)	

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>
Section 14 (Home help and laundry facilities.)	
Section 28 (Burial or cremation of the dead.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.
Section 29 (Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59 (Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.

The Local Government and Planning (Scotland) Act 1982⁽³⁷⁾

Section 24(1)
(The provision of gardening assistance for the disabled and the elderly.)

Disabled Persons (Services, Consultation and Representation) Act 1986⁽³⁸⁾

⁽³⁷⁾ 1982 c.43; section 24(1) was amended by the Local Government etc. (Scotland) Act 1994 (c.39), schedule 13.

⁽³⁸⁾ 1986 c.33. There are amendments to sections 2 and 7 which are not relevant to the exercise of a local authority's functions under those sections.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>
Section 2 (Rights of authorised representatives of disabled persons.)	
Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.

The Adults with Incapacity (Scotland) Act 2000⁽³⁹⁾

Section 10
(Functions of local authorities.)

Section 12
(Investigations.)

Section 37
(Residents whose affairs may be establishments which are managed

⁽³⁹⁾ 2000 asp 4; section 12 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 5(1). Section 37 was amended by S.S.I. 2005/465. Section 39 was amended by the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and by S.S.I. 2013/137. Section 41 was amended by S.S.I. 2005/465; the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and S.S.I. 2013/137. Section 45 was amended by the Regulation of Care (Scotland) Act 2001 (asp 8), Schedule 3.

<i>Column A</i> <i>Enactment conferring function</i> managed.)	<i>Column B</i> <i>Limitation</i>
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions.
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions.
Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions.
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions.
Section 45 (Appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions.

The Housing (Scotland) Act 2001⁽⁴⁰⁾

Section 92 (Assistance to a registered for housing purposes.)	Only in so far as it relates to an aid or adaptation.
--	---

The Community Care and Health (Scotland) Act 2002⁽⁴¹⁾

⁽⁴⁰⁾ 2001 asp 10; section 92 was amended by the Housing (Scotland) Act 2006 (asp 1), schedule 7.

⁽⁴¹⁾ 2002 asp 5.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Section 5

(Local authority arrangements for of residential accommodation outwith Scotland.)

Section 14

(Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)

The Mental Health (Care and Treatment) (Scotland) Act 2003⁽⁴²⁾

Section 17

(Duties of Scottish Ministers, local authorities and others as respects Commission.)

Section 25

(Care and support services etc.)

Except in so far as it is exercisable in relation to the provision of housing support services.

Section 26

(Services designed to promote well-being and social development.)

Except in so far as it is exercisable in relation to the provision of housing support services.

Section 27

(Assistance with travel.)

Except in so far as it is exercisable in relation to the provision of housing support services.

Section 33

(Duty to inquire.)

⁽⁴²⁾ 2003 asp 13; section 17 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), section 111(4), and schedules 14 and 17, and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 25 was amended by S.S.I. 2011/211. Section 34 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Section 34

(Inquiries under section 33: Co-operation.)

Section 228

(Request for assessment of needs: duty on local authorities and Health Boards.)

Section 259

(Advocacy.)

The Housing (Scotland) Act 2006⁽⁴³⁾

Section 71(1)(b)

(Assistance for housing purposes.)

Only in so far as it relates to an aid or adaptation.

The Adult Support and Protection (Scotland) Act 2007⁽⁴⁴⁾

Section 4

(Council's duty to make inquiries.)

Section 5

(Co-operation.)

Section 6

(Duty to consider importance of providing advocacy and other.)

Section 7

(Visits)

⁽⁴³⁾ 2006 asp 1; section 71 was amended by the Housing (Scotland) Act 2010 (asp 17) section 151.

⁽⁴⁴⁾ 2007 asp 10; section 5 and section 42 were amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17 and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 43 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedule 14.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Section 8

(Interviews)

Section 9

(Medical Examinations)

Section 10

(Examination of records etc)

Section 11

(Assessment Orders.)

Section 14

(Removal orders.)

Section 16

(Moving adult at risk in pursuance of removal order)

Section 18

(Protection of moved persons' property.)

Section 22

(Right to apply for a banning order.)

Section 40

(Urgent cases.)

Section 42

(Adult Protection Committees.)

Section 43

(Membership.)

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Social Care (Self-directed Support) (Scotland) Act 2013⁽⁴⁵⁾

Section 5
(Choice of options: adults.)

Section 6
(Choice of options under section 5: assistances.)

Section 7
(Choice of options: adult carers.)

Section 9
(Provision of information about self-directed support.)

Section 11
(Local authority functions.)

Section 12
(Eligibility for direct payment: review.)

Section 13 (Further choice of options on material change of circumstances.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013.
--	---

Section 16
(Misuse of direct payment: recovery.)

Section 19
(Promotion of options for self-directed support.)

⁽⁴⁵⁾ 2013 asp 1.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Carers (Scotland) Act 2016

Section 6⁽⁴⁶⁾

(Duty to prepare adult carer support plan)

Section 21⁽⁴⁷⁾

(Duty to set local eligibility criteria)

Section 24⁽⁴⁸⁾

(Duty to provide support)

Section 25⁽⁴⁹⁾

(Provision of support to carers: breaks from caring)

Section 31⁽⁵⁰⁾

(Duty to prepare local carer strategy)

Section 34⁽⁵¹⁾

(Information and advice service for carers)

Section 35⁽⁵²⁾

(Short breaks services statements)

⁽⁴⁶⁾ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

⁽⁴⁷⁾ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment Regulations 2017/190 (Scottish SI) reg.2(2) (June 16, 2017)

⁴⁸ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

⁴⁹ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

⁵⁰ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

⁵¹ Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

⁵² Inserted by Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017/... (Scottish SI) reg. 3(2) (December ... 2017)

Column A

Column B

Enactment conferring function

Limitation

Part 2

Functions, conferred by virtue of enactments, prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

Column A

Column B

Enactment conferring function

Limitation

The Community Care and Health (Scotland) Act 2002

Section 4⁽⁵³⁾

The functions conferred by
Regulation 2 of the Community Care
(Additional Payments) (Scotland)
Regulations 2002⁽⁵⁴⁾

⁽⁵³⁾ Section 4 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 4 and the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 62(3).

⁽⁵⁴⁾ S.S.I. 2002/265, as amended by S.S.I. 2005/445.

Part 3

Functions, conferred by virtue of enactments, prescribed for the purposes of section 1(5) of the Public Bodies (Joint Working) (Scotland) Act 2014

In addition to the functions that must be delegated, the Council has chosen to delegate the following functions to the extent that they relate to adults.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Criminal Procedure (Scotland) Act 1995

Section 51(1)(aa), 51(1)(b) and 51(5)
(Remand and committal of children and young persons in to care of local authority).

Section 203
(Local authority reports pre-sentencing.)

Section 234B
(Report and evidence from local authority officer regarding Drug Treatment and Testing Order.)

Section 245A
(Report by local authority officer regarding Restriction of Liberty Orders.)

Management of Offenders etc. (Scotland) Act 2005

Section 10
(Arrangements for assessing and managing risks posed by certain offenders.)

Section 11
(Review of arrangements.)

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

Social Work (Scotland) Act 1968

Section 27
(Supervision and care of persons put
on probation or released from prison.)

Section 27ZA
(Advice, guidance and assistance to
persons arrested or on whom sentence
is deferred.)

Part 2

Services currently provided by the Local Authority which are to be integrated

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Reablement services, equipment and telecare
- Criminal justice services

Annex 3

Hosted Services

NHS Grampian has noted the services that are currently hosted across the areas of the Grampian IJBs and offer this for consideration to the IJB as they take forward strategic planning:

<u>Service</u>	<u>Current Host</u>
Sexual Health Services	Aberdeen City
Woodend Assessment of the Elderly (including Links Unit at City Hospital)	Aberdeen City
Woodend Rehabilitation Services (including Stroke Rehab, Neuro Rehab, Horizons, Craig Court and MARS)	Aberdeen City
Marie Curie Nursing	Aberdeenshire
Heart Failure Service	Aberdeenshire
Continence Service	Aberdeenshire
Diabetes MCN (including Retinal Screening)	Aberdeenshire
Chronic Oedema Service	Aberdeenshire
HMP Grampian	Aberdeenshire
Police Forensic Examiners	Aberdeenshire

Annex 4

This Annex lists the services provided within hospitals which the IJB will have strategic planning responsibilities for which will continue to be operationally managed by NHS Grampian:

Services:

- Accident & Emergency Services provided in a hospital;
- Inpatient hospital services relating to: general medicine, geriatric medicine, rehabilitation medicine, respiratory medicine and psychiatry of learning disability; and
- Palliative Care services provided in a hospital.

In so far as they are provided within the following hospitals:

- Hospitals at the Foresterhill Site, Aberdeen (which includes Aberdeen Royal Infirmary, Royal Aberdeen Children's Hospital and Aberdeen Maternity Hospital)
- Hospitals in Elgin (which includes Dr Gray's Hospital)

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2018
REPORT TITLE	Community Planning Aberdeen – Annual Outcome Improvement Report 2016/17
REPORT NUMBER	OCE/18/001
DIRECTOR	Angela Scott, Chief Executive and Chair of Community Planning Aberdeen Management Group
REPORT AUTHOR	Michelle Cochlan, Community Planning Manager

1. PURPOSE OF REPORT:-

- 1.1 This report presents the first Annual Report against the Aberdeen City Local Outcome Improvement Plan 2016-26.

2. RECOMMENDATIONS

- 2.1 Council is asked to endorse the report.

3. BACKGROUND/MAIN ISSUES

- 3.1 The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 was endorsed by Council on 17 August 2016 and Community Planning Aberdeen on 22 August 16. It identifies the key priorities for partnership working to secure improved outcomes for the City of Aberdeen and its communities over the next ten years. To ensure effective, systematic and collaborative scrutiny of the delivery of the improvement aims within the LOIP, an Outcome Management and Improvement Framework was approved by the CPA Board in February 2017.
- 3.2 The framework includes a commitment to produce an Annual Outcome Improvement Report against the LOIP. This is in line with the Community Empowerment Act (CEA) 2015 which requires Community Planning Aberdeen to report progress against the LOIP and Locality Plans annually for the period 1 April to 31 March. Reporting must focus on improvement in the achievement of outcomes and how Community Planning Aberdeen has participated with community groups during the reporting year.
- 3.3 The Annual Outcome Improvement Report 2016/17 included in Appendix 1 is the first progress report against the LOIP since it was published in August 2016. The report also provides a high level update on progress made in our priority localities.

Locality Partnerships were established in April 2017 to oversee the ongoing development and delivery of the Locality Plans 2017-27. The first full Annual Outcome Improvement Reports against each Locality Plan will be produced later this year.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

- 6.1 There is a risk that the Council fails to work with public services in Aberdeen and communities to achieve improved outcomes. This risk is managed as part of the Communities and Housing Risk Profile which sets the controls in place to mitigate this risk. Key controls include the delivery of an Outcome Management and Improvement Framework to monitor progress against delivery of the LOIP.

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

This report includes an update on progress against the Economy theme of the Local Outcome Improvement Plan 2016-26. However, there is no direct impact on economy arising from the recommendations of this report.

7.1.2 People

This report includes an update on progress against the People theme of the Local Outcome Improvement Plan 2016-26. However, there is no direct impact on people arising from the recommendations of this report.

7.1.3 Place

This report includes an update on progress against the Place theme of the Local Outcome Improvement Plan 2016-26. However, there is no direct impact on place arising from the recommendations of this report.

7.1.4 **Technology**

This report includes an update on progress against the technology theme of the Local Outcome Improvement Plan 2016-26. However, there is no direct impact on technology arising from the recommendations of this report.

8. **BACKGROUND PAPERS**

The following papers were used in the preparation of this report.

[Draft Annual Outcome Improvement Report 2016/2017 – CPA Board, 4 December 2017](#)

[Aberdeen City Local Outcome Improvement Plan 2016-26](#)

[Community Planning Aberdeen Outcome Management and Improvement Framework – CPA Board, 27 February 2017](#)

9. **APPENDICES**

[Annual Outcome Improvement Report 2016/17](#)

10. **REPORT AUTHOR DETAILS**

Michelle Cochlan
Community Planning Manager
mcochlan@aberdeencity.gov.uk
01224 522791

Guy Bergman
Performance and Improvement Officer
gbergman@aberdeencity.gov.uk
01224 522367

HEAD OF SERVICE DETAILS

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

This page is intentionally left blank



Community Planning
Aberdeen

ANNUAL OUTCOME IMPROVEMENT REPORT 2016/17



FOREWORD

By Councillor Jenny Laing and Chief Superintendent Campbell Thomson

It feels as if it was only a short time ago that we came together with colleagues across the Community Planning Partnership at the Sir Duncan Rice Library, Aberdeen University, to consider the issues highlighted within the Aberdeen City Strategic Assessment and discuss what we could hope to do to address these issues together. That was March 2016 and five months later the Partnership agreed a Local Outcome Improvement Plan (LOIP) 2016-26. The LOIP sets out a clear vision for the City of Aberdeen and a ten year plan for how Community Planning Aberdeen will help realise this vision by working together and with communities to improve outcomes.

It has now been almost 16 months since the plan was first published and during this time there has been a power of work to progress many of the change activities we detailed within the LOIP. This report is structured around the themes and priorities within the LOIP and provides information about the areas where we have made key changes over the last year to help us achieve our improvement aims. Importantly, it includes the data which tells us whether our changes are resulting in improvement of outcomes.

Our data shows some indication of an improving economic situation. There has been an increase in hotel and city centre premise occupancy rates. There has also been an increase in the number of new jobs being created from inward investment projects and business gateway growth companies being accepted into Scottish Enterprise's Growth pipeline. We expect to see further improvement in our economic data in the months to come as a result of our efforts to rejuvenate the City Centre, the major infrastructure developments taking place, the refurbishment of Aberdeen Art Gallery and the New Aberdeen Exhibition and Conference Centre. However, it remains a challenging time with the decline of oil and gas and we need to do more to support local business growth. We are testing some ideas to support business start-ups in our communities but more needs to be done with communities to build their skills and confidence. Affordable housing is an important measure of an inclusive economy and we are on track to build in excess of 600 houses by the end of the financial year, and again the year after as a result of a new housing development and funding opportunities.

Supporting families to give children the very best start in life is one of our key priorities. The provision of high quality, affordable early learning and childcare places to meet the city's demand is a critical driver for the Partnership in achieving this. Efforts are being made to expand provision through initiatives such as the Me2 Service, which provides free early learning and child care for 2 year olds of families on welfare benefits. We have also been working with communities to gather their ideas for how early learning and childcare services can be delivered in future in Aberdeen. To meet the demand of any expansion to these

services we know that we need more people skilled to do this work. That is why over the last year we have been working in Partnership to progress the establishment of the Early Learning and Childcare Academy. Giving a child the best start in life sets them up well to achieve positive outcomes throughout the rest of their life. Our data shows that the attainment gap between the highest and lowest achieving 20% is narrowing and more children in Aberdeen are entering positive destinations upon leaving school, including those from deprived areas. But we need to do more to help our looked after children. This involves ensuring that staff have the right information to provide immediate and bespoke support for individual looked after children. We are currently testing a technological solution to help make this happen.

We know that to achieve real and lasting change in our society, we need to empower communities to help themselves and community empowerment is a central theme which runs throughout our LOIP and this report. This means supporting people and communities to be more resilient. But there are members of society who are vulnerable and at times need more support to keep safe from harm. Over the last year we have taken steps to protect a wide range of vulnerable people. For example, we launched the Choose Life app which reached 22,000 users between March 2016 to August 2017. During this time Grampian has seen a 28% decrease in suicide during 2016 compared to an 8% increase nationally.

Some of our best examples of partnership working can be seen in our work to improve community safety outcomes. We've seen an 8% increase in the percentage of people who reported that they feel safe in the City since last year and a reduction in crime overall. New schemes such as AMPED, which aims to divert young people from antisocial behaviour; and the alcohol misuse referral scheme, which signposts people with alcohol issues to support and recovery services, aim to tackle some of our most persistent community safety issues at their root cause. We also started our Priority Families Service in January 2017, which offers intensive help through Partnership working to families affected by anti-social behaviour, offending and wellbeing issues. Already we are seeing evidence that families involved are experiencing improved outcomes. We hope to see the positive impact of these initiatives show clearly in next year's data, if not before. Early detection and intervention of people at risk of harm continues to be of utmost importance for the Partnership and our improvement efforts continue to focus on how we can improve the sharing of data between our organisations to support this to happen.

Our ambition to be a people friendly city goes beyond making sure people are safe. We are building a city where all people have access to resources to be happy and healthy. We are one of the first Scottish Cities to be accepted onto UNICEF's Child Friendly Partners Programme as a result of our Children and Young People's Rights and Participation Strategy. We are also taking steps to become Dementia Friendly, with initiatives such as Boogie at the Bar – Scotland's first dementia friendly disco which won best Community Support Initiative at Scotland's Dementia Awards. Becoming digitally friendly is also essential for improving daily life for the significant majority of people and businesses in Aberdeen and the roll out of public access Wi-Fi across the City has been an important development this year. There are other areas however where we are not yet seeing the benefits of our work. Helping people affected by household food insecurity is a focus for the Partnership. We hope to be

able to see a future improvement in the data as a result of initiatives being put in place now; such as free school meals during holidays in our priority localities and supporting communities to grow their own food.

The successes we highlight in this report have not been achieved by partner organisations alone. More and more we are reaching out to our people and communities for their help to improve outcomes. Participatory budgeting is an approach we are using to give people a direct say in how and where public funds can be used to address local needs. This year we allocated £384,500 to participatory budgeting to fund a range of community projects across Aberdeen, including in our priority localities. We have also been involving communities in our improvement projects which are testing new ways of working using existing resources. The dog fouling project in Torry is a fantastic example of how we are working with local people to tackle an age old problem for so many communities in Aberdeen. The project involved working with local school children to change behaviours and is now being led by the Torry Community Group. We will use the learning from this project, and others, to test for success in other areas of Aberdeen. Working in this way, directly engaging, participating with and empowering communities, is how we will continue going forward; capitalising on the ambition and insights of our communities to make things better.

This report is a celebration of what has been achieved so far, but there is still so much to be done. It provides an opportunity to pause, review, reflect and re-focus as a Partnership. Our thanks go to all staff across our partner organisations and to communities for their hard work. We are excited to see what more can be achieved in the year ahead.



***Councillor Jenny Laing, Chair of
Community Planning Aberdeen,
Co-Leader of Aberdeen City
Council***



***Chief Superintendent Campbell
Thomson, Police Scotland, Vice Chair of
Community Planning Aberdeen***

CONTENTS

1	Foreword by Councillor Jenny Laing and Chief Superintendent Campbell Thomson	1
2	Contents	4
4	Introduction by Angela Scott and Superintendent Kate Stephen	5
5	Making sense of the Data	7
6	Prosperous Economy	8
7	Prosperous People	16
8	Prosperous Place	34
9	Enabling Technology	43
10	Working with Communities	49
11	Key Contacts	61
12	Appendix 1 Narrative on current levels of improvement	62
13	Proposed amendments to Local Outcome Improvement Plan	81

INTRODUCTION

The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 sets out the Community Planning Partnership's commitment to improve outcomes over the next ten years.

Fundamental to the success of the plan is the understanding that we need to make change happen. Unfortunately, not all changes result in improvement.

As public services we can get caught up in fixing problems: supporting people who are out of work, treating people who are ill, responding to emergency situations, fighting fires... there are many more examples. These are changes, but they are not the type of changes that lead to improvement beyond what we have seen before. Like changing a blown light bulb or a flat tyre, these type of changes only reset things back to where they were.

Community Planning Aberdeen is committed to making real change that can break the cycle of dependency on public services and helps people to help themselves. This involves working in a new way and trying things we have never done before. Thinking about new ideas is often easy; making a change that actually results in improvement usually is not. To help us, the Partnership has adopted the Model for Improvement, an improvement methodology which provides a framework for testing new ideas and using data to understand if they work. The methodology helps guard against jumping straight from an idea directly to implementation without any evidence of whether it really works; this is a waste of public money and can make things worse.

The methodology challenges us to always be clear about what we are aiming to achieve and to make an honest assessment of whether we are getting there. You will see evidence of this discipline being applied throughout this Annual Outcome Improvement Report as we reflect on the changes we have made over the past year and examine the data to understand whether our changes are resulting in improvement. Case studies provide more detailed information on some of the improvement projects we have initiated so far using the methodology.

There are many examples of where we can see the positive impact of our improvement work, providing us with evidence that we should continue what we are doing. But the data also shows where we are not yet improving. The results we achieve are not always going to be what we expected or wanted – that is the reality. Of course in some areas it will take longer to see improved outcomes. But we need to have a learning mind-set and use data to understand the likely impact of what we are doing now. This is how we will decide what works and what doesn't, what we need to invest in, what we need to adapt, and what we need to stop doing altogether.

Improvement is not a mechanical process, people are involved and we are learning how to improve together. It is easy to hear the language of improvement, but this is a new way of working for the Partnership and we need to ensure everyone understands what role they play and how they can make a real difference to the services that we offer to our customers and communities. Our Innovate and Improve Programme is a collaboration between colleagues with improvement methodology expertise across Community Planning Aberdeen, including the Council, NHS Grampian, Scottish Government and third sector. The programme offers

staff a range of opportunities to learn how to use improvement methodology to help build the Partnership’s capacity to improve. The programme has also included sessions for Board members and elected members to build their confidence and understanding of their role in leading improvement.

This first report against the LOIP shows we have made a strong start in our improvement journey and are creating the conditions now for change across all our public service organisations. But we are ambitious to achieve so much more and cannot get trapped into making changes just because they are common or have been done before. If we want to develop fundamental changes that go beyond the current performance of our Partnership, we need to do things differently. Over the next year we will continue developing, embedding and sustaining the leadership behaviours that promote a culture of genuine openness and learning that benefits both communities and staff. Our challenge is to be completely open and receptive to fresh thinking from wherever it comes. This means working more closely with our customers, communities and frontline staff to identify new, creative ideas and involving them in our improvement work.



***Chief Executive Angela Scott,
Aberdeen City Council, Chair of
Community Planning Aberdeen
Management Group***





***Superintendent Kate Stephen,
Police Scotland, Vice Chair of
Community Planning Aberdeen
Management Group***

MAKING SENSE OF THE DATA

How to make sense of the data in this report

Under each priority within this report there is a section called 'Are our changes resulting in improvement?' These sections include run charts which have been prepared using the data available for the improvement measures within the Local Outcome Improvement Plan 2016-26. The purpose of the run charts is to display data over time and help us assess visually whether the changes we are making are resulting in improvement.

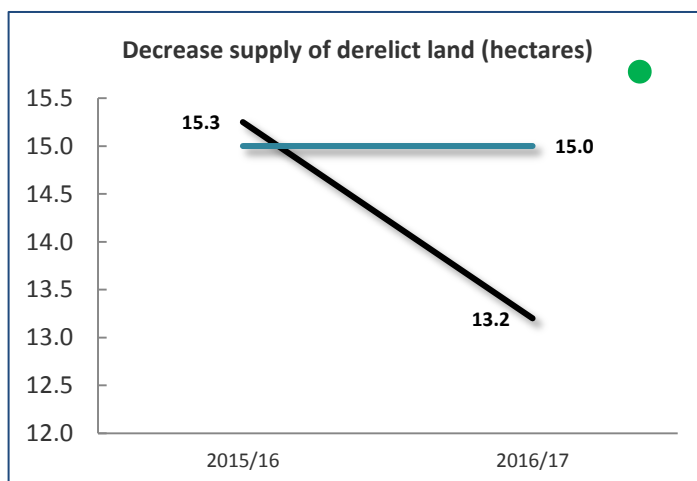
-  The black line shows CPA performance since the LOIP was published in 2016. This includes data for the financial year 2017/18 to date where available, to give an indication of how performance is looking for next year.
-  The blue line shows the improvement aim set within the LOIP for 2017/18 so we can assess if we are on track to achieve our improvement aims set for next year.

We have also used a traffic light system to help you see at a glance, where we think we are in terms of improvement. The significance of the variation in data over time will depend on the improvement measure **and** population size it relates to. For example, for some improvement measures a 0.5% increase may be very significant, whilst for others it may need to be a 5% increase to be considered significant.

In applying the RAG (Red, Amber, Green) we have taken a rounded view of performance, taking into account subject matter expertise, local context and consideration of progress towards our improvement aims to answer the question:

Are our changes resulting in improvement?

- Yes (Data shows improving trend and / or achievement of 2017/18 aim)
- Getting there (Data shows improving trend and / or on track to achieve 2017/18 aim)
- Not yet (Data shows static or declining trend and not on track to achieve 2017/18 aim)

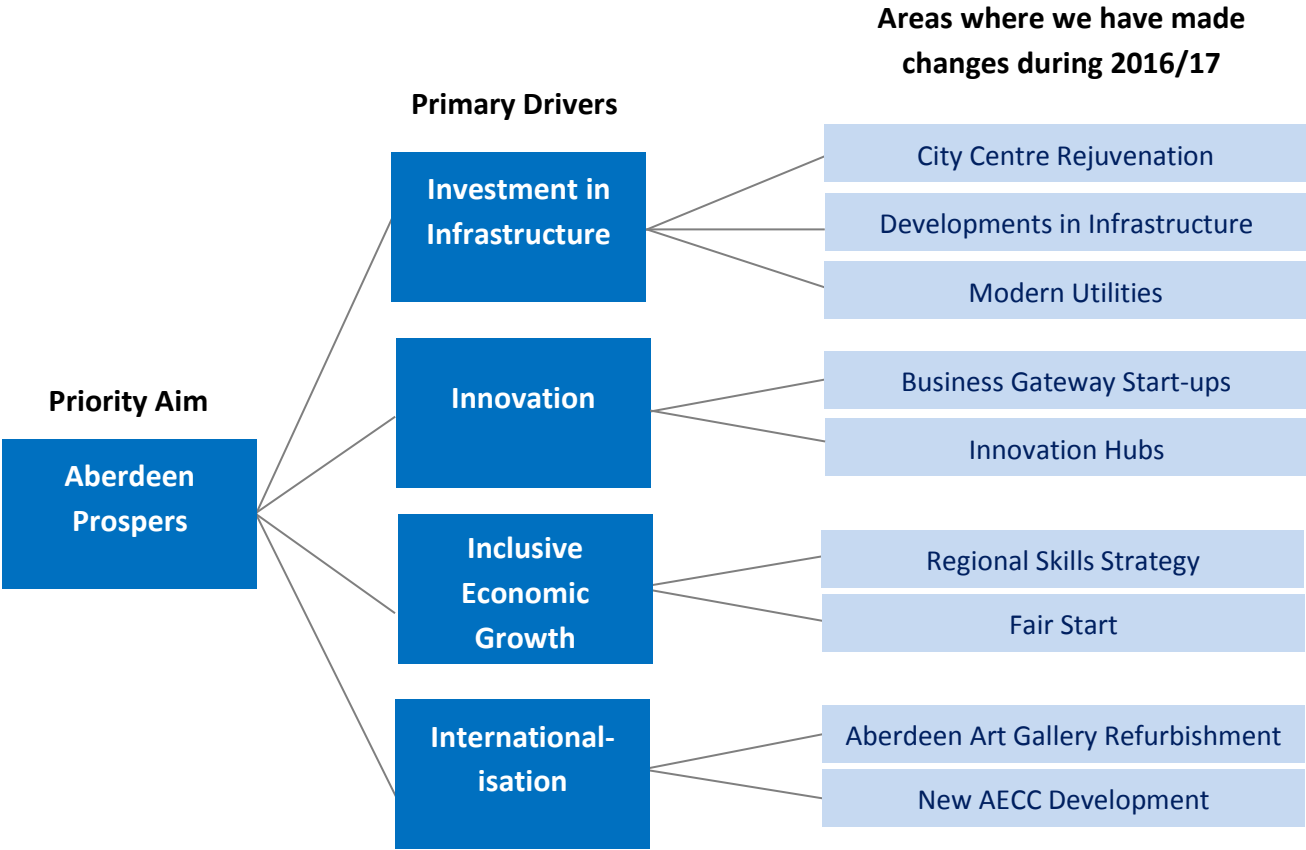


Appendix 1 to this report provides a narrative on each improvement measure provided by the data owners.

PROSPEROUS ECONOMY



Priority: Aberdeen Prospers



What key changes have we made?

City Centre Rejuvenation

As part of the City Centre Masterplan Operation Union Street Rejuvenation was launched in partnership with Aberdeen Inspired and local businesses. Phase 1 of the operation has included the upgrading of street furniture and the creation of a dedicated team for targeted cleaning and repairs.

The mile-long street is currently undergoing the second phase of the project launched last September where a second specialist deep clean is under way to rejuvenate the street. The next phase will include repairing and preserving key buildings on Union Street as part of a Conservation Area Regeneration Scheme, for which Aberdeen City Council has secured and matched an award of £1.2m from Historic Environment Scotland.



Developments in Infrastructure

Aberdeen Harbour Extension

The £350million expansion of Aberdeen Harbour has now commenced and will support a key driver to improve the city's attractiveness for international trade and investment as well as increasing the number of vessels arriving at the harbour. The project aims to create significant opportunities for the city as well as the wider economy, from up-scaled decommissioning activity and being able to accommodate larger commercial vessels, to accommodate an increased share of the available cruise vessel fleet. The development is scheduled to be completed by 2020. Scottish Enterprise estimates that the development will generate an additional £1 billion per annum to the economy by 2035, and will create an additional 7,000 jobs. There were 6,438 vessel arrivals in the 2016-17 financial year, setting the baseline for the Local Outcome Improvement Plan.

Aberdeen International Airport

The 3 year transformation of Aberdeen International Airport has continued during 2017, with several key projects being completed. These have included the new international and domestic arrivals facilities and the new 'Northern Lights' business lounge. New routes have also been announced taking the total to 55 and this includes those served by the newly independent Loganair. Passenger numbers using the airport were 3.1% higher in September 2017 than in the same period in 2016.

Aberdeen Western Peripheral Route

The construction of the Aberdeen Western Peripheral Route (AWPR) is nearing its conclusion. Sections of the route are now operational, including those around the airport and between Foveran and Bridgend to the north of the city. The entire route is on track to be completed and opened in early 2018. The City Council and NESTRANS have undertaken a

study to capture how people and traffic moves around the city before the AWPR is open and will repeat the exercise post-opening to assess the impact.

Modern Utilities

Energy from Waste Facility

The Energy from Waste (EFW) facility in East Tullos was approved by Aberdeen City Council in October 2016. The aim of the project is to reduce the reliance on landfill in north-east Scotland in line with Scottish Government regulations that come into force in January 2021. The EFW plant is being built in partnership with Aberdeenshire and Moray councils. Another aim for the facility is to provide heat and electricity in a low-cost district heating scheme for local residents of Torry.

Hydrogen Buses

One of the most innovative projects that is running in Aberdeen is the award winning Hydrogen Bus Project. It has the largest fleet of hydrogen fuel cell buses in Europe, with 10 buses and further plans to expand it to 20. Alongside this there are two hydrogen refuelling stations, one of which is available for public use. This is the first infrastructure of its kind in the UK. Using hydrogen to power a variety of the city vehicles, including Council owned vehicles, is enhancing Aberdeen's reputation for energy and innovation. The first H2 Transport Summit was held at the Aberdeen Exhibition and Conference Centre in March 2017 to promote the benefits of using hydrogen.

Business Gateway Start-Ups

A key priority for Community Planning Aberdeen is to improve business creation, sustainability and growth rates in all of our communities, particularly in those areas which perform less well than average. A strong private business sector is essential for economic growth and wealth creation, and small businesses create vital jobs and are often the lifeblood of local communities. New businesses being established by local people can have a significant impact in terms of the wider perceptions and aspirations of a community. A series of Business Gateway events were held in September 2017 in Aberdeen's three priority localities where business advisors were on hand to guide people through the opportunities available, teach new skills, help them meet new people and plan their journey to success. *See case study on page 14 for more information.*

Innovation Hubs

The Aberdeen City Region Deal has a focus on driving innovation across the priority sectors in the local economy. To support this, significant investments in oil and gas innovation have been made through the Oil and Gas Technology Centre, where the Innovation Hub was opened in October 2017. To date, innovation projects with a total value of £12 million have been approved by the Oil and Gas Technology Centre, focussing on areas such as small pool developments and integrating renewable energy sources into oil and gas activities. Innovation Hubs for the Life Sciences and Food and Drink sectors are also in the development stages and will be part-funded through the City Region Deal. A business case for the Bio-Therapeutic Innovation Hub (to be based at Foresterhill) is currently being assessed by the UK and Scottish Governments.

Regional Skills Strategy

Skills Development Scotland has finalised the Regional Skills Strategy for the North East, which sets out priorities for investment and activity in the region. This is supported by activities such as the Transition Programme (supporting people who are leaving the oil and gas sector to retrain); the Partnership Action for Continuing Employment (PACE) scheme, which responds to redundancies; and a new programme of enhanced skills support which reflects the unique economic circumstances of the North East of Scotland. In addition, the Chief Executive of NESCOL is seeking to establish a Regional Learning and Skills Partnership which will oversee investment and activity across skills and employment services

Fair Start North East

The Fair Start contract for the North East of Scotland has been awarded and will start to deliver employability services to the most disadvantaged groups in April 2018. The service will deliver high quality employment support to targeted customers' who want and need help to enter and remain in work. It will provide customers with pre-employment support for a period of up to 12 months, and In-Work support for a period of up to 12 months. It will support customers who face a range of barriers to employment: from those who may require skills, health or literacy and numeracy support, to those for whom complex barriers and/or disabilities require more specialised support to help them find and sustain employment. Community Planning Aberdeen will be a key partnership to support the delivery of this important contract.

Aberdeen Art Gallery Refurbishment

Our aim is to attract the best possible range of incoming exhibitions and events and showcase the city's internationally recognised arts and culture offering. Initial work on the £30 million Art Gallery Refurbishment began in July 2015 and is due to be completed early 2018. The extensive refurbishment and development will involve the construction of new educational facilities, the upgrade of performance and reflection spaces and the creation of 21 new galleries from previously unused space. The redevelopment project will enhance the visitor experience creating new opportunities for people to participate.

New Aberdeen Exhibition and Conference Centre

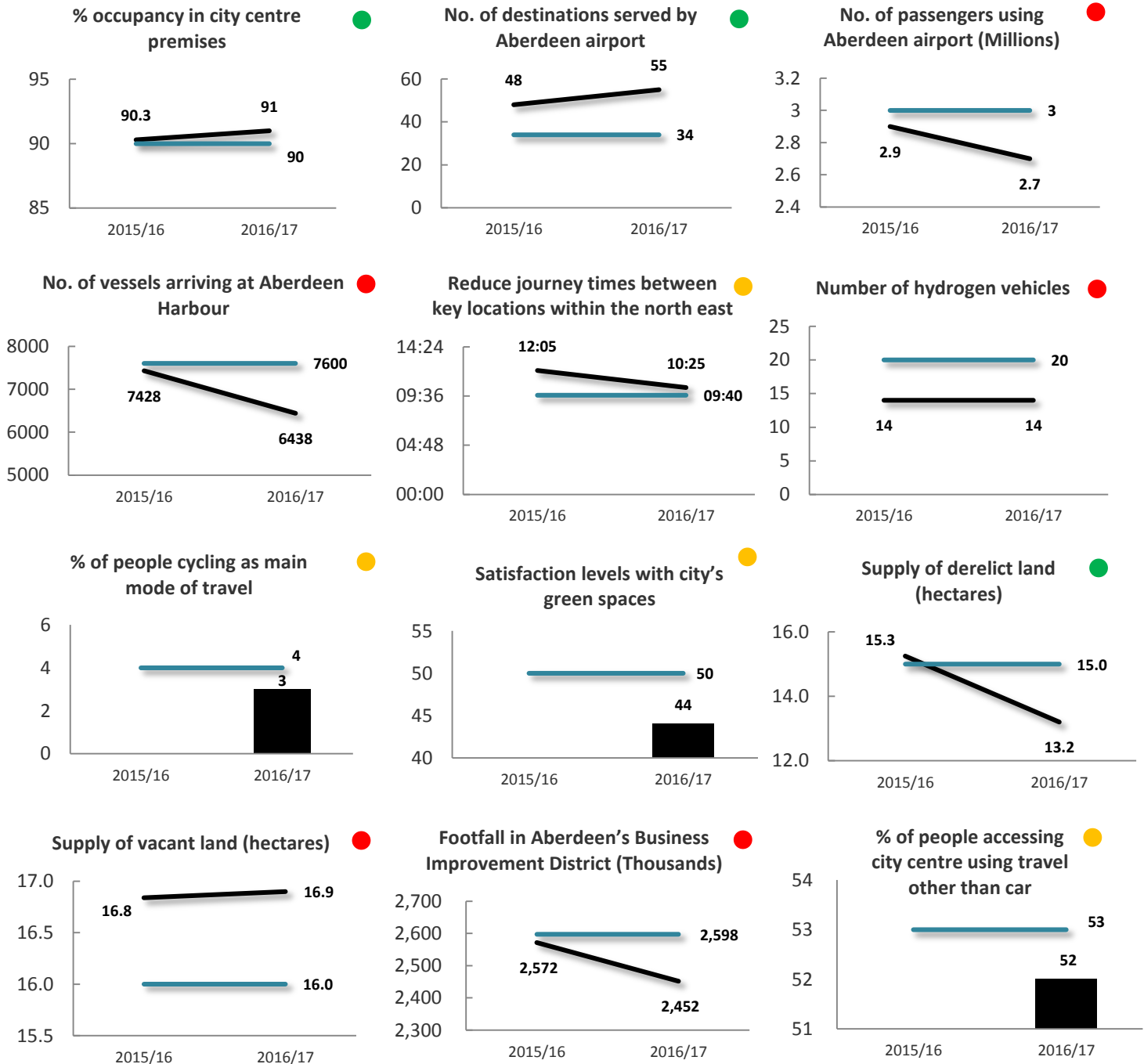
Work to create a world class new exhibition and conference centre for Aberdeen and the North East began in July 2016. This supports our aim to improve the attractiveness for international trade and investment and will aim to bring an extra 31,000 business tourists to Scotland. The project will create 600 new jobs during the construction period and 352 full-time-equivalent permanent positions by year 10 of operations. It will anchor existing international events and ensure Aberdeen is competing nationally and internationally for new events, as well as by broadening the appeal of the North East to a global audience. Over the next ten years, it is expected to attract major artists and events to the city, and contribute an additional 4.5 million visitors, £113 million of visitor spend and £63m net GVA to the Scottish economy. It will provide four times the exhibition space available at the current AECC, and increase the maximum capacity to 12,500 in the arena.

Are our changes resulting in improvement?

— Performance — 17/18 improvement aim

- Yes
- Getting there
- Not yet

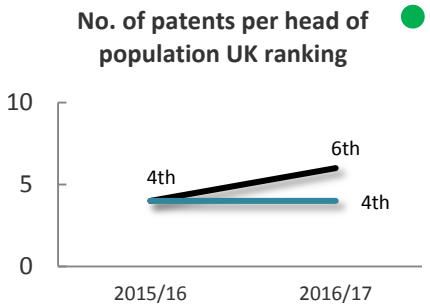
Investment in infrastructure



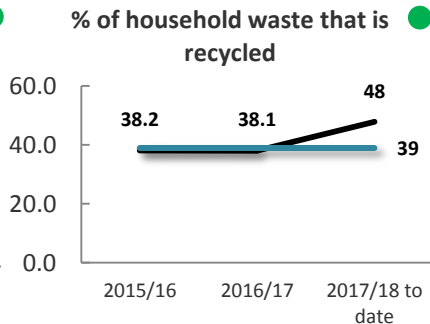
See Appendix 1 for chart narrative

Innovation

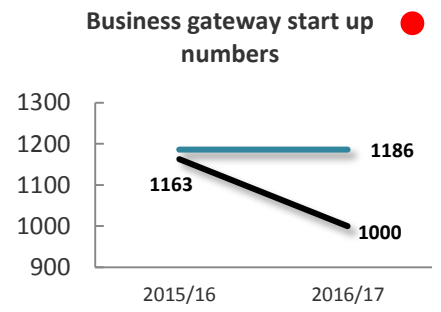
No. of patents per head of population UK ranking



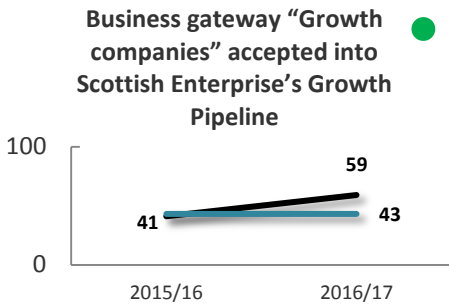
% of household waste that is recycled



Business gateway start up numbers

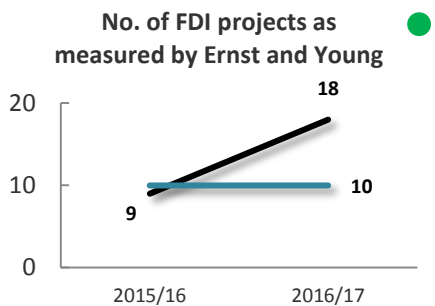


Business gateway "Growth companies" accepted into Scottish Enterprise's Growth Pipeline

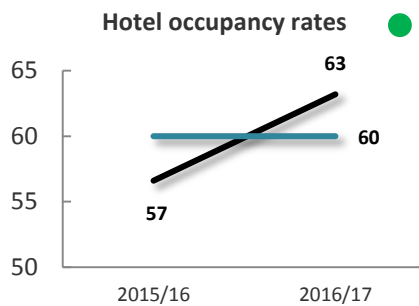


Inclusive economic growth

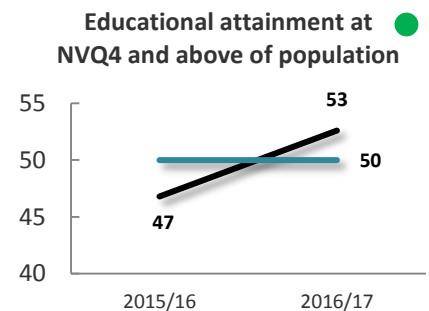
No. of FDI projects as measured by Ernst and Young



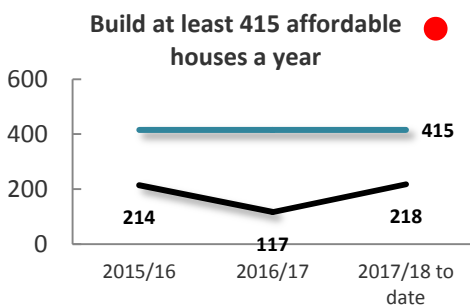
Hotel occupancy rates



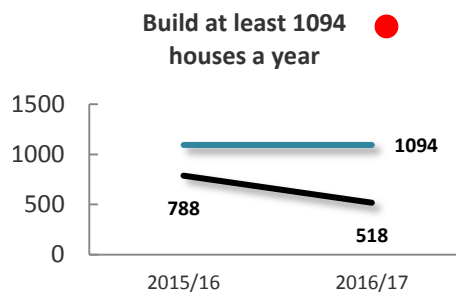
Educational attainment at NVQ4 and above of population



Build at least 415 affordable houses a year



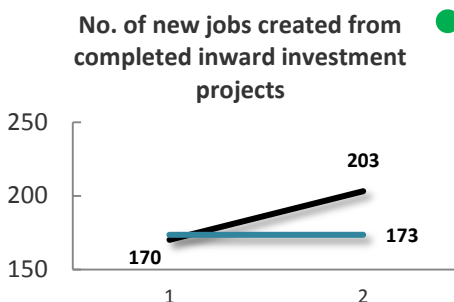
Build at least 1094 houses a year



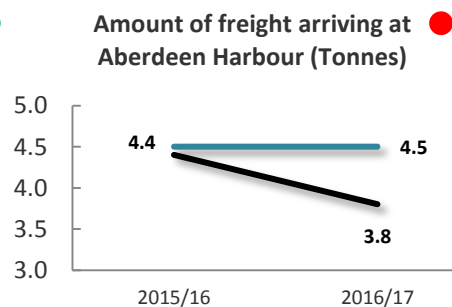
See Appendix 1 for chart narrative

Internationalisation

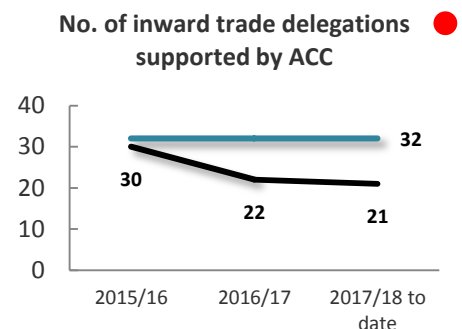
No. of new jobs created from completed inward investment projects



Amount of freight arriving at Aberdeen Harbour (Tonnes)



No. of inward trade delegations supported by ACC



Improvement Project Case Study



Business gateway start-ups in localities

What is the Aim?

To increase business gateway start up numbers across Aberdeen by 2% by April 2018 by focusing on localities.

Business Gateway is a publicly funded service contributing to the economic wellbeing of Scotland by providing access to free business support services.

How does this support prevention and early intervention?

- A strong private sector is essential for economic growth and wealth creation, and small businesses create vital jobs and are often the lifeblood of local communities
- New businesses being established by local people can have a significant impact in terms of the wider perceptions and aspirations of a community
- That is why we have a particular focus on our priority localities which perform less well than the city-wide average

What changes are we currently testing?

- Business gateway community events in locality areas: short start up awareness seminars for attendees; consultations with business gateway advisers; advice on New Enterprise Allowance Scheme
- Events marketing through online and physical distribution of posters

Thinking of, or Starting Up Your Own Business?
Looking to enhance your business skills, meet new people, tap into advice and funding?
Come along to one of three FREE events to help you on the right track to success.

business gateway
Your gateway to business expertise

jobcentre plus

Business Gateway will host three events, offering a chance to meet with a Business Adviser who can guide you through the opportunities available to you to learn skills, meet people, progress your business plans and start your journey to success.

Job Centre Plus will also be present alongside a representative from the New Enterprise Allowance Scheme, so you can find out if there is something suitable to fund your business plans.

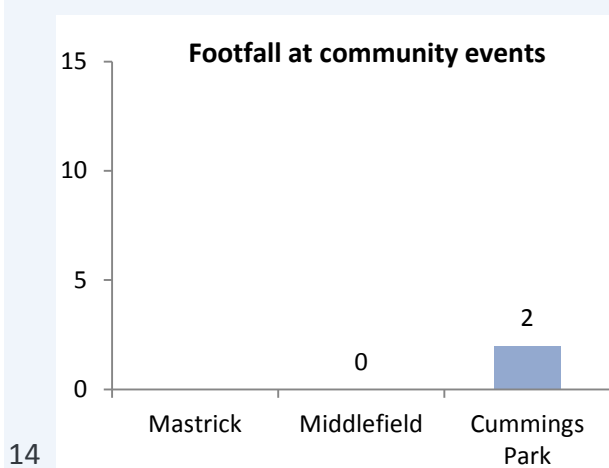
Thursday 7th September 2017
Includes 1 hour mini-seminar
10 AM to 12 NOON
@ Middlefield Hub, Manor Avenue
Aberdeen, AB16 7UR

Wednesday 13th September 2017
Drop in session
2PM to 4PM
@ Mastrick Community Centre, Greenfern Road, Mastrick
Aberdeen, AB16 6TP

Tuesday 19th of September
Includes 1 hour mini-seminar
5PM to 7PM
@ Cummings Park Centre, Cummings Park Crescent
Aberdeen, AB16 6TS

To book your place at these events please email
Roz@elevatoruk.com, or call 01224 289725

Improvement data



The key change tested for this project so far has been to hold community events in Mastrick, Cummings Park and Middlefield. Unfortunately the first tests were unsuccessful with the events attracting only 2 people. Whilst disappointing, this has provided important learning for further testing. The improvement team will review how the format and promotion of these events can be improved to attract more people in future. The team will also need to consider what different change ideas could be tested to achieve the overall improvement aim.

Lead Outcome Improvement Group

Aberdeen Prospers Group



**Richard Sweetnam, Head of Economic Development,
Chair of Aberdeen Prospers**

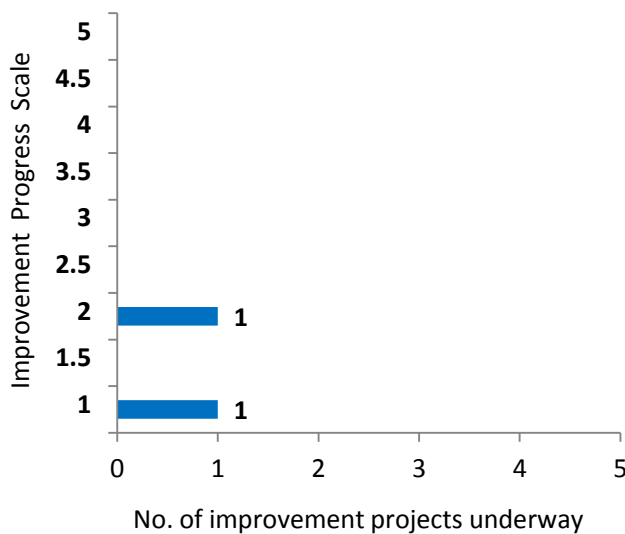
The Aberdeen Prospers group is a partnership group working within the CPA structure. The Group is responsible for ensuring progress against the primary and secondary drivers and improvement aims set for the Prosperous Economy section.

Lead partners involved

- Aberdeen City Council
- North East Scotland College
- North East Scotland Regional Transport Partnership (Nestrans)
- Robert Gordon University
- Scottish Enterprise
- Skills Development Scotland
- University of Aberdeen

Improvement Projects underway using the Model for Improvement

2 improvement projects underway



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

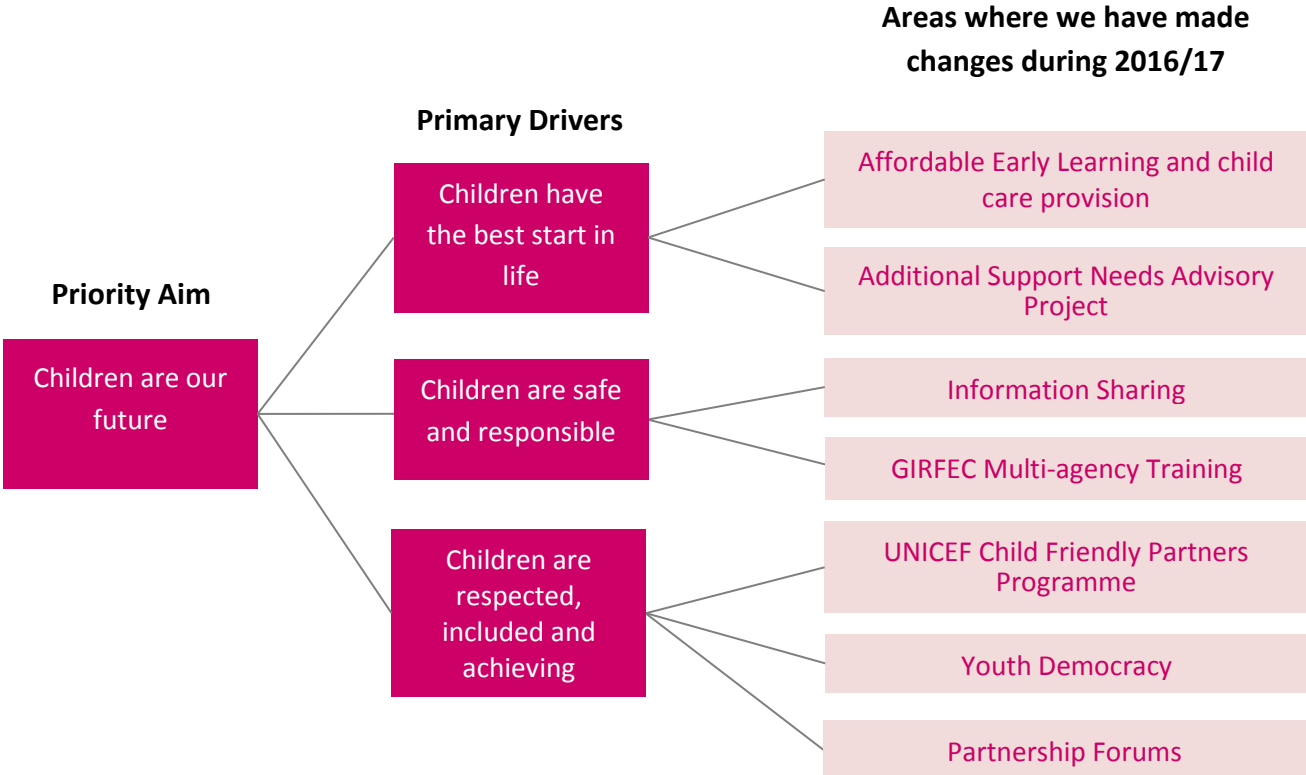
Priority next steps

- Improved Economic footprint
- Gap reduction Employment, Education and Health outcomes in priority localities
- Reduced skills shortages
- Increased Investor readiness
- Improve Transport access to Aberdeen Airport and new AECC Arena
- One Stop Employability Shop
- Community Benefits Opportunities

PROSPEROUS PEOPLE



Priority: Children are our future



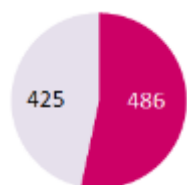
What key changes have we made?

Affordable Early Learning and Childcare

Free Early Learning and Childcare

Our Me 2 Service provides up to 600 hours a year of free Early Learning and Childcare for 2 year olds from families on welfare benefits. Over the last year we have been promoting uptake of the free provision through a range of providers in our three priority localities. At the moment uptake of the service in Aberdeen is 167 (7%) of eligible 2 year olds and their families, which is slightly lower than the national uptake of 9%. We will continue to promote this service to ensure more eligible families across Aberdeen can access free high quality, holistic early learning and childcare services.

Working with communities on the future of Early Learning and Childcare



Our aim is to expand and improve access to affordable childcare across the city. This year we carried out a comprehensive consultation and engagement programme to gather information from parents, carers and potential future parents on how services can best be provided and delivered in Aberdeen. Through a combination of consultation events and questionnaires, a total of 911 responses were received from people across the city (486 responses) and in priority locality areas (425 responses). On the basis of these consultations, we are developing detailed proposals on how early learning and childcare can be expanded and delivered in our priority localities in the first instance. Engagement on these proposals will follow with communities in these localities and our workforce.

In order to expand provision quality of childcare in keeping with our improvement aims, we estimate that we will require an additional 300 Practitioners in Aberdeen. Over the last year we have been working with the Scottish Government, Aberdeenshire Council, Aberdeen University and NESCOL to develop pathways for young people to become ELC professionals through the establishment of an Early Learning and Childcare Academy. The Academy will allow us to promote early learning and childcare as a positive career choice and offer more flexible routes into the profession.

Stay, Play and Learn Service

As part of our wider offer of services to families with eligible 2 year olds, we have been piloting a new Stay, Play and Learn Service in Aberdeen. This innovative type of nursery provision encourages parents to stay and take part in activities such as crafting, role play, construction and story time alongside their children, as a way of supporting their learning and development. Currently running at Kirkhill Primary School in Kincorth and it is soon to be offered at Manor Park Learning Centre, the trial forms part of the Community Planning Aberdeen's drive to meet 100% of demand for early learning and childcare places by 100% by 2020/21.



Out of school care policy

Our updated Out of School Care Policy has been highlighted as an example of good practice nationally by the Scottish Out of School Care Network. The policy was highlighted for the value we place on out of school care in the city and its role in improving outcomes for children and families; for the information and support we offer to out of school care providers; and for producing good practice guidelines to support providers deliver high quality and consistent services across the city.

Looked after Children Project

The LAC project aims to work on a 1-2-1 basis with children to focus on their issues and areas of concern. The initiative started in November 2016 and developed from effective targeted work through the active schools team. The initiative will help children stay in school, grow in confidence and develop a positive outlook. The aim is to reduce the number of children being sent out of the area, keep continuity of positive adult role models in the child's life and build resilience within the child and their community. Key partners are working together closely to ensure the project follows a person-centred approach.

Activities such as horse riding, boxing, learning to swim, skateboarding have showed positive changes in confidence, self-esteem and resilience through experiencing success in the activities as well as building consistent relationships with positive adults. Children and young can then transfer these changes and successes back into school and learning environment promoting achievement and success in school and supporting progress to positive destinations beyond school.

Additional Support Needs Advisory Project

The Additional Support Needs Advisory Project (ASNAP) aims to support local service providers to facilitate the integration of children with additional support needs in nurseries, crèches, playgroups and After School Clubs throughout Aberdeen. The ASNAP project, delivered by VSA - the social care charity for Aberdeen has been nominated for a Scottish Government and Healthcare Improvement Scotland Quality Improvement award. The project aims to support need in nurseries, crèches, playgroups and After School Clubs throughout Aberdeen.

Information sharing

Work has been undertaken to accelerate improvement in information sharing across Grampian's Community Planning Partnerships following publication of the Children and Young People (Information Sharing) (Scotland) Bill in June. Partnership Advice Notes have been agreed and shared in order to build confidence in our safeguarding arrangements. In addition, Practitioners Guidance on Information Sharing produced by Aberdeen City Council, Aberdeenshire Council, Moray Council, Police Scotland and NHS Grampian has been revised to support the sharing of information which will promote, support or safeguard the wellbeing of a child or young person. Legal Services across all Partner agencies are currently reviewing the revised guidance to ensure that it complies with anticipated European legislation.

GIRFEC Multi-agency Training

Our multi-agency training has been accessed on 403 occasions. The training helps to support staff throughout the partnership to embed the Getting It Right For Every Child approach in their work. 58% of participants are from the public sector (around 1/3 from the NHS and 2/3 from ACC) 14% are partner providers and 44% represent the voluntary sector. Evaluations evidence a positive impact on practice. We continue to progress on our roll out of training and are currently working to recruit additional capacity to provide more access.

Child Friendly City

The successful delivery of the actions detailed within the Children and Young People's Rights and Participation Strategy has provided an important foundation which contributed to our successful application to become part of UNICEF's Child Friendly Partners Programme. This has established us as the first Scottish Local Authority to be accepted onto it. The Children's Rights and Participation Strategy will now be superseded by the actions determined through our work within this UNICEF programme and will reflect local strengths and areas for improvement.



Youth Democracy

We actively promoted the Electoral Commissions 'Ready to Vote' campaign which was designed to increase young voter registration. Working closely with the Electoral Commission, city secondary schools, the library service, local children's homes, community Youth Workers and local Elections Officers, successful 'Ready to Vote' events took place in each of our 12 secondary schools. As a result we were able to share information and provide registration opportunities for eligible young people who may not have received it through schools. Resources provided by the Electoral Commission were further developed and have been reciprocally shared for inclusion in future national resources.

Partnership Forums

We have established locality based partnership forums across our Associated School Groups (ASGs) (the secondary school catchment and their feeder Primaries) to support multi-agency delivery of the National Improvement Framework. These forums will help develop our GIRFEC practices by promoting primary prevention and early intervention at a local operational level to:

- Improve attainment, particularly in literacy and numeracy
- Closing the attainment gap between the most and least disadvantaged children
- Improve children and young people's health and wellbeing
- Improve employability skills and sustained, positive school leaver destinations for all young people

Each partnership forum will consider how these areas can be addressed through direct intervention with families and members of the local community and report on progress through the ICS Partnership.

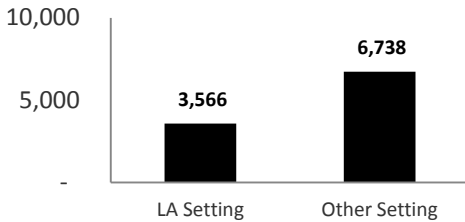
Are our changes resulting in improvement?

— Performance — 17/18 improvement aim

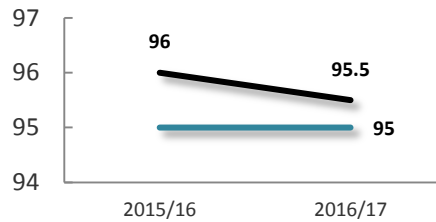
● Yes
● Getting there
● Not yet

Children have the best start in life

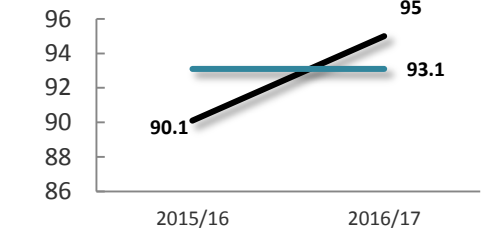
No. of available early learning and childcare places



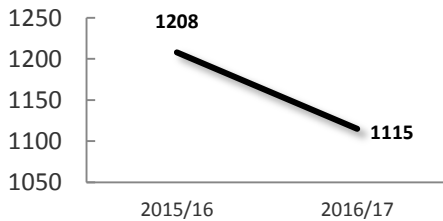
% of positive early learning and childcare inspection outcomes



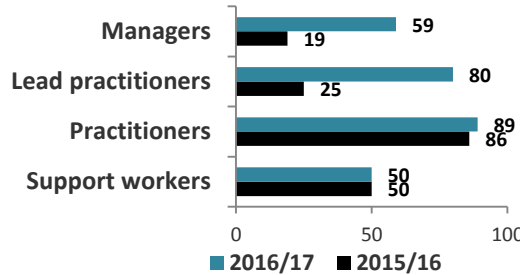
% Parents happy with with early learning and childcare services



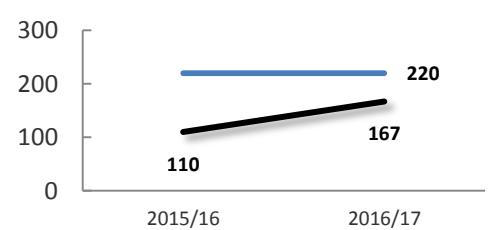
No. of staff entering early learning and childcare sector



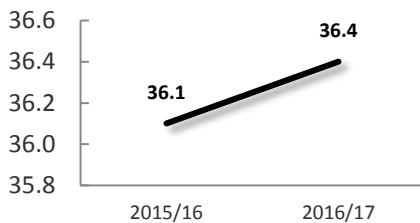
No. of staff undertaking qualifications to improve quality



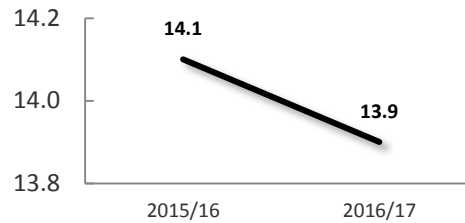
No. of Me2 places available with a view to meeting 100% demand



% of babies exclusively breastfed at 6-8 week review

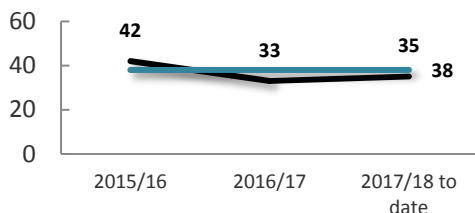


% of mothers smoking during pregnancy

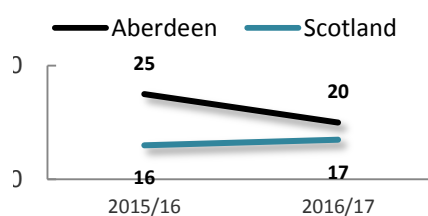


Children are safe and responsible

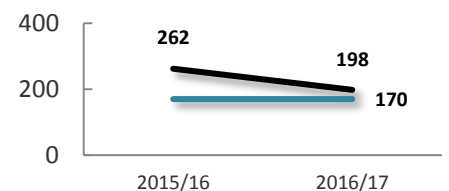
No. of young people in out of Authority Places



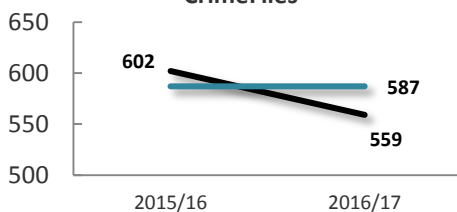
Reduce % of Child Protection Register re-registrations



No. of young people who were accused in relation to multiple CrimeFiles



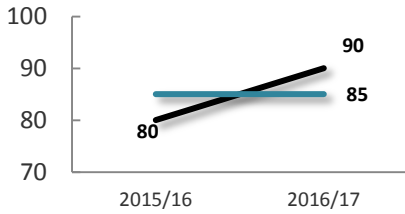
No. of young people who were accused in relation to single CrimeFiles



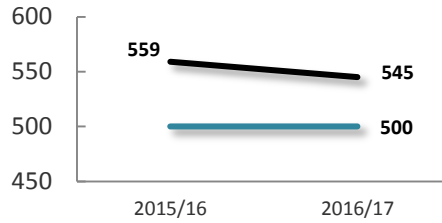
See Appendix 1 for chart narrative

Children are respected, included and achieving

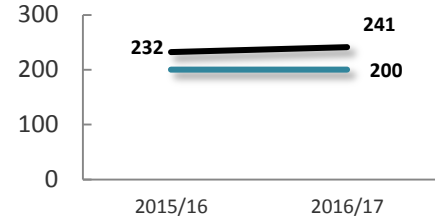
% of pupils identified as having an ASN educated in their local community ●



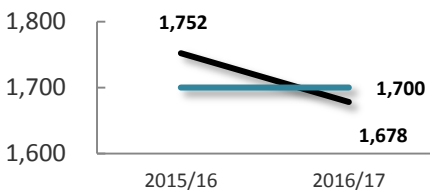
No. of young People with ASN being transported ●



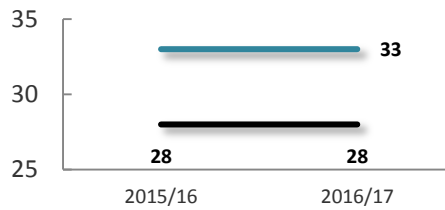
No. of LAC educated out with the local authority ●



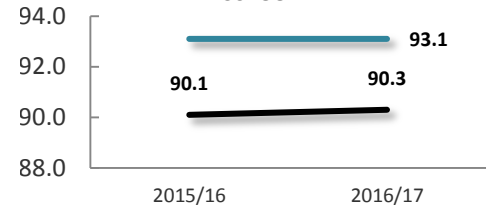
Attainment Gap between highest and lowest achieving 20% (Tariff Scores) ●



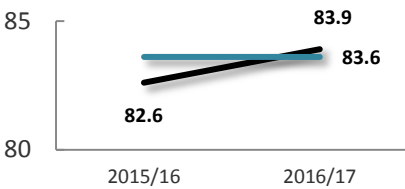
% of LAC achieving Literacy and Numbers at SQF Level 4 or above ●



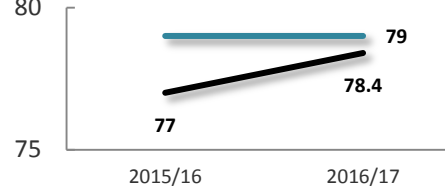
% of young people entering positive destinations upon leaving school ●



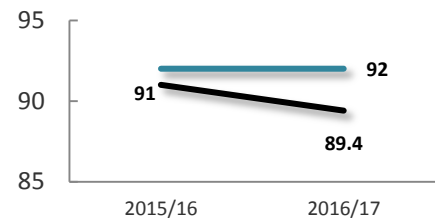
% of young people from deprived areas entering positive destinations upon leaving school ●



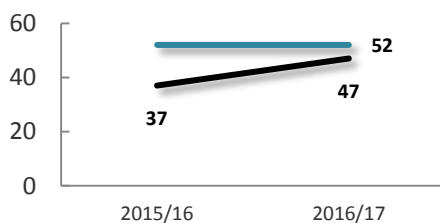
% of young people progressing into a positive destination on completion of an Activity Agreement ●



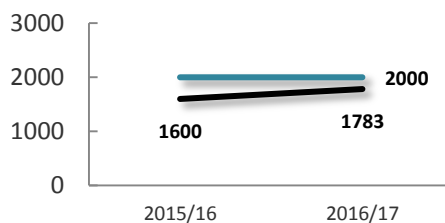
% of 16-19 year olds recorded as participating in education employment or training ●



No. of young people completing formal Achievement Awards: ●



No. of young people completing informal Achievement Awards: ●



See Appendix 1 for chart narrative



We are testing an app for vulnerable children

What is the Aim?

To improve the quality of children's plans by improving measures of health and wellbeing for vulnerable children and young people through our APPA (Adaptive Processing Personality Assessment) app.

The Child's Plan is part of the GIRFEC approach to promote, support and safeguard the wellbeing of children and young people.

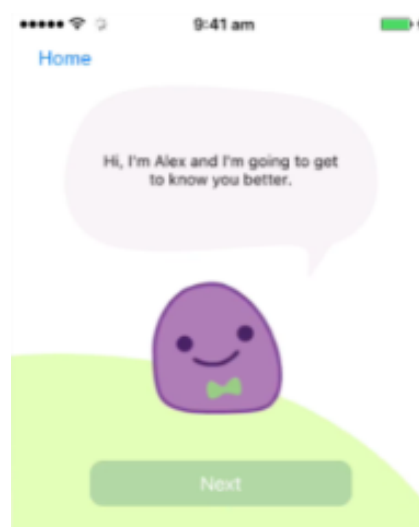
How does this support prevention and early intervention?

The app is being used to assess the resilience of young people and identify children who may be at risk and help identify the factors contributing to their risk - allowing for more appropriate and targeted interventions.

Research carried out by the Hope University Liverpool showed that surveys carried out with adolescents digitally yielded more consistent and honest results than paper based surveys.

What changes are we currently testing?

- Digital rather than paper based wellbeing assessment using a kindle app
- Educational Psychologists are currently testing the App in Aberdeen Grammar, Northfield and St Machar School
- Use across a range of Social Work Units through Clinical Practitioners
- Trial of online generated reports



Improvement data



Educational psychologists testing app in 3 secondary schools



15
Tablet devices made available for trials

The APPA App is a ground breaking tool which aims to improve the quality of children's plans. We are testing the app in schools and social work units to learn how we could use this approach in a range of settings. Feedback from staff and pupils will further influence the development and design of the app.

Lead Outcome Improvement Group

Integrated Children’s Services Board



**Gayle Gorman, Director of Education and Children’s Services
Chair of ICS Board**

Integrated Children’s Services is a well-established partnership group within the CPA structure. We work to ensure that each key area of children and young people’s wellbeing is addressed through a multi-agency approach and aim to ensure that they and their

families are provided with a comprehensive and coordinated suite of services around their core wellbeing needs. We are supported by numerous local and national organisations that work with us through our multi-agency working groups. Integrated Children’s Services is leading in the regional development of a Quality Improvement Leader training programme based on the Model for Improvement as well as growing in house capacity through continuing to up skill project leads across the CPP.

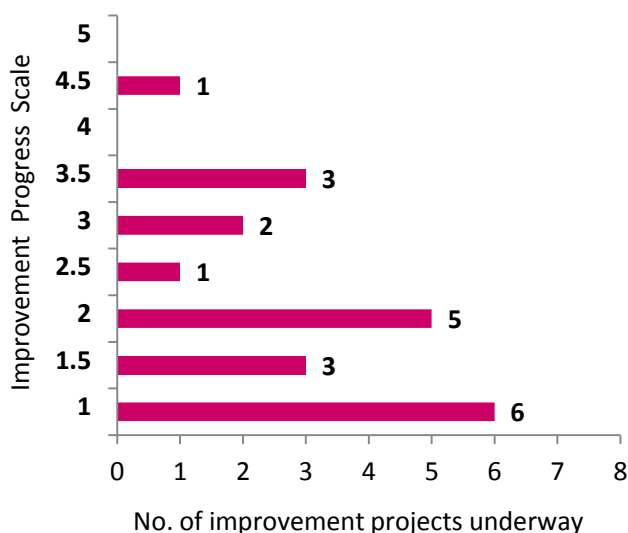
Lead partners involved

- Aberdeen City Council
- ACVO
- Children’s Hearings Scotland
- NHS Grampian
- Police Scotland
- SCRA
- Scottish Fire and Rescue
- AHSCP

If you want to find out more about our work you can find Our Integrated Children’s Services Plan 2017-2020 and other resources on our GIRFEC Website: www.aberdeengettingitright.org.uk

Improvement Projects underway using the Model for Improvement

21 improvement projects underway



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

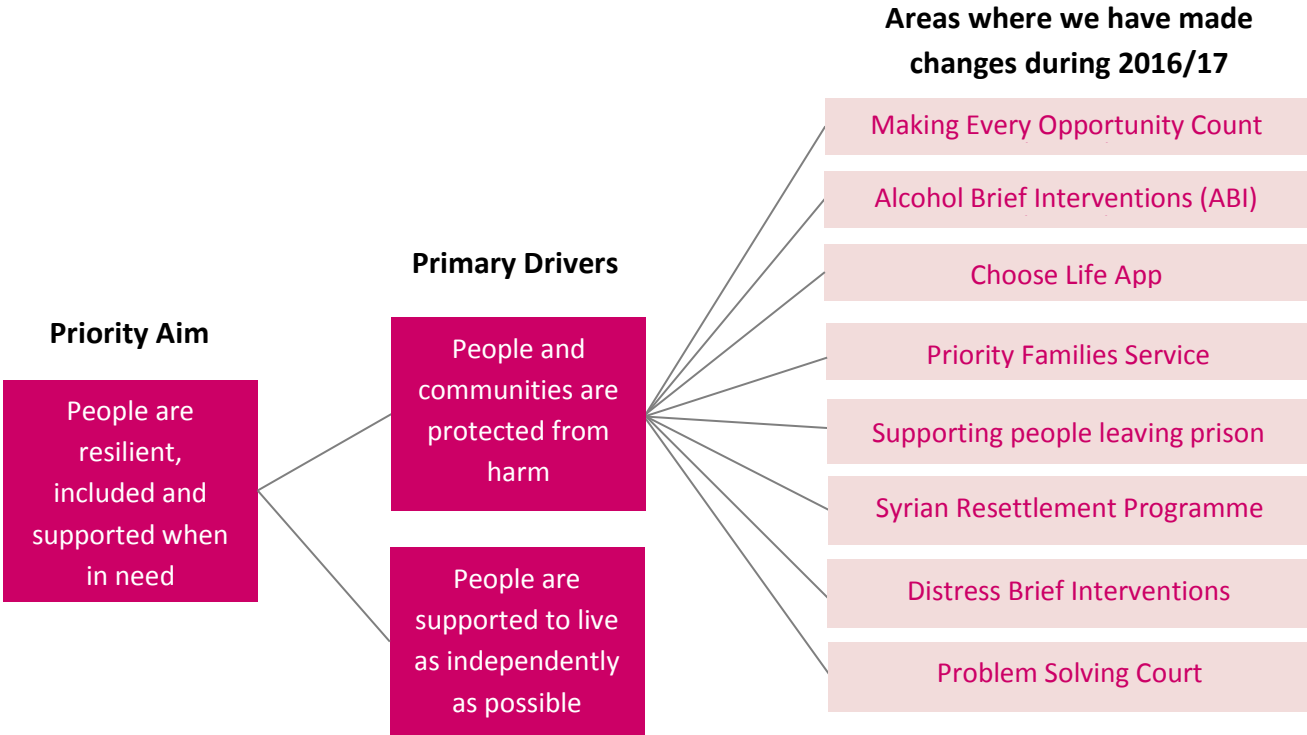
Priority next steps

- Improved intervention and support around mental health
- Creating a child friendly city
- Developing the youth justice strategy
- Improved reporting and risk identification to better align with new inspection criteria
- Helping more children achieve a positive destination

PROSPEROUS PEOPLE



Priority: People are resilient, included and supported when in need



What key changes have we made?

Making Every Opportunity Count (MEOC)

We have been testing proven methodologies that support the early identification of health risks and harms to individuals within a range of appropriate settings. MeOC is a simple intervention, a light touch health conversation, being rolled out in Grampian to enable service users to live as well as they can. It encourages staff to engage in conversations on lifestyle and life circumstances with people at risk. This could include, for example, smoking, healthy eating, healthy weight, being physically active and alcohol intake, money and housing issues. Taking 30 seconds to 3 minutes, the brief conversation makes maximum use of our resources and our positive influence for health, providing information and being able to signpost people to relevant services for further advice or support where appropriate.

Alcohol Brief Interventions (ABI)

An Alcohol Brief Intervention (ABI) is a structured short conversation about alcohol consumption with an individual. The aim of the conversation is to motivate and support that individual to make positive choices and change their drinking behaviour. The conversation is appropriate for anyone who is experiencing negative consequences due to their own alcohol consumption. It is not aimed at people who are dependent on alcohol and require specialist help to recover. An ABI can be opportunistic or planned (e.g. as part of an assessment process) and is a non-specialist intervention part of Health Scotland's wider Health Behaviour Change (HBC) intervention programme. The programme has traditionally been delivered in primary care, accident and emergency and maternity services. Now, in settings across the statutory, voluntary and private sector, we are testing opportunities to further expand delivery and minimise or mitigate the negative impacts of alcohol consumption on people's lives.

See case study on page 31 for more information.

Choose Life App

Last year we worked in partnership with Aberdeenshire CPP to launch an app aimed at preventing suicides in the North-east. The app and its digital suicide prevention campaign was the winner in two categories at the Scottish Health Awards 2017 with the awards being in the categories of 'Innovation' and 'Care for Mental Health'. Vulnerable people can now download the app to access personalised plans for help, along with direct contacts to support groups, including The Samaritans and Breathing Space. It also has content to help those whose loved ones have been lost to suicide. Prevent Suicide features are specific to the North-east allowing people to find local services, and help users monitor their state of mind. Since the launch of the app and website, more than 22,000 users were reached in 17 months (Between March 2016 – August 2017). NHS Grampian saw the largest decrease in suicide in 2016 following release of national data on 3 August 2017 (The Aberdeen City reduction was 28%). The national suicide rate increased by 8% compared with 2015.



Priority Families Service

Priority Families started in January 2017 and is a partnership service offering dedicated support to families who are disadvantaged and at risk of poor outcomes. It is resourced by Aberdeen City Council, Police Scotland and Action for Children, working in Partnership with many other partner agencies to provide holistic services to families in need. Families affected by anti-social behaviour, offending and child/adult wellbeing issues that meet specific criteria are offered intensive help for up to 12 months. A Tracking System monitors a family's journey through the service measuring progress against agreed outcomes. The Service is still very new but emerging evidence suggests that the first cohort of families who have reached 6 months service are experiencing significantly more positive outcomes.

Support on leaving prison

This year we supported 173 individuals from Aberdeen to engage with Throughcare Support. The Service was introduced in 2015 to improve joint working between the Scottish Prison Service and a range of community planning partners to help short term prisoners (people on sentences of less than 4 years) and their families to prepare for the transition from custody back into the community. Examples include, working with health services to plan for prescriptions and GP registration; Criminal Justice Social Work, to ensure that regular support and supervision is in place, where appropriate; the local authority Housing Service in relation to housing issues/needs; JobCentre Plus in relation to relevant benefits; and third sector and community services and supports. The service aims to reduce the risk of a person reoffending and to support them to (re)integrate into communities on release.

We have been working in partnership with the Scottish Prison Service to assist offenders to sustain their tenancies and prevent their homelessness upon release. In line with the general homeless demographic, offenders are disproportionately likely to be single, male and affected by mental and physical health issues, including addictions. A Case Officer from Aberdeen City Council's Housing Access Service attends HMP Grampian weekly to provide housing options to offenders, assess their circumstances under homelessness legislation and where required, identify suitable temporary accommodation upon release. A Housing Support Officer is also based at HMP Grampian to assess offenders' housing support needs and coordinate support so that this is available as soon as possible on release. This arrangement has now been in place for one year and we have seen almost a 50% decrease in homelessness presentations from offenders leaving prison (from a high of 137 in 2015/16 to just 71 in 2016/17). Year to date, there has only been 45 offenders presenting. This suggests that targeted support to sustain tenancies and more defined pathways, with support in place prior to release, are working well to achieve better outcomes for this vulnerable group.

Syrian Resettlement Programme

Over the last year our efforts to welcome 88 Syrian refugees in Aberdeen have continued. The Syrian resettlement programme is an alliance of compassion, professional expertise, practical cooperation and generosity by Community Planning Partners working with the community and voluntary sector. Together we have successfully coordinated a donations and volunteer strategy, setting up a joint donations account between Church of Scotland and NESCU so that funds could be raised and put towards resettlement efforts in the city. Two refugee festival events have been supported in the last two years as well as local ESOL

classes, peer education, and integration events and projects including a radio drama project with SHMU aimed at raising awareness about refugees. Working with the Syrian New Scots has enriched our communities and our partnership leaving its own legacy. The Syrian families have now started up their own community project, “As’salam” (or “Peace” in Arabic) and have been involved in the resettlement of the most recent families arriving. This is only possible because of the efforts of all partners to coordinate resources and volunteers to enable and empower the families.

Distress Brief Interventions

Aberdeen City is currently a pilot site for the Distress Brief Intervention scheme that is due to go live on a limited basis in November 2017. A Distress Brief Intervention is a time - limited and supportive problem solving contact with an individual in distress. It is a two-level approach. DBI level 1 is provided by front line staff and involves a compassionate response, signposting and offer of referral to a DBI level 2 service. DBI level 2 is provided by commissioned and trained third sector staff who would see the person within 24-hours of referral and provide compassionate community problem solving support, wellness and distress management planning, supported connections and signposting for a period of up to 14 days. The objective is to provide a more preventative, effective response to an individual in crisis with a view to ensure they develop effective coping mechanisms to allow them to lead positive lives. Through achieving this aim, demand will then be reduced across the referring agencies.

Problem-solving Court

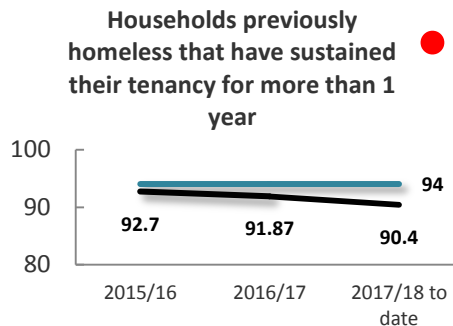
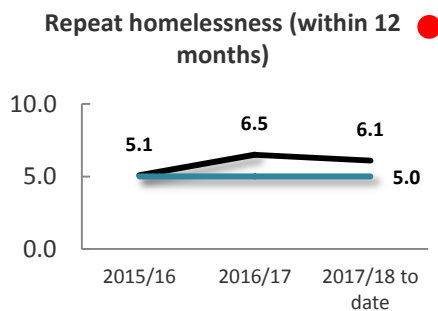
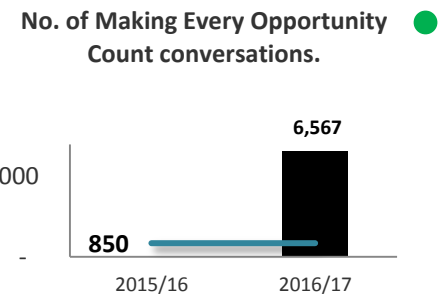
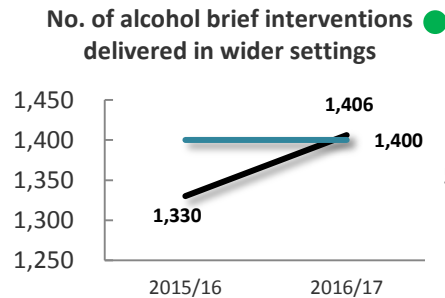
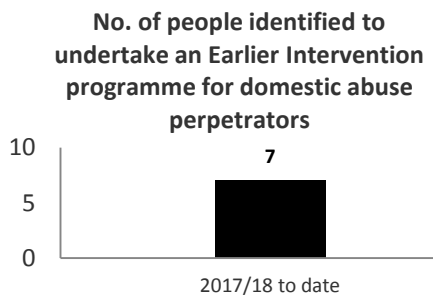
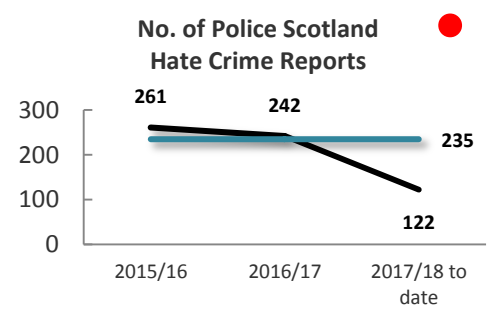
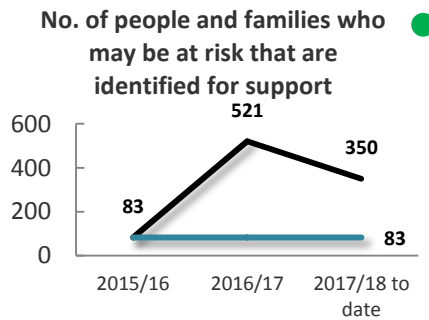
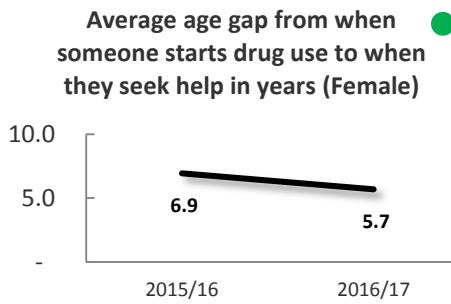
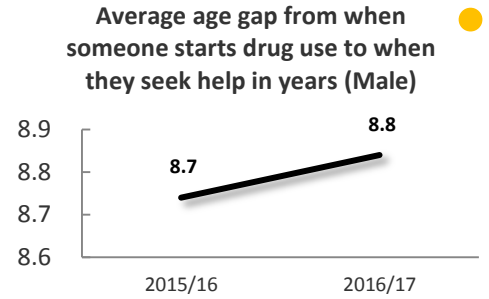
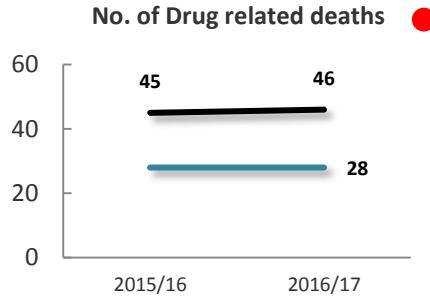
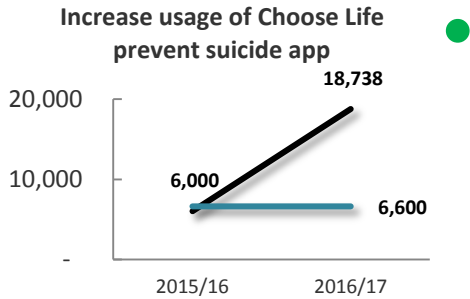
Since November 2015, we have been piloting a Problem Solving Approach in Aberdeen to dealing with women who have offended and from August 2016 we have extended this pilot to men. The approach sees the Scottish Courts and Tribunals Service working closely with Aberdeen City Criminal Justice Social Work Service at Aberdeen Sheriffs Court to provide supervision, support and activities to the individuals. Problem-solving courts put Sheriffs at the centre of rehabilitation. Based in existing court buildings, problem-solving courts yoke together the authority of the court and the services necessary to reduce re-offending and address the issues which drive crime. The Problem Solving approach started in the US and has been used in Scotland for specific offences e.g. Drug Courts, Domestic Abuse Courts. The Aberdeen Problem Solving Court is the first such court in Scotland to address the complex needs of individuals rather than a specific offence. Once sentenced, the individual is subject to regular reviews in court in front of the same Sheriff. There is dialogue between Sheriff and client with an emphasis on the client to be held to account for both their offending and for the progress they are making. The client receives a high level of support to address their problems. In Aberdeen, those who appear in the Problem Solving Court are usually given a Structured Deferred Sentence of varying lengths. This is a “down tariffing” mechanism aimed at providing supervision

Are our changes resulting in improvement?

— Performance — 17/18 improvement aim

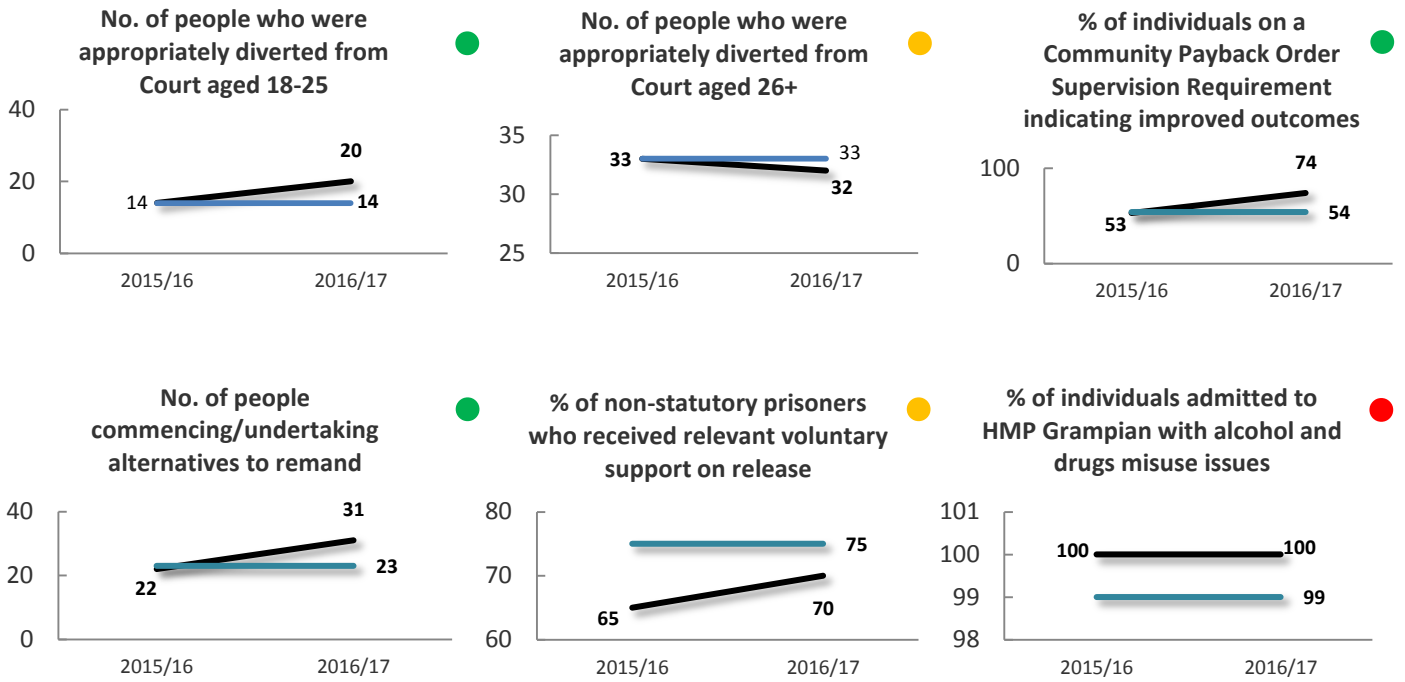
● Yes
● Getting there
● Not yet

People are protected from harm

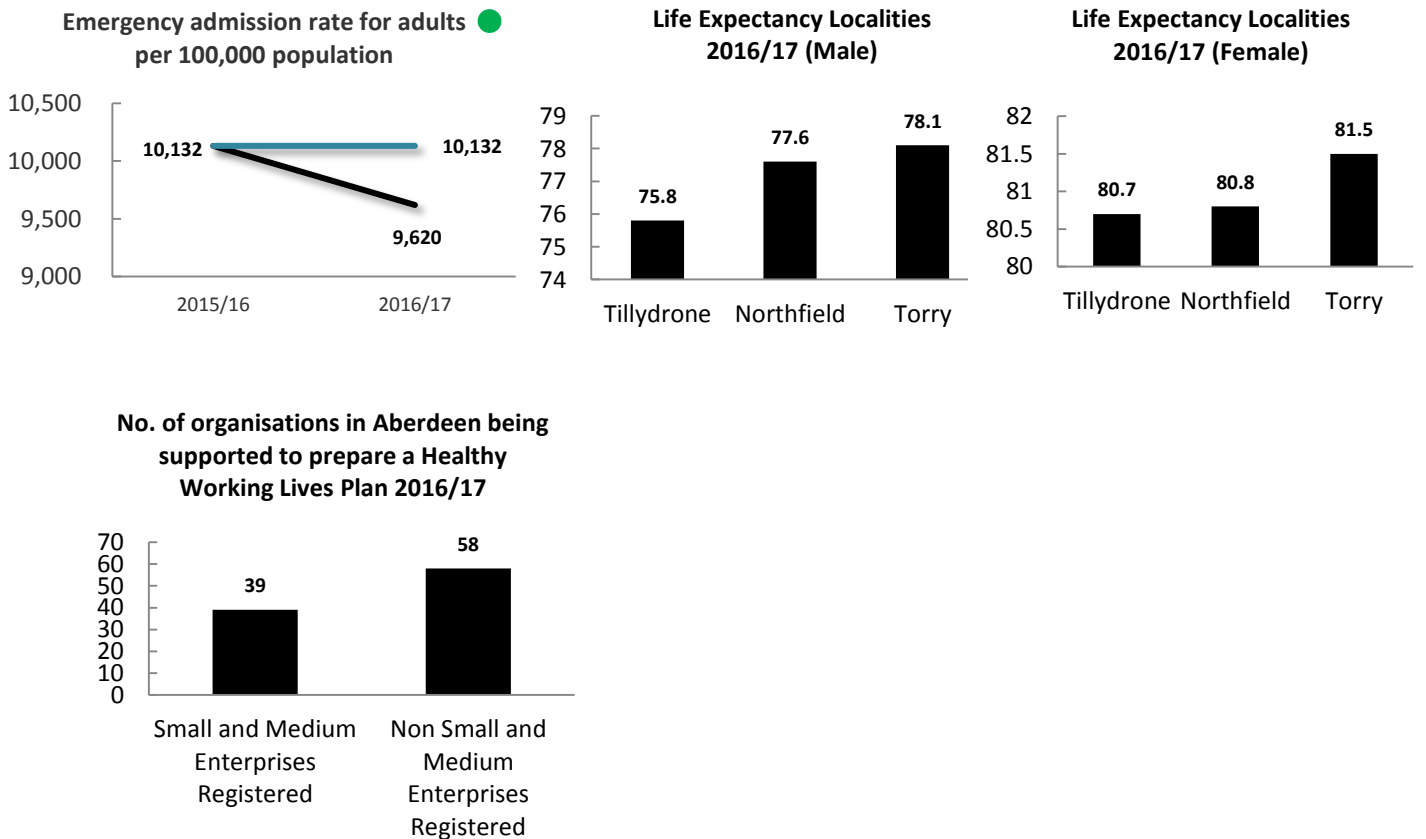


See Appendix 1 for chart narrative

Community Justice



People are supported to live as independently as possible



See Appendix 1 for chart narrative

Improvement Project Case Study



Support for families of people in the Justice System

What is the Aim?

To increase the number of family members of people in the Justice System in Aberdeen receiving support from Families Outside by 100% (from 16 in 2016/17 to 32 in 2017/18) by end March 2018.

Families Outside is the only national charity in Scotland that works solely to offer support and information to the families of people affected by imprisonment.

How does this support prevention and early intervention?

- Helps reduce the likelihood of people reoffending and improves outcomes for these individuals, families and communities
- Prisoners who are supported to maintain family ties are up to six times less likely to reoffend and cope better during imprisonment
- Helps prevent future generations from offending as children who have a relative in prison are more vulnerable to later involvement with the criminal justice system

What changes are we currently testing?

- Signposting families to support available through posters and business cards
- Raising awareness of professionals of issues for families and supports available through training and bulletin article
- New procedure to seek consent from individuals for sharing information with 'Families Outside' service to enable support to be offered



Families Outside is a national charity that provides support to families affected by imprisonment in Scotland.

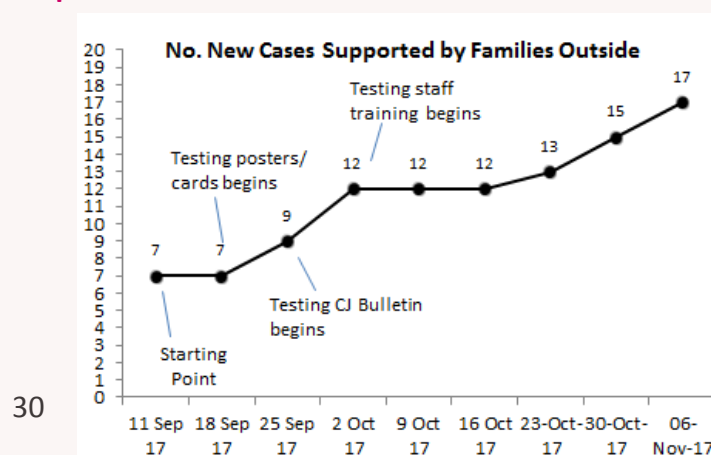
Support and information Helpline:
Freephone 0500 83 93 83

Email: support@familiesoutside.org.uk

Text: **Famout** followed by your message to 46777



Improvement data



We are in the very early stages of this improvement project and have started testing our change ideas. We can see from the data that the changes we have tested have begun to have an impact, with an increase in 10 family members receiving support over a two month period against a baseline of 7 receiving support in a six month period. We will continue to monitor improvement data to assess the impact of the changes we are testing.

Improvement Project Case Study



Alcohol Brief Interventions

What is the Aim?

To increase the number of people at risk of falls, where alcohol may be a factor, identified for an alcohol brief intervention to 20 by Dec 2017.

An alcohol brief intervention (ABI) is a short conversation about alcohol consumption with a patient/service user that seeks to motivate and support the individual to think about and/or plan a change in their drinking behaviour.

How does this support prevention and early intervention?

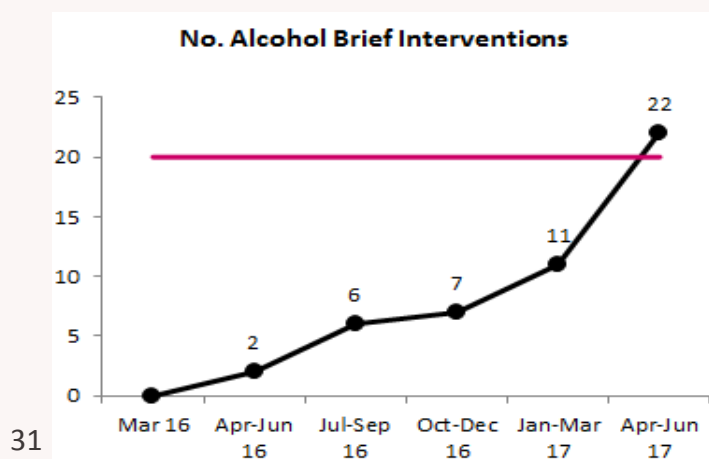
- Helps prevent falls which are caused or exacerbated by alcohol
- Falls are a major threat to older people's quality of life, often causing a decline in self-care ability and participation in physical and social activities
- Falls can be devastating to the affected individual but are also expensive to manage
- Even modest social alcohol consumption by older people may compound or exacerbate other risk factors for falls

What changes are we currently testing?

- Training sessions for staff on the ABI conversation
- Method of screening service users to identify issues with alcohol
- Using evaluation to ensure quality of the ABI intervention



Improvement data



We have been testing this intervention for over a year and have seen a rise in the number of Alcohol Brief Interventions taking place in this wider setting. We hope to be able to use the learning from the approach, including screening tool and staff training to test the approach in wider settings. For example, maternity wards. We are currently doing an evaluation of the quality of the intervention to assess impact on longer term outcomes for people receiving the intervention.

Lead Outcome Improvement Groups

Resilient, Included & Supported Group



Judith Proctor, Chief Officer – Health and Social Care Partnership, Chair of Resilient, Included & Supported Group

The Resilient, Included and Supported Group brings together key partners from across Community Planning Aberdeen to ensure that we are working in a joined up way to support people in Aberdeen to feel safe and protected from harm and to live as independently as

possible. The Group is undertaking a wide range of activity to improve outcomes for people in this area and has begun using improvement methodology to test our more innovative ideas.

Lead partners involved

- Aberdeen City Health and Social Care Partnership
- Aberdeen City Council
- ACVO
- NHS Grampian
- Scottish Fire and Rescue Service
- Police Scotland
- Active Aberdeen Partnership

Community Justice Group



Angela Scott, Chief Executive – Aberdeen City Council, Interim Chair of Community Justice Group

The Community Justice Group brings together partners and stakeholders to drive forward the progression of priorities aimed at preventing offending and reoffending and improving outcomes for people involved in the Justice System, their families and communities.

Lead partners involved

- Aberdeen City Council
- Health and Social Care Partnership
- Crown Office & Procurator Fiscal Service
- NHS Grampian
- Police Scotland
- Scottish Courts and Tribunals Service
- Scottish Fire and Rescue
- Scottish Prison Service
- Skills Development Scotland
- ACVO

Alcohol and Drugs Partnership



Helen Shanks, Head of Inclusion - Education and Children's Services, Chair of Alcohol and Drugs Partnership

The Alcohol and Drugs Partnership brings together partners and stakeholders to provide strategic leadership in tackling issues arising from substance misuse across a broad spectrum of activity from prevention, early intervention, harm reduction

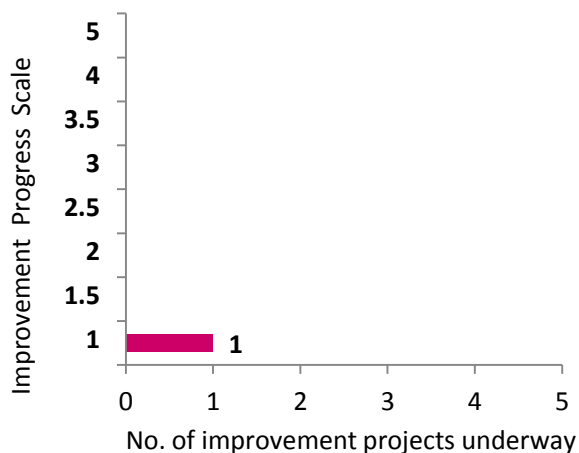
through to specialist service provision and facilitating recovery.

Lead partners involved

- Aberdeen City Health and Social Care Partnership
- Aberdeen City Council
- NHS Grampian
- ACVO
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Prison Service
- Active Aberdeen Partnership
- Aberdeen in Recovery

Improvement Projects underway using the Model for Improvement

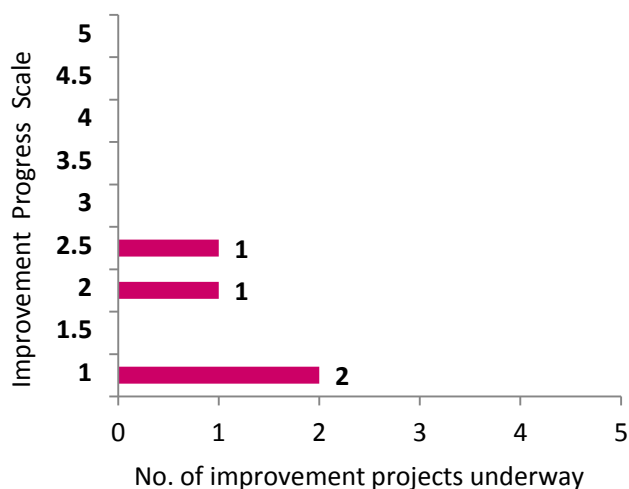
Resilient, Support and Included Group 1 improvement project underway



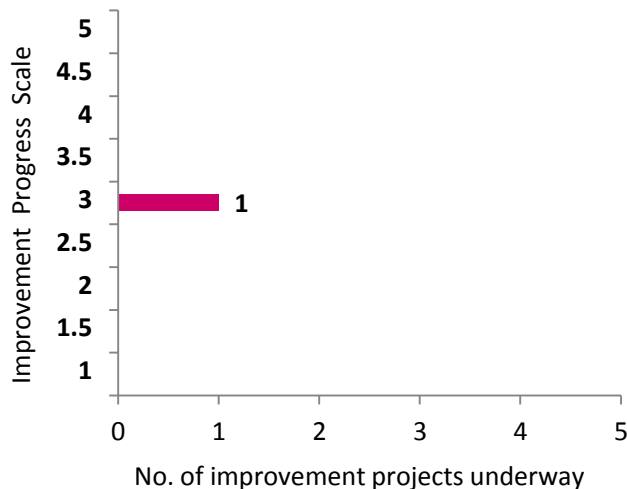
Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Community Justice Group 4 improvement projects underway



Alcohol and Drugs Partnership 1 improvement project underway



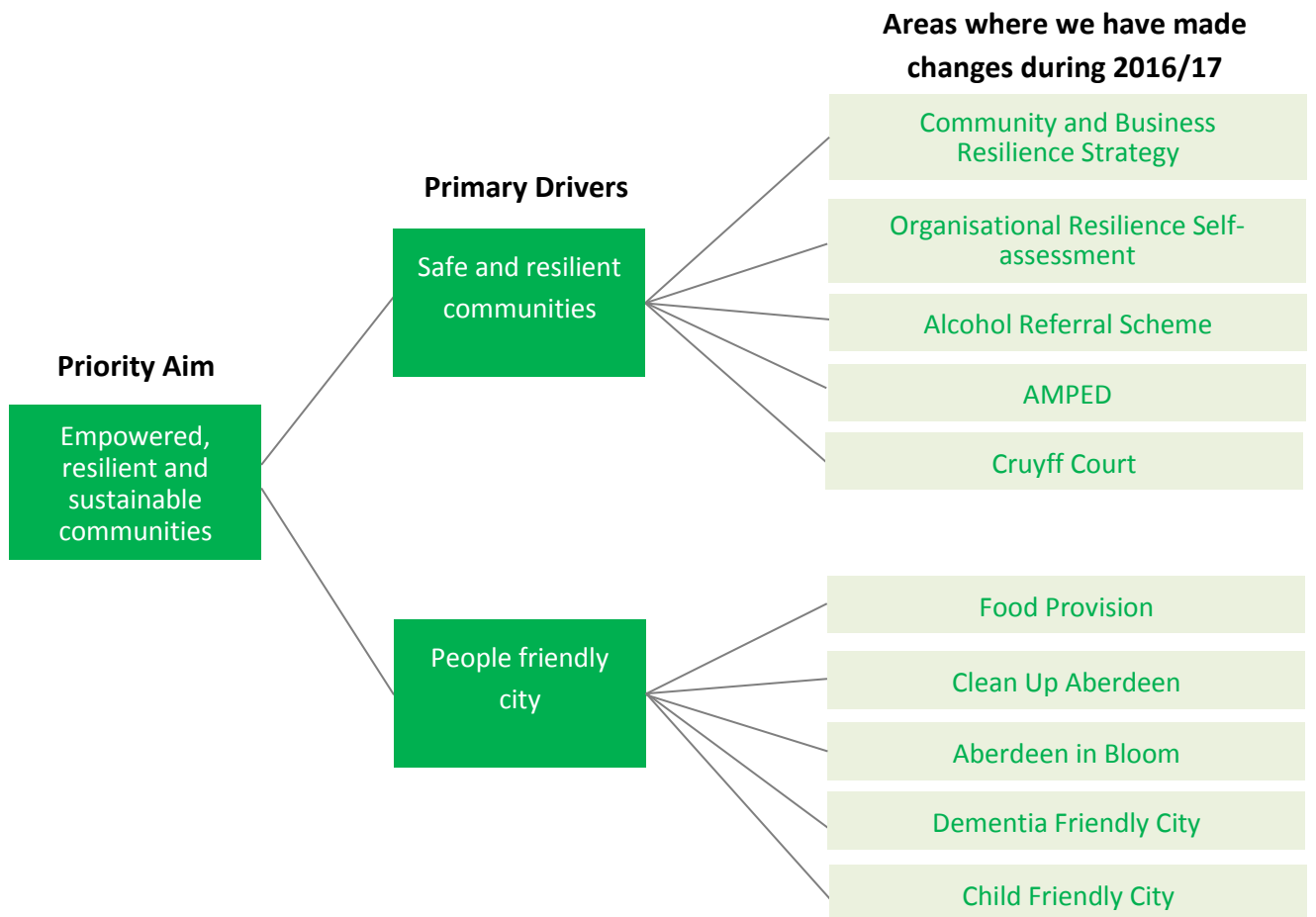
Priority next steps

- Seaton Recovery Project
- Harm Reduction and Early Intervention Project
- Early years and older people intergenerational test of change project
- Link App
- Referral service at point of arrest
- Diversion from Prosecution project
- Employability of ex-offenders

PROSPEROUS PLACE



Priority: Empowered, resilient and sustainable communities



What key changes have we made?

Business and Community Resilience Strategy

We have worked with Grampian Local Resilience Partnership to produce a Business and Community Resilience Strategy for the City. Community Resilience has been described by Scottish Government as 'Communities and individuals harnessing resources and expertise to help themselves prepare for, respond to and recover from emergencies, in a way that complements the work of the emergency services'. The new strategy integrates national and local intentions and outcomes to provide a local framework within which members of Grampian Local Resilience Partnership (LRP) can identify, encourage and support individuals, businesses and communities who would benefit from developing arrangements to singly or collectively prepare for and respond to any emergency situation which affects them. The aim of Community Resilience activity is to reduce the impact of emergencies by ensuring that individuals, businesses, community groups and voluntary organisations are empowered to prepare, respond and recover from emergencies and disasters. Emergency responders understand, enable and where appropriate integrate the capabilities of individuals, businesses, community groups and voluntary organisations into emergency planning, response and recovery activity.

Organisational Resilience Self-Assessment Toolkit

Aberdeen City Council has developed a self-assessment process for organisational resilience which has been quality assured by Her Majesty's Inspectorate of Constabulary (HMICS). Outline assessment criteria and supporting guidance has been developed to aid the assessment process. The assessment process provides assurance that Aberdeen City Council is achieving a good level of capacity and capability in relation to emergency preparedness and response, and has a strong track record in doing so in live situations. Areas for development have been identified which, if taken forward will further bolster the organisation, providing confidence to staff and communities and assurance to senior management and elected members as to the levels of readiness to respond to events which are hoped never to take place. Partner organisations across Community Planning Aberdeen are invited to use the self-assessment process to achieve the same.

AMPED

We have been piloting Aberdeen Motorcycle Project for Educational Development, or AMPED, which aims to divert young people away from antisocial behaviour by providing them with another activity or interest. The trial scheme based near Hazlehead Park began in April 2017 for a six week period. The programme offers participants an opportunity to learn how to fix, maintain and ride motorcycles safely as well as education on the dangers of illegally driving motorcycles. Participants have also been taught about the effects antisocial behaviour can have on a community.



Alcohol Referral Scheme

As a result of redesigning processes for individuals found to be Drunk and Incapable (D&I), The Community Safety Partnership (CSP) ensured that those who have enduring issues with

alcohol misuse and who come to the attention of Police Scotland are effectively signposted into support and recovery services. As a result, in the last year 409 referrals were reviewed by Social Work Staff based within the Integrated Alcohol Service (IAS). Further work identified to be taken forward next year will involve testing a preventative and co-ordinated model of care and case management for individuals identified as having problems with alcohol'.

First Cruyff Court in Scotland

The first Cruyff Court in Scotland opened in Aberdeen in January 2017. We worked in partnership with The Denis Law Legacy Trust, the Johann Cruyff Foundation, the People's Postcode Lottery, Tiger Turf and Hunter Construction Ltd to bring the initiative to the Granite City. The previously run-down and under-used urban space at Catherine Street Court has now been transformed into a hi-tech, all-weather play and activity area for families in the surrounding community and wider Aberdeen area. Named 'Cruyff Court Denis Law'; in honour of Aberdeen's Ballon d'Or winner Denis Law and Dutch footballing legend Johan Cruyff, the new facility provides a modern safe play area that encourages young people to get outdoors and enjoy a variety of sports and other creative activities. Various activities are now being hosted by Denis Law's Streetsport initiative and the Cruyff Foundation including the 'Heroes of the Cruyff Courts' programme which encourages young people to organise events within their own communities. £250k was invested by funding partners to develop the new court.

Community Food Growing Programme

We have developed a Community Food Growing Programme which provides new community growing spaces both city wide and in priority localities of Aberdeen. Growing food locally has many health and environmental benefits and is a key driver in helping tackle food poverty and deliver sustainable food provision. The projects range from creating community space to grow fruit and vegetables, bringing allotments back into use and the creation of community gardens. All projects require significant partnership working and collaboration between public services and communities. The programme is being funded by £145,000 of the Council's Non Housing Capital Programme.

Food and Fun



Provision of free school meals provided during school holidays is a key improvement aim within the Local Outcome Improvement Plan for Aberdeen City. This year free school meals were provided to 3 primary schools across our locality areas during Easter and Summer holidays 2017. The initiative, funded by Aberdeen City Council, provided good food and enrichment opportunities to children outside the busy school calendar year. It aims to help alleviate hunger and support parents and those struggling with family food budgets in pressured holiday periods. This initiative helps prevent suffering from the effects of poverty and hunger which have a direct correlation to poor educational attainment.

Aberdeen in Bloom

Our In Bloom campaign has seen Aberdeen receive over 20 awards in 2016/17 for environmental services provided including being Awarded Gold medal in 2017/18 in the prestigious Champion of Champions 2017/18 Keep Scotland Beautiful Campaign. Seaton Park was crowned winner of the Parks and Green Spaces prize. The many awards and success of the service is due recognition for all the hard work of the many partners, community volunteers, schools and Environmental Services staff, who all contribute and work together, throughout the year. The awards have allowed Aberdeen to showcase to the whole of the UK what makes Aberdeen a wonderful place to live, work and visit. Our involvement with communities and partners has been recognised across the UK and Aberdeen is now seen as leading the field in this area.



Clean Up Aberdeen

Clean Up Aberdeen is Aberdeen's campaign to involve everyone living, working and visiting in action against litter and mess. Aberdeen City Council spends over £4 million on clearing litter from Aberdeen's streets and open spaces. Everyone must work together to end this. Our campaign in 2017 has seen a series of planned events led by inspired and passionate people from all backgrounds that want a beautiful and litter free Aberdeen. Clean Up Aberdeen involves communities across Aberdeen who work together with the council team to make a difference. There is a real determination to change attitudes and Clean Up Aberdeen. Everyone involved are true champions and leaders in Community Engagement. See Clean up Aberdeen on Facebook www.facebook.com/Clean-Up-Aberdeen. The number of litter picking clean ups has steadily grown over the years from 30 in 2009, to 62 in 2015. In 2016 there were 161 clean ups, involving 2466 volunteers who filled 2278 bags. A fantastic achievement by everyone involved. This success is a result of a combination of commitment and drive from leaders coupled with increased community engagement and business involvement. The campaign is real collaboration and partnership working in place.

Dementia Friendly City – Boogie at the bar

We introduced Boogie at the bar to Aberdeen, Scotland's first dementia-friendly disco. The monthly disco event, held at the Foundry pub in Holburn Street, is hosted by Sport Aberdeen as part of Active Aberdeen Partnership and is open to all. It provides a regular opportunity for people living with dementia to enjoy a relaxed boogie in a safe environment. The idea came from a member of the community who is living with Alzheimer's and is a brilliant example of working in partnership with communities to break down barriers and allow a wider range of people to enjoy social activities. Boogie at the Bar is supported by Marks & Spencer Bank, Aberdeen Football Club Community Trust and Alzheimer's Scotland alongside the Active Aberdeen Partnership. The initiative won best Community Support Initiative at Scotland's Dementia Awards in September 2017. *See case study on page 40 for more information.*

Child Friendly City



See page 19 of this report for more information.

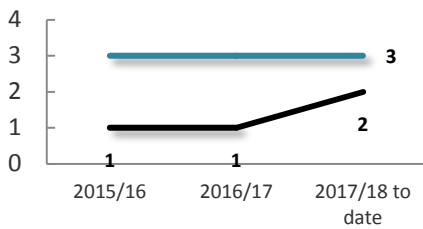
Are our changes resulting in improvement?

— Performance — 17/18 improvement aim

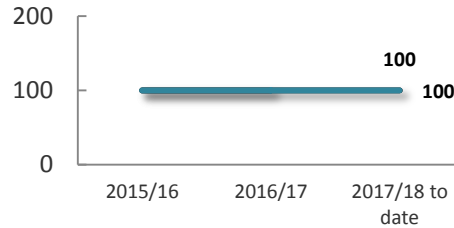
● Yes
● Getting there
● Not yet

Safe and resilient communities

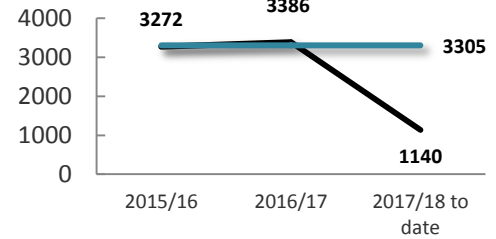
No. community groups that include Community Resilience within their local plans



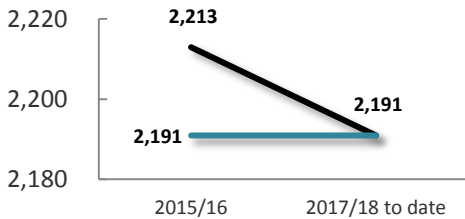
Maintain % of participation of all partners in Local Resilience Partnership groups and plans



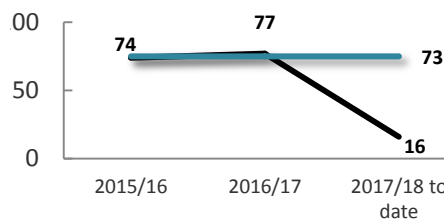
No. of Council antisocial behaviour incidents reported



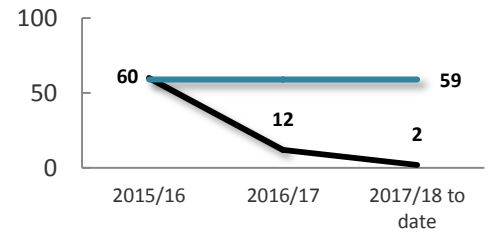
No. Police Scotland – Youth Annoyance incidents reported



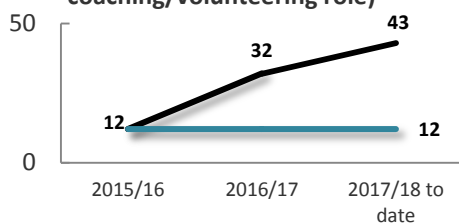
No. of persistent offenders involved in incidences of Anti social behaviour (Council)



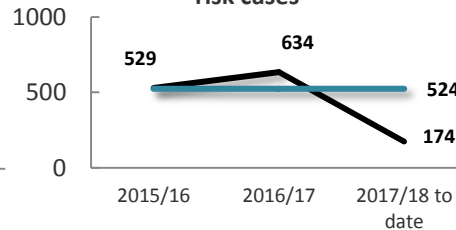
No. of persistent offenders involved in incidences of Youth Annoyance (Police Scotland)



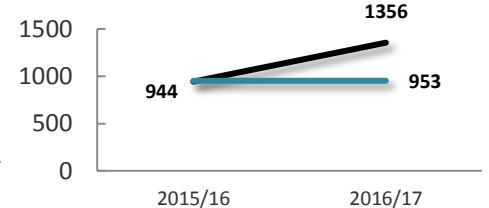
No. of young people in activity programmes who take on a coaching/volunteering role



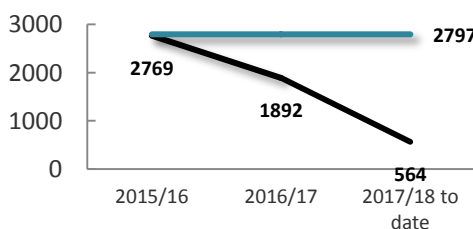
Partner referrals for home and fire safety visits around higher risk cases



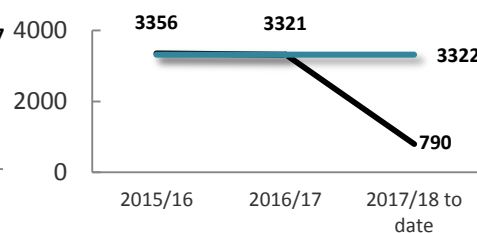
Levels of home and fire safety education across primary schools



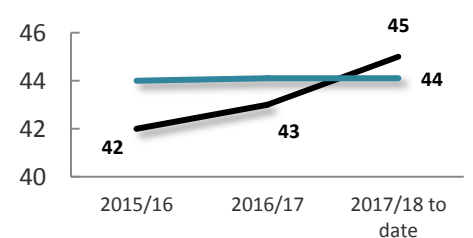
Home fire safety visits including care and repair/home-check



Work in partnership to reduce violent crimes

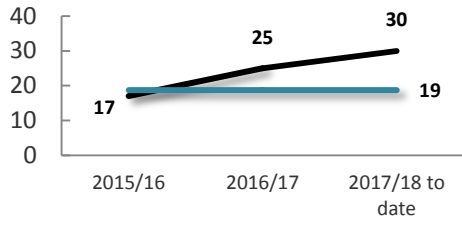


No. of participants in Best Bar None

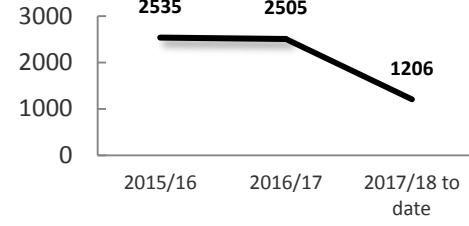


See Appendix 1 for chart narrative

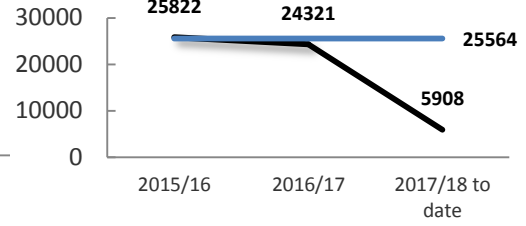
No. of participants in Unight ●



No. of domestic abuse incidents ●

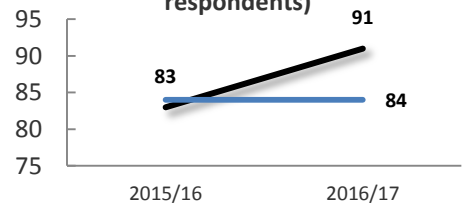


Work in partnership to reduce all crime across Aberdeen City ●

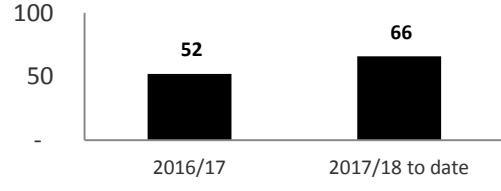


People friendly city

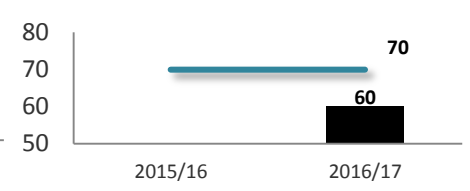
% of people who feel safe in Aberdeen City (City Voice respondents) ●



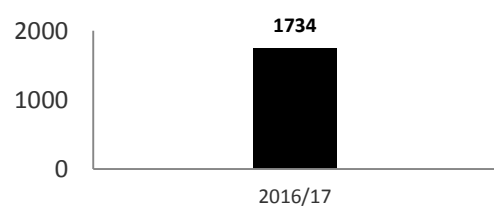
% of Schools actively engaged with the Unicef Rights Respecting Schools Award ●



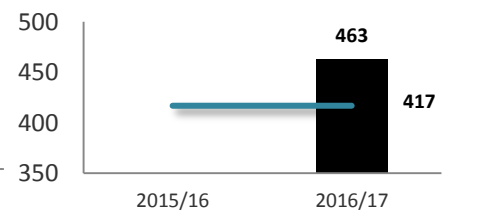
% public leisure centres are accessible for people with a disability ●



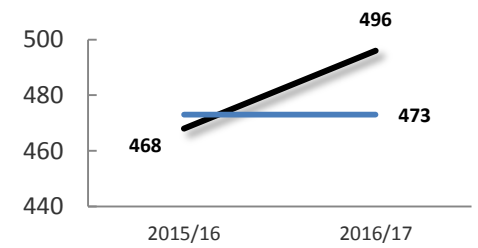
Increase provision of meals provided during school holidays to children



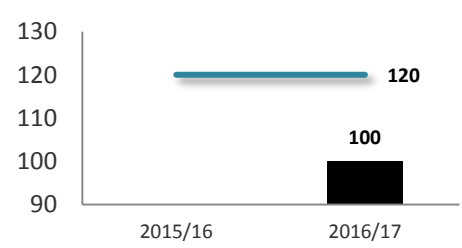
No. of people affected by Household Food Insecurity (3 year ACC Tenant Survey Respondents) ●



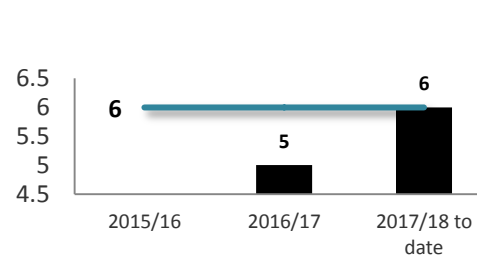
Provision of allotments and community food growing spaces ●



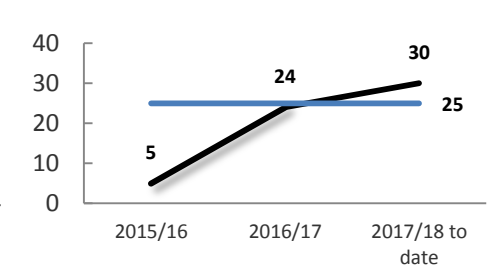
No. of people involved in friends of parks groups ●



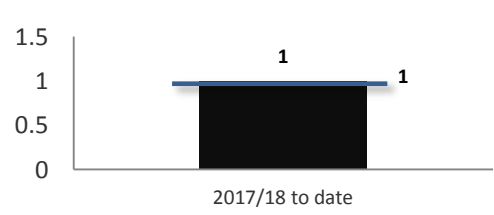
No. of people involved in environmental walkabouts ●



Increase number of 'It's your neighbourhood' awards achieved' ●



No. of asset transfer requests



See Appendix 1 for chart narrative



Boogie at the bar – Scotland’s first Dementia friendly disco

What is the Aim?

To provide a regular opportunity for people living with dementia to enjoy a relaxed dementia friendly boogie.

The project brings people together young and old and those living with dementia, with the main aim to socialize and promote physical activity, fun and a bring return to normality for the participants.

How does this support prevention and early intervention?

- Dementia affects around 90,000 people across Scotland and by 2020 it is estimated that there will be over 1 million people living with the illness in the UK
- As dementia becomes increasingly prevalent in ageing populations, scientists are increasingly looking at preventing and treating the condition without drugs
- Research shows that dancing dramatically reduces the occurrence of dementia and Alzheimer’s disease
- In one study, freestyle dancing was shown to reduce the risk of dementia by 76% - twice as much as reading

What changes are we currently testing?

- Tested monthly dances/boogies
- Dances out with a typical care setting.
- Tested Inter-generational dances where the young and old populations are brought together
- Foundry Bar, Holburn Street, Aberdeen tested as a venue with more to be added soon



Improvement data



Winner
Best community Support Initiative at Scotland's Dementia Awards in 2017



Up to 100 participants at each event

The key change tested for this project so far has been to test monthly dances out-with a typical care setting and testing inter-generational dances. The popularity of events has been very high and the Partnership project was awarded Best Community Support Initiative at Scotland’s Dementia Awards in 2017/18.

Lead Outcome Improvement Groups

Sustainable City Group



Derek McGowan, Head of Communities and Housing, Chair of Sustainable City Group

The Sustainable City Group has representatives from partner organisations across the city. It is responsible for ensuring drivers and outcomes are delivered in the Prosperous Place section in the LOIP which range from tackling food poverty in the city to reducing carbon emissions.

Lead partners involved

- Aberdeen City Council
- Active Aberdeen Partnership
- ACVO
- Civic Forum
- NHS Grampian
- Police Scotland
- Scottish Fire and Rescue Service
- Sport Aberdeen
- Nestrans

Resilient, Included & Supported Group



Judith Proctor, Chief Officer – Health and Social Care Partnership, Chair of Resilient, Included & Supported Group

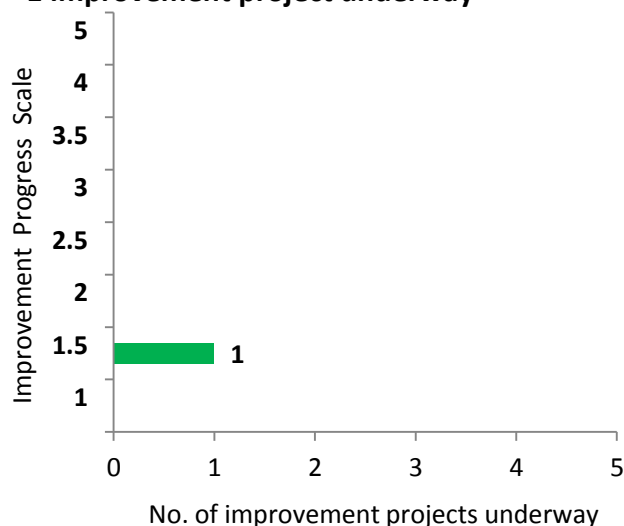
The Resilient, Included and Supported Group brings together key partners from across Community Planning Aberdeen to ensure that we are working in a joined up way to support people in Aberdeen to feel safe and protected from harm and to live as independently as possible. The Group is undertaking a wide range of activity to improve outcomes for people in this area and has begun using improvement methodology to test our more innovative ideas.

Lead partners involved

- Aberdeen City Health and Social Care Partnership
- Aberdeen City Council
- ACVO
- NHS Grampian
- Scottish Fire and Rescue Service
- Police Scotland

Improvement Projects underway using the Model for Improvement

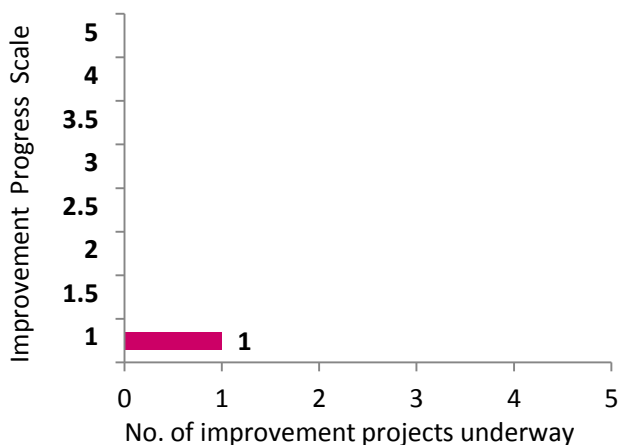
Sustainable City Group 1 improvement project underway



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Resilient, Included & Supported Group 1 improvement project underway



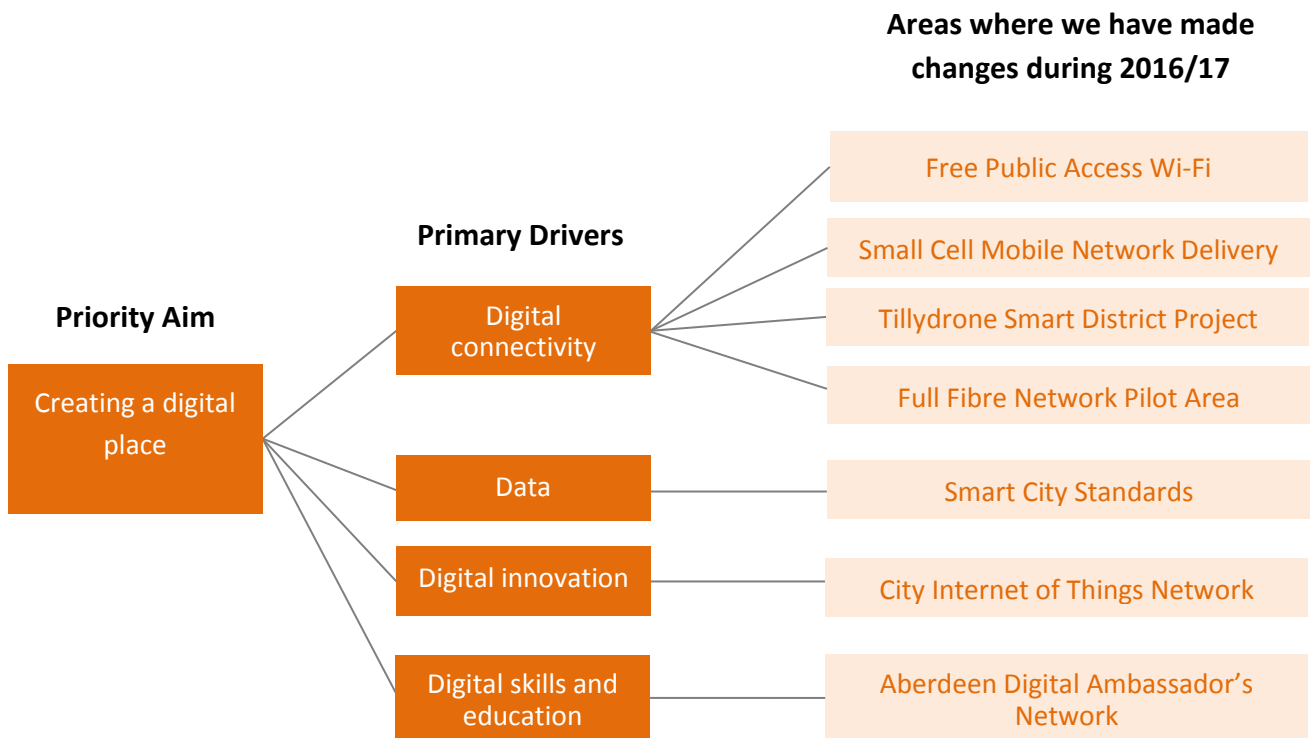
Priority next steps

- Improve resilience within our priority localities by working with communities to develop resilience within their local plans
- Maintain participation of all partners in Local Resilience Partnership groups and plans and promote self-assessment of resilience plans
- Work towards achieving UNICEF Child Friendly City accreditation

ENABLING TECHNOLOGY



Priority: Creating a digital place



What key changes have we made?

Free Public Access Wi-Fi



We have extended the roll out of public access Wi-Fi across the city as part of our Digital Place Programme. It is now available across 30 public council buildings, large parts of the city centre (including Union Street) and other locations around the city. We have also been targeting our priority localities to help people benefit from free Wi-Fi spots. The programme has been rolled out initially in the areas of Northfield, Cummings Park, Woodside and Tillydrone. The two-year project has been designed to give regeneration areas in Aberdeen access to information and help to encourage education, training and skills development.

An aligned programme has seen sheltered and care housing in the south of the city provided with free public Wi-Fi to address social isolation, health and care challenges for residents. Residents and their guests are now able to access the internet at high speed and consultations and meetings are taking place over a video conferencing solution. In the south we are investigating the use of the network to enhance and add services for residents. This includes the development of video based, shared fitness classes across centres. The public Wi-Fi programme continues to develop with deployment targeted for the remainder of the city centre (including Broad Street redevelopment) and the beach front.

Commission of City IoT network

Internet of Things (IoT) networks use sensors, lights, and meters connected to data networks to collect and analyse information about the environment and performance of operational assets. This data can be used to improve and plan infrastructure, public utilities, services and more. A low power (LoRa WAN) Internet of Things network covering 50% of populated area of Aberdeen is under deployment which will allow for pilot and test studies at scale.

Aberdeen is working on projects alone and also partnering with other European Cities in areas such as intelligent traffic, flood monitoring and management and bin collection supported by sensor devices to enhance the quality of life in the city and improve resilience. Our street lighting service is working in collaboration with other Scottish Cities through the SCA to define and develop networking capabilities, lighting management and other smart uses for Council owned lighting columns. Mobile and fixed networks will also play a role in providing the coverage and connectivity to support a smarter more responsive city. Aberdeen is a leading city in the development of this underlying core connectivity as referenced elsewhere in this review.

Tillyzone Smart District Pilot

In Tillydrone, one of our priority localities, we are working with the Future Cities Catapult, citizens and other local interests to define levels of community engagement and ownership of digital infrastructure and services, building on the provision of the community Wi-Fi. This report will be published before the end of 2017. In addition the University of Aberdeen is working in the Tillydrone area to stimulate interest and understanding around the Internet of Things, as a pre-cursor to identifying community priorities for such solutions. This work consists of a public access Wi-Fi roll out coupled with a range of community engagement activities to introduce citizens to the IoT concept. These include community ownership of a number of smart citizen boards, and school pupil sessions using Electro Dough.

Small Cell Mobile Network Delivery

We have been collaborating with the Wireless Infrastructure Group and Telefonica (O2) to construct phase one of Aberdeen's multi operator small cell wireless scheme. It is the first fibre-connected, multiple operator capable, small cell network in the UK, and is attached to public infrastructure such as lamp-posts and traffic lights to deliver faster and higher capacity mobile services. The technology was turned on in September 2017, at key locations within the city, such as the rail station, Pittodrie Stadium and the University of Aberdeen. This is part of a £10 million plan to expand the network across the city over the next few years as part of the plans for the city to be a leader in digital technology and to unlock future investments for Aberdeen. The development will provide a platform to test and assess future mobile and wireless technologies rapidly and cost effectively in the city. This in turn can drive research and development in support of existing and new commercial products and sectors as well as enhancing the efficiency and effectiveness of public services.

Full Fibre Network Pilot Area

The Aberdeen City Region Deal area has been selected by the UK department for Culture, Media and Sport (DCMS) as one of six pilot areas in the UK to participate in a voucher scheme supporting the deployment of fibre to the premises solutions for businesses. The scheme, which will begin in late 2017, will see support for the capital costs of provision of gigabit capable connections and will be available for both individual businesses and collective groups. An aligned trial for residential provision is being carried out elsewhere in the country and might be extended if it proves viable and successful.

Smart City Standards

It has been shown that cities which adopt a Smart City approach make public services more effective and efficient. Aberdeen leads Scottish Cities Alliance research on the benefits of adoption/accreditation to Smart City standards. ACC are also developing opportunities in the "Smart City" space to support local business to identify and exploit opportunities. This research work is due to report in November 2017. Aberdeen is further exploring solutions in smart transport data, car sharing, open data, fuel poverty and healthy living, smart lighting and more.

Launch of Aberdeen Digital Ambassador's network

We established the Aberdeen Digital Ambassador's (ADA) network which aims to support people in Aberdeen to be digitally connected by bringing them online and providing them with digital skills training in their communities. The Digital Ambassador's network will provide ad hoc and arranged access to voluntary skills support across Aberdeen. We are looking to grow the number of ambassador's and coaches. The network includes support for individuals and small to medium sized enterprises. Talks are underway to decide and plan the best way to make this happen. A mobile phone app is under development which will allow digital ambassadors to connect with each other and build effective knowledge networks in support of their client base. The app will allow providers to put details of their digital provision in an easily accessible format. It will be for anyone interested in improving their digital skills.

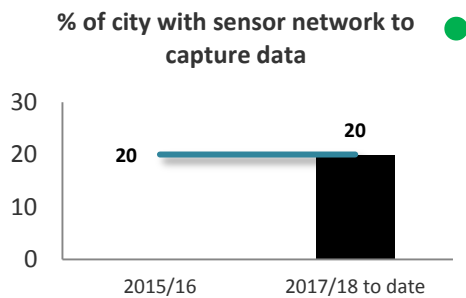
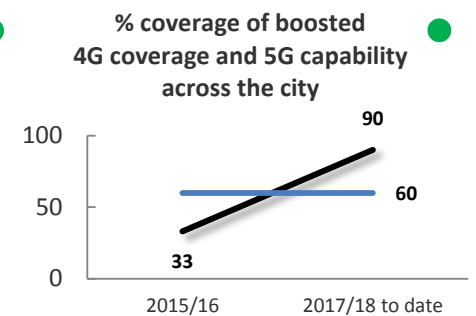
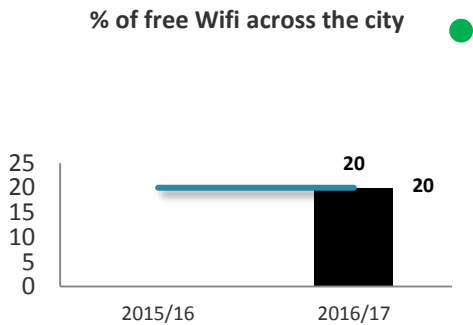
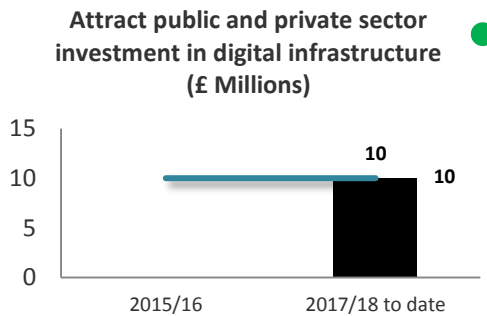
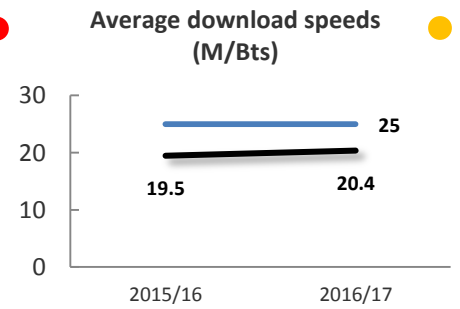
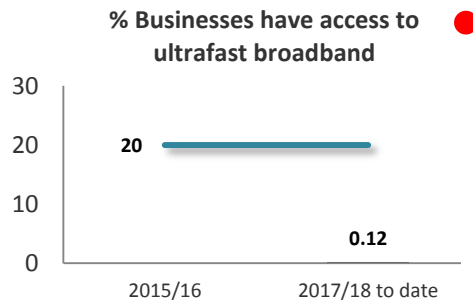
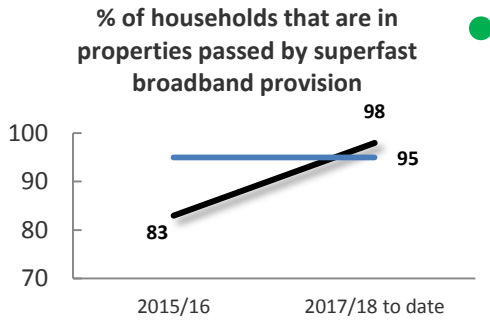
A start has been made on producing free deliverable sessions on Cyber Safety. This is in the form of a PowerPoint presentation – which has full details so that groups/organisations/ partners and communities can self deliver this to relevant audiences. The style is in the form of open source – therefore the expectation is that no monetary profit is made from delivering the sessions, that groups take ownership of when, where and how often they wish to use them, and if there are any improvements then a copy is sent back to the digital place team. This style has been adopted to encourage sustainability and responsibility in the area of raising skills and awareness.

Are our changes resulting in improvement?

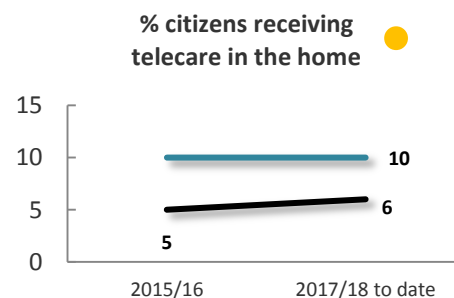
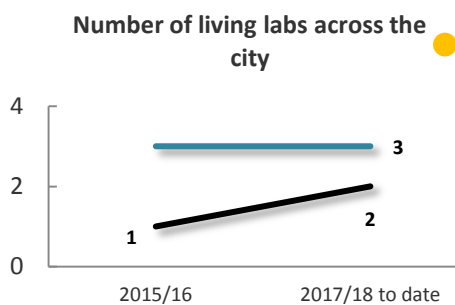
— Performance — 17/18 improvement aim

- Yes
- Getting there
- Not yet

Digital Connectivity



Digital Innovation



See Appendix 1 for chart narrative



Project K

What is the Aim?

To increase young peoples (14-18 year olds) access to and skills with digital technologies by the end of September 2017.

Project K is a problem solving competition designed to get young people thinking about problems that exist within their communities that could be tackled through creating an app. The project is currently underway in six schools across the city and 40 pupils and staff are involved.

How does this ensure prevention and early intervention?

- Employment and education attainment is increased through learning a new skill
- Engagement in and with the local community through problem solving issues and prevents negative outcomes for areas
- Digital literacy is improved

What changes are we currently testing?

- Facilitating workshops to encourage learning about technologies
- Work experience opportunities within Aberdeen City Council's ICT department
- Prize of a 3D printer
- Development and application of apps



Improvement data



We are in the first stage of this project, with the second part beginning in November 2017. In phase two, we will begin to develop the young people's apps. So far, we have been reaching a wide range of pupils across Aberdeen's schools, and encouraging them with team work and problem solving.

Lead Outcome Improvement Groups

Digital City Group



**Simon Haston, Head of IT and Transformation,
Chair of Digital City Group**

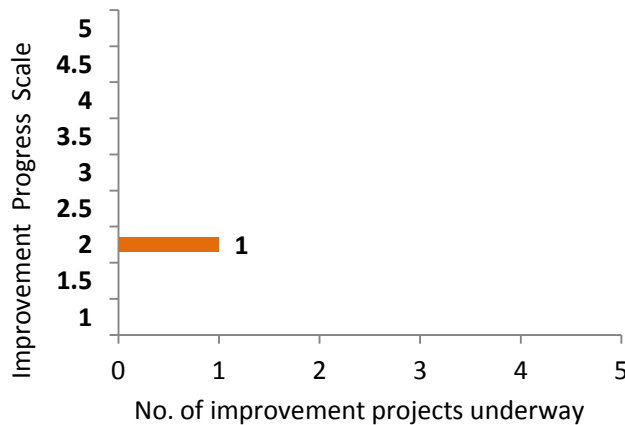
The Digital City Group brings together key partners from across the city to ensure that we are working collaboratively to deliver innovative ways to utilise digital technologies to transform how we deliver public services, engage communities in different ways and provide more opportunities for businesses.

Lead partners involved

- Aberdeen City Council
- Aberdeen City Health and Social Care Partnership
- Police Scotland
- NHS Grampian
- Scottish Fire and Rescue Service
- ACVO
- Civic Forum
- NESTRANS
- University of Aberdeen

Improvement Projects underway using the Model for Improvement

1 improvement project underway



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

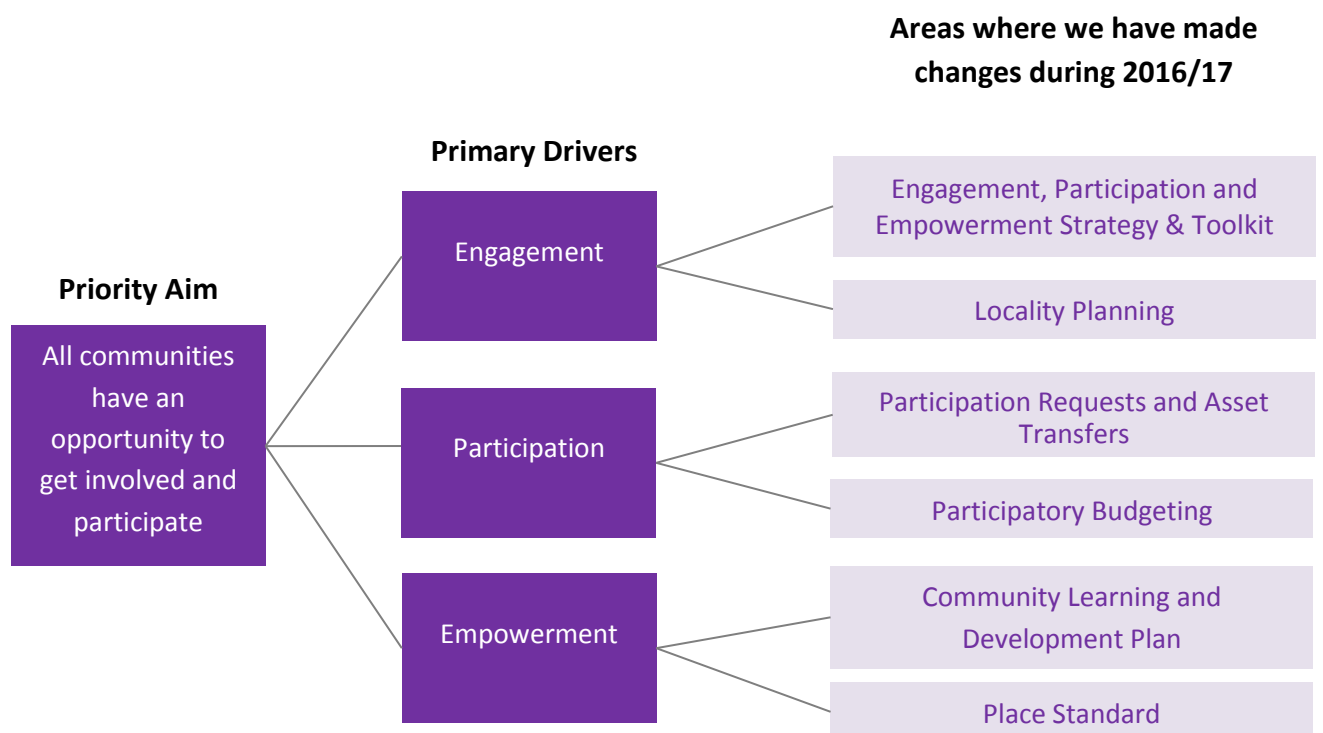
Priority next steps

- Continued roll out of Free Public Access Wi-Fi with targeted roll out through the Digital Place Programme
- Further implementation of Small Cell Mobile Network Delivery
- Research and development of Smart City Standards

WORKING WITH COMMUNITIES



Engagement, Participation and Empowerment



What key changes have we made?

Engagement, Participation and Empowerment Strategy

Our Engagement, Participation and Empowerment Strategy was published in December 2016 with the aim that service users and communities are proactively and routinely involved in any developments that affect them. We are currently in the process of developing a Toolkit which will sit alongside the strategy to include guidance on a variety of methods, skills and techniques useful in working with communities.

Participation Requests and Asset Transfer Requests

As part of our Engagement, Participation and Empowerment Strategy we are promoting the opportunity for communities to make a participation request or asset transfer request to Community Planning Aberdeen partner agencies. Participation requests provide communities the opportunity to get involved in public service outcome improvement processes. The Asset Transfer Requests process creates a right for community bodies to request to buy, lease, manage or occupy any land or building owned or leased by a public service authority.

So far Aberdeen City Council has had one asset transfer request from the Fittie Development Trust to take ownership of the former Gospel Hall in Footdee. The request to convert the hall into a community centre was approved in June 2017 and plans are in place to open the centre in summer 2018. This will provide a permanent physical location for the community to have community and learning events and will encourage residents in other activities.

Aberdeen City Council has also had one informal expression of interest for a participation request. We are working with the community group to take this forward. As a Community Planning Partnership we are committed to working with communities in a way which does not require the formal process of participation requests and asset transfer requests, however we will continue to promote opportunities for communities to do so.

Locality Planning

In February and March this year, Community Planning Aberdeen approved three draft Locality Plans covering the period of 2017 – 2027 for the areas below.



The locality plans have been developed as living documents, and are being developed in consultation with those communities living in the localities. Easy read versions of the Locality Plans for communities are currently in development and will be completed by December 2017.

Locality Partnerships have been established with the aim of at least 50% of members to be from the neighbourhoods themselves. These Boards will oversee the continued

development and delivery of these plans. *See page 58 for more information on the Locality Partnerships.*

We worked with Scottish Community Development Centre to engage residents and community groups in Torry with the locality planning process. This involved creating an accessible job description and engagement plan for recruiting community representatives on the Locality Partnership Board to encourage applications, and holding a stakeholder event. We have also agreed further work with SCDC with a specific piece of work in the Woodside, Seaton and Tillydrone locality and action learning sets across all three localities.

Participatory Budgeting

Three Participatory Budgeting events called “U Decide” took place between October 2016 and March 2017 with the aim of driving up and re-engaging community participation in Locality Planning as well as identifying community based solutions to the priorities identified within each of the Locality Plans. The events took place in the three regeneration areas, with local steering groups set up for each locality.

Residents of the Localities voted on local projects that they wished to be funded; £250k was allocated through the process with funding provided by Community Planning Aberdeen, the Council and the Scottish Government. There were 156 bids from local groups, individuals and organisations and 3694 residents voted across the Localities, which is an average of 8% of the population of the Localities. There were 40 successful bids, with grants ranging from £600 to £15,000. *See case study on page 54 for more information.*

Community, Learning and Development

We have revised our Community Learning and Development (CLD) Plan for 2018-2021. The Plan aims to improve the life chances for people of all ages, through learning, personal development and active citizenship. It is mainly focused on communities with significant levels of multiple deprivation and communities of interest. Key priorities across all are closing the attainment gap and improving health and well-being.

Achievements this year have included the creation of 12 new Partnership Forums across the city, which include representation from the third sector and communities. This ensures that the community voice helps shape the delivery of the CLD plan. Working with young people in schools has also been a key area of delivery, with 8 young people achieving Dynamic Youth Awards, 27 young people received bronze and 10 achieved silver Youth Achievement Awards.



Volunteering in Aberdeen is at high levels with a large increase over 2017. 70,500 people are volunteering formally through an organisation or group. This places the city 13% above the national average for volunteering levels. The economic value to the local economy is estimated at £108.5 million and young people in the city have been awarded over 990 Saltire Awards Certificates.

Fairer Aberdeen

The Fairer Aberdeen Fund is allocated by Aberdeen City Council and is aimed at tackling poverty and deprivation within the city, supporting partners to work together to achieve outcomes and to help more residents' access and sustain employment opportunities. The funding supports initiatives and services for the most disadvantaged communities in the city. In March 2017, £1,459,000 was allocated to 44 projects across the city supporting work in regeneration areas and vulnerable groups and individuals.

Over the past 6 months over 19,700 people were involved in, or benefited from funded initiatives. These included money advice provision, affordable loans, food parcels, employment initiatives, with 173 people moving into work, plus a variety of adult learning and activities for communities.

The Fairer Aberdeen Fund also uses Participatory Budgeting with £25,000 allocated from the Fund, the Scottish Government and AHSCP. An event was held in Froghall, Powis and Sunnybank in October 2016, with 12 projects securing funding.

Place Standard Project

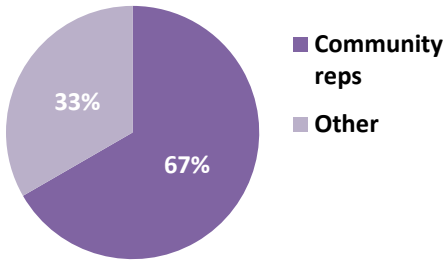
We are rolling out the use of Place Standard across the city as a methodology for identifying the views and opinions of communities. This will help us identify opportunities to maximise the potential of the physical and social environment to support health, wellbeing and a high quality of life. The analysis of the results of this tool will: encourage participatory approaches across communities, public, private and third sectors; identify opportunities for reducing health inequalities; and populate metrics within the LOIP to indicate whether our partnership improvement activities are supporting the delivery of key drivers within the LOIP. Aims are to inform planning and understanding better how resilient our communities are, reduce the amount of different and overlapping consultations across the city, reduce resource demands and consultation fatigue and to maximise collective resource by aligning people who are working with communities/ individuals to carry out focus groups to elicit qualitative data.

Are our changes resulting in improvement?

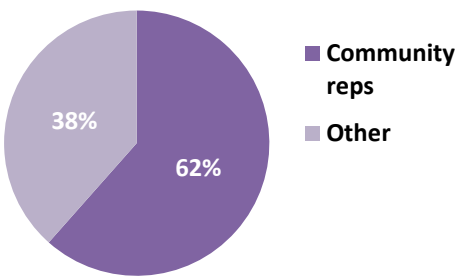
Performance 17/18 improvement aim

● Yes
● Getting there
● Not yet

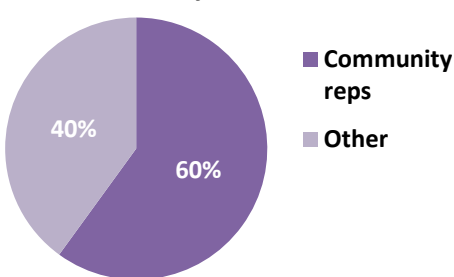
Partnership Membership Northfield



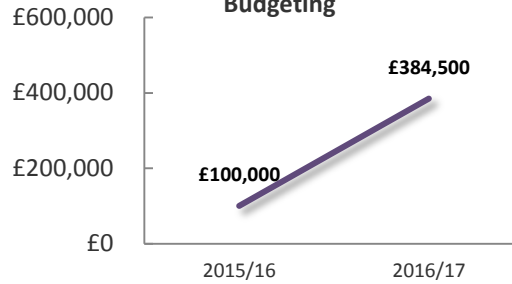
Partnership Membership Torry



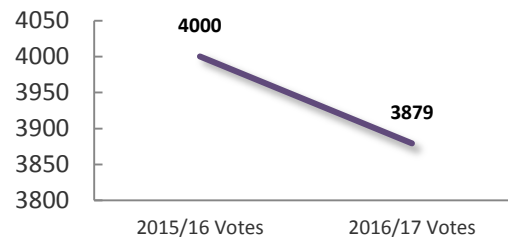
Partnership Membership Tillydrone



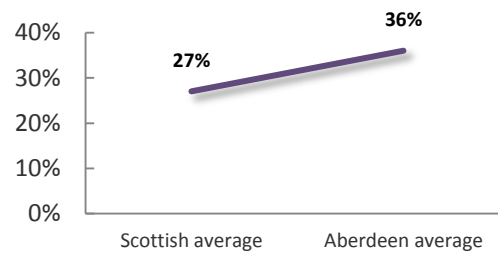
Funding allocated to Participatory Budgeting



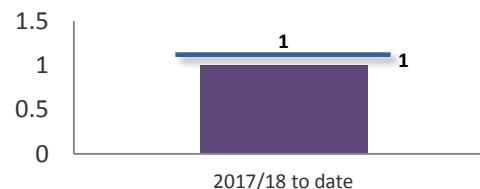
No. of people voting in Participatory Budgeting Events



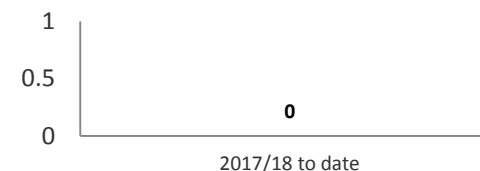
% of Population Volunteering



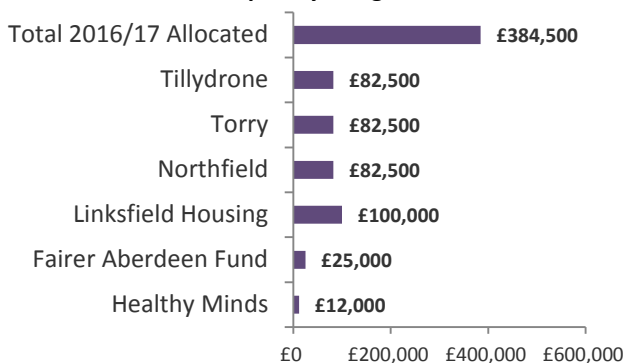
No. of asset transfer requests



No. of participation requests



Participatory Budget 2016/17 Breakdown





Participatory Budgeting

What is the Aim?

To increase the number of residents across localities voting in participatory budgeting opportunities.

Participatory Budgeting is a way of engaging communities in how public money is used in their neighbourhoods, enabling them to identify their priorities for their area.

How does this support community empowerment?

PB has been identified worldwide as an effective tool to engage and involve communities in participating in their neighbourhoods. It funds projects that have been identified by communities that would improve their areas. For instance, some of the successful projects funded through PB in Aberdeen so far have included improving the local playground, free fitness sessions for residents, education sessions for local children and many other projects designed to improve outcomes for local residents.

What changes are we currently testing?

- U Decide brand to engage communities in participatory budgeting process
- Launch events to raise awareness of PB opportunities
- Roadshows to share information about projects in the area
- Community voting online using U Decide website
- Results presentations to publicise outcome of community vote



Councillor Laing, presenting cheque from Fairer Aberdeen Fund to community group October 2016.

Improvement data



The events during 2016/17 involved thousands of residents across the city, some of whom who would not usually participate in such events. Residents felt empowered to vote for the projects that would directly affect the outcomes in their communities. The projects that were funded are wide reaching and involve community members making improvements and influencing policy and service delivery in their areas. The events also provided an important opportunity form communities to connect.



Dog Fouling in Torry

What is the Aim?

To reduce dog fouling in Torry on Girdleness Road and Rockall Road by 50% by 31st August 2017.

Dog fouling is a recurrent problem in the area and was the most commented issue identified on a recent [Street Audit Report](#) conducted in Torry by Living Streets Scotland.

How does this support community empowerment?

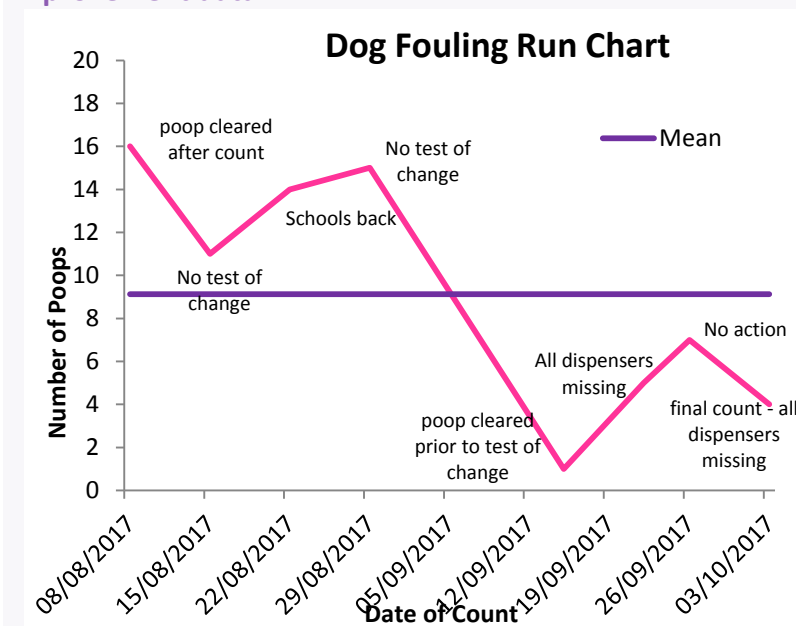
- Shows our commitment to improve Torry and support the community to find solutions to a recurrent problem
- Torry residents will have more pride and ownership of their area as it will become a cleaner more attractive space for the community
- Helps prevent dog fouling in the future by giving the community collective responsibility over keeping the area clean

What changes are we currently testing?

- Workshops with local school children to educate them on dog fouling
- Making dispensers with local school children to contain dog mess bags to be erected on Girdleness and Rockall Roads
- Creating awareness raising posters about the issue with school children and distributing them around community centres in the area



Improvement data



We achieved a reduction of almost 63% of piles, which is a positive, notable decrease over the time we have been running this improvement project. Unfortunately, as the dispensers were removed twice during this test of change, we are unable to know if the success of the project could have been more successful if that had not occurred. However, the results are still positive and have led to the Torry Community Group developing the project in a wider area within the community and we are moving to test the idea in other localities.

Lead Outcome Improvement Group

Community Engagement Group



Chris Littlejohn, Deputy Director - Public Health, Chair of Community Engagement Group

The Community Engagement Group (CEG) was created in 2017 to bring together stakeholders from across the Community Planning Partnership who are involved with community engagement. The CEG provides an important link between the strategic perspective of the CPA Board and the

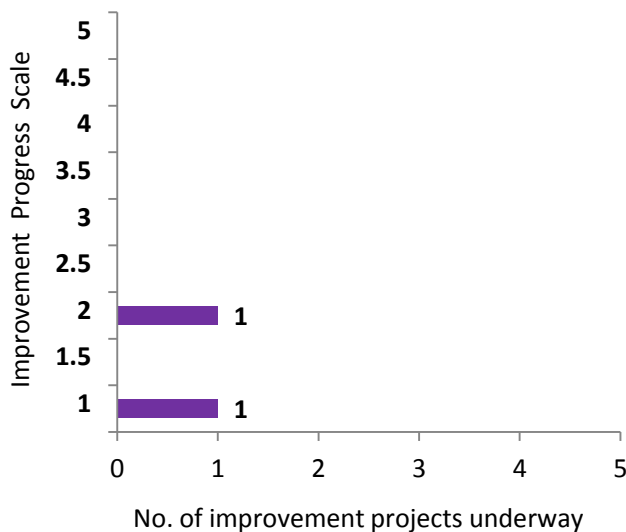
priorities and perspectives of communities across Aberdeen. Its role is to oversee the implementation of the Engagement, Participation and Empowerment Strategy.

Lead partners involved

- Aberdeen City Council
- Police Scotland
- NHS Grampian
- ACVO
- Active Aberdeen Partnership
- Civic Forum
- Health and Social Care Integration Joint Board
- Scottish Fire and Rescue Service
- Community Council Forum
- Locality Partnerships

Improvement Projects underway using the Model for Improvement

2 improvement projects underway



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Lead Community Group

Civic Forum

The Civic Forum is a key Community Planning Partner in Aberdeen and is invited to have representation at all levels of the Partnership to ensure that the views, priorities and issues of communities from throughout the City are taken forward to shape strategies, services, and policies. The Civic Forum is open to all community groups across Aberdeen. It draws together the views of representatives from participating Community Councils and communities of interest. The Civic Forum helps the Community Planning Partnership make better decisions which most benefit the city's communities.

Aberdeen Civic Forum aims:

- To enable and support communities in Aberdeen to participate in the Community Planning Partnership and to bring the voice and views of all communities to every possible level of decision making
- To bring communities together to promote discussion and dialogue on issues of shared interest and to present these views to the Community Planning Partnership and other organisations and bodies as identified
- To help build links and encourage further cooperation between communities and to ensure that there is more support in place for communities to pursue and make progress on their priorities
- To uphold equality of opportunity principles by ensuring no one is treated less favourably and to promote good relations for all

Civic Forum Representation on Community Planning Aberdeen Groups:

Community Planning Board: Jonathan Smith	Community Planning Management Group: Lavina Massie	Community Engagement Group: Jonathan Smith	Fairer Aberdeen: Jonathan Smith, Arthur Forbes	Sustainable City Group: Arthur Forbes
Aberdeen Prospers: Jonathan Smith, Lavina Massie	City Centre Masterplan Reference Group: Arthur Forbes, Lavina Massie	Resilient, Included and Supported: Norma Grant	Community Justice: Faith-Jason Robertson-Foy, David Henderson	Alcohol and Drugs Partnership: Aileen Davidson

Locality Partnerships

Torry Locality Partnership



Colin Wright, Locality Manager

The Torry Locality Partnership has been recently established. The successful delivery of the Locality Plan for Torry will require a number of partners and the community to work together to develop actions against priorities. Strong leadership is essential for its success and the Locality Partnership has been established to manage and oversee the plan.

Membership

- 1 Aberdeen City Council Representative
- 4 Community Representatives
- 1 Police Scotland Representative
- 1 Big Noise Representative
- 1 AHSCP Representative
- 1 ACVO / Third Sector Representative
- 1 Active Aberdeen Partnership Representative
- 1 Local Head Teacher
- 4 Local Councillors

Cummings Park, Heathryfold, Northfield, Mastrick and Middlefield



Kay Diack, Locality Manager

Northfield Total Place Locality Partnership Board is a well-established and well supported partnership group within the CPA structure. We work together to achieve improvements for the Locality around the themes of people, place, technology and economy and also to ensure it is a place where all people can prosper.

Membership

- 4 Community Representatives
- 1 Community Council Representative
- 1 Community Project Representative
- 1 Community Centre Representative
- 1 Aberdeen City Council
- 1 AHSCP Representative
- 2 Police Scotland Representatives
- 1 ACVO / Third Sector Representative
- 2 School Captains
- 1 Deputy Head Teacher
- 2 Elected Members

Woodside, Tillydrone and Seaton



Paul Tytler, Locality Manager

The Locality Partnership is working to develop leadership on locality planning activity to achieve improved short, medium and long term outcomes for the locality. Through the ongoing development of the Locality Plan, an ambitious vision has been set reflecting the aspirations of the local community. Working in partnership is essential for these aspirations to be delivered.

Membership

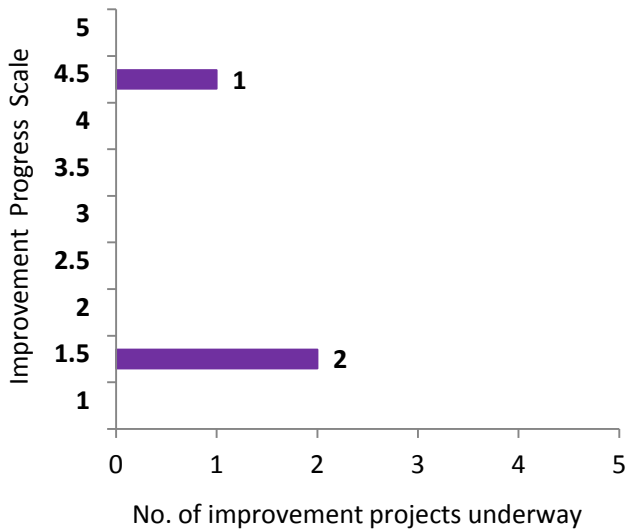
- 4 Community Representatives
- 6 Elected members
- 1 Social Enterprise rep (Station House Media Unit (SHMU))
- 1 Community Organisation Representative
- 1 Youth Council Representative
- 1 Aberdeen City Council Representative
- ACVO
- 1 NHS Representative
- 1 Police Scotland Representative
- 1 Local Head Teacher

The Locality Plans were published in April 2017. The first Full Annual Reports against these plans will be produced by each Locality Partnership for 2017/18 and published in August 2018.

Improvement Projects underway using the Model for Improvement

Torry Partnership

2 improvement projects underway

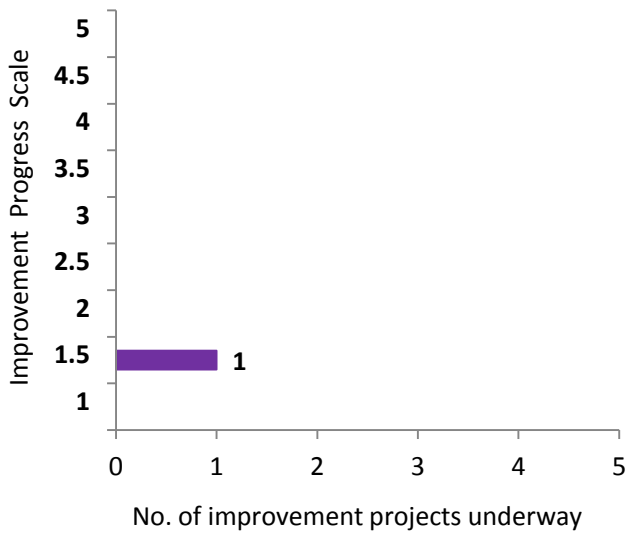


Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

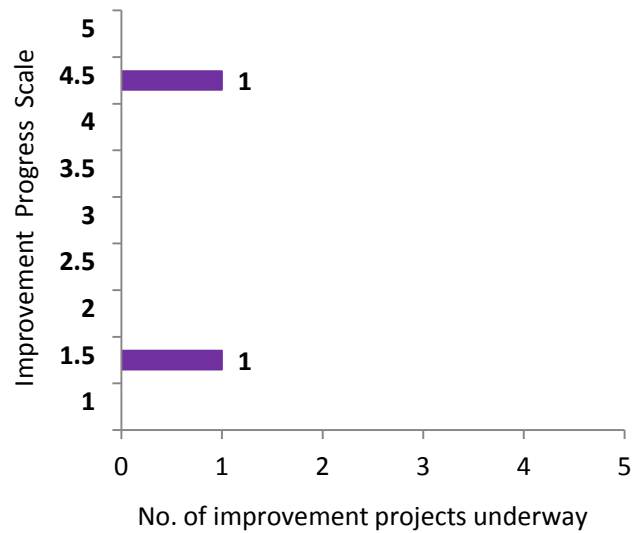
Woodside, Tillydrone and Seaton

1 improvement project underway



Cummings Park, Heathryfold, Northfield, Mastrick and Middlefield Partnership

2 improvement projects underway



Improvement Project Case Study



Building staff capacity to use improvement methodology

What is the Aim?

50% of Partnership staff accessing training and support who state that they feel more confident in using the Model for Improvement by January 2018.

How does this support staff to deliver improvement?

The Model for Improvement is a methodology for testing and implementing changes that lead to improvement. It has been widely used in the NHS and by the Scottish Government. It has been adopted by Community Planning Aberdeen to support delivery of the improvement aims within the Local Outcome Improvement Plan and Locality Plans.

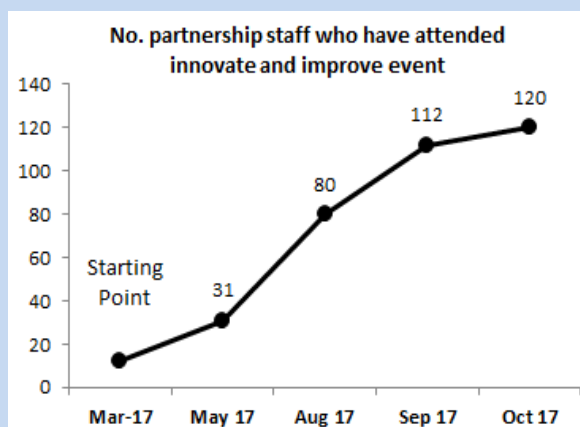
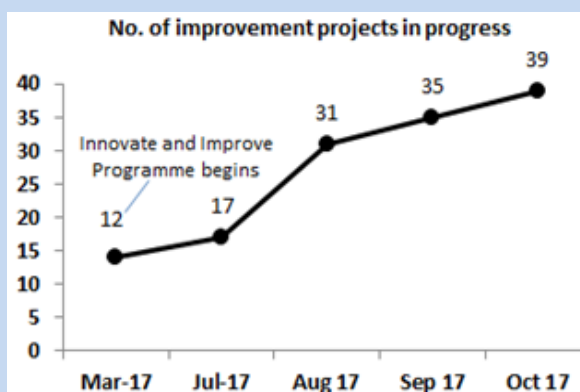
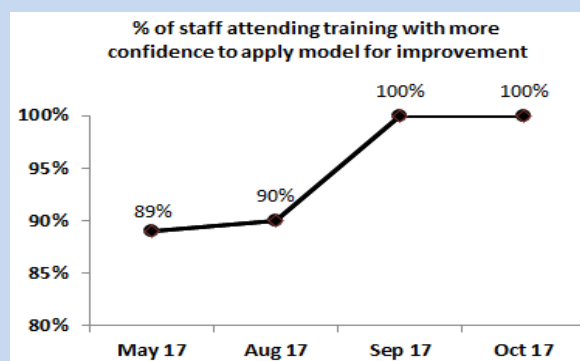


Improvement data

We are testing a variety of approaches to build staff capacity to use improvement methodology to achieve the improvement aims within our LOIP and Locality Plans. Our data shows that an increasing number of staff are accessing training through our Innovate and Improve Programme and that this is having a positive impact on staff confidence to carry out improvement projects. Our focus going forward is to increase the number of Partnership staff accessing these opportunities.

What changes are we currently testing?

- Innovate and improve programme: classroom based and online training for staff
- ACVO coaching programme
- Online improvement resources
- Quarterly improvement tracking reports
- Standardised improvement documentation
- Leadership for improvement sessions
- CPA Improvement Faculty established to oversee improvement project



Key Contacts

For all enquiries in relation to this report, or about Community Planning Aberdeen, please contact the Community Planning Team in the first instance by emailing communityplanning@aberdeen.gov.uk.

Community Planning Team

Community Planning Manager



Michelle Cochlan

Community Planning Development Officer



Elsie Manners

Performance and Improvement Officer



Guy Bergman

Outcome Improvement Group Lead Contacts

Aberdeen Prospers Group



Matt Lockley

Integrated Children's Services Group



James Simpson

Resilient, Included, Supported Group



Gail Woodcock

Digital City Group



Gordon Wright

Sustainable City Group



Kelly Wiltshire

Community Justice Group



Val Vertigans

Alcohol and Drugs Partnership



Fraser Hoggan

Community Engagement Group



Elsie Manners

Locality Managers

Torry



Colin Wright

Tillydrone, Seaton, Woodside



Paul Tytler

Northfield, Mastrick, Middlefield Heathryfold, Cummings Park



Kay Diack

www.communityplanningaberdeen.com

APPENDIX 1 – Narrative on current levels of improvement

PROSPEROUS ECONOMY: Aberdeen Prospers

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Investment in infrastructure					
Increase % occupancy in city centre premises	90.3%	91%	90% ¹	●	The occupancy rate has remained relatively stable between the October 2016 baseline and July 2017.
Increase number of destinations served by Aberdeen airport	48	55	52 ²	●	The indicator now includes all scheduled and holiday charter destinations served.
Increase number of passengers using Aberdeen airport	2.9m	2.7m	3.0m	●	The indicator now includes passengers from all scheduled and holiday charter destinations served.
Number of vessels arriving at Aberdeen harbour	7,428	6,438	7,600	●	The number of vessels arriving has decreased and this is likely linked to the economic downturn in the oil and gas economy.
Reduce journey times between key locations within the north east (Total Journey time across 12 journeys) ³	12 hrs 05 mins (April 2012)	10hrs 25 mins (March 2017)	09hrs 40 mins (-20% 2020/21 aim)	●	Journey times have reduced by 14% since 2012 with this measure being on track to achieve a 20% reduction by 2020/21.
Reduce per capita local carbon emissions ⁴	5.8 tonnes	TBC	5.5	TBC	2016/17 data is not yet currently available.
Number of hydrogen vehicles ⁵	14	14	20	●	We anticipate a rise due to a successful government bid which will see the introduction of 10 Toyota Mirais into the NHS, Sepa and co-wheels car club fleets.
Increase the % of people cycling as main mode of travel	-	3%	4% ⁶	●	The data source is City Voice - this question was included from 2016/17.
Increase in satisfaction levels with city's green spaces	-	44%	50%	●	The data source is City Voice - this question was included from 2016/17.
Take up of commercial office space (square feet) ⁷	0.4m	TBC	0.5m	TBC	2016/17 data is not yet currently available.
Decrease in supply of derelict land (hectares)	15.25h	13.2h	15h ⁸	●	The supply of derelict land is falling.
Decrease in supply of vacant land (hectares)	16.84h	16.9h	16h ⁹	●	The supply of vacant land has increase slightly.
Footfall in Aberdeen's Business Improvement District	2,571,706	2,451,595	2,597,720 (+1%)	●	Footfall has fallen slightly. This is likely related to the downturn in the oil and gas sector spreading through the retail sector of the economy.
Increase % of people accessing city centre using travel other than car	-	52%	53%	●	The data source is City Voice - this question was included from 2016/17.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Innovation					
Maintain Aberdeen's high position in number of patents per head of population	Top 4 in UK	Placed 6 th in the UK.	Top 4	●	Aberdeen is still a highly ranked city for patents but has fallen slightly to 6th position.
Improve employment in growth sectors of life sciences	900	TBC	900	TBC	2016/17 data is not yet currently available.
Improve employment in growth sectors of food, drink and agriculture in City and Region	15,600	TBC	17,000	TBC	2016/17 data is not yet currently available.
% of household waste that is recycled	38.2%	38.1% (47.8% – 17/18 to date)	39%	●	Altens East Materials Reprocessing Facility and New Waste Depot Opened in 2017/18. There is a significant recycling increase from last year. Our figures compares well with Glasgow who recycle 25.9%, Dundee who recycle 33.3% and Edinburgh who recycle 42.3%.
% of partnership fleet low carbon vehicles.	TBC	TBC	(+1%)	TBC	2016/17 Partnership fleet data is not yet currently available. The number of low carbon vehicles registered in the city rose by 49% from 153 vehicles in 15/16 to 227 in 16/17. This could be due to greater awareness and availability of electric vehicles and charging infrastructure.
Increase energy production from other renewable technologies	-	-	+1%	TBC	Currently under development. Metric and data still to be confirmed.
Increase business gateway start up numbers (City and Shire)	1,163	1,000	1,186 (+2%)	●	Numbers of business gateway start-ups fell slightly in 2016/17. There were fewer financial resources allocated to business gateway start-ups in 2016/17.
Business gateway "Growth companies" accepted into Scottish Enterprise's Growth Pipeline	41%	59%	43%	●	A greater % of companies have been accepted on to the growth pipeline in 16/17.
Number of FDI projects as measured by Ernst and Young	9	18	10	●	Foreign Direct Investment projects in Aberdeen have increased in line with the increase in FDI projects across Scotland. Scotland is an attractive venue for FDI in the UK.
Inclusive economic growth					
% of Economic Footprint recommendations implemented		TBC	30%	TBC	We will update this indicator in due course as recommendations are implemented. Current Actions are: All public sector partners to complete footprint proforma (March 2018). Action plan to be agreed and implemented, with clear focus on Improvement objectives (June 2018). Baseline evidence agreed (June 2018). Annual review of progress (June 2019).
Improve hotel occupancy rates	56.6%	63.2%	60%	●	Hotel occupancy rates fell from 2015 but have since stabilised in the last year. This has coincided with the downturn in the oil and gas sector. Room rates have fallen more than occupancy rates as hotels have increasingly targeted the tourism sector.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Increase tourists to Aberdeen	806,000	TBC	+5%	TBC	The statistics are sourced from the Great Britain Tourism Survey (GBTS) and International Passenger Survey (IPS). 2016/17 data is not yet currently available.
Increase GVA of tourism sector in Aberdeen ¹⁰¹¹	400m	TBC	+5%	TBC	The source of this is the Scottish Government Growth Sector data. Data is not yet currently available.
Increase the % of those achieving a modern apprenticeship of all those leaving an MA	75% (City and Shire)	TBC	76% ¹²	TBC	This is Regional Skills Assessment data. 2016/17 data is not yet currently available but will be available for the 2017/18 annual Report.
Increase educational attainment at NVQ4 and above of resident population	47%	52.6%	50%	●	Educational performance is continuing to increase at the NVQ4 level.
Increase proportion of young people achieving successful destinations post-school	94% (City and Shire)	TBC	+1%	TBC	This is Regional Skills Assessment data and only 2014/15 data is available.
Reduce proportion of (employers) reporting skills gaps ¹³	14% (City and Shire)	TBC	10%	TBC	This is Regional Skills Assessment data and the 2015 data has now become available. 2016/17 data is not yet available.
Increase proportion of businesses that report investing in on-the-job training, technical or job-specific training	-	-	+2%	TBC	Currently under development. Metric and data still to be confirmed.
Monitor success of ESF Employability Pipeline to increase economic activity	TBC	TBC	TBC	TBC	Data is unavailable as yet. Indicators to be specified but will include numbers of qualifications and accreditations gained, work experience gained and numbers progressing to employment.
Build at least 415 affordable houses a year	214	117 (216 – 17/18 to date)	415	●	The 15/16 baseline figure was changed from the 415 which was the LHS target originally published in the LOIP. During 2016/17 the available funding and opportunities for development fell short of the aim of 415. However, 2017/18 has already seen 216 affordable completions with potential for a total of 600 during the year and the same again for 2018/19.
Build 1094 houses a year	788	518	1094	●	The 15/16 baseline figure was changed from the 1094 which was the Housing Needs Demand Assessment target originally published in the LOIP.
Internationalisation					
Increase number of new jobs created from completed inward investment projects	170	203	173 (+2%)	●	Scottish Development International have dealt with an increasing number of inward investment projects in 2016/17 with an associated increasing number of new jobs.
Work with Visit Aberdeenshire to develop metrics to monitor and improve promotion and marketing of Aberdeen	-	-	-	TBC	Visit Aberdeenshire are developing a tourism strategy which will include appropriate metrics the end of financial year 2017/18. We propose to select appropriate measures from these metrics to be measured from 2018/19.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Improve times to and from Aberdeen airport by: Road Rail Bus	-	-	-	TBC	Currently under development. Metric and data still to be confirmed.
Increase number of rail passengers arriving at Aberdeen station	3.46m	TBC	3.53m (+2%)	TBC	We have 2015/16 baseline data but 2016/17 data is not yet currently available.
Increase amount of freight arriving at Aberdeen harbour (Tonnes)	4.4m	3.8m	4.5m (+2%) ¹⁴	●	Fall in freight arrival is at a UK level. In 2016 Total tonnage decreased by 3% to 484.0 million tonnes. Coal handled showed the biggest decline of any cargo category more than halving to 12.0 million tonnes. Liquid bulk goods which account for 40% of total tonnage decreased by 2%. Crude oil handled has halved since 2000 to 87.1 million.
Increase number of inward trade delegations supported by ACC	30	22 (21 – 17/18 to date)	32	●	The number of inward delegations fluctuates between years as inward delegations do not visit every year therefore this is a cyclical trend.
Improve attitudes of businesses from Aberdeen, and of those wishing to do business here, on readiness to do business in Aberdeen	-	-	+2%	TBC	Currently under development. Metric and data still to be confirmed.
Increase footfall at Aberdeen tourist attractions	TBC	TBC	+2%	TBC	We will purchase this data in future years to report on this indicator.
Improve number of national and international events at AECC by 10%	TBC	TBC	+2%	TBC	The number of events fell between 2015/16 and 2016/17. This partly a reflection of economic conditions and also that a new operator has been appointed. We expect this to increase in the future when we move to a new AECC.

PROSPEROUS PEOPLE – Children are our Future

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
<i>Children have the best start in life</i>					
Increase number of available early learning and childcare places: Places in local authority setting Other setting	-	3,566 6,738	TBC	TBC	The Nurtured Outcome Group is leading on partnership developments on the expansion of early learning and childcare. More places are becoming available and the group continue to support the ELCC expansion. The method of collection for this improvement measure has changed making the original baseline of 4402 incomparable.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of local authority and partner provider, primary and secondary schools and Early Learning Centres per financial year ¹⁵	96%	95.5%	95%	●	Please note this measure / baseline has been amended to align with Education Scotland and Care Inspectorate national data reporting templates. There were a reduced number of inspections carried out in 2016/17 but the percentage of establishments achieving satisfactory or above ratings for each core Quality Reference Indicator (equating to a positive evaluation) increased.
Increased satisfaction of parents with ELCC services(proportion of parents surveyed indicating that they are 'happy' with the service)	90.1%	95.0%	93.1%	●	This outcome is derived from a limited number of evaluations in 2016/17 which is anticipated to rise in 2017/18 with the embedding of a new inspection regime.
Improve Recruitment [Increase in number of staff entering early learning and childcare sector] Data based on a Training Needs analysis	1,208	1,115	-	●	A Skills for Work scheme is running at St. Machar Academy. 9 of the 10 young people are; going on to study early learning and childcare at college; applied for primary teaching and 4 have secured employment through a Modern Apprenticeship. The baseline was updated from the original 1200 reported in 2015/16. The 2020/21 aim is that there is an increase to 2400 staff entering the early learning and childcare sector.
Increase in number of staff undertaking qualifications to improve quality and meet SSSC requirements: Support workers Practitioners Lead practitioners Managers	50% 86% 25% 19%	50% 89.4% 79.5% 59.2%	70% 90% 50% 50%	●	The Workforce Development and Expansion Funding have been targeted towards staff that need a qualification to meet SSSC registration requirements. This has seen an increase in the number of Lead Practitioners and Managers undertaking qualifications.
Increase the no. of Me2 places available with a view to meeting 100% of demand	110	167 (7%)	220	●	Currently we provides holistic Early Learning and Childcare Services to 167 (7%) of eligible 2 year olds and their families through a range of providers. This is lower than the national uptake of 9%.
Increase in % of babies exclusively breastfed at 6-8 week review	36.1%	36.4%	-	●	Breast feeding rates across the city have seen a slight increase. This has been supported by breast feeding initiatives in target areas of regeneration. These areas have subsequently seen a significantly increase in breastfeeding rates from 27% to 32%. The 2020/21 aim is that 46% of babies are exclusively breastfed at the 6-8 week review. The Breastfeeding Welcome initiative has been identified as an area of best practice.
Decrease in smoking during pregnancy (3 year rolling average)	14.1%	13.9%	-	●	The 2020/21 aim is that there is a 7% reduction in smoking during pregnancy.
Improvement in child dental health [% of P1 children receiving a 'low risk' letter from basic inspection]	67.2%	-	69.5% (Current Scottish rate)	TBC	The Childsmile Oral Health Programme running in nurseries, primary schools and dental practices has seen significant improvements in oral health of children. However the national Dental Inspection programme shows that Aberdeen is below the target of 80.5% of children starting school with no dental disease. Education service is developing a strategy for oral health of children and young people as part of the NIF plan.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Children are safe and responsible					
Reduce the number of young people in out of Authority Places	42	33 (35 – 17/18 to date)	38 (-10%)	●	For 2016/17 the average number of looked after children who were looked after in a residential placement out with the City months was 33. This has met and improved on the 10% reduction target set in 2015/16.
Ensure CP re-registration rates will be in line with the national average	Ab: 25% Scot: 16%	Ab: 20% Scot: 17%	TBC	●	During 2016 /17 there were a total of 22 children that featured on the Aberdeen City's Child Protection Register who had a previous registration history within the preceding two years. This is a decrease of 8 on the previous year. The Scottish average for children with a previous history of registration is 17%. The level of reregistration for Aberdeen City is 20% which suggests that Aberdeen City is slightly above the national average however data this year is suggesting the gap is narrowing.
Increase in % of children's plans assessed as good (Currently in development)	-	TBC	TBC	TBC	These two metrics are currently in development with the previously mentioned APPA app being part of the process which will enable young people to become more involved in the development and review of their plans as well as yield important data on the wellbeing of young people on a Child's Plan.
Monthly Reviews of Children's Plans	-	TBC	TBC	TBC	
Reduce youth crime (No. of young people who were accused in relation to multiple CrimeFiles) ¹⁶	262	198	170	●	The ICS Responsible Outcome Group's work to support the youth justice agenda has seen considerable effort allocated to the reduction in crime and offences committed by young people.
Reduce youth crime (No. of young people who were accused in relation to a single CrimeFile) ¹⁷	602	559	587	●	
Reduce exclusion rates (per 1000 pupils)	40	TBC	35	TBC	This data is currently not publically available and is awaiting publication by the Scottish Government. Data is expected in November 2017.
Increase no. young people engaged in diversionary activity programmes	-	-	+2%	TBC	This measure will be reviewed in line with the review of the Youth Justice Strategy.
Children are respected, included and achieving					
Number of School S&Q, VSE HMle reports identifying pupil participation as a key area of strength	TBC Dec 17	TBC Dec 17	+10%	TBC	School Quality Improvement Groups help to ensure that schools are embedding knowledge of the UNCRC and participation into their ethos and curriculum. This will be evidenced through school S&Q reports and notes from KIT visits for summer 2017. Data is not currently available.
Increase no. of established forums whereby young people can participate in youth democracy	TBC Dec 17	TBC Dec 17	+10%	TBC	No measure currently available, please refer to the 'Promote Youth Democracy and Political Literacy, in line with ICS Participation Strategy.
Percentage of pupils identified as having an additional support need educated in their local community	80%	90%	85%	●	These measures continue to improve with actions being taken in line with the recommendations of the Inclusion review.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Reduction in Number of young People with ASN being transported	559	545	500	●	
Decrease no. of LAC educated out with the local authority (snapshot June 16, subject to variances in total LAC population size)	232	241	200	●	A number of factors influence in this measure. Although there is an aim to retain young people in their community, provision has to be made for the safety of the child or the specialist support they may require given their circumstances. Whilst in this situation services work with partners to ensure that those children and young people receive quality education relative to their needs which may mean a child being educated out with the Local Authority.
Improve Proportion of Positive School Inspection Outcomes (Quality Indicators/ Primary and Secondary School Combined)	90%	TBC	93%	TBC	There were no inspection evaluations of primary and secondary level education provision conducted by Education Scotland in the 2016-17 academic year. We are unable to provide details about upcoming inspections until they have been announced.
Reduce Attainment Gap between highest and lowest achieving 20% (Tariff Scores)	1,752	1,678	1,700	●	The variance between tariff scores between the highest and lowest attaining pupils can be attributed to a slight increase in the average tariff score of the lowest attaining 20% and a slight decrease in the highest attaining. The ACC NIF Action Plan and the wider ICS Plan, in terms of partnership support to schools are intended to provide locality based support to achieve further improvement in this area.
Increased LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above)	28%	28%	33%	●	The main focus in the work streams on this topic are directed at improving the administrative support to ensure that the appropriate professionals have the right info to provide immediate and bespoke support for individual LAC children. They are seeking a technological solution to this via SEEMiS and Care First (the school and social work databases)
% of teachers improving awareness of equality and diversity through CPD (Survey to be developed)	TBC Dec 2017	TBC Dec 2017	+10%	TBC	In May 2016 Stonewall delivered train the trainer session to primary school staff in relation to equality and LGBT bullying in schools. A further train the trainer session for staff was held in May 2017 which included Secondary Teachers.
Increase in the proportion of young people entering positive destinations upon leaving school (Initial SLDR survey)	90.1%	90.3%	93.1%	●	The Achieving Outcome group will develop a tracking tool for young people who have received a Pupil Equity Fund, after they have moved to S4 or have left school the tracking tool will enable more accurate data gathering on the impact the equity fund has made to the young person.
Increase in the proportion of young people from deprived areas entering positive destinations upon leaving school (Initial SLDR survey)	82.6%	83.9%	83.6%	●	This measure has shown a slight increase in the proportion of young people from deprived areas entering positive destinations.
Increase in % of young people progressing into a positive destination on completion of an Activity Agreement	77%	78.4%	79%	●	The Activity Agreement team will develop an aftercare programme to ensure young people who have moved on from their activity agreement feel supported to the next step on the employability pipeline. The programme will last up to eight weeks and will include regular contact with the Activity Agreement worker.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Increase in the proportion of 16-19 year olds recorded as participating in education employment or training	91.0%	89.4%	92.0%	●	Variance in the data for this measure can be attributed to a change in methodology. The previous data was based on a snapshot whilst the current figure is based on an average of participation across the year.
Increase in number of young people completing formal and informal Achievement Awards: Formal (SQA Accredited) Informal (Non -Accredited)	37 1,600	47 1,783	52 (10%) ¹⁸ 2,000 (10%)	●	Please note that the definition of 'Formal' and 'Informal' training have changed. Therefore a retrospective amendment has been made to the baseline figures in the LOIP Improvements in these areas can be linked to the increase in targeted resource and resource sharing among partners across ICS in order to increase delivery in key schools.

PROSPEROUS PEOPLE – People are Resilient, Included and Supported When In Need

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
People and communities are protected from harm					
Increase number of partnership referrals received from: ¹⁹ SFRS ACVO HSCP Active Aberdeen Police NHSG ACC THIRD INDEPENDENT	682 - - - - - -	TBC	682	TBC	
Increase number of usages of harm app	0	TBC	TBC	TBC	App is not yet live therefore no data is available.
Increase usage of Choose Life prevent suicide app.	6,000	18,738	6,600 (+10%)	●	The app and its digital suicide prevention campaign was the winner in two categories at the Scottish Health Awards 2017 with the awards being in 'Innovation' and 'Care for Mental Health'. More than 22,000 users were reached in 17 months since the launch of the app and supporting website (March 2016 – August 2017) NHS Grampian saw the largest decrease in suicide in 2016 following release of national data on 3 August 2017 (The Aberdeen City reduction was 28%). The national suicide rate increased by 8% compared with 2015.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Decrease in numbers of Drug related deaths (5 year average)	45	46	28	●	There is an ageing group of older people with drug problems (OPDP) aged 35 years and over. A high proportion of this group have multiple underlying health conditions comparable to those 15 years older in the general population, many with chronic conditions often not identified or treated. There is a clear trend (also reflected nationally) of drug-related fatalities among OPDP. Mental health problems are also common and compounded by isolation and stigma hindering service access and community reintegration. The projection is for this group to grow before numbers stabilise and they become the mainstream client group for substance use services. Naloxone supply has increased from 544 in 15/16 to 695 in 16/17. Naloxone is the emergency life-saving antidote for overdoses caused by heroin and other opiates/opioids.
Reduce proportion of crime (2 + experiences) experienced by repeat victims	58%	TBC	TBC	TBC	Data is available on a biennial basis therefore annual reporting is not currently available.
Reduce proportion (or amount) of crime (5+ experiences) experienced by repeat victims (Source of data: Scottish Crime and Justice Survey – available biennially)	14%	TBC	TBC	TBC	
Reduce the average age gap from when someone starts drug use to when they seek help: Males (years) Females (years) ²⁰	8.74 yrs 6.94 yrs	8.84 yrs 5.69 yrs	TBC	● ●	This has been calculated by extracting data from SDMD database (SMR Initial Assessments). This included all clients including those who may present more than once within the relevant time period.
Reduce the average age that someone with an alcohol problem seeks help: Males (years) Females (years)	TBC	TBC	TBC		Currently under development. Metric and data still to be confirmed.
Increase the number of people and families who may be at risk that are identified for support	83	521 (350 – 17/18 to date)	83	●	These figures have been made up from the new Alcohol Referral Process that replaced Albyn Place, Operation Begonia referrals and Priority Family Referrals from 17/18.
Increase number of Police Scotland Hate Crime Reports ²¹	261	242 (122 – 17/18 to date)	235 (-10%)	●	Tackling hate crime is a priority and an important element in the drive towards creating a society where people live together respecting one another regardless of differences. We recognise that hate crime is often under reported. We want this to change and are asking people to speak out to help us tackle hate crime.
Increase the number of people identified to undertake an Earlier Intervention programme for domestic abuse perpetrators	TBC	(7 – 2017/18 to date)	TBC	TBC	

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Increase the uptake of voluntary support for people including children harmed.	TBC	TBC	TBC	TBC	
Number of families assessed as having 3 or more improved outcomes 6 months following conclusion of support. (Priority Families)	0	0 (7 – 17/18 to date)	26	TBC	The service commenced in January 2017 with no measurable outcomes expected in 2016/17. Seven families have now received 6 full months of support and can evidence 3 or more improved outcomes as recorded on the PFS Tracking System. Early performance issues with the third sector partner led to delays in progress.
Increase number of alcohol brief interventions delivered in wider settings (i.e. those not currently delivered in primary, accident & emergency and maternity settings)	1,330	1,406	1,400	●	Now carried out in broader range of settings and delivered from: ADA (third sector) ARI (In Patient Wards), City Hospital (CAARS) and NHS Healthpoint.
Increase number of Making Every Opportunity Count conversations. (Include home and fire checks)	-	6,567	850	●	Community organisations (166) + hospitals (2780). Note General Medical Service's contract negotiations are affecting GP practice involvement.
No of clients supported by Community Links Workers to improve resilience, health and wellbeing (figures are cumulative)	-	TBC	40	TBC	Link Workers will be in place in 2018 where updated data will become available.
Reduce repeat homelessness (within 12 months)	67 (5.08%)	6.5% (6.1% – 17/18 to date)	64 (5%)	●	The temporary accommodation and homelessness strategy is currently under review and action plan around 'Housing First' is to be taken to committee in January. Housing First has gained international attention and acclaim as a model to support households with evidence that it works for some of the most complex and chaotic clients. We have experienced an increase in homelessness applications this year - 1031 homeless applications have been received a 28% increase upon the 806 received during the same period in 2016/17.
Increase % of households previously homeless that have sustained their tenancy for more than 1 year	92.7%	91.87% (90.4% – 17/18 to date)	94%	●	Increases in Abandonments, evictions and routine terminations have been recorded this year which contribute towards the decline towards achieving the tenancy sustainment target.
Increase in number of police direct measures (Recorded Police Warnings)	213	TBC	+10%	TBC	2016/17 data not available till February 2017/18.
Increase in individuals referred to relevant services at point of arrest	-	TBC	+10%	TBC	2016/17 data not available as the Project for Arrest Referral service is still in development.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes ● Getting there ● Not yet	
Increase in number of people who were appropriately diverted from Court aged: 16-17 18-25 26+	63 14 33	- 20 32	+1%	● ●	The move to central marking by the Procurator Fiscal in March 2015 saw an initial reduction in the number of diversions from court. Factors which may have impacted on the increase in number of 18-25 year olds include 1) Changes in Crown office and Procurator Fiscal Service policy to be more outcome focused 2) Improved relations and confidence between Crown Office staff (who decide what action to take in relation to cases) and Social Work colleagues. There were problems with 16/17 data recording for the 16-17 year olds age range data is not available.
Increase in % of individuals on a Community Payback Order Supervision Requirement indicating improved outcomes at the end of their Supervision: (Baseline Q2 2016) - Housing - Emp/Education/Training - Drugs - Alcohol - Personal Relationships - Self Esteem - Mental Health - Physical Health - Money Issues - Coping Skills	50% 22% 57% 81% 58% 58% 60% 29% 50% 69%	71% 60% 74% 78% 76% 70% 75% 75% 68% 88%	+1% " " " " " " " " "	●	An improvement has been seen in the majority of the measures. Individuals who successfully complete their Community Payback Order Supervision are asked to provide this feedback via a questionnaire. (Some clients present with a range of difficulties and experiences of trauma). The service will continue to promote the use of questionnaires (not all clients agree to provide feedback in this way) and feedback will be provided to staff to raise further awareness.
Increase in the no. of people commencing/undertaking alternatives to remand ²²	22 individuals	31 (5 – 17/18 to date)	23 (+5%)	●	Criminal Justice Social Work have been promoting bail supervision and this is gradually increasing as a result. Solicitors are requesting this on a more regular basis.
Increase in the % of non-statutory prisoners (those serving sentences of less than 4 years) who received relevant voluntary support on release ²³	65%	70%	75%	●	All non-statutory prisoners leaving HMP & YOI Grampian are offered where practicable the offer of support on release from service providers. There is clear evidence to support the effectiveness of housing support provided by Aberdeen City in the Prison further reducing harm for those on release.
Increase in prisoners in HMP Grampian identified as having a mental illness that have a clearly defined multidisciplinary team care plan ²⁴	10%	TBC	15%	TBC	Project under development.
Reduction in % of individuals admitted to HMP Grampian with alcohol and drugs misuse issues (from initial prison screening)	100%	100% (100% – 17/18 to date)	-1%	●	Analysis of 2016/17 data shows that 100% of individuals have alcohol and drugs misuse issues and that approximately two thirds of prisoners from Aberdeen City are already engaged with alcohol and/or drug treatment services prior to admission. A third of those admitted are new to alcohol and/or treatment services.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Increase in % of individuals accessing life skills/employability support and opportunities at different stages of the Criminal Justice System	-	TBC	TBC	TBC	No baseline or 16/17 data available yet as the project still under development.
People are supported to live as independently as possible					
Number of people directing their own care and support as % of completed single shared assessments confirming eligibility	6%	TBC	+4%	TBC	Part of HSCP Improvement Plan.
Establish the use of the Link App and measure increase in the utilisation of the app	-	0	TBC	TBC	Link App is not yet in place therefore no data is available.
Increase in % of individuals able to look after their health very well or quite well	96%	TBC	96%	TBC	This information is available biennially and will not be available until the end of 2017/18.
Mortality rate per 100,000 people aged under 75 years	464.4	TBC	464.4	TBC	This data is published annually by ISD as part of the integration indicators and 16/17 figures have not yet been published.
Emergency admission rate for adults per 100,000 population ²⁵	9,977	9,843	8,760	●	Emergency admission rates have been reducing modestly in the last 2 years. The aim is to get to 25th percentile in Scotland. The target figure is based on reducing from a monthly average rate of 784 per 100,000 to 730 per month.
% of people reporting that they have influence and a sense of control 'I feel able to participate in decision and help change things for the better' (Place Standard Tool)	-	TBC	TBC	TBC	Linked to implementation of Place Standard Tool – this has not yet been implemented.
Reduce the gap in life expectancy for men and women in defined communities Rate per 100,000 people aged under 75 – Tillydrone: Northfield: Torry:	-	Female 80.7 Male 75.8 Female 80.8 Male 77.6 Female 81.5 Male 78.1	TBC	TBC	
Increase number of organisations in Aberdeen being supported to detect health, safety and wellbeing issues to prepare a Healthy Working Lives action plan and associated policies	NA	39 SME's Registered 58 Non SME's Registered	TBC	TBC	Healthy Working Living Awards which are current and held by Small and Medium sized enterprises: 8 Bronze 6 Silver 10 Gold. Awards which are current and held by non -SME's: 15 Bronze 14 Silver 13 Gold.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Reduce the number of inactive people in Aberdeen	-	TBC	TBC	TBC	During 2016/17 there were 1,790,751 participations in activities provided by Active Aberdeen Partnership Partners. This does not identify how many people are currently inactive in Aberdeen. Work will be carried out to define this improvement measure and identify a system for collating data.

PROSPEROUS PLACE – Empowered, Resilient and Sustainable Communities

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Safe and resilient communities					
Number of community groups that include Community Resilience within their local plans ²⁶	1	1 (2 – 2017/18 to date)	3	●	Initial focus is on flooding with the Flooding Team proactively working with community groups to help communities consider the risk to them and develop a resilience plan. The first community resilience plan was developed in Culter and now Culter has also developed a plan. A priority going forward is working with communities in our priority localities.
Assess effectiveness of community resilience arrangements through testing and exercising	1	1	3 ²⁷	●	To date, the Culter Plan has been tested with the Emergency Planning Team. The new Culter Plan will also be tested and the Emergency Planning Team will provide support needed to ensure the plan is robust.
Development of resilience self-assessment toolkit	-	Completed	Feb 2017	●	The Self-Assessment Toolkit has been developed and formally adopted by the Council. CPA Partners are encouraged to adopt within their own organisations.
Self-assessment and identification of recommendations for improvement	-	Completed	Apr 2017	TBC	A self-assessment was carried out by Aberdeen City Council as part of the toolkit development process. Recommendations will be taken forward by the Council's Resilience Group once the Toolkit has been formally verified through the peer review process.
Maintain participation of all partners in Local Resilience Partnership groups and plans	100%	100%	100%	●	The Partnership continues to meet regularly. All agencies are represented appropriately to ensure a coordinated response to emergencies across Grampian.
No. of public sector organisations actively participating in Community Action Days	0	0	1	TBC	
Increase the no. of crises averted as a result of the visiting schedule picking up an immediate problem (no heating, electricity, water etc.)	-	-	+10%	TBC	

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes ● Getting there ● Not yet	
Reduce the number youth annoyance and antisocial behaviour incidents reported to: Council – Anti-social behaviour Police Scotland – Youth Annoyance	3,372 2,213	3,386 (1,140 – 17/18 to date) - (2,191 – 17/18- to date)	3,338 (-1%) 2,191 (-1%)	●	ASB related calls to the council showed an almost negligible increase across the two fiscal years. The migration to a Freephone number has perhaps encouraged people to call as well as a growing awareness of the service itself. The way in which calls are recorded by Police Scotland has changed meaning calls relating to youths can no longer be verified.
Reduce number of persistent offenders involved in incidences of youth annoyance and anti-social behaviour: Council – Anti social behaviour Police Scotland – Youth Annoyance	74 60	77 (16 – 17/18 to date) 12** (2 – 17/18 to date)	73 (-1%) 59 (-1%)	● ●	Police Scotland figure relate to the Number of Under 18's with three or more criminal charges relating to ASB.
Increase the no. of young people engaged in diversionary activity programmes who take on a coaching or volunteering role within their communities	12	32 (43 – 17/18 to date)	12 (+2%	●	We work in partnership with the Dennis Law Legacy trust and Streetsport who actively engage with young people at risk of becoming involved in ASB. They offer young people a route into positive destinations and volunteering. Our Motorbike Project for Educational Development has also been launched which aims to provide early intervention and education to young people around the dangers of riding motorbikes encourages them to be more responsible.
Reduce incidences of wilful raising through fire safety themed education and awareness sessions being delivered to schools in localities where respective incidents show greater prevalence	290	TBC	-1%	TBC	Gramps Howes walks and talk's initiative delivered to 15 schools in localities where wilful fire raising incidents showed greater prevalence.
Increase partner referrals for home and fire safety visits around higher risk cases	529	634 (174 – 17/18 to date)	534 (+1%)	●	There has been an increase of 19.8% in fire safety visit referrals from 15/16 to 16/17.
Maintain / Increase levels of home and fire safety education across primary schools (Absafe)	944 pupils	1,356 pupils	953 (+1%)	●	
Maintain home fire safety visits including care and repair / home-check	2,769	1,892 (564 – 17/18 to date)	+1%	●	The Homecheck team continue to provide pre-emptive 'home safety visits' Should the client request a fire safety visit or concerns are identified by the Homecheck team, this information is fed to SFRS who will follow up with a comprehensive HFSV. Homecheck are working in partnership with SFRS and Care and Repair to increase the amount of home fire safety visits completed in 2017/18.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Work in partnership to reduce the % of violent crimes* (Violent Crime* = All Assaults, Serious Assaults, Attempted Murder, Murder, Robbery and Assault with intent to rob. (Inc. Emergency Service / Police Assaults)	3,356	3,321 (790 – 17/18 to date)	3,322 (-1%)	●	Police Scotland has maintained their focus on preventing violent crime and bringing perpetrators to justice. Key partnerships such as the Weekend Partnership and Community Safety Partnership continue to look to exploit preventative opportunities.
Increase no. of participants in Best Bar None and Unight to promote responsible drinking: Best Bar None Unight	42 17	43 (45 – 17/18 to date) 25 (30 – 17/18 to date)	44 (+5%) 19 (+10%)	● ●	The 2017 Best Bar None scheme is now open citywide to establishments where previously there was a city centre boundary restriction. Historically Unight membership was restricted to 'late night opening' venues this is now open to public houses. Continued commitment to promote and market Unight to establishments and the licencing board.
Increase no. Awareness raising events tackling Domestic Abuse across Aberdeen City	6	TBC	12	TBC	2016/17 Data is not currently available.
Increase the number of referrals made through the Disclosure Scotland Domestic Abuse Scheme (DSDAS)	112	TBC	113 (+1%)	TBC	2016/17 Data is not currently available.
Monitor and reduce the number of domestic abuse incidents	2,535	2,505 (1,206 – 17/18 to date)	-	●	
Work in partnership to reduce all crime across Aberdeen City (Crime = All Group 1 (Violence), Group 2 (Sexual Offences), Group 3 (Crimes of Dishonesty), Group 5 (Other Crimes), Group 6 (Miscellaneous Crimes and Offences), Group 7 (Road Traffic Offences))	25,822 ²⁸	24,321 (5,908 – 17/18 to date)	25,564 (-1%)	●	The Aberdeen City Local Police Plan that reaffirms Police Scotland's commitment to reducing crime, serving and protecting communities and working collaboratively with our partners.
Increase % of people who feel safe in Aberdeen City (City Voice respondents)	83%	91%	+1%	●	The increased proportion of people feeling safe within Aberdeen City equates to one more person in every ten feeling safe In Aberdeen city compared to the previous year. More effective allocation of resources along with diversionary projects has strengthened cohesion among communities.
People friendly city					
Achieve Older people friend status using the Design of Streets with Older People in Mind Toolkit	-	TBC	60%	TBC	

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				• Yes	• Getting there • Not yet
Achieve UNICEF Child Friendly City status (pilot project, criteria to be confirmed)	-	TBC	TBC	TBC	In 2016/17 a successful application to become part of UNICEF's Child Friendly Partners Programme resulted in Aberdeen City becoming the first Scottish Local Authority to be accepted onto the programme to work towards achieving UNICEF Child Friendly City status. Criteria and target measure to be confirmed.
Increase % of Schools actively engaged with the Unicef Rights Respecting Schools Award ²⁹	-	52% (66% - 17/18 to date)	+5%	TBC	As of summer 2016/17 52% of Primary, Secondary and Special schools were registered and/or progressing towards the award. YTD in 2017/18 this has increased to 66% of schools being registered.
Reduce the % of inactive: Adults Children	-	TBC	TBC	TBC	During 2016/17 there were 1,790,751 participations in activities provided by Active Aberdeen Partnership Partners. This does not identify how many people are currently inactive in Aberdeen. Work will be carried out to define this improvement measure and identify a system for collating data.
Increase % uptake of recreational walking	62%	TBC	64%	TBC	During 2016/17 there were 7,053 uptakes of organised walks with AAP partners. This does not identify how many people are currently walking for recreational purposes. Work will be carried out to define this improvement measure and identify a system for collating data.
Ensure all public leisure centres are accessible for people with a disability ³⁰	-	60%	70%	●	This figure is based on programming of facilities and looking at how we make participation more accessible. This links with both the Facilities strategy and the strategy for an Active Aberdeen
Increase provision of free meals provided during school holidays to children entitled to free school meals	-	1734	25%	TBC	ACC piloted for the first time in this financial year a "Food and Fun" programme targeted at 3 primary schools during Easter and Summer holidays. 1734 meals were delivered across the 3 schools. The project at Bramble Brae Primary School was delivered in partnership with AFCCT and won a special success Award at The Children and Young People's Services Award Ceremony on 27th September 2017.
Reduce no. of people affected by Household Food Insecurity	-		-10%		Note this data represents ACC tenants only and came from the 3 year Tenant Satisfaction Survey carried out in line with the Scottish Housing Regulator. The survey question asked was: During the last 12 months, was there a time, because of lack of money that you have had to skip a meal?
Cummings Park		20	18		
Mastrick		91	82		
Middlefield		32	29		
Northfield		62	56		
Seaton		71	64		
Tillydrone		122	110		
Woodside		65	59		
Total:		463	417	●	

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Increase provision of allotments and community food growing spaces	468	(496 – 17/18 to date)	473 (+1%)	●	The 2017/18 target has been met with a 0.94% increase against the 2015/16 baseline. It should be noted that the Baseline only represents Council owned allotments. No other forms of growing space are included. The increase against the baseline is due to several larger allotment plots being split into smaller plots. Smaller plots are often desirable to allotment holders. While this does not represent an increase in the overall area of allotments provided, it does increase the number of allotments plots available to the citizens of Aberdeen, also reducing the Allotment Waiting List.
Countesswells Development – Creating a new place based community on a 300 unit housing development.	-	TBC	TBC	TBC	The development is now progressing towards completing 500 houses by 2019/20. It is anticipated that this is the trigger point by which the first education requirements in the community will be needed and therefore the first community learning hub requirements. Meetings are scheduled to discuss this further involving public sector partners to ensure that from the outset the learning hub concept will be delivered within the development programme.
Increase in no. of people involved in friends of parks groups	-	100+ groups	120 (+20%)	●	The number of groups and people involved continues to grow.
Increase in no. of people involved in environmental walkabouts	-	5 walkabouts (6 walkabouts – 17/18 to date)	6 walkabouts (+20%)	●	The staff resource available to lead on walkabouts has been reduced in 2017/18. A new way of leading walkabouts is currently being discussed within the service.
Increase in number of asset transfer requests	0	(1 – 17/18 to date)	1	●	The first Asset transfer request to the Fittie development trust was approved by council committee in June 2017.
Maintain level of Britain in Bloom or Beautiful Scotland awards achieved	Gold	Gold	Gold	●	Awarded Gold medal for Aberdeen in the prestigious Champion of Champions Keep Scotland Beautiful Campaign category and Seaton Park crowned winner of the Parks and Green Spaces prize. Best ever score achieved.
Increase number of 'It's your neighbourhood' awards achieved	5	24 (30 – 17/18 to date)	25	●	Results confirmed in late October 2017. We estimate that Aberdeen has added to its awards from 2016/17.
Increase in volunteers involved in Britain in bloom and other environmental opportunities	0	TBC	+20%	TBC	Volunteer numbers continue to increase through formal Friends groups, community groups and public volunteers. Numbers will be established later in 2017.

DIGITAL CITY – Creating A Digital Place

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Digital Connectivity					
% of households that are in properties passed by superfast broadband provision ³¹	83%	(98% – 17/18 to date)	95%	●	98% of premises are now passed by superfast broadband services. 36% of total homes have taken services provided under the DSSB programme. Note premises passed does not equate to homes having taken FTTC (superfast) style product.
% Businesses have access to ultrafast broadband	0%	(0.12% – 17/18 to date)	20%	●	Aberdeen is a pilot city for DCMS Full Fibre voucher scheme launching later in 2017.
Increase in average download speeds (M/Bts) ³²	19.5	20.4* 31.2**	25	●	*This figure includes mobile phone speeds. **This figure is for FTTC average speeds.
Attract public and private sector investment in digital infrastructure	-	(10M – 17/18 to date)	£10m	●	The private sector has intimated investment in excess of £10M across DSSB and commercial deployment of fixed and wireless infrastructures. This is across FTTC, FTTP, Mobile and wireless networks.
% of free Wi-Fi across the city	0%	20% across high footfall public realm areas	20%	●	Free public Wi-Fi is now provided in 30 public buildings and across areas of the city centre (Union Street, Union Terrace). There is also deployment into the sheltered housing estate in the south of the city and across the northern regeneration areas. Proposals are developed to deliver further areas of the city centre and the beachfront. Due to the further provision of free private sector Wi-Fi it is not possible to provide accurate percentage coverage of the city geography.
% coverage of boosted 4G coverage and 5G capability across the city	33%	(90% Estimated – 17/18 to date)	60%	●	All major routes and conurbations across Aberdeen are identified as having “strong” 4g coverage (Which) with a mean download speed of 26.6 Mb/s (Think Broadband). A small cell network has begun roll out through ACC wireless concession contract. A site at Union Square and a network along King Street incorporating provision at University of Aberdeen and Pittodrie. 5g commercial deployment is scheduled to begin in 2020. Partners in Aberdeen are working towards bids to establish testbed and trial opportunities for the city.
% of city with sensor network to capture data ³³	0%	(20% – Estimated 17/18 to date)	20%	●	A low power wan sensor network has been procured and is under delivery across a significant (>50%) population coverage of Aberdeen. CCTV and transport networks have been upgraded.
Data					
Secure internationally recognised standards accreditation	-	In progress	Dec 17	TBC	Aberdeen leads the Scottish cities alliance research on the benefits of adopting accreditation to smart city standards. This research is due to report in November 2017.
Deliver a regional data platform	-	In progress	Dec 17	TBC	Discussions are underway with academic and industry sectors in the city to build a robust and sustainable city data exchange platform.
Number of employees across the CPP with a high level of analytical skills	-	In progress	10	TBC	ACC Digital Skills Advisor establishing baseline figures and skills support programme. The City data programme will also seek to address and support skills development in data analytics.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Aim	Are we improving?	
				● Yes	● Getting there ● Not yet
Digital Innovation					
Number of digital start ups	42	TBC	50	TBC	
Number of living labs across the city	1	(2 – 17/18 to date)	3	●	“Living labs” are established in the North regeneration area (citizen ‘ownership’ model) and across adult care premises in the south of the city. A further Internet of things network covering 50% of populated area of Aberdeen is under deployment which will allow for pilot and test studies at scale.
% increase in citizens receiving care in the home	5%	(6% – 17/18 to date)	10%	●	Steady progress through AHSCP and service providers to improve service delivery and outcomes. On track for 10% target by end of 2017/18.
Dashboard fully operational	-	-	Dec 17	TBC	Programme resourcing and design of appropriate dashboard still to be addressed.
Number of community applications released each year	-	TBC	5	TBC	This will align with developments in the data programme, Tillydrone living lab and Project K (schools app development) expected in Q1 2018.
Digital Skills and Education					
% of public sector employees with a standards level of digital skills	5%	TBC	10%	TBC	ACC Digital Skills Advisor establishing baseline figures and skills support programme. The City data programme will also seek to address and support skills development in data analytics.
% of school leavers and students who have high levels digital skills	TBC	TBC	40%	TBC	ACC Digital Skills Advisor establishing baseline figures and skills support programme. The City data programme will also seek to address and support skills development in data analytics.
% of citizens who feel comfortable using digital tools	TBC	TBC	15%	TBC	The Aberdeen Digital Ambassador programme will look to utilise engagement programmes with clients and other service providers to establish a baseline.

Proposed amendments to Local Outcome Improvement Plan 2016-26

PROSPEROUS ECONOMY: Aberdeen Prospers

¹ **Increase % occupancy in city centre premises:** The improvement aim for 2017/18 has been revised from 60% to 90% to reflect updated baseline figure of 91% for 2016/17.

² **Increase number of destinations served by Aberdeen airport:** The improvement aim for 2017/18 has been revised from 34 to reflect updated baseline figure of 48 for 2016/17.

³ **Reduce journey times between key locations within the north east:** This indicator replaces the measure published within the LOIP to Improve travel times from Aberdeen to Peterhead and Fraserburgh.

⁴ **Reduce per capita local carbon emissions:** The improvement aim for 2017/18 has been revised from 6.5 to 5.5 tonnes to reflect updated baseline figure of 5.8 tonnes for 2015/16.

⁵ **Number of hydrogen vehicles:** This indicator replaces the measure published within the LOIP of the number of hydrogen buses. The improvement aim for 2017/18 has been revised from 10 to 20 to reflect updated baseline figure of 10 for 2016/17.

⁶ **Increase the % of people cycling as main mode of travel:** The improvement aim for 2017/18 has been revised from 0.4% to 4% to reflect updated baseline figure of 3% for 2016/17.

⁷ **Take up of commercial office space (square feet):** Note that the measure of increasing take up of commercial office space has been moved to align with the Primary driver of ensuring availability of land and premises to support business growth. The primary driver on the next generation information and communications technology is now incorporated within the enabling technology section of the LOIP.

⁸ **Decrease in supply of derelict land (hectares):** The improvement aim for 2017/18 has been revised from 22 hectares to reflect updated baseline figure of 15.25 hectares for 2015/16.

⁹ **Decrease in supply of vacant land (hectares):** The improvement aim for 2017/18 has been revised from 24 hectares to reflect updated baseline figure of 16.84 hectares for 2015/16.

¹⁰ **Increase GVA of tourism sector in Aberdeen:** This indicator replaces the measure published within the LOIP to Increase tourist expenditure in Aberdeen.

¹¹ Note that the measures related to the regeneration of our priority communities grouped under the secondary driver to Develop and implement Locality Plans for those communities experiencing socio economic disadvantage are now included in the Locality Plans and will be reported as part of the Locality Plan Annual Reports 2017/18.

¹² **Increase the % of those achieving a modern apprenticeship of all those leaving an MA:** The improvement aim for 2017/18 has been revised from 71% to 76% to reflect updated baseline figure of 75% for 2015/16.

¹³ **Reduce proportion of (employers) reporting skills gaps:** This indicator replaces the measure published within the LOIP to reduce proportion of employers reporting skills shortages by occupation.

¹⁴ **Increase amount of freight arriving at Aberdeen harbour (Tonnes):** The improvement aim for 2017/18 has been revised from 4.2 tonnes reflect updated baseline figure for 2016/17.

PROSPEROUS PEOPLE – Children are our Future

¹⁵ **% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of local authority and partner provider, primary and secondary schools and Early Learning Centres per financial year:** This indicator replaces the measure published within the LOIP to increase proportion of positive inspection outcomes.

¹⁶ **Reduce youth crime (No. of young people who were accused in relation to multiple CrimeFiles):** The wording of this indicator has been amended from the measure published within the LOIP to reduce no. young people suspected/accused of multiple crimes.

¹⁷ **Reduce youth crime (No. of young people who were accused in relation to a single CrimeFile):** The wording of this indicator has been amended from the measure published within the LOIP to reduce youth crime (No. of children accused/suspected of offence).

¹⁸ **Increase in number of young people completing formal and informal Achievement Awards:** The improvement aim for 2017/18 has been revised from 365 (Formal) and 713 (Non Accredited) to reflect updated baseline figure for 2016/17.

PROSPEROUS PEOPLE – People are Resilient, Included and Supported When In Need

¹⁹ **Increase number of partnership referrals received:** This measure now includes third/independent sector organisations referrals. It is proposed that all referrals are appropriate and therefore the improvement measure to increase no. of appropriate referrals has been removed.

²⁰ **Reduce the average age gap from when someone starts drug use to when they seek help:** This indicator replaces the measure published within the LOIP to reduce the average age that someone with a drug problem seeks help.

²¹ **Increase number of Police Scotland Hate Crime Reports:** This indicator replaces the measure published within the LOIP to reduce the number of Police Scotland Hate Crime Reports.

²² **Increase in the no. of people commencing/undertaking alternatives to remand:** The wording of this indicator has been amended from the measure published within the LOIP to Increase in the no. of people commencing Bail Supervision.

²³ **Increase in the % of non-statutory prisoners (those serving sentences of less than 4 years) who received relevant voluntary support on release:** The wording of this indicator has been amended from the measure published within the LOIP of the Increase in those who choose to do so receiving relevant support from partners on release to reduce harm and make good to offenders and victims.

²⁴ **Increase in prisoners in HMP Grampian identified as having a mental illness that have a clearly defined multidisciplinary team care plan:** The wording of this indicator has been amended from the measure published within the LOIP of all prisoners identified as having a mental illness will have a clearly defined multidisciplinary team care plan.

²⁵ **Emergency admission rate for adults per 100,000 population:** The improvement aim for 2017/18 has been revised to reflect updated baseline figure of 8782 for 2016/17.

PROSPEROUS PLACE – Empowered, Resilient and Sustainable Communities

²⁶ **Number of community groups that include Community Resilience within their local plans:** This indicator incorporates the indicator to increase no. of communities with Resilience Plans in place which was included in LOIP separately.

²⁷ **Assess effectiveness of community resilience arrangements through testing and exercising:** Improvement aim revised to coincide with the aim for the number of community resilience plans in place.

²⁸ **Work in partnership to reduce the % of violent crimes:** The improvement aim for 2017/18 has been revised from 24,644 to reflect updated baseline figure for 2016/17.

²⁹ **Increase % of Schools actively engaged with the Unicef Rights Respecting Schools Award:** The wording of this indicator has been amended from the measure published within the LOIP to Increase % schools recognised by UNICEF as Rights Respecting School.

³⁰ **Ensure all public leisure centres are accessible for people with a disability:** The wording of this indicator has been amended from the measure published within the LOIP of ensuring all public swimming pools and fitness gyms are accessible for people with a disability. The improvement aim for 2017/18 has been revised from 60% to reflect updated baseline figure for 2016/17.

DIGITAL CITY – Creating A Digital Place

³¹ **% of households that are in properties passed by superfast broadband provision:** The wording of this indicator has been amended from the measure published within the LOIP of the % of households have superfast broadband.

³² **Increase in average download speeds (M/Bts):** This indicator has been moved from Investment and Infrastructure section of the LOIP to the Digital Connectivity section.

³³ **% of city with sensor network to capture data:** The wording of this indicator has been amended from the measure published within the LOIP of the % of city with sensor network to capture data and run CCTV.

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 th March 2018
REPORT TITLE	Outside Bodies
REPORT NUMBER	CG/18/033
CHIEF OFFICER	Chief Officer - Governance
REPORT AUTHOR	Roderick MacBeath

1. PURPOSE OF REPORT:-

To seek appointments to outside bodies with unfilled positions for Council representatives and to approve one change to an existing appointment.

2. RECOMMENDATION(S)

Council is recommended to:-

- 1) Approve the appointment of Cllr Lumsden as the Council's representative on Opportunity North East Ltd (ONE); and
- 2) Consider appointing members to the vacant positions on the following bodies:-
 - (i) Aberdeen International Youth festival (four vacancies);
 - (ii) Mitchell's Hospital Trust (one vacancy); and
 - (iii) Robb's Trust (one vacancy).

3. BACKGROUND

3.1 Following the elections in May, 2017, the Council made a number of appointments to outside bodies on the basis of places being allocated on a proportionate basis between Administration and Opposition Groups. A number of places remain unfilled as follows:-

3.1.1 Aberdeen International Youth Festival (AIYF) – four members, two Administration and two Opposition, are required to be appointed. The Board is presently inquorate as it requires three Council Trustees, including one as chair. The Office of the Scottish Charity Regulator (OSCR) is currently investigating the Trust and has asked if the Council intends to fill any vacancies at

this meeting. The Chair of the Trust has indicated that the Trustees have written to OSCR regarding the future of the Trust. The Council will continue funding AIYF in accordance with existing arrangements on the appointment of sufficient members.

3.1.2 Mitchell's Hospital Trust – Aberdeen University has indicated that it wishes to wind up this Trust and has asked that the Council fill the current vacancy, which has been allocated to an Opposition member.

3.1.3 Robb's Trust – The Council has been asked to fill the outstanding vacancy on this Trust, which has been allocated to an Opposition member.

3.2 Opportunity North East - The Council is at present represented on Opportunity North East Ltd (ONE) by Cllr Laing, as one of the Co Leaders, and the Administration has indicated that it wishes to change this to Cllr Lumsden.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report.

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 - There are no financial risks to the Council as a result of filling vacant positions on outside bodies.

6.2 Employee - There are no risks to any Council employee.

6.3 Customer / citizen - There are no risks to any Council customer or citizen as a result of this report, although there will be wider impacts on those who benefit from the work of any trust should it be wound up.

6.4 Environmental - there are no environmental impacts as a result of this report.

6.5 Technological - There are no technological impacts as a result of this report.

6.6 Legal - There are no legal implications as a result of this report. Potential nominees should be aware that, as set out in the Policy on Appointments of Elected Members to Outside Bodies, the Council's insurance cover does not extend to members acting in a decision making capacity on trusts.

6.7 Reputational - There is likely to be a reputational impact should AIYF be wound up as a result of the failure on the part of the Council to appoint sufficient members to enable quorate meetings to be held. This, however, could be overcome if OSCR were to change the provisions of the trust deed to remove the requirement for councillors to sit on the Board.

7. IMPACT SECTION

7.1 Economy - There is no direct economic impact as a result of this report.

7.2 People - There is no direct impact on people as a result of this report, though where any trust is wound up, previous beneficiaries would be affected.

7.3 Place – There may be an impact under this category should the AIYF be wound up by OSCR given its position in the local arts calendar. The Council has committed to funding other events to celebrate the Year of Young People locally.

7.4 Technology – There are no technological impacts as a result of this report.

8. BACKGROUND PAPERS

There are no background papers.

9. APPENDICES (if applicable)

There are no appendices to this report.

10. REPORT AUTHOR DETAILS

Roderick MacBeath
Senior Democratic Services Manager
rmacbeath@aberdeencity.co.uk
01224 523054

HEAD OF SERVICE DETAILS

Fraser Bell
Chief Officer – Governance
frbell@aberdeencity.gov.uk
01224 522084

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2018
REPORT TITLE	Treasury Management Policy and Strategy
REPORT NUMBER	CG/17/152
DIRECTOR	Steven Whyte
REPORT AUTHOR	Neil Stewart

1. PURPOSE OF REPORT:-

- 1.1 To outline the Treasury Management Policy and Strategy for 2018/19 to 2020/21, for approval.

2. RECOMMENDATION(S)

- 2.1 That the Council :-

a) Consider and approve the Council's Treasury Management Policy Statement for 2018/19 to 2020/21 as detailed at Appendix 1;

b) Consider and approve the Council's Borrowing Strategy for 2018/19 to 2020/21 as detailed at Appendix 2;

c) Consider and approve the Council's Investment Strategy for 2018/19 to 2020/21 as detailed at Appendix 3;

d) Approve the Council's Counterparty list as detailed at Appendix 4;

e) delegate authority to Head of Finance following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement and thereafter award of a contracts for the provision of Banking Services for a duration of up to 5 years;

(f) delegate authority to the Head of Commercial and Procurement Services, to conclude a contract with the successful bidder; and

(g) approve the total estimated expenditure of £75,000 per annum as detailed in this report.

3. BACKGROUND/MAIN ISSUES

3.1 Introduction

- 3.1.1 The Council approved a Treasury Management policy for the financial years of 2017/18 to 2019/20 on 16 February 2017. Part of this policy is to report annually on a strategy for future financial years. A final report reviewing Treasury Management activities for the year, as well as a mid-year review, will also be presented to Committee, and then to full Council, in due course.
- 3.1.2 With effect from 1 April 2004, Councils are now required by regulation to have regard to the Prudential Code (the Code) when carrying out their duties under part 7 of the Local Government in Scotland Act 2003.
- 3.1.3 It is a requirement of this Code that Treasury Management is carried out in accordance with good professional practice. The Code requires compliance with the CIPFA "Code of Practice for Treasury Management in the Public Services", which this Council does. The CIPFA Code of Practice state that Treasury Management Strategy reports must be approved by full Council.
- 3.1.4 Historically, the Council's annual programme of capital investment has been funded by Treasury Management activities, such as additional long-term borrowing.

3.2 Treasury Management Policy Statement 2018/19 to 2020/21

- 3.2.1 The proposed Treasury Management Policy Statement for 2018/19 to 2020/21 is set out in detail at Appendix 1, and is subject to annual review. This Policy Statement uses a form of words as recommended by CIPFA in its Code of Practice for Treasury Management in the Public Services.

3.3 Borrowing and Investment Strategy 2018/19 to 2020/21

- 3.3.1 There are no key changes within the Council's Borrowing and Investment Strategies for 2018/19 to 2020/21.
- 3.3.2 Appendix 2 includes for consideration and approval, the Council's Borrowing Strategy for 2018/19 to 2020/21. Appendix 3 includes for consideration and approval, the Council's Investment Strategy for 2018/19 to 2020/21. These strategies are subject to annual review.
- 3.3.3 The process of setting these strategies takes account of the pre-existing structure of the Council's debt and investment portfolios. The limits on fixed rate debt and variable rate debt within this Treasury Management Strategy may be subject to further change, in line with market conditions. However, any such change to these limits would be reported to Committee, and then to full Council.
- 3.3.4 One of the key areas of the investment regulations is permitted investments. Under the regulations, local authorities are required to set out in their Strategy the types of investment that they will permit in the financial year. These are

known as permitted investments. The Council is required to set a limit to the amounts that may be held in such investment types at any time in the year, although some types of investment may be classed as unlimited, e.g. Bank deposits (subject to individual Counterparty list limits).

- 3.3.5 Permitted Investment instruments identified for use in the financial years 2018/19 to 2020/21 are listed in Appendix 3.

The Annual Investment Strategy is also required to identify:-

- the different types of risk that each permitted type of investments are exposed to;
- the objectives for each type of permitted investment;
- details of the maximum value and maximum period for which funds may prudently be invested; and
- procedures for reviewing the holding of longer-term investments

3.4 Counterparty List

- 3.4.1 The Council, as part of its Treasury Policy, has an approved listing of banks and other financial institutions (the Counterparty list) with which it can undertake short-term money investments.
- 3.4.2 The Council's Counterparty list is compiled using credit rating information supplied by the major credit rating agencies to Link Asset Services, the Council's appointed Treasury Management advisors.
- 3.4.3 The Counterparty list was last updated on 9 March 2017, and is attached at Appendix 4, for consideration.

3.5 Other Developments

- 3.5.1 **CIPFA Code of Practice for Treasury Management in the Public Services**
A revised version of the Treasury Management Code of Practice was issued by CIPFA in late December 2017. The Treasury Management Policy Statement, Borrowing and Investment Strategy documents contained within this report have been prepared in line with this latest version.
- 3.5.2 **The Prudential Code for Capital Finance in Local Authorities**
A revised version of the Prudential Code was issued by CIPFA in late December 2017. The new version contains several changes to the governance around Prudential Code borrowing. The main changes are the inclusion of a new Capital Strategy and the removal of some previously reported indicators.
- 3.5.3 The Capital Strategy will demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy will also set out the long-term context in which capital expenditure and investment decisions are made and give due

consideration to both risk and reward and impact on the achievement of priority outcomes.

- 3.5.4 With the Code's late publication in the current planning process, CIPFA has accepted that a Capital Strategy in the format outlined will require to be developed, and will not be in place for financial year 2018/19 planning. The Capital Strategy will be developed over the next few months and will be reported and implemented in due course.
- 3.5.5 The ability for the Council to set the scope and size of its capital plans remains unrestricted, but the prudential system processes have been strengthened to set out greater consideration of prudence, with sustainability and risk reporting to be improved through governance procedures.
- 3.5.6 The Council remains required to comply with the requirements of the Prudential Code. This includes the setting of a number of Prudential Indicators. The revised Prudential Code makes slight changes to some of the reported Prudential Indicators, the main change being the removal of the impact on the Council tax/Housing Rents indicators.
- 3.5.7 Included within these indicators are a number of Treasury Management Indicators for External Debt boundaries. The Code does state "It will probably not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary would be significant and should lead to further investigation and action as appropriate".
- 3.5.8 The Council has in place an early warning system to highlight when these indicators are likely to be breached. No indicators were breached during the previous year.
- 3.5.9 The Prudential Indicators 2018/19 to 2022/23 will be considered and approved by Council at its budget meeting on 6th March 2018.
- 3.5.10 **National Limit on Local Authority Borrowing**
HM Treasury has a reserve power to limit local authority borrowing for 'national economic reasons'. Legislation specifies that any such 'National Limit' would be used to protect the country's economic interest if local borrowing under the Prudential Code, albeit prudent locally, were unaffordable nationally.
- 3.5.11 In principal, a national limit could be set at any point during any financial year. Any such national limit would be implemented, based on local authorities outstanding borrowing with all future borrowing being reduced proportionately. There are no known plans for the introduction of a National Limit at this time.

3.6 **Banking Services Tender**

- 3.6.1 The Council has a contract in place to secure best value for its core banking services (bank accounts and associated services (including receipt of cash deposits, Internet banking, reconciliation data services, night safe facilities), and

credit facilities). The current contract with Clydesdale Bank expires on 30th September 2018, and was let for a 5 year period. The contract was tendered collaboratively with Aberdeenshire Council.

- 3.6.2 Given the previous success of partnership working and scale economies, the Commercial & Procurement Services team is also exploring the possibility of also including Highland Council in the new proposed collaborative tender exercise. All three councils currently bank with Clydesdale Bank.
- 3.6.3 The estimated expenditure of the contract for Aberdeen City Council would be £75,000 per annum, which equates to a total expenditure of £375,000 over the proposed 5 year duration, commencing 1st October 2018. The proposed procurement of a new contract requires to be approved in advance, in accordance with Procurement Regulation 4.1.1.3.
- 3.6.4 The proposed competitive tendering exercise for the provision of Banking Services undertaken jointly with Aberdeenshire Council and potentially Highland Council, would be in line with the Council's Procurement Regulations, Financial Regulations and relevant EU Legislation.

4. FINANCIAL IMPLICATIONS

- 4.1 Treasury Management activities influence the loans pool interest rates and aims to minimise the cost of borrowing. This directly impacts on costs chargeable to the Council's revenue budgets through the interest rates that are applied to capital financing costs. Whilst the level of borrowing a Council can undertake is now devolved from the Scottish Government to individual Councils, it will still be constrained by the requirement for capital investment to be affordable, sustainable and prudent. The main test of affordability will be whether the capital financing costs can be contained within the revenue budgets.

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

The CIPFA Code of Practice states that in the use of financial instruments for the prudent management of risk, priority must be given to security and liquidity, when investing funds.

6.2 **Legal**

The banking services procurement will be carried out in consultation with the Commercial and Procurement Service and in compliance with the Council's procurement regulations.

6.3 **Other**

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

7. **IMPACT SECTION**

7.1 **Economy**

If an active Treasury Management policy is not undertaken and implemented there may be future budgetary implications for the Council through greater than budgeted capital financing costs.

7.1.2 Should the outcome of the Banking Tender exercise result in a new supplier being appointed for the provision of Banking Services then the procurement timescales will allow for a lead-in period which should mitigate against any potential upheaval during the initial transition/implementation phase.

7.2 **People**

No direct impact arising from this report.

7.3 **Place**

No direct impact arising from this report.

7.4 **Technology**

No direct impact arising from this report.

8. **BACKGROUND PAPERS**

8.1 CIPFA "Code of Practice for Treasury Management in the Public Services ";
CIPFA "The Prudential Code for Capital Finance in Local Authorities";
Link Asset Services "Treasury Management Annual Investment Strategy";
Scottish Government "The Investment of Money by Scottish Local Authorities".

9. **APPENDICES**

9.1 Appendix 1 - Treasury Management Policy Statement for 2018/19 to 2020/21
Appendix 2 - Borrowing Strategy for 2018/19 to 2020/21
Appendix 3 - Investment Strategy for 2018/19 to 2020/21
Appendix 4 - Counterparty List

10. REPORT AUTHOR DETAILS

Neil Stewart
Treasury Officer
nstewart@aberdeencity.gov.uk
01224 522696

HEAD OF SERVICE DETAILS

Steven Whyte
Director of Resources and Acting Head of Finance
swhyte@aberdeencity.gov.uk
01224 523566

ABERDEEN CITY COUNCIL

TREASURY MANAGEMENT POLICY STATEMENT FOR 2018/19 TO 2020/21

The proposed Treasury Management Policy for 2018/19 to 2020/21 is as follows:

1. Aberdeen City Council will adopt the CIPFA Treasury Management in the Public Services Code of Practice. The Council will also have regard to the Local Government Investment (Scotland) Regulations 2010.
2. The Council defines its treasury management activities as:
The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
3. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the.
4. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
5. The Council's appointed Treasury Advisors are Link Asset Services. Their expertise will continue to be used by the Council in making Treasury decisions in areas such as debt rescheduling, interest rate forecasts, market conditions, advice on new types of financial instruments and compiling the Council's Counterparty list.

ABERDEEN CITY COUNCIL**BORROWING STRATEGY FOR 2018/19 TO 2020/21**

The proposed Treasury Management Borrowing Strategy for 2018/19 to 2020/21 is as follows:

1. Under the Prudential Code previous borrowing restrictions linked to consents no longer apply. Longer dated PWLB (Public Works Loans Board) rates, in periods from 40 to 50 years, continue at relatively low levels and the strategy would be to borrow, if required, in these periods to take advantage of those rates. Rates are monitored on an on-going basis to determine the optimum time to undertake any necessary borrowing. When decisions on new borrowing are being made, due consideration must also be given to the Council's Debt Maturity Profile.
2. Approximately 55% of the Council's borrowing is in long-term fixed rate loans, which reflects the lower interest rates available in recent years. Whilst there is no immediate intention to reschedule these debts in 2018/19, if opportunities arise to do so that will result in a decrease in the Council's cost of borrowing then these will be fully examined to determine whether this represents Best Value. Due care and attention to FRS 25 and 26 will be examined prior to entering any such commitment.
3. It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2018/19, 2019/20 and 2020/21 of 100% of its net outstanding principal sums.
4. It is further recommended that the Council sets an upper limit on its variable interest rate exposures for 2018/19, 2019/20 and 2020/21 of 30% of its net outstanding principal sums. This means that the Head of Finance will manage fixed interest rate exposures within the range 70% to 100% and variable interest rate exposures within the range 0% to 30%.
5. It is recommended that the Council sets upper and lower limits for the maturity structure of its borrowing as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate:

	Upper limit	Lower limit
Under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and above	90%	25%

6. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

STATUTORY REPAYMENT OF LOANS FUND ADVANCES

The Council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the Council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

A variety of options are provided to Councils so long as a prudent provision is made each year. The Council is recommended to approve the following policy on the repayment of loans fund advances:-

For loans fund advances made before 1 April 2016, the policy will be to maintain the practice of previous years and apply the **Statutory Method (option 1)**, with all loans fund advances being repaid using the annuity method.

For loans fund advances made after 1 April 2016, the Council has additional options for the repayment of loans advances. Each asset type will be calculated by what the Council regards as the most prudent and appropriate method for that particular asset type, taking into account all relevant known factors surrounding the asset.

The four available options are:-

1. **Statutory method** – loans fund advances will be repaid using the annuity method. The Council is permitted to use this option for a transitional period only, of five years until 31st March 2021, at which time it must change its policy to use alternative approaches based on depreciation, asset life periods or a funding/income profile;
2. **Depreciation method** – annual repayment of loans fund advances will follow standard depreciation accounting procedures (option 2);
3. **Asset life method** – loans fund advances will be repaid with reference to the life of an asset using either the equal instalment or annuity method (option 3);
4. **Funding / Income profile method** – loans fund advances will be repaid by reference to an associated income stream (option 4).

ABERDEEN CITY COUNCIL

INVESTMENT STRATEGY FOR 2018/19 TO 2020/21

The proposed Treasury Management Investment Strategy for 2018/19 to 2020/21 is as follows:

1. The Council's investment priorities are: -
 - (a) the security of capital and
 - (b) the liquidity of its investments.
2. The strategy is designed to ensure that the Council complies with all applicable legislation and regulation relating to the management of portfolio liquidity risk and has robust controls in place to protect the financial soundness of this Council.
3. The strategy must be read in conjunction with all applicable operational policies. The strategy is aligned with the low risk appetite of this Council and fundamentally with the two key principles of preservation of capital and guarantee of liquidity of the investments. The strategy has also been designed to provide the Council with the flexibility to obtain an adequate return on its investments in line with predefined levels of security and liquidity.
4. The Council's approved counter party list will be adhered to when making short-term investments and reviewed as necessary. This ensures that only those counter parties with the highest credit ratings are used within the maximum limits set. If it is considered necessary to make any changes to the list Committee approval will be sought.
5. Prior to the introduction of the current investment regulations, investments made by Scottish local authorities were limited to one year. This restriction was removed from 1st April 2010 and the Council accordingly wishes to make use of these powers when such investing is both appropriate and attractive, while respecting the key principles of preservation of capital and guaranteeing the liquidity of the investments.
6. Rates offered by approved counterparties are monitored on an on-going basis to determine the optimum time to undertake any investments. When decisions on new investments are being made, due consideration must also be given to the Council's projected cashflow position.
7. With the introduction of investment regulations, the Local Authority investment market will start to develop new investment products. In order to protect against any possible loss of income, the power to add a new investment instrument to the list of Permitted Investments, should be delegated to the Head of Finance. Any such approval would be reported at the next committee meeting.

8. Liquidity of its investments is a key priority of the Council. To ensure good availability of liquidity for cashflow purposes, no more than 50% of the Council's available investments should be placed in longer-term, fixed rate investments. The remainder will be kept in highly liquid investments and invested on a short-term basis, using either Bank deposits or "Aaa"/"AAA" rated Money Market Funds.
9. Any change in the level of liquidity held will require approval from the Head of Finance and will be reported at the next Committee meeting.
10. The level of liquidity required at any given time will be based on several factors, including :-
 - (a) the Council's cashflow requirements over the months ahead. This would include any known payments to third parties, loan repayments etc.
 - (b) the level of surplus funds administered on behalf other bodies such as the Pension Fund, ALEO's and Trusts, as these funds may be called back at any time by the bodies.
 - (c) any payment with regards to capital projects which may require financing at short notice.

LIST OF PERMITTED INVESTMENTS

This Council approves the following forms of investment instrument for use as permitted investments: -

DEPOSITS - Unlimited (subject to individual Counterparty list limits)
 Debt Management Agency Deposit Facility
 Term deposits – local authorities (as per Counterparty list)
 Call accounts – banks and building societies (as per Counterparty list)
 Term deposits – banks and building societies (as per Counterparty list)
 Fixed term deposits with variable rate/maturities (Structured deposits, as per Counterparty list)

COLLECTIVE INVESTMENT SCHEMES - £450m
 Government Liquidity Funds
 Money Market Funds (subject to individual Counterparty list limits)
 Enhanced cash funds
 Gilt Funds
 Bond Funds

GOVERNMENT SECURITIES - £100m
 Treasury Bills
 UK Government Gilts
 Bond issuance (from financial institution guaranteed by UK Government)
 Bonds issued by multi-lateral development banks

CORPORATE SECURITIES - £10m
Certificates of deposit (as per Counterparty list)

PERMITTED INVESTMENTS - NON TREASURY INVESTMENTS

The Council can also invest in the following areas, which are outwith the Treasury Management scope and would be subject to separate committee approval: -

- a) All share holding, unit holding and bond holding, including those in a local authority owned company;
- b) Loans to a local authority company or other entity formed by a local authority to deliver services, including Joint Venture entities;
- c) Loans made to third parties;
- d) Investment properties.

TREASURY RISKS AND CONTROLS

All treasury borrowing and investments are subject to the following risks: -

1. Credit and counter-party risk: this is the risk of failure by a counterparty (bank or building society) to meet its contractual obligations to the organisation particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources. There are no counterparties where this risk is zero although AAA rated organisations have the highest, relative, level of creditworthiness.

Control: This authority has set minimum credit criteria to determine which counterparties and countries are of sufficiently high creditworthiness to be considered for investment purposes.

2. Liquidity risk: this is the risk that cash will not be available when it is needed. While it could be said that all counterparties are subject to at least a very small level of liquidity risk, as credit risk can never be zero. In this document, liquidity risk has been treated as whether or not instant access to cash can be obtained from each form of investment instrument. However, it has to be pointed out that while some forms of investment e.g. gilts, CDs, corporate bonds can usually be liquidated at short notice if the need arises, there are two caveats: - a. cash may not be available until a settlement date up to three days after the sale b. there is an implied assumption that markets will not freeze up and so the instrument in question will find a ready buyer.

Control: This authority has a cash flow forecasting system to enable it to determine how long investments can be made for and how much can be invested.

3. Market risk: this is the risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated treasury

management policies and objectives are compromised, against which effects it has failed to protect itself adequately. However, some cash rich local authorities may positively want exposure to market risk e.g. those investing in investment instruments with a view to obtaining a long-term increase in value.

Control: This authority does not purchase investment instruments which are subject to market risk in terms of fluctuation in their value.

4. Interest rate risk: this is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately. This authority has set limits for its fixed and variable rate exposure in its Treasury Indicators in this report. All types of investment instrument have interest rate risk except for instruments with a variable rate of interest.

Control: This authority manages this risk by having a view of the future course of interest rates and then formulating a treasury management strategy accordingly which seeks to minimise borrowing costs.

5. Legal and regulatory risk: this is the risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

Control: This authority will not undertake any form of investing until it has ensured that it has all the necessary powers and also complied with all regulations.

OBJECTIVES OF PERMITTED INVESTMENTS

DEPOSITS - The following forms of 'investments' are more accurately called deposits as cash is deposited in an account until an agreed maturity date, or is held at call.

Debt Management Agency Deposit Facility – This offers the lowest risk form of investment available to local authorities as it is effectively an investment placed with the Government. As it is low risk also earns low rates of interest. The longest period for a term deposit with the DMADF is 6 months.

Term Deposits – This is the most widely used form of investing used by local authorities. It offers a much higher rate of return than the DMADF. In addition, longer term deposits offer an opportunity to increase investments returns by locking in high rates ahead of an expected fall in the level of interest rates.

Call accounts – The objectives are as for Term Deposits, but with instant access to recalling cash deposited. This generally means accepting a lower rate of interest than that which could be earned from the same institution by making a term deposit. Use of call accounts is highly desirable to ensure that the authority has ready access to cash for liquidity purposes.

Fixed term deposits with variable rate/maturities – This encompasses all types of structured deposits. There has been considerable change in the types of structured deposits brought to the market over the last few years, some of which are already no longer available. In view of the fluid nature of this area, this section allows flexibility to adopt new instruments as and when they are brought to the market.

Deposits with Counterparties currently in receipt of government support/ownership – These banks offer another dimension of creditworthiness in terms of Government backing through either partial or full direct ownership. The view of this authority is that such backing makes these banks attractive institutions with whom to place deposits.

COLLECTIVE INVESTMENT SCHEMES -

Money Market Funds – By definition, MMFs are AAA rated and are widely diversified, using many forms of money market securities including types which this authority does not currently have the expertise or capabilities to hold directly.

Due to the high level of expertise of the fund managers and the huge amounts of money invested in MMFs, and the fact that the weighted average maturity (WAM) cannot exceed 60 days, MMFs offer a combination of high security, instant access to funds, high diversification and good rates of return compared to equivalent instant access facilities. They are particularly advantageous in falling interest rate environments as their 60 day WAM means they have locked in investments earning higher rates of interest than are currently available in the market.

MMFs also help an authority to diversify its own portfolio and offer an effective way of minimising risk exposure while still getting much better rates of return than available through the DMADF.

Government Liquidity Funds – These are the same as money market funds (see above) but only invest in government debt issuance with highly rated governments. Due to the higher quality of underlying investments, they offer a lower rate of return than MMFs. However, their net return is typically on a par with the DMADF, but with instant access.

Enhanced cash funds – These funds are similar to MMFs, can still be AAA rated but have variable net asset values (VNAV) as opposed to a traditional MMF which has a constant net asset value (CNAV). They aim to achieve a higher yield and to do this either take more credit risk or invest out for longer periods of time, which means they are more volatile.

These funds can have WAM's and Weighted Average Life (WALs) of 90 – 365 days or even longer. Their primary objective is yield and capital preservation is second. They therefore are a higher risk than MMFs and correspondingly have the potential to earn higher returns than MMFs.

Gilt Funds – These are funds which invest only in UK Government gilts. They offer a lower rate of return than bond funds but are highly rated both as a fund and through investing only in highly rated government securities. They offer a higher rate of return than investing in DMADF but they do have an exposure to movements in market prices of assets held.

Bond Funds – These can invest in both government and corporate bonds. This therefore entails a higher level of risk exposure than gilt funds and the aim is to achieve a higher rate of return than normally available from gilt funds by trading in non-government bonds.

GOVERNMENT SECURITIES – The following types of investments are where a local authority directly purchases a particular investment instrument - a security. It has a market price when purchased and that value can change during the period the instrument is held until it matures or is sold. The annual earnings on a security is called a yield - it is normally the interest paid by the issuer divided by the price paid, unless the security is initially issued at a discount (e.g. treasury bills).

Treasury Bills – These are short term bills (up to 12 months, although none have ever been issued for this maturity) issued by the Government and so are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales could incur a net cost during the period of ownership.

UK Government Gilts – These are longer term debt issuance by the UK Government and are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales may incur a net cost. Market movements that occur between purchase and sale may also have an adverse impact on proceeds. The advantage over Treasury bills is that they generally offer higher yields the longer it is to maturity, if the yield curve is positive.

Bond issuance (from financial institution guaranteed by UK Government) – This is similar to a gilt due to the Government guarantee.

Bonds issued by multi-lateral development banks (MLDBs) – These are similar to both gilts and bond issuance but are issued by MLDBs which are typically guaranteed by a group of sovereign states e.g. European Bank for Reconstruction and Development.

CORPORATE SECURITIES – The following types of investments are where a local authority directly purchases a particular investment instrument – a security. It has a market price when purchased and that value can change during the period is held until it is sold. The annual earnings on a security is called a yield – the interest paid by the issuer divided by the price paid. These are similar to government securities although they generally have a higher risk than government debt and as such earn higher yields.

Certificates of deposit (CDs) – These are shorter term securities issued by deposit taking institutions (mainly financial institutions). They are negotiable instruments, so can be sold ahead of maturity and also purchased after they have been issued. However, that liquidity can come at a price, where the yield could be marginally less than placing a deposit with the same bank as the issuing bank.

PERMITTED INVESTMENTS - NON TREASURY INVESTMENTS

The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries/ALEO's, and investment property portfolios.

COUNTERPARTY LIST

Deposits up to 12 months

All the banks listed in this category have a suggested duration of 12 months from our treasury advisors, Link Asset Services (LAS) credit rating list – i.e. the highest rated

UK Nationalised and Part Nationalised Banks - £50m limit

The Royal Bank of Scotland Group plc
(includes Royal Bank of Scotland plc, National Westminster Bank plc)
(actual rating overridden by the significant UK Govt. Ownership, i.e. >20%)

UK Banks - £50m limit

HSBC Bank plc – Highest rated UK bank
Lloyds Banking Group (includes Bank of Scotland)

Other Banks - £50m limit

Countries with a minimum of AA+ Sovereign rating and Banks with a suggested duration of 12 months from LAS credit rating list – i.e. the highest rated

Australia - AAA

Australia and New Zealand Banking Group Ltd.
Commonwealth Bank of Australia
National Australia Bank Ltd.
Westpac Banking Corp.

Canada - AAA

Bank of Montreal
Bank of Nova Scotia
Canadian Imperial Bank of Commerce
Royal Bank of Canada
Toronto-Dominion Bank

Finland – AA+

OP Corporate Bank PLC

Germany - AAA

DZ BANK AG Deutsche Zentral- Genossenschaftsbank
Landesbank Hessen-Thueringen Girozentrale
Landesbank Berlin AG

Netherlands - AAA

Cooperatieve Rabobank U.A.
ING Bank N.V.

Singapore - AAA

DBS Bank Ltd.
Oversea-Chinese Banking Corp. Ltd.
United Overseas Bank Ltd

Sweden - AAA

Nordea Bank AB
Skandinaviska Enskilda Banken AB (SEB)
Svenska Handelsbanken AB
Swedbank AB

Switzerland - AAA

UBS AG

UK Local Authorities (including Police Authorities) - £30m limit (per authority)

Deposits up to 6 months

UK Banks - £20m limit

Abbey National Treasury Services PLC
Barclays Bank plc
Close Brothers Ltd
Goldman Sachs International Bank
Santander UK plc
Standard Chartered Bank
Sumitomo Mitsui Banking Corporation Europe Ltd

UK Building Societies - £20m limit

Coventry Building Society
Nationwide Building Society

Deposits up to 3 months

Council's Bankers - £50m limit

Clydesdale Bank plc

UK Building Societies - £10m limit

Leeds Building Society
Skipton Building Society
Yorkshire Building Society

Collective Investment Schemes - £450m total limit

Money Market Funds - £50m limit

Deutsche Managed Sterling Fund
Federated Short Term Sterling Prime Fund
Goldman Sachs Sterling Liquid Reserve Fund
Standard Life (SLI) Sterling Liquidity Fund
Insight Liquidity Fund
Morgan Stanley Sterling Liquidity Fund
Aberdeen Liquidity Fund - Sterling
State Street Global Advisors GBP Liquidity Fund
Blackrock ICS Instit Fund

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2018
REPORT TITLE	Equality figures – progress on actions
REPORT NUMBER	CG/18/026
DIRECTOR	Morven Spalding
REPORT AUTHOR	Keith Tennant

1. PURPOSE OF REPORT:-

- 1.1 At the Council meeting of 11 October 2017, the Interim Head of Human Resources was requested to report back to Council in approximately 6 months in terms of progress with identified actions from that meeting in relation to report CG/17/115 on 'Equality figures – response to questions'. This report provides the required details.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Council notes the progress with the identified actions from the Council meeting of 11 October 2017.

3. BACKGROUND/MAIN ISSUES

- 3.1 At the Council meeting of 11 October 2017, the Interim Head of Human Resources was requested to report back to Council in approximately 6 months in terms of progress with four identified actions from that meeting in relation to report CG/17/115 on 'Equality figures – response to questions'.

- 3.2 The four identified actions were as follows:-

- to note that the Chief Executive would look at the disciplinary cases involved;
- to note that the Interim Director of Communities, Housing and Infrastructure would work with the Interim Head of Human Resources to address any specific issues relating to the Directorate;

- to note that the Head of Legal and Democratic Services would work with the Interim Head of Human Resources to carry out a review of the relevant policies and procedures to ensure that they complied with the Council's obligations in terms of legislation with particular reference to equalities legislation;
 - to request the Interim Head of Human Resources to investigate whether equivalent data was available from other local authorities on a national basis for comparative purposes;
- 3.3 To recap, the report which was presented to members on 11 October 2017 highlighted that 14 employees with a disability had been subject to the disciplinary procedure in 2016 out of 148 disciplinary cases in total (which is 9.5% of cases). This compares to a figure of 2.9% of disabled employees in the workforce.
- 3.4 Action 1 – Review of Chief Executive
- 3.4.1 With regard to the first action above, the Chief Executive arranged for a review of the cases. From the review undertaken there was no evidence found which suggested that dealing with the types of alleged misconduct through the disciplinary process was inappropriate, with the subject of the cases concerning issues such as health and safety infringements, unauthorised absences and abusive behaviour. It was indicated to Council that 10 of the 14 cases related to employees within the Communities, Housing and Infrastructure (CH&I) Directorate.
- 3.4.2 In looking into these cases in more detail it was found that:
- In 9 of these 10 cases, no reference was made to an individual's disability during the disciplinary process.
 - In the case where reference was made to a disability there was mention of reasonable adjustments in the process and mitigation in relation to the allegations.
 - In 4 of the 10 cases there was no disciplinary hearing with matters dealt with through counselling or no sanction.
 - A further case had no sanction.
 - 2 of the 10 cases involved a group breach of procedure and the disciplinary action had applied to the whole group.

No equality issues were identified from the review in respect of these cases.

3.5 Action 2 – Addressing Specific Issue

- 3.5.1 With regard to the second action above, in light of the fact that no evidence was found of any unfair practice having been applied in relation to the discipline cases involving employees with a disability in CH&I there was not a need for the Interim Director of Communities, Housing and Infrastructure to work with the Interim Head of Human Resources to address any specific issues relating to the Directorate.

- 3.5.2 However, the HR Business Partner for Communities, Housing and Infrastructure still proceeded to liaise with the Interim Director of Communities, Housing and Infrastructure to discuss whether there were any other equality related measures that could be applied in relation to disabled employees, to try to prevent or limit them being subject to the disciplinary procedure in the future.
- 3.5.3 In this regard, the Directorate have indicated that they will contact the Organisational Development section in HR to discuss the need for equality related training options for managers and employees.

3.6 Action 3 – Review of Relevant Policies

- 3.6.1 In respect of the third action above, the Interim Head of Human Resources asked the Head of Legal and Democratic Services to carry out a review of relevant Council policies and guidance, to ensure that they were legislatively compliant, in particular in relation to equalities legislation. The relevant policies/guidance reviewed were the 'Diversity and Equality policy', the 'Disability in the Workplace guidance' and the 'Managing Discipline policy and procedure'.
- 3.6.2 Following review of the three documents Legal Services confirmed that they were legislatively compliant.
- 3.6.3 The policies/guidance accord with the Equality Act and the nine protected characteristics specified in the Act, one of which is disability.

The Council's policies/guidance endeavour to:

1. Eliminate unlawful discrimination
2. Advance equality of opportunity between people who share a protected characteristic and those who don't; and
3. Foster or encourage good relations between people who share a protected characteristic and those who don't

- 3.6.4 The Council as an equal opportunities employer aims to apply any action that ought to be taken to meet the needs of employees who have a disability. When working with employees who have a disability the cases will differ and the way the Council carries out its duties to that employee may well vary as a result. What constitutes a disability can be variable and difficult to define. The Council is mindful that a reasonable adjustment may be necessary. The focus is very much on the employee's ability to function on a day-to-day basis rather than on medical diagnosis and what can be done to allow the employee to achieve this. Reasonable adjustments are made with the employee's involvement.
- 3.6.5 In each individual case due regard is had to removing or reducing disadvantages suffered by people because of a disability and to meeting their needs. The policies set out the steps as to how they are to be applied within the Council. However, more significantly it is the manner in which policy is carried out in practice that is of fundamental importance. When making decisions, as set out in section 3.4.1 above, managers require to observe

statutory equality duties, to prevent individuals with a protected characteristic being subject to unfair treatment or discrimination, and promote equal opportunities and fair treatment for all employees. Various equality related training is available for managers in the Council to help ensure compliance with these responsibilities including a computer based on-line module, an equality and diversity 'Pit Stop' session comprising scenarios covering discrimination and harassment, and a 'Pit Stop' session on the subject of 'unconscious bias'.

3.6.6 With particular regard to cases involving an employee with a disability, often a referral is made to Occupational Health or reasonable adjustments made in the first instance before cases proceed to disciplinary action. Furthermore, advice is sought from Human Resources and Legal Services, as required. Again, these steps help to ensure that the Council is complying with its equality duties.

3.6.7 It should be noted that an update is currently being made to the 'Disability in the Workplace guidance' to reflect the fact that the Council has recently met the criteria for the DWP's 'Disability Confident Employer' accreditation. The accreditation recognises the application of good employment practices in relation to disabled staff and provides evidence that the Council's managers are aware of their statutory duties.

3.7 Action 4 – Equivalent Data

3.7.1 With regard to the fourth action above, the Interim Head of HR was requested to investigate whether equivalent data was available from other local authorities on a national basis for comparative purposes.

3.7.2 Efforts were made to undertake benchmarking, with other local authorities contacted and Equality Mainstreaming Reports referred to and some figures were identified. The response rate to the written request was low and of those authorities who did reply there was an inconsistent picture identified in relation to what was being included in their figures; whether all those investigated under their procedure or only those who received a disciplinary sanction (e.g. a warning).

3.7.3 As the basis of compiling the data appears to be inconsistent between authorities, it is not considered valid to compare the percentage figures of other authorities with the Council's figure, and it is concluded that only the Council's year on year figures should be used for comparative purposes.

3.8 The four actions Council asked to be undertaken have therefore been completed with the findings contained in this report. Another measure that will be taken in response to member concerns raised at the Council meeting of 11 October 2017 will be the insertion of an appropriately worded paragraph in the guidance notes accompanying the disciplinary procedure giving advice to managers on what to take into account where an employee with a disability is being considered under the disciplinary procedure where their disability may have contributed towards the alleged misconduct. When the amended version of the guidance is implemented this will be appropriately communicated around the organisation including to all managers.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 The legal implications are contained within the body of this report.

6. MANAGEMENT OF RISK

6.1 Financial

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

6.2 Employee

The investigations outlined in the report relating to the four actions indicate that the Council's disciplinary policies and practices relating to employees with disabilities are low risk.

6.3 Customer / citizen

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

6.4 Environmental

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

6.5 Technological

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

6.6 Legal

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

6.7 Reputational

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

7. IMPACT SECTION

7.1 Economy

There are no identified Economic impacts associated with this report.

7.2 People

There are no identified People impacts associated with this report.

7.3 **Place**

There are no identified Place impacts associated with this report.

7.4 **Technology**

There are no identified Technology impacts associated with this report.

8. **BACKGROUND PAPERS**

There were no background papers referred to in the preparation of this report.

9. **APPENDICES**

There are no appendices associated with this report.

10. **REPORT AUTHOR DETAILS**

Keith Tennant
Team Leader – Policy and Performance
ktennant@aberdeencity.gov.uk
01224 523094

HEAD OF SERVICE DETAILS

Morven Spalding
Head of HR (Interim)
mspalding@aberdeencity.gov.uk
01224 523843

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2018
REPORT TITLE	Relaxation of Drinking in Public Places Byelaws for BP Big Screens 2018
REPORT NUMBER	CHI/18/010
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Stephen O'Neill

1. PURPOSE OF REPORT:-

- 1.1 To seek permission to approach the Scottish Government to confirm the suspension of the operation of the Aberdeen City Council Drinking in Public Places Byelaws 2009. This will permit the responsible consumption of alcohol within the boundaries of the main grass area of Duthie Park for BP Big Screens, Verdi's "La Boheme" on Tuesday 26 June 2018 from 1700 – 2300hrs.

2. RECOMMENDATION(S)

The Council is recommended to:

- (i) Instruct the Chief Officer – Governance to carry out the necessary advertising of the proposed suspension; and
- (ii) Instruct the Chief Officer – Governance to request confirmation from the Scottish Government that the Aberdeen City Council Drinking in Public Places Byelaws 2009 be suspended within the boundaries of the Duthie Park on Tuesday 26 June 2018 from 1700 – 2300hrs.

3. BACKGROUND/MAIN ISSUES

- 3.1 BP Big Screens will return to Aberdeen on Tuesday 26 June 2018 with the opera "La Boheme" The live transmission will be relayed direct to Aberdeen from the Royal Opera House, Covent Garden, London. The event is sponsored by BP, supported by Aberdeen City Council and will be displayed on a 40 x 40 foot screen in the park complete with sound. The event is a free non-ticketed event which attracts approx. 3,000 people across all age ranges.

- 3.2 This will be the 13th year this event has taken place in Aberdeen and each year this well established occasion attracts a core group of attendees as its popularity has grown. A limited catering offer is provided by BP at the event, and although alcohol will not be on sale, it is normal for members of the public to bring a picnic with them which may include alcohol. Stewards, First Aid, medical and welfare facilities and portable toilets will all be available for the comfort of the public.
- 3.3 In all previous years, this event has passed with no noted incidents or accidents reported in relation to alcohol.
- 3.4 The BP Big Screens concept aims to:
- Introduce opera in relaxed surroundings to new audiences;
 - Give people an opportunity to see the world's best talent;
 - To provide free world class entertainment to families who might otherwise not be able to access cultural activities.
- 3.5 The existing Aberdeen City Council Drinking in Public Places Byelaws 2009 will require to be suspended to allow the consumption of alcohol at this event. This will involve the creation of a new byelaw which enacts a temporary suspension of the existing byelaws. The local authority must advertise their intention to apply for confirmation of the proposed byelaws in a local paper, and make the proposed byelaws and plans available for public inspection, for at least one month, in accordance with section 202 of the Local Government (Scotland) Act 1973 Act.
- 3.6 Following the completion of the consultation period, the new byelaw will then require the approval of the Scottish Government.

4. FINANCIAL IMPLICATIONS

- 4.1 There are advertising costs associated with the publicising of the temporary suspension. Two notices will need to be published in the local press – the first notice advising of the intention to temporarily suspend the byelaw, and assuming the Scottish Ministers confirm the temporary suspension, a second notice advising of the confirmation of the temporary suspension. The cost for this in 2017 was £349.

5. LEGAL IMPLICATIONS

- 5.1 The risk to the Council would be managed through a specific contract for this event between the organiser and the Council. This would be drafted in conjunction with the Chief Officer - City Growth,, the Chief Officer - Governance and the Head of Commercial and Procurement Services.
- 5.2 Any such agreement will seek to mitigate financial risk to the Council and the necessary procurement processes will be undertaken to adhere to

procurement legislation and the internal Procurement Regulations as well as the Financial Regulations.

- 5.3 There is a reputational risk to the Council if an event does not develop as planned. This is mitigated by the experience of Council officers in securing and supporting the delivery of local, national and international events, and a robust internal and external communications plan for any and all events.
- 5.4 Aberdeen's city events programme is key to the destination promotion that Aberdeen City Council, Aberdeenshire Council, VisitAberdeenshire, Aberdeen Inspired and VisitScotland currently undertake.
- 5.5 Should this diverse and engaging programme not continue, then Aberdeen could potentially cease to be an attractive destination for visitors and local residents with economic spend being distributed elsewhere in Scotland and event organisers considering alternative delivery locations

6. MANAGEMENT OF RISK

6.1 Financial

- 6.1.1 Any event contracts will seek to mitigate financial risk to the Council and the necessary procurement processes when appropriate will be undertaken to adhere to procurement legislation and the internal procurement regulations.

6.2 Employee

- 6.2.1 This event will be delivered by the City Events Team who develop, manage and deliver the annual programme of agreed events on behalf of Aberdeen City Council.

Relevant health and safety audits and associated risk assessments will be carried out and tested through the Aberdeen City Council Safety Advisory Group (SAG), which includes representation from blue light partners and internal council services, prior to the staging of the event.

The most recent suspension of the byelaws was in support of the BP Big Screens, Verdi's "La Traviata" on Tuesday 4 July 2017.

- 6.2.2 Events are a core part of Aberdeen City Council's business as a large number of services are responsible for supporting the organisation, management and delivery of the annual events programme, which is a key strand of the Regional Economic Strategy.
- 6.2.3 To ensure the most appropriate use of staff time and resources in delivering events in Aberdeen, officers from the team work with colleagues in other Council services including Economic Development, Cultural Services, Licensing, Environmental Services and Traffic Management to ensure the safe coordination and delivery of events.

6.2.4 The City Events team also works closely with a number of partners including EventScotland, VisitScotland, Aberdeenshire Council, Visit Aberdeenshire, the Aberdeen City and Shire Hotels Association (ASCHA) and Aberdeen Inspired so that events held in Aberdeen present opportunities accessible to local business, and offer exciting activities to support the week day and weekend leisure destination break market to maximise the opportunities for securing net additional benefit to businesses in the city and wider region.

6.3 **Customer/Citizen**

6.3.1 Events and participation by the Council provide an opportunity to promote and enhance the long-term economic prosperity of Aberdeen and the wider region by attracting additional visitors to the city on account of the event. In turn this attracts additional commercial activity in the city and officers will work with business customers to maximise both the benefit of the event on city-centre businesses and provide information on the event itself.

6.3.2 Supporting and delivering a diverse programme of city events is expected to improve the customer experience by:

- Enhancing the reputation of the city for staging local, national and international festivals and events;
- Better positioning of Aberdeen as a leisure tourism destination for those looking for new and unique event experiences
- Providing city infrastructure that attracts and supports external event organisers.

6.4 **Environmental**

Efforts are made to recycle the waste accumulated at this event.

6.5 **Technological**

No risks identified.

6.6 **Legal**

6.6.1 Appropriate control measures will be put in place. Audience members will be asked to drink in a responsible manner and event stewards from an approved Security Industry Authority (SIA) contractor will be in attendance.

6.6.2 Responsible drinking is encouraged at the event and stewards support the City Events Team in ensuring public conduct is managed throughout the event. This will include a bag searching operation at the entry to the event.

6.7 **Reputational**

6.7.1 Collaborating with local, regional and national partners improves our use of resources and maximising financial leverage to secure an event. By working in partnership the Council is able to share the workload and take lead or supporting roles where appropriate, without compromising the level of service delivered.

6.7.2 The Council is a member of VisitAberdeenshire and Aberdeen Inspired boards. At a strategic level, it has a key role in the long-term development of tourism in the city and north east of Scotland. Aligned to this, is its corporate role in providing confidence to the events market that the Council supports the attraction of the 'right' event for the city, and the contribution to wider economic, tourism and City Centre Masterplan objectives.

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](#).

7.2 Economy

7.2.1 Aberdeen City Council continues to grow its events programme, and will look to develop opportunities to secure sources of external funding to support an events programme that maximises economic benefit for the city and wider region, while creating a legacy that showcases the region's capability on the national and international event stage.

7.2.2 The City Events Team will work with BP and the Royal Opera House to identify measurable benefits from the hosting of this event including increased leisure traffic on the evening of the event in businesses at/close to the venue, numbers of people attending the event, anecdotal feedback from those in attendance, and the impact of BP schools cultural engagement activity.

7.3 People

Neither a Equality and Human Rights Impact Assessment nor a Privacy Impact Assessment is required for this report. There may be some public/media interest in the parts of the city events programme that involve participation by Elected members and/or officers.

7.4 Place

7.4.1 As well as the benefits of this approach to the delivery of the events programme itself, outwith the region it will provide a positive signal that Aberdeen is a nationally and internationally competitive location for specific events (international, national and regional).

7.4.2 Aberdeen's city events programme is key to the destination promotion that Aberdeen City Council, VisitAberdeenshire, Aberdeen Inspired and VisitScotland currently undertake.

7.4.3 Should this diverse and engaging programme not continue, then Aberdeen could potentially cease to be an attractive destination for visitors and local residents with economic spend being distributed elsewhere in Scotland and event organisers considering alternative delivery locations.

7.5 Technology

The use of technology in the development and delivery of events in the city will be given consideration, as the Council develops its relationship with the newly appointed digital partner.

8. BACKGROUND PAPERS

None

9. APPENDICES

9.1 Correspondence to support the Byelaws suspension is attached from:

- Chief Constable, Police Scotland
- Assistant Procurator Fiscal, Grampian Highlands & Islands

10. REPORT AUTHOR DETAILS

Stephen O'Neill
Senior City Events Officer
Tel 01224 522956
Stoneill@aberdeencity.gov.uk

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

Dear Sir

I refer to your letter of 15 January 2018 regarding the suspension of the Drinking in Public Places Byelaw for the above event and write to advise that I have no objections to the council's application.

Yours faithfully

Chris Macintosh
Assistant Procurator Fiscal
Grampian Highland and Islands
Aberdeen

This page is intentionally left blank

16 January 2018

Your Ref:

Our Ref:

Stephen O'Neill
Senior Events Officer
Communications and Promotion
Service
Office of the Chief Executive
Aberdeen City Council
First Floor, Old Town House
Broad Street
Aberdeen
AB10 1AQ



**POLICE
SCOTLAND**

Keeping people safe

Philip Gormley QPM
Chief Constable

North East Division
Queen Street
Aberdeen
AB10 1ZA

Dear Sir

**BP BIG SCREEN EVENT - DUTHIE PARK 26 JUNE 2018
SUSPENSION OF THE DRINKING IN PUBLIC PLACES BYELAW**

I refer to your correspondence of 15 January 2018 in relation to the above and can advise that I have no objection to the proposed request for a temporary suspension of the Aberdeen City Council (Drinking in Public Places) Byelaws 2009 for the date given and understand that in keeping with current practice, the North East Events Planning Unit will be forwarded copies of all relevant event documentation.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Philip Gormley', with a large, stylized flourish at the end.

Philip Gormley QPM
Chief Constable

For enquiries please contact the Licensing Department on 01224 306468

This page is intentionally left blank

Aberdeen City Council

COMMITTEE	Council
DATE	5 March 2018
REPORT TITLE	The ' Final Straw ' - campaign to ban plastic drinking straws in Scotland
REPORT NUMBER	CHI/18/012
DIRECTOR	Bernadette Marjoram, Interim Director of Communities, Housing & Infrastructure
REPORT AUTHOR	Andy Campbell, Facilities Manager

1. PURPOSE OF REPORT:-

- 1.1 To bring to Council's attention, the Final Straw campaign which ultimately aims to achieve the banning of plastic drinking straws in Scotland.

2. RECOMMENDATION(S)

2.1 That Council

- (a) Instructs the Head of the Commercial and Procurement Service to undertake an audit across services and across our Arm's Length External Organisations in so far as the Council's contractual and governance relationships with its ALEOs allows it to do so, to identify all outlets where plastic drinking straws are made available for consuming drinks.
- (b) Instructs the Head of the Commercial and Procurement Service to work with Scotland Excel and the supply chain to source products which either require no drinking straw or with bio-degradable drinking straws where they are necessary
- (c) Instructs the Head of Land & Property Assets, following consultation with the Head of the Commercial and Procurement Service to remove plastic drinking straws from points of sale and from drinks provided as part of school meals, where this is easily immediately achievable; and
- (d) To report back on progress in two Committee cycles and to recommend to the Council whether or not the Council can at that stage commit to backing the Final Straw campaign.

3. BACKGROUND/MAIN ISSUES

- 3.1 In late 2017, the British Broadcasting Corporation (BBC) screened the 'Blue Planet 2'. The final episode focused on the ecological damage which is being caused to the planet from plastics which were finding their way into watercourses and ultimately polluting our beaches, seas and oceans, highlighting the impact that this issue is having on our marine life.
- 3.2 On the 12th January 2018, Kate Forbes MSP wrote to our Chief Executive, to bring 'The Final Straw' campaign to her attention, to advise that an online petition had been launched calling on businesses and organisations to ban plastic straws and to ask if Aberdeen City Council would commit to being plastic straw free. This letter is attached as **Appendix 1**.
- 3.3 On the 14th January 2018, The Sunday Mail and Daily Record launched their 'The Last Straw' campaign, which has the aim of making Scotland the first plastic straw-free country in Europe.

(see <https://www.dailyrecord.co.uk/news/scottish-news/campaign-make-scotland-first-plastic-11848266>)
- 3.4 Scottish Government has already announced plans to ban plastic-stemmed cotton buds in Scotland and are forming a team of experts to provide advice on the actions which should be taken to reduce reliance on environmentally damaging plastic items.
- 3.5 Aberdeen City Council's School Catering Service currently provide a plastic drinking straw with fruit juice cuplets which are provided as part of a Primary School meal. The provision of this juice cuplet is currently under review, with the feeling being that the provision of the current plastic drinking straw could be ceased with immediate effect without detriment to our school pupils.
- 3.6 Aberdeen City Council's School Catering Service also currently offer drink products for sale to Secondary School pupils, which have a plastic straw attached to packaging, the straw being used to puncture a foil straw hole allowing the content to be consumed. Through the Scotland Excel frameworks, discussions have already begun with our existing suppliers around the steps they are taking to supply these products with bio-degradable straws.
- 3.7 Aberdeen City Council's Education service currently provides free milk to eligible school pupils which also have a plastic straw attached to packaging, the straw being used to puncture a foil straw hole allowing the content to be consumed. Through the Scotland Excel frameworks, discussions have already begun with our existing suppliers around the steps they are taking to supply these products with bio-degradable straws.
- 3.8 It is almost certain that plastic drinking straws are offered with products at points of sale elsewhere across the organisation and at outlets which are run by our Arm's Length External Organisations, e.g. Sport Aberdeen. The extent of use of plastic drinking straws is at this stage unknown, but an audit across services can be undertaken to determine current usage and the findings of

this audit used to inform the steps the organisation needs to take as it moves toward becoming plastic straw free.

4. FINANCIAL IMPLICATIONS

- 4.1 Committing to banning plastic straws may be cost neutral, represent an additional cost, or a cost saving to the Council. This will be explored during the recommended audit.

5. LEGAL IMPLICATIONS

- 5.1 If any exclusive supply contracts are in place for a fixed term, co-operation of the supplier would be required for them to make changes to the products they supply and contract variations may be required. Where existing suppliers are not able to offer products without plastic straws and the Council has a non-exclusive contractual relationship with them, the Council could explore what other alternative supplier in the market place could offer. Entering into new contracts of supply would need to be undertaken in a manner compliant with the Council's Procurement Regulations.

The Council hope that its ALEOs will co-operate with the Council and participate in the audit that has been recommended. If they do not, a review of the contractual and governance relationships between the Council and its ALEOs would have to be undertaken to confirm whether or not the Council has the right to receive the information sought and oblige ALEOs to seek to eliminate or reduce the use of plastic straws.

6. MANAGEMENT OF RISK

Environmental

- 6.1 Having had the consequences of plastic drinking straws finding their way into water courses so graphically illustrated by the BBC, the environmental damage these items are causing is obvious, so continuing to supply plastic drinking straws would see ongoing risk to the environment.

Customer / Citizen

- 6.2 Consideration will need to be given to customers who for capability reasons, need to use drinking straws for consuming fluids. This could easily be achieved by the supply of bio-degradable drinking straws where they were required.

Reputational

- 6.3 As this issue has seen the launch of national campaigns and commitment from the Scottish Government, Aberdeen City Council would face potential reputational damage by not committing to supporting these campaigns.

Other

- 6.4 Consideration has also been given to Employee, Technological and Legal risks, no risks in these areas were identified.

7. IMPACT SECTION

Economy

- 7.1 There is no direct economic impact arising from this report

People

- 7.2 As mentioned at 6.2 above, consideration will need to be given to customers who for capability reasons, need to use drinking straws for consuming fluids. This could easily be achieved by the supply of bio-degradable drinking straws where they were required.

Place

- 7.3 Commitment to ending the use of plastic drinking straws will have a positive impact on our commitment to the environment.

Technology

- 7.4 There is no direct technological impact arising from this report.

8. BACKGROUND PAPERS

- 8.1 There are no background papers

9. APPENDICES

- 9.1 **Appendix 1** – letter from Kate Forbes MSP for Skye, Lochaber and Badenoch

10. REPORT AUTHOR DETAILS

Name: Andy Campbell
Job title: Facilities Manager
Email address: AnCampbell@aberdeencity.gov.uk
Phone number: (01224 52) 3494

HEAD OF SERVICE DETAILS

Name: John Quinn
Job title: Head of Land & Property Assets
Email address: JQuinn@aberdeencity.gov.uk
Phone number: (01224 52) 3363



The Scottish Parliament
Pàrlamaid na h-Alba

Angela Scott,
Chief executive officer,
Aberdeen City Council
Town House
Broad Street
Aberdeen
AB10 1FY

12 January 2018



Dear Angela,

Final Straw campaign

Across Scotland, we are consuming an estimated 3 billion plastic straws every year.

Plastic straws are just one example of single-use disposable plastics, which are damaging wildlife, polluting our oceans and ruining beaches. Plastic straws are one of the top ten items of plastic litter found on our beaches. The recent documentary, Blue Planet, highlighted the extent of this waste and provoked a public outcry about the extent of plastic litter.

Of all the single-use disposable plastics, perhaps the easiest to reduce are plastic straws because most of us don't need them and there are obvious alternatives such as paper straws.

Collectively, we need to take responsibility for reducing the use of plastic straws and that is why I am writing to you. Many cafes, restaurants and pubs automatically hand out straws with every drink and only stock plastic straws.

On 8 January 2017, I launched a petition calling on businesses and organisations to ban plastic straws.

I am writing to ask if Aberdeen City Council will commit to being plastic straw free. This means that plastic straws are not automatically included with drinks, perhaps through catering or canteens, and when a straw is requested to provide a paper straw instead. In short, I am asking if Aberdeen City Council will ban plastic straws as one way of joining the Scotland-wide effort to crack down on plastic straws.

This may seem to be one small step, but I can assure you that if you and other organisations all take a stand then we will start to reduce the number of plastic straws that are harming wildlife and spoiling our beaches.

If you would like to discuss this matter further then I would be more than happy to meet with you.

Yours Sincerely,

Kate Forbes MSP
Skye, Lochaber and Badenoch

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	05 March 2018
REPORT TITLE	World Energy Cities Partnership and international trade opportunities
REPORT NUMBER	CHI/18/014
DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Matt Lockley

1. PURPOSE OF REPORT:-

- 1.1 To seek approval for international travel related to trade opportunities and the World Energy Cities Partnership (WECP) as set out in the report.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Council approve the travel and associated costs of attending the trade and WECP events as set out section 3 of this report, subject to the Council's budget setting process for 2018-19

3. BACKGROUND / MAIN ISSUES

WORLD ENERGY CITIES PARTNERSHIP

- 3.1 Aberdeen City Council is a founding member and partner in the World Energy Cities Partnership (WECP) and the Lord Provost was recently elected as Vice President of the organisation. The WECP takes an active role in promoting economic, educational and cultural links across its 19 member cities. Aberdeen City Council, through the Lord Provost's Vice Presidency, plays a significant role in strategic and operational planning for the WECP.
- 3.2 The WECP meets twice a year. In April/May, the Working Group meeting is convened to run alongside the Offshore Technology Conference (OTC) in Houston. The Annual General Meeting takes place each autumn in a different host city. In 2018, the AGM will take place in October in Kuala Lumpur.
- 3.3 This report seeks approval for the Lord Provost and two officers to attend the WECP Working Group and OTC (April 2018) and the WECP AGM (October 2018). Two officers are required in order that one can support the Lord

Provost and participate in WECP related meetings and activities with the second officer focused on the trade and investment opportunities that run alongside the WECP meetings. As in previous years, Scottish Development International (SDI) have a pavilion at OTC and Invest Aberdeen will have a presence on the pavilion, providing significant opportunities to promote the city and meet international investors and delegations. The WECP AGM in Kuala Lumpur coincides with the International Greentech and Eco Products Exhibition and Conference Malaysia (IGEM) event, and it is anticipated that Aberdeen City Council will support a trade delegation to this.

- 3.4 Attendance at the WECP Working Group and AGM has a number of benefits for Aberdeen and the Council. It enables the Lord Provost to start to build his Vice Presidency alongside the President, Mayor Savage of Halifax. It also provides the opportunity for commitments in the Council's Memoranda of Understanding (Halifax, Villahermosa and Barranquilla) to be discussed and future activity in support of the MoUs to be agreed. The City Council is an active and central member of WECP's Communications, Economic Development and Strategy Committees and participation in these meetings means that Aberdeen can benefit from proposed new projects or joint initiatives with other member cities. Finally, the meetings are key milestones in terms of Aberdeen's proposed bid to host the WECP AGM in 2019 (referenced in the WECP annual update report to CH&I in August 2017 (CHI/17/203). This will be the subject of a separate report to the appropriate Committee ahead of the June bid deadline.

BARENTS SEA CONFERENCE, HAMMERFEST

- 3.5 The Lord Provost has been invited to the Barents Sea Oil and Gas Conference, which runs from 23-25 April in Hammerfest, Norway. This is a significant conference in the calendar as it brings together all of the Norwegian and global players who have exploration and drilling rights (and opportunities) in the Barents Sea basin.
- 3.6 The Lord Provost would be accompanied by an officer to this event. The International Trade team is working closely with Storvik & Co in Norway on an itinerary for the Lord Provost which includes civic meetings with Mayors from key Arctic Norway towns and provinces and meetings with and visits to UK and global companies who are active in the region. It is anticipated that this trip will lead to further opportunities for Aberdeen companies in the Barents Sea basin that will be pursued at Offshore Northern Seas in August.

OFFSHORE NORTHERN SEAS, STAVANGER

- 3.7 Aberdeen City Council has a long-standing commitment to the Offshore Northern Seas (ONS) expo, held in alternate years in Stavanger, Norway. This year's event runs from 27th – 30th August. It is proposed that the Lord Provost leads the Aberdeen delegation supported by two officers.
- 3.8 ONS is a major trade show in the international calendar and a large number of Aberdeen companies and stakeholders will be present and have an active role to play. It provides an important milestone for the delivery of the Invest Aberdeen initiative, which will form the basis of the Council's participation at

the show. Early discussions with Scottish Enterprise (SE) and Scottish Development International (SDI) have been positive and it is proposed that Invest Aberdeen will share space with SE/SDI at this year's show. Further details on this approach will be brought to the appropriate Committee later in the year.

4. FINANCIAL IMPLICATIONS

4.1 Costs outlined in the table below are contained within budgets proposed for international travel in the 2018-19 budget setting process.

City / country	Event	Proposed dates	Attendance	Indicative cost
Hammerfest, Norway	Barents Sea Conference (Northern Norway carried over from 17-18 plan)	22 – 25 April 2018	Lord Provost, one officer	£4,000
Houston, USA	Offshore Technology Conference and World Energy Cities Partnership (WECP) working group	28 April – 2 May 2018	Lord Provost (Vice President of WECP), two officers	£7,500
Stavanger, Norway	Offshore Northern Seas Expo	27 – 30 August 2018	Lord Provost, two officers	£5,000
Kuala Lumpur, Malaysia	WECP Annual General Meeting	14 – 19 October 2018	Lord Provost (Vice President of WECP), two officers	£7,500
Total indicative costs				£24,000

4.2 Any further proposals for international trade related travel will be brought back to the City Growth and Resources Committee at an appropriate point in the cycle.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

6.1 Reputational

The Council is a core and founding member of the World Energy Cities Partnership and the Lord Provost has recently been elected as the Vice President on a two-year term (until the 2019 AGM). It is important for Aberdeen to be represented and for the Lord Provost to fulfil his Vice Presidential duties at the two formal meetings of the partnership each year.

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

7. IMPACT SECTION

Economy

- 7.1 The Council's participation in the World Energy Cities Partnership (WECP) and Offshore Northern Seas (ONS) is fundamentally focussed on driving economic benefit in the city. The WECP provides an international forum for the Council to promote opportunities in Aberdeen and to link Aberdeen businesses to markets in the 19 partner cities. As noted above, over half of the inbound delegations to Aberdeen each year come from WECP partner cities and these are delivering new opportunities (i.e. the potential tie up between the Oil and Gas Technology Centre and an Innovation Centre in Karamay). ONS is a major bi-annual trade show where it is important for Aberdeen City Council to lead a delegation and to promote investment opportunities through Invest Aberdeen.
- 7.2 The WECP also commits to learning and the sharing of best practice, which enables Aberdeen City Council to learn from initiatives in other cities and, occasionally, to partner with others in international projects (i.e. the Scale Up project led by Esbjerg).
- 7.3 The Barents Sea conference will promote Aberdeen City's international profile as a global hub; building on existing relationships and providing support for local Aberdeen companies to increase their export turnover in the Northern Norway region.

People

- 7.4 Membership of the WECP enables Aberdeen to be promoted in a global partnership and enhances the reputation of the city as a global energy capital. This encourages a sense of pride for local residents and businesses and underpins confidence in the local economy.
- 7.5 Participating in the WECP also enables officers in the economic development service to work with their counterparts from 18 other global energy cities and to experience the dynamics and challenges of partnership working on an international scale. There are significant learning opportunities for officers from their work with the WECP.

Place

- 7.6 Membership of the WECP enables Aberdeen to be promoted in a global partnership and enhances the reputation of the city as a global energy capital. This encourages a sense of pride for local residents and businesses and underpins confidence in the local economy. Attendance at ONS and other trade shows (i.e. Barents Sea conference) has a similar impact in terms of the city's global profile and networks.

Technology

7.7 No direct implications.

8. BACKGROUND PAPERS

World Energy Cities Partnership Annual Report (CHI/16/120) – report to CH&I Committee, 25.08.2016, published

World Energy Cities Partnership Annual Report (CHI/17/203) – report to CH&I Committee, 29.08.2017, published

9. APPENDICES

None

10. REPORT AUTHOR DETAILS

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

CHIEF OFFICER DETAILS

Richard Sweetnam
Chief Officer, City Growth
rsweetnam@aberdeencity.gov.uk
01224 522662

This page is intentionally left blank

Exempt information as described in paragraph(s) 1, 3 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) 1, 3 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) 1, 3 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank