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ABERDEEN
CITY COUNCIL

To: Councillor Wheeler, Convener; Councillor Bell and Grant, Vice Convener; and Councillors Cooke, Cormie, Delaney, Lesley Dunbar, Jackie Dunbar, Hutchison, Lumsden, Macdonald, Jennifer Stewart and Townson.

Town House,
ABERDEEN 30 October 2018

OPERATIONAL DELIVERY COMMITTEE

The Members of the **OPERATIONAL DELIVERY COMMITTEE** are requested to meet in **Committee Room 2 - Town House on TUESDAY, 6 NOVEMBER 2018 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items of urgent business at this time

DETERMINATION OF EXEMPT BUSINESS

2.1 There are no items of exempt business

DECLARATIONS OF INTEREST

3.1 Members are requested to intimate any declarations of interest

REQUESTS FOR DEPUTATION

4.1 There are no requests for deputation at this time

MINUTE OF PREVIOUS MEETING

5.1 Minute of the Previous Meeting of 6 September 2018 (Pages 5 - 16)

COMMITTEE PLANNER

6.1 Committee Business Planner (Pages 17 - 24)

NOTICES OF MOTION

7.1 There are no reports under this heading

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.1 There are no reports under this heading

FINANCE, PERFORMANCE, RISK AND SERVICE WIDE ISSUES

9.1 Operational Delivery Performance Report - COM/18/224 (Pages 25 - 104)

9.2 Cluster Risk Registers - OPE/18/237 (Pages 105 - 148)

GENERAL BUSINESS

10.1 Caroline Phillips Plaque - PLA/18/226 (Pages 149 - 158)

10.2 Fleet and Transport MOT Issues - OPE/18/236 (Pages 159 - 166)

10.3 Community Learning and Development Strategic Plan - CUS/18/212 (Pages 167 - 214)

10.4 Procedure for Carrying Out Temporary Repairs to Granite Setts / Precast Block Roads - OPE/18/225 (Pages 215 - 220)

10.5 Waste Policies Review - OPE/18/213 (Pages 221 - 238)

10.6 Parking and Bus Lane Adjudicators for Scotland (Pages 239 - 246)

EHRIA's related to reports on this agenda can be viewed at
Equality and Human Rights Impact Assessments

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

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OPERATIONAL DELIVERY COMMITTEE

ABERDEEN, 6 September 2018. Minute of Meeting of the OPERATIONAL DELIVERY COMMITTEE. Present:- Councillor Bell, Vice Convener in the Chair; Councillor Grant, Vice-Convener; and Councillors Alphonse (from item 13 as substitute for Councillor Townson), Cooke, Cormie, Delaney, Councillor Donnelly, the Depute Provost (as substitute for Councillor Wheeler), Jackie Dunbar (until item 19), Duncan (as substitute for Councillor Lesley Dunbar), Houghton (as substitute for Councillor Lumsden), Hutchison, Macdonald, Nicoll (as substitute for Councillor Jackie Dunbar for item 20) Jennifer Stewart and Townson (until item 13).

The agenda and reports associated with this minute can be located at the following link:-
https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=619&MId=6184&Ver=4

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

DETERMINATION OF URGENT BUSINESS

1. The Convener had determined that item 11.1, on the agenda, Housing Cases, be considered as a matter of urgency in terms of Section 50(B)(4)(b) of the Local Government (Scotland) Act 1973, given the need to continue with Council operations.

The Committee resolved:-
to agree that the matter be considered as a matter of urgency.

DETERMINATION OF EXEMPT BUSINESS

2. The Convener proposed that items 10.1 and 11.1 on the agenda, Marchburn Park, and Housing Cases, be considered with the press and public excluded.

The Committee resolved:-
in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to agree to exclude the press and public from the meeting from item 10.1 of the agenda so as to avoid disclosure of information of the classes described in the following paragraphs of Schedule 7(A) to the Act:- paragraphs 3, 4, 6 and 12.

DECLARATIONS OF INTEREST

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3. Councillor Grant, Vice Convener, declared an interest in regard to item 9.8 on the agenda, Alive @ 5, and advised that he would leave the meeting prior to consideration of the item.

Councillor Jackie Dunbar declared an interest in regard to item 11.1 on the agenda, Housing Cases, as a local Councillor, and noted that she would leave the meeting prior to consideration of the item.

The Committee resolved:-
to note the declarations of interest from the Vice Convener, Councillor Grant, and Councillor Jackie Dunbar.

REQUEST FOR DEPUTATION

4. The Convener advised of a deputation request from Alison Gray, Natalie Davidson and Sharon Munro relating to item 10.1 (Marchburn Park)

The Committee resolved:-
to accept the request for deputation.

DEPUTATION

5. The Committee heard from Alison Gray, supported by Natalie Davidson and Sharon Munro, who spoke about their current situation as former residents of Marchburn Park. Ms Gray explained that since the last Committee meeting on 19 April 2018, where they also had a deputation, nobody from the Council had been in touch to advise on progress in terms of what had been happening.

Ms Gray advised that she had been rehoused by the Council, however she had a dispute in regard to damaged items and the reimbursement of loss of goods. Ms Gray sent a letter to the Chief Executive, Angela Scott, and received a response from both Ms Scott and Martin Smith, Area Housing Manager. Ms Gray questioned whether a redacted version of the report from April had been made available and explained how herself, Ms Davidson and Ms Munro simply wished to move forward with their lives and settle the dispute.

Members asked various questions of Ms Gray.

The Convener thanked Ms Gray for her deputation.

MINUTE OF THE PREVIOUS MEETING OF 29 MAY 2018

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6. The Committee had before it the minute of the previous meeting of 29 May 2018.

The Committee resolved:-
to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

7. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

The Committee resolved:-
(i) to agree to remove items 4 (Road Safety & Inspection Defect Categorisation Policy and Procedure), 5 (Various small scale traffic management stage 3), 6 (Motion by Councillor McLellan, Don Street), 7 (Motion by Councillor Nicoll, effectiveness of existing measures of road safety around schools), 8 (Private sector housing enforcement funding), 9 (Alive @ 5), 10 (Marchburn Park), 11 (Toilet Facilities in the City Centre for Disabled and Older People with Medical Conditions), 14 (Cemeteries and Burial Grounds Management Rules), 15 (Fleet and Transport MOT Issues) and 16 (Road Winter Service Plan 2018-19);
(ii) to note that item 13 (Community Food Growing Spaces) had transferred to the Capital Programme Committee;
(iii) to note that item 29 (Foster Care Fees and Allowances) was to transfer to Full Council; and
(iv) to otherwise note the information provided in the Committee Business Planner.

NOTICE OF MOTION BY COUNCILLOR DELANEY - REDUCE PLASTIC WASTE

8. With reference to Article 18 of the minute of meeting of Council of 2 July 2018, the Committee had before it the following Notice of Motion by Councillor Delaney:-

"That Council -
(i) acknowledges the challenges faced in maintaining its infrastructure to an acceptable standard as a result of year on year underfunding by successive Scottish Governments;
(ii) acknowledges the need to explore new technologies in order to discharge its functions in a more cost effective and environmentally friendly manner;
(iii) commits to investigating ways to reduce plastic waste and looking for innovative ways to reuse residual plastic waste;
(iv) acknowledges the reduced cost and apparent increased longevity of so called "plastic roads" whereby recycled plastic pellets are incorporated into an asphalt mixture to fill potholes and to resurface roads;

(v) welcomes the successful resurfacing of the A7 in Carlisle and notes the trials of this product in Dumfries & Galloway and Enfield;
(vi) instruct the Chief Operating Officer to investigate the feasibility of trialling "plastic roads" in Aberdeen and to report back to the appropriate committee(s)."

The Committee resolved:-
to approve the Notice of Motion and to instruct the Chief Operating Officer to investigate the feasibility of trialling plastic roads in Aberdeen and to report back to the Committee in due course.

NOTICE OF MOTION BY COUNCILLOR YUILL - COMMUNITY SPEEDWATCH

9. With reference to Article 17 of the minute of meeting of Council of 2 July 2018, the Committee had before it the following notice of motion by Councillor Yuill:-

(i) "That this Council: notes with concern that speeding remains a problem on some roads in communities across Aberdeen;
(ii) welcomes the ongoing action taken by the police to tackle this problem but recognises that limited police resources restrict the amount of police time that can be devoted to this;
(iii) notes that "Community Speedwatch" initiatives, where members of the public are trained by the police to use speed guns, elsewhere in Scotland and across the UK have played a part in reducing speeds and changing driver behaviour;
(iv) instructs the Chief Officer – Operations and Protective Services to discuss with Police Scotland how "Community Speedwatch" could be introduced in Aberdeen."

The Committee resolved:-
to approve the Notice of Motion.

PERFORMANCE REPORT - COM.18.092

10. The Committee had before it a report by the Chief Operating Officer and the Director of Customer, which provided Members with a summary of the key performance measures relating to the Operations Function. Appended to the report were the performance summary dashboard and the performance analysis of exceptions.

The report recommended:-
That the Committee –
a) provides comments and observations on the performance information contained in the report and highlight any indicators or areas of service they would like to see featured in new reports; and
b) approves the suggested new approach as shown in appendix A, parts 1, 2 and 3.

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Members asked various questions in regard to the Performance Report.

The Committee resolved:-
(i) to request that in relation to the target of 7 days for street light repairs, that a new indicator be added to highlight if repairs are not successfully completed in 4 weeks;
(ii) to request that officers look into the robustness of the Scottish Housing Charter and to report back to members; and
(iii) to approve the suggested new approach as shown in Appendix A, parts 1, 2 and 3.

VARIOUS SMALL SCALE TRAFFIC MANAGEMENT DEVELOPMENT ASSOCIATED PROPOSALS STAGE 3 - OPE.18.086

11. The Committee had before it a report by the Chief Operating Officer, which following the statutory consultation process, considered objections that had been lodged with respect to proposed Traffic Regulation Orders.

The report recommended:-
That the Committee -
(a) acknowledge the 14 objections received as part of the statutory consultation;
(b) in relation to the Aberdeen City Council proposals to make "The Aberdeen City Council (Mannofield Area, Aberdeen) (20mph Speed Limit and Prohibition of Waiting) Order 201 (X), overrule the objections received and approve this order be made as originally envisaged;
(c) in relation to the "The Aberdeen City Council (Mastrick Road (Inset), Aberdeen) (Prohibition of Waiting) Order 201 (X), overrule the objections received and approve this order be made as originally envisaged; and
(d) in relation to the Aberdeen City Council (Powis Circle/Powis Crescent/Bedford Avenue, Aberdeen) (Prohibition of Waiting) Order 201 (X), overrule the objection received and approve this order be made as originally envisaged.

The Committee resolved:-
(i) to approve recommendations (a), (b) and (c); and
(ii) to agree that the Powis Area Traffic Management proposals be revised to remove all of the proposed waiting restrictions from Powis Circle and Powis Crescent and parts of Bedford Avenue, leaving the proposed waiting restrictions on Bedford Avenue to be implemented as advertised between Bedford Road and the layby on Bedford Avenue beside the shops.

DON STREET AND CHEYNE ROAD ISLAND GARDEN - NOTICE OF MOTION BY COUNCILLOR MCLELLAN

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12. With reference to Article 11 of the minute of meeting of the Communities, Housing and Infrastructure Committee of 16 January 2018, the Committee had before it a report by the Chief Operating Officer, which responded to Councillor McLellan's notice of motion in regard to the island garden and trees at the corner of Don Street and Cheyne Road, within the Old Aberdeen conservation area which were removed in July 2017.

The notice of motion instructed the then Interim Director of Communities, Housing and Infrastructure to carry out an options appraisal for the site in consultation with the Old Aberdeen Community Council, and included in the options appraisal should be the costs and detail of finding out the long term solution for the site taking into account the needs of the Great Aberdeen Run and the local community, and thereafter report their findings to the most appropriate committee.

The report recommended:-
That the Committee –
(a) notes the actions undertaken to date and the consultation with the local community; and
(b) agrees that officers do not proceed with the permanent reinstatement of the island garden and trees at the corner of Don Street and Cheyne Road until such time as the contract, or any extensions to the contract, for a running event within Aberdeen City is concluded.

The Committee resolved:-
(i) to approve recommendation (a); and
(ii) to instruct the Chief Operations Officer to proceed with options for a permanent reinstatement of the island garden and trees at the corner of Don Street and Cheyne Road, taking the £10,000 required, from contingencies. The reinstatement should accommodate Great Aberdeen Run operational requirements and be developed in consultation with the local community.

At this juncture, Councillor Alphonse replaced Councillor Townson.

EFFECTIVENESS OF EXISTING MEASURES OF ROAD SAFETY AROUND SCHOOLS - NOTICE OF MOTION COUNCILLOR NICOL

13. With reference to Article 11 of the minute of meeting of the Communities, Housing and Infrastructure Committee of 29 August 2017, the Committee had before it a report by the Chief Operating Officer, which detailed the investigation into the safety practices on the road network around schools and made recommendations in terms of options for improvement, following the notice of motion from Councillor Nicoll.

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The report recommended:-
That the Committee –
(a) approve the proposals in paragraph 3.7 in principle, and instruct the Chief Officer - Operations and Protective Services to contact schools that would be eligible for loading restrictions with a view to engaging 3 to 4 schools to take part in the trial;
(b) instruct the Chief Officer - Operations and Protective Services to commence the necessary legal procedure of initial consultation with Police Scotland, Scottish Ambulance Service, Scottish Fire and Rescue Service, Public Transport Operators, Freight Transport Association, Road Haulage Association and any other organisations representing persons likely to be affected by any provision in the order as the authority considers appropriate e.g. Community Councils, Aberdeen Cycle Forum, Disability Equity Partnership etc. If no objections are received, then progress to the public advertisement; and
(c) note that following the public advertisement, if there are no objections, the Traffic Regulations Orders may be made by way of delegated authority. In the event of objection(s) being lodged, instruct the Chief Officer - Operations and Protective Services to report the results to a future meeting of this Committee.

The Committee resolved:-
to approve the recommendations contained within the report.

ROADS WINTER SERVICE PLAN 2018-2019 - OPE.18.126

14. The Committee had before it a report by the Chief Operating Officer, which presented the proposed Roads Winter Service Plan and explained significant changes from previous years.

The report recommended:-
That the Committee –
(a) approve Appendix 1 Roads Winter Service Plan for 2018-19 including the changes made to accommodate The Society of Chief Officers of Transportation in Scotland (SCOTS) updated guidance on the use, in Scotland, of the UK guidance document Well Managed Highways Code of Practice Appendix H;
(b) instruct officers to continue with the comparison of similar urban authorities' winter services both in terms of operation and cost;
(c) instruct officers to review further guidance issued by SCOTS and consider incorporation of this guidance in future Winter Service Plans;
(d) instruct officers to continue examining the implications of the anticipated additional maintenance burden for the winter maintenance provision from the de-trunking of sections of the A90/A96 following completion of the Aberdeen Western Peripheral Road and to reduce the cost implications of this where possible;
(e) instruct officers to examine the possible benefits and savings achievable through route optimization and automated gritting; and

(f) delegate authority to the Chief Officer - Operations and Protective Services, following consultation with the Chief Officer - Finance to continue to deliver the Winter Maintenance Service where the allocated budget is exceeded due to extreme weather, noting that this would be funded through use of the Council's contingency budget and reported to the City Growth and Resources Committee through the following quarterly financial performance report; and

The Committee resolved:-
(i) to approve the recommendations as contained within the report;
(ii) to offer thanks to all of the officers involved with the Winter Maintenance for the city, for their continued efforts and hard work; and
(iii) to request that media releases are publicised early in order to inform residents about the deadline for community sand bags.

FLEET AND TRANSPORT MOT ISSUES - OPE.18.127

15. The Committee had before it a report by the Chief Operating Officer, which provided members with information on MOT issues, following the results of a Freight Transport Association (FTA) Audit and the associated Corporate Investigation inquiry.

The report recommended:-
That the Committee acknowledge the update to address the matters raised in the FTA Audit report and endorse forwarding the report to Audit, Risk and Scrutiny Committee and be advised of the continuing Corporate Investigation inquiry.

The Committee resolved:-
to approve the recommendation as contained within the report.

ACC ROAD INSPECTION POLICY AND MANUAL - OPE.18.003

16. The Committee had before it a report by the Chief Operating Officer, which sought approval for the new Road Safety Inspection Manual which would enable the Council to fulfil its statutory obligation under the Roads (Scotland) Act 1984.

The report recommended:-
That the Committee –
(a) approve the Road Safety Inspection Policy appended to the report; and
(b) approve the Roads Safety Inspection Manual appended to the report; and

The Committee resolved:-
(i) to approve the recommendations as contained within the report; and
(ii) to request that officers look at ways of making the two policy documents more user friendly online.

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CEMETERIES AND BURIAL GROUNDS MANAGEMENT RULES 2018 - OPE.18.094

17. The Committee had before it a report by the Chief Operating Officer, which sought approval to make new Management Rules for Cemeteries and Burial Grounds within the remit of the Council.

The report recommended:-
That the Committee -
(a) approves the draft Aberdeen City Council (Cemeteries and Burial Grounds) Management Rules 2018 as set out in Appendix 2 subject to the appropriate consultation being undertaken;
(b) instructs the Chief Officer - Operations and Protective Services to carry out a public consultation on the proposed Management Rules;
(c) instructs the Chief Officer - Operations and Protective Services to report back to committee if significant objections and comments are received during the consultation with: (a) the results of the public consultation; and (b) with a recommendation as to the form the Management Rules should take following the public consultation; and
(d) instructs the Chief Officer - Governance to sign the Management Rules on behalf of Aberdeen City Council if no significant objections or comments are lodged following the consultation.

The Committee resolved:-
(i) to approve the recommendations as contained within the report; and
(ii) to request that the Chief Operations Officer clarify the position in regard to burials without coffins and to notify members of the findings.

DECLARATION OF INTEREST

In accordance with Article 3 of the minute, Councillor Grant, Vice Convener, declared an interest in the following item due to his employment with Aberdeen Inspired. Councillor Grant left the meeting and took no part in the consideration or deliberation of the item therein. Councillor Grant was replaced by Councillor Graham for this item.

ALIVE @ 5 - OPE/18/097

18. The Committee had before it a report by the Chief Operating Officer, which sought approval to vary the operational hours of four off-street car parks in line with the "Alive @ 5" scheme.

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The report recommended:-
That the Committee –
(a) approves the alteration of the charging hours of four multi storey off-street car parks (Denburn, Chapel Street, Frederick Street and West North Street) to 8am – 5pm, Monday – Saturday, unchanged on Sundays, with effect from 1 October 2018 for a six month trial period and instruct Chief Officer - Operations and Protective Services to implement the approved charging hours;
(b) approves the alteration of the charging hours of Marischal College off-street car park to 8am - 5pm, Saturday only, with effect from 1 October 2018 for a six month trial period and instruct the Chief Officer - Operations and Protective Services to implement the approved charging hours; and
(c) instructs the Chief Officer - Operations and Protective Services to review the progress of the trial and report back to the Operational Delivery Committee on 14 March 2019.

The Committee resolved:-
to approve the recommendation as contained within the report.

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

MARCHBURN PARK

19. The Committee had before it a report by the Director of Customer Services, which provided an update on issues relating to 3, 8 and 15 Marchburn Park.

The report recommended:-
That the Committee –
(a) notes the progress to resolve this matter; and
(b) instructs the Chief Officer - Early Intervention and Community Empowerment to bring a report to the Audit, Risk and Scrutiny Committee following conclusion of the matters detailed within the report.

The Committee resolved:-
to approve the recommendations as contained within the report.

MATTER OF URGENCY

The Convener 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 in order to continue with Council operations.

DECLARATION OF INTEREST

In accordance with Article 3 of this minute, Councillor Jackie Dunbar declared an interest in the following item as a local member for the area. Councillor Jackie Dunbar left the meeting prior to consideration of the item and took no part in the deliberation or consideration therein. Councillor Jackie Dunbar was replaced by Councillor Nicoll for the item.

HOUSING CASES REVIEW

20. The Committee had before it a report by the Director of Customer, which considered three requests for rehousing from current tenants outwith the allocations policy.

The report recommended:-
that the Committee approves option 2 for all three cases in order that the families can be rehoused.

The Committee resolved:-
to approve the recommendation as contained within the report.

- **Councillor Philip Bell, Acting Convener**

OPERATIONAL DELIVERY COMMITTEE
6 September 2018

	A	B	C	D	E	F	G	H	I
1	**OPERATIONAL DELIVERY COMMITTEE BUSINESS PLANNER** The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**		**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
3			**6 November 2018**	**DATE**	**DATE**	**DATE**			
4	North East of Scotland Road Casualty Reduction	Communities, Housing and Infrastructure on 8/11/17 instructed the Head of Public Infrastructure and Environment to report back annually to the CHI Committee on the activities set out in the NE Road Casualty Reduction Strategy.		Laura Snee	Operations and Protective Services	Operations	1		**It is proposed that this matter instead be reported as a service update**
5	Commemorative Plaque - Caroline Philips	To ask the Committee to approve the erection of a plaque to Caroline Phillips, local suffragette and journalist at 41 ½ Union Street.	**On agenda**	Helen Fothergill	City Growth	Place	Purpose 1		
6	Pet Policy in Council Houses	To seek approval of the Pet Policy in Council Houses in light of new legislation.		Kevin Kelly	Strategic Place Planning	Place	7.1	D	Delayed to January to allow further consultation
7	Fleet and MOT Issues	AR&SC 8 May - instruct the Chief Operating Officer to report back to the Audit, Risk and Scrutiny Committee within two committee cycles, following the completion of the investigation and following consideration of the matter being concluded by the Operational Delivery Committee.	**On agenda**	Mark Reilly	Operations and Protective Services	Operations	6.2	R	
8	Community Learning and Development - Strategic Plan	Communities, Housing and Infrastructure Committee 24/5/17 - The Committee agreed to instruct the Head of Communities and Housing to submit a report to the Communities, Housing and Infrastructure Committee by September 2018 to ensure that the new Partnership Forums have delivered on the plan and to approve the priorities of CLD Plan 2018-2021.CLD Plan 2018 - 2021 to be approved by committee. Currently consulting with Communities and partners on this.	Service Update received and published on 29 August on the 2015-18 Plan. A summary of progress for the 2018-21 will also be included in the Service Update. As there is currently ongoing consultation regarding 2018-21 Plan, the Plan will be presented to committee in November for consideration and approval. **On agenda**	Linda Clark	Early Intervention and Community Empowerment	Customer	1.1		
9	Waste Policies Review	To seek agreement on revised waste policies dealing with excess waste, contamination and assisted uplifts.	**On agenda**	Kris Hultman	Operations and Protective Services	Operations	3		
10	Parking and Bus Lane Adjudicators for Scotland	to seek approval for the response to the consultaiton	**On agenda**	Mark Wilson	Integrated Children's and Family Services	Customer	3		

	A	B	C	D	E	F	G	H	I
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11	Public Bodies Duties Climate Change 2017/18	To approve the mandatory Public Bodies Duties Climate Change report submission to the Scottish Government to ensure compliance with the requirements of Part 4 of the Climate Change (Scotland) Act 2009.		Olu Fatokun	Strategic Place Planning	Place		T	This has been transferred to the City Growth and Resources Committee for approval
12	Risk RegIster (Customer Experience, External Communications, Digital and Technology, Early Intervention and Community Empowerment, Operations and Protective Services)	To present the risk register.	**On agenda**	Ronnie McKean	Governance	Governance	GD 7.4		
13	Formal Joint Working Partnership of North Scotland Trading Standards Services	Communities, Housing and Infrastructure on 29 August 2017 authorised officers to continue discussions with a view to agreeing detailed collaborative working arrangements which would be the subject of a further report to Committee seeking approval of the same.		Graeme Paton	Operations & Protective Services	Operations	3		**Service update will be provided**
14	Procedure / Policy for carrying out temporary repairs to granite setts/cobbled roads.	To advice the committee of the new Policy / Procedure for carrying out temporary repairs to granite setts and cobbled roads when repairs are identified through our inspection policy or where specific locations fail to meet our agreed intervention levels.	**On agenda**	Doug Ritchie	Operations & Protective Services	Operations	1 and 3		
15	Roads Infrastructure - Current Skills Shortages	At the Operational Delivery Committee on 29 May it was agreed " to request that a report be brought back to identify any skills shortages within the roads and infrastructure service and to look at ways of retaining staff"		Alan Robertson	Operations and Protective Services	Operations	Purpose 1	**R**	**It is proposed that this matter instead be reported as a service update**
16	Performance Report	To provide Committee an update in regards to the performance.	**On agenda**	Louise Fox	Business Intelligence Unit	Commissioning	Purpose 1		
17	**17 January 2019**								
18	Countryside Ranger Service Five Year Plan	Housing and Environment Committee on 14/01/14 - The Committee agreed to receive an annual report on the Countryside Ranger Service.		TBC	Operations and Protective Services	Operations	Purpose 1	**R**	**To be reported by means of service update.**
19	Various Small Scale Traffic Management and Development Associated Proposals			Doug Ritchie	Operations & Protective Services	Operations	Purpose 1		**Will only be reported if objctions to the TRO are received, otherwise it will be approved by officers under delegated powers.**

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2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**		**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
20	Responsible Dog Ownership	Housing and Environment Committee on 14/01/14 - The Committee agreed To instruct the Director of Communities, Housing and Infrastructure to provide an annual update report on responsible dog ownership to the Communities, Housing and Infrastructure Committee.		Hazel Stevenson	Early Interventions and Community Empowerment	Customer	Purpose 1	**R**	**To be reported by means of service update**
21	SUDS Section 7	Maintenance of SuDS within the boundaries or curtilage of a private property, such as a residential driveway or a supermarket car park, is the responsibility of the land owner or occupier. The Scottish Environment Protection Agency's (SEPA's) preference is for SuDS constructed outside the boundaries or curtilage of a private property to be adopted by Scottish Water, the local authority or a public body, and as such SEPA seeks a guarantee for the long term maintenance and sustainability of any SuDS implemented.		Doug Ritchie	Operations and Protective Services	Operations	Purpose 1	D	Delayed from May. Awaiting info from the Scot Govt and Scottish Water to understand the funding implications and how section 7 is to be funded. 3 years ACC have been pursuing written confirmation in the form of a letter rather than verbal/email/FAQ received to date detailing the proposed funding arrangement for Section 7 agreements and whether or not Local Authorities will get increased grant funding based on what we perceive as the transfer of maintenance liabilities from Scottish Water to local authorities. Once letter received ACC will be able to report to ctte.
22	Windmill Brae	Operational Delivery Committee 19/04/18 - To request that a report be brought back to Committee on an update in regards to Windmill Brae.		Ross Stevenson	Operations and Protective Services	Operations	3 and 4	**D**	Delayed due to the complexity of some of the responses received as part of the statutory consultation, and as a result of how the scheme links to the City Centre Master Plan

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2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**		**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
23	Management of Gaps in the Public Transport Network	FP&R Committee on 20.09.2017 agreed to request the Interim Head of Planning and Sustainable Development to report to the Communities Housing and Infrastructure Committee in May 2018 with regards to the position of operating services under s22 Community Bus Permit and to update on the performance of all supported bus services.	DfT's final response on Community Bus Permits due late Autumn for consideration of operating services on s22 permits. Likely recommendation to continue with services being contracted out as this is lower cost than in-house delivery.	Chris Cormack	Strategic Place Planning	Place	1	**D**	**Awaiting a final response from Department of Transport.**
24	Motorcycles In Bus Lanes	At its meeting on 21 November 2017, the Petitions Committee referred the following petition to the Communities, Housing and Infrastructure Committee for consideration. "We the undersigned petition the council to allow motorcycles to use the city bus lanes at all times." The Committee requested that works would consist of an assessment of other cities schemes and the findings would be reported back to a relevant committee and requested that the report include appropriate consultation with other road user groups.		Joanna Murray	Strategic Place Planning	Place	3 and 5		
25	Foster Care Fees and Allowances	To seek approval of the Foster Care fees and allowances.		Isabel McDonnell	Integrated Children's and Family Services	Operations	2		
26	Notice of Motion by Councillor Delaney - plastic road	At Operational Delivery committee on 6 September, it was agreed "to instruct the Chief Operating Officer to investigate the feasibility of trialling "plastic roads" in Aberdeen and to report back to the appropriate committee(s). May be the case that it is reported to another committee.		Angus MacIver	Operations and Protective Services	Operations	3 and 5		
27	Enforcement of the Private Rented Housing Sector	Finance, Policy and Resources Committee 1/12/17 agreed that following the appointment of the Administration Assistant (Enforcememt) to instruct officers to report back to Committee in 9 months providing an update on enforcement of the private rented housing sector.		Ally Thain	Operations and Protective Services	Operations	Purpose		
28	Performance Report	To provide Committee an update in regards to the performance.		Louise Fox	Business Intelligence Unit	Commissioning	Purpose 1		
29	**14 March 2019**								
30	Carers Strategy	Operational Delivery Committee 29/5/18 - To instruct officers to bring back to a future meeting of the Committee in early 2019, an update on the implementation of the strategy and the subsequent development of services for young carers		Billy Nicol/Sonja Lowit	Integrated Children's and Family Services	Operations	7.1		
31	Alive @ 5	At the Operational Delivery Committee on 6 September, it was agreed to instructs the Chief Officer for Operations and Protective Services to review the progress of the trial and report back to Operational Delivery Committee on 14 March 2019.		Mark Reilly/Ross Stevenson	Operations and Protective Services	Operations	3		
32	Safety Review of Broad Street Partial Pedestrianisation	Council on 5/3/18 agreed to instruct the Chief Officer for Strategic Place Planning to conduct a road safety review of the scheme, with relevant stakeholders including Disability Equity Partnership, Bus Companies and the Aberdeen Cycle Forum, (six months after opening) and report back with any recommendations at the earliest opportunity to the next available Committee.		TBC	Strategic Place Planning	Place	Purpose 1		

	A	B	C	D	E	F	G	H	I
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33	Roads Hierarchy	Communities, Housing and Infrastructure 29/08/17 - The Committee requested that officers report back with the next level of detail as described in para 3.6 the first half of 2018, and consider the responses to the recent Strategic Car Parking Review as well as the objectives of the new Quality Partnership.			NESTRANS		3 and 5	D	Delayed pending a review of transportation project priorities ans resources, across all transportation teams. This review is scheduled for September on foot of a recently completed assessment of existing projects and workstreams.
34	Performance Report	To provide Committee an update in regards to the performance.		Louise Fox	Business Intelligence Unit	Commissioning	Purpose 1		
35	**April 2019 Onwards**								
36	Cycle Path for Ferryhill School Children	At its meeting on 14 June 2017, the Petitions committee referred the matter to the CH&I Committee which at its meeting on 29 August 2017 instructed officers to undertake a feasibility study to look at options on improving cycling within the area. At its meeting on 8 November 2017, the Committee instructed the Director of Communities, Housing and Infrastructure to report back to the appropriate committee with the anticipated levels of active travel associated with the school, how any future actions should be progressed, what resources will be needed and how these can be sourced following the production of the school's travel plan.	To be reported in 2019 following the production of the Ferryhill School Travel Plan	Amye Simpson	Strategic Place Planning	Place	5		
37	Smart Bins and Digitalisation of Waste Containers	To seek approval to conduct a trial on bin fill sensors on communal bins, i.e. to trial fitting sensors in communal bins that tell us when they need emptying and record accurately how often these bins require to be serviced.		Pam Walker	Operations and Protective Services	Operations		**D**	Delayed from May 2018. The initative is linked to funding through Smarter Cities which is being explored. Funding currently being explored in order to carry out a trial.
38	South College Street/Queen Elizabeth Bridge Junction	Communities, Housing and Infrastructure Committee - 8/11/17 - The Committee agreed to instruct the interim Director of Communities, Housing and Infrastructure to report back to this Committee on a preferred option for South College Street/Queen Elizabeth Bridge junction. The report will also seek approval of a new roads hierarchy	To be reported August 2019	Ken Neil	Operations and Protective Services	Operations	5		
39	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.	To be reported in May 2019	Lynsey McBain	Governance	Governance	GD 7.4		
40	Review of Broad Street Partial Pedestrianisation	Council on 5/3/18 agreed to instruct the Chief Officer for Strategic Place Planning to conduct 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 recommendation (b) to the relevant committee at the earliest opportunity.			Strategic Place Planning	Place	Purpose 1		

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41	Child Poverty	A local authority and each relevant Health Board must, as soon as reasonably practicable after the end of each reporting year, jointly prepare and publish local child poverty action report	To be reported after 1 April 2019	Derek McGowan	Early Intervention and Community Empowerment	Operations			
42	Motion by Councillors Boulton and Delaney - Suitable Bus Laybys on the Hazlehead to Westhill Road	The Communities, Housing and Infrastructure Committee on 27 August 2015, resolved (i) to agree that any future development within this area should be conditioned to incorporate public transport facilities where feasible; (ii) to agree that due to the ongoing works at the Five Mile Garage in connection with the AWPR, along with the proposed expansion to the Prime Four development, no work should be carried out on introducing bus stops/laybys or pedestrian crossings on the A944 until such a time as the proposed expansion to the Prime Four development is agreed and after the AWPR becomes operational; (iii) to instruct officers to continue discussions with the developers in order to ensure that contributions are secured from future phases of the Prime Four development to allow the necessary infrastructure improvements to be introduced at no cost to Aberdeen City Council; and (iv) to instruct officers to update the committee in 12 months' time.	Due to continued lack of new development in the area of the Prime 4 site there have been no developer's contributions to take this proposal forward at this time.	Doug Ritchie	Operations and Protective Services	Operations	Purpose 1		**No date specified for reporting back as this will depend on any new development in the area of the Prime Four site.**
43	Performance Report	To provide Committee an update in regards to the performance every cycle.		Louise Fox	Business Intelligence Unit	Commissioning	Purpose 1		
44	Hydrogen Buses and Facilities in Aberdeen			Gale Beattie/David Dunne	Strategic Place Planning	Place			
45	Cycle Paths on Union Street	to request that a report be brought back to Committee in regards to the feasibility of cycle paths on Union Street, subject to consultation from the City Centre Masterplan, and to include information on a potential dedicated segregated cycle lane.		Joanna Murray	Strategic Place Planning	Place			
46	Unadopted Roads Waste and Recycling Collection Policy	At the Zero Waste Management Sub Committee in June 2017, it was agreed to revise the policy in August 2019.		Pam Walker	Operations and Protective Services	Operations	GD 7.1		
47	**To be reported by Service Update**								
48	Haudagain Improvement Scheme	Housing and Environment Committee on 26/8/14 (Article 13) agreed to request officers to provide regular updates to the Communities, Housing and Infrastructure Committee advising on how the relocation of tenants was progressing.	**Agreed at Committee in April 18 that an update report would be provided every cycle.**		Early Intervention and Community Empowerment	Customer	Purpose 1		
49	Property Level Flood Protection Grant Scheme	agreed in May 2018 that this would be removed once Service Update circulated.		Will Burnish	Capital	Resources	GD3		
50	One Stop Employability Shop	Will be deleted after service update received.		Matt Lockley	City Growth	Place	1		
51	Crematorium Management Compliance Report	Report every second committee to update members. Procedures and PI's update	To be reported every second cycle by means of Service Update	Steven Shaw	Operations and Protective Services	Operations	3.1		This report was previously under the Public Protection Committee but will now report to Operational Delivery.

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52	Aberdeen in Bloom	Housing and Environment - The Committee agreed to receive a report each year on the Aberdeen in Bloom campaign.		Steven Shaw	Operations and Protective Services	Operations	Purpose 1	**R**	To be reported by means of service update.

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	6th November 2018
REPORT TITLE	Operational Delivery Performance Report
REPORT NUMBER	COM/18/224
DIRECTORS	Rob Polkinghorne, Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Louise Fox
TERMS OF REFERENCE	1

1. PURPOSE OF REPORT

1.1 The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education). These measures are in the process of being aligned with the new interim structure and will be further developed in due course. The 2017/18 outturn for the Council's Statutory Performance Indicators (SPIs), excluding education, are also presented.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee provide comments and observations on the performance information contained in the report and highlight any indicators or areas of service they would like to see featured in future reports.

2.2 It is recommended that the Committee note the performance of the 2017/18 Statutory Performance Indicators and agree that the SPI outturn performance for 2017/18 be published on the Council's website as part of our Public Performance Reporting (PPR) arrangements.

3. BACKGROUND

3.1 At its meeting of the 5th March 2018, Council approved the new Governance arrangements supporting introduction of the Target Operating Model. This provided for the establishment of the Operational Delivery Committee with, amongst other responsibilities, the purpose outlined below;

To oversee the delivery of internal services to customers, scrutinise performance and make improvements to those services, including Integrated Children's Services but excluding Educational services.

3.2 The Accounts Commission direction to local authorities on Statutory Performance Reporting requires alignment of SPI information with enhanced

PPR activity within the Best Value audit process. Councils are also required to report the output of the Local Government Benchmarking Framework.

4. MAIN ISSUES

4.1 This report is to provide members with key performance measures, as shown in Appendix A, in relation the Operations Directorate (non-Education). The report includes some data which predates the move to the transitional structure and is offered to provide assurance to Members around the continuation of monitoring and scrutiny of these performance issues during the transition to the Target Operating Model and to support the Committee in undertaking its scrutiny role.

4.2 It is recognised that significant changes are required to the data sets and a comprehensive review of performance measures and reporting has begun, including the proposed move to a Balanced Scorecard approach which is currently underway. In addition, officers have been, and are currently, addressing a series of actions which will enable the full re-alignment and disaggregation of datasets to encapsulate the revised staffing structures and the Target Operating Model design principles.

4.3 Officers are currently reviewing corporate arrangements for effectively reporting on performance to Committees, reflecting changes to organisational and committee structures and including planned introduction of the Balanced Scorecard as outlined at the previous Operational Delivery Committee. Work has begun on strategic planning arrangements for 2019/20 and performance measurement and reporting will be integral to this, ensuring that measures set, data collected and reporting undertaken is systematically aligned to both priorities and governance systems.

4.4 Appendix B, shows further analysis of a number of performance measures, listed below, which have been identified as exceptional: -

- The percentage of Repairs Inspections completed within 3 working day target (year to date)
- Number of school lunches served in the year - Primary (YTD)
- High Priority Public Health % responded to within 2 days
- Dog Fouling - % responded to within 2 days
- Food Safety Hygiene Inspections % premises inspected more than 12 monthly
- Percentage of all street light repairs completed within 7 days
- Sickness Absence - Average Number of Days Lost (Waste)
- % Waste diverted from Landfill
- Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)
- YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided By Scottish Government on a Quarterly Basis)

4.5 Within the summary dashboard (Appendix A), the following symbols are used:

Performance Measures

Traffic Light Icon

On target or within 5% of target

Between 5% and 20% of target and being monitored

More than 20% below target and being actively pursued

Data only (no target identified/target not appropriate)

4.6 This report also provides members with the 2017/18 outturn for the Council's Statutory Performance Indicators (SPIs), excluding education, as shown in Appendix C. The Account Commission direction requires the Council to report on 2 SPIs:

SPI 1 directs us to report a range of information on our services and functions to demonstrate:

- Performance in improving public services (including with partners)
- Performance in improving local outcomes (including with partners)
- Performance in engaging with communities and service users and responding to their views and concerns
- Performance in achieving Best Value including performance benchmarking, options appraisal and use of resources.

SPI 2 directs us to report a fixed suite of indicators through the Local Government Benchmarking Framework (LGBF) covering:

- Children's Services
- Corporate Services
- Social Work Services
- Culture and Leisure Services
- Environmental Services
- Housing Services
- Corporate Asset Management
- Economic Development

4.7 The SPI 2 (LGBF) indicators are scheduled to be reported by the Improvement Service in late November but some of the indicators contained within that dataset are provided directly by the Council and are therefore included with the local indicators which are the basis of this report. These indicators cover:

- Number of days lost through sickness absence per employee
- Percentage of women employees in the top 5% of employees by earnings
- Percentage of Gender Pay Gap

- Cost per dwelling of collecting council tax
- Percentage of income from council tax due for the year that was received
- Percentage of invoices paid within 30 days
- Percentage of operational buildings suitable for their current use
- Percentage of gross floor area of operational buildings that is in a satisfactory condition
- Domestic Noise Complaints – average time in hours between complaint received and attendance on site
- Attendance numbers for pools, indoor sport centres, outdoor sport centres; visits to Museums and Libraries and number of premises for refuse collection.

4.8 Appendix C uses traffic light symbols to aid the better understanding of direction of travel:

denotes an indicator which is not meeting target performance;

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

denotes an indicator which is meeting or exceeding target performance.

denotes an indicator where no target is identified or when one is not appropriate.

The first three symbols are seen wherever the indicator has a performance target in place. Services are encouraged to establish meaningful targets which illustrate the drive to achieve 'best in class.' Some indicators, through necessity, do not have performance targets. This will either be because to set a target is inappropriate, for example where the indicator reflects a demand-led service such as child protection or personal care, or where the indicator reflects something which is reported for information only such as 'Percentage of Disabled Employees.'

4.9 Appendix C details, wherever possible, data against each indicator for the reporting year and two preceding years. This permits trends to identify a picture of improving or deteriorating performance. Intelligence provides insight into performance and context around the most recently available data.

5. FINANCIAL IMPLICATIONS

There are no direct implications arising out of this report.

6. LEGAL IMPLICATIONS

There are no direct implications arising out of this report regarding legal issues.

7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	No significant related financial risks.	L	N/A
Legal	No significant related legal risks.	L	Publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.
Employee	No significant related employee risks.	L	Oversight by Elected Members of core employee health and safety data supports the Council's obligations as an employer
Customer	Lack of sufficient access to information for citizens	L	Placing of information in the public domain contributed to by this report
Environment	No significant related environmental risks.	L	N/A
Technology	No significant related technological risks.	L	N/A
Reputational	There are no material reputational risks attached to this report	L	Reporting of service performance serves to enhance the Council's reputation for transparency and accountability.

8. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. This report monitors indicators which reflect current economic activity within the City and actions taken by the Council to support such activity.
Prosperous People	The Council is committed to improving the key life outcomes of all people in Aberdeen. This report monitors key indicators impacting on the lives of all citizens of Aberdeen. Thus, Committee will be enabled to assess the effectiveness of measures already implemented, as well as allowing an evaluation of future actions which may be required to ensure an improvement in such outcomes.
Prosperous Place	The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit, operating to the highest environmental standards. This report provides essential information in relation to environmental issues allowing the Committee to measure the impact of any current action.
Enabling Technology	The Council recognises that enabling technology is central to innovative, integrated and transformed public services.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The report supports a focus on the delivery of customer centric services through the scrutiny of service delivery to customers. The review and realignment of performance measures will be done in the context of a customer centric service design and delivery.
Organisational Design	The report reflects recognition of the process of organisational design and provides assurance through scrutiny of operational effectiveness. The review and realignment of performance measures will support the redesign of the organisation.
Governance	Oversight and scrutiny of operational performance, including that provided by external inspection, supports the robustness of governance arrangements between and across internal and external providers

Workforce	The performance report does and will continue to support understanding of the role and development of the workforce.
Process Design	As the interim structure embeds, development and integration of process design will be influenced by continual evaluation of the performance and outcome measures applied to service provision.
Technology	Technology is being used both in the capture and analysis of data and in the improvement planning of services.
Partnerships and Alliances	Continuous review of the outcomes, and effectiveness, of in house services provides assurance to critical partners where there are shared objectives. Where available data sharing between partners will be used to monitor performance and support improvement.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The recommendations arising from this report do not require that full Equality and Human Rights Impact Assessment is completed
Privacy Impact Assessment	The recommendations arising from this report do not require that full Equality and Human Rights Impact Assessment is completed
Children's Rights Impact Assessment/Duty of Due Regard	Not applicable

10. BACKGROUND PAPERS

Best Value Audit report by Audit Scotland 2015
Performance Management Framework
Aberdeen City Council Strategic Business Plan Refresh
Local Outcome Improvement Plan

11. APPENDICES (if applicable)

Appendix A – Performance Summary Dashboard
Appendix B – Performance Analysis of Exceptions
Appendix C – 2017/18 Statutory Performance Indicators

12. REPORT AUTHOR CONTACT DETAILS

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Operational Delivery Committee Performance Report Appendix A

Operations

Building Services

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value		Value	Status	
Staff Costs - Cumulative Expenditure	£4,680K	✓	£5,910K	✓	£6,907K	✓	£7,770K
Staff Costs - % Spend to Date (FYB)	30.1%	✓	38%	✓	44.5%	✓	100%
Sickness Absence - Average Number of Days Lost	13.4	●	13.1	●	13.3	●	10
The year to date average length of time taken to complete emergency repairs (hrs)	3.59	✓	3.3	✓	3.31	✓	4.1
The year to date average length of time taken to complete non emergency repairs (days)	4.69	✓	4.69	✓	4.66	✓	8.3
Percentage of reactive repairs carried out in the last year completed right first time	92.53%	✓	92.79%	✓	92.9%	✓	93.6%
Percentage of repairs appointments kept	99.24%	✓	99.15%	✓	99.21%	✓	96.3%
Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date	100%	✓	100%	✓	100%	✓	100%
Percentage of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service.	94.7%	✓	93.9%	✓	94.3%	✓	80%
The percentage of Repairs Inspections completed within 3 working day target (year to date)	59.9%	●	53.5%	●	49.1%	●	78%

Environmental Services

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Value	Status	Value	
Staff Costs - Cumulative Expenditure	£33,364K		£4,194K		£4,896K		£4,949K
Staff Costs - % Spend to Date (FYB)	34%		42.4%		49.5%		100%
Sickness Absence - Average Number of Days Lost	18		18.1		16.6		10
Recovery of Ashes - Success Rate	100%		100%		100%		100%
Number of Complaints upheld by Inspector of Crematoria	0		0		0		0
Scheduled and Actual Cremations - Number of Discrepancies	0		0		0		0
Number of Scheduled and Actual Cremations	131		132		153		

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Number of Partners / Community Groups with links to national campaigns - Green Thread	150		123		123		

Facilities Management

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Staff Costs - Cumulative Expenditure	£33,364K		£4,985K		£6,042K		£5,970K
Staff Costs - % Spend to Date (FYB)	33.8%		41.7%		50.6%		100%
Sickness Absence - Average Number of Days Lost	14.3		14.3		14.9		10

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Number of children taking school lunches in the year – Primary (YTD)	1,479,391		427,909		660,951		662,430
Number of meals provided during holiday projects (YTD)	1,734		168				

Fleet and Transport

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Staff Costs - Cumulative Expenditure	£538K		£670K		£773K		£795K
Staff Costs - % Spend to Date (FYB)	33.9%		42.2%		48.6%		100%
Sickness Absence - Average Number of Days Lost	8.3		8		7.5		10

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
% of Council fleet lower emission vehicles (YTD)	93%		93%		93%		73%

Integrated Children's Service (excluding Education)

Performance Indicator	July 2018		August 2018		September 2018		Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
Supported children with an allocated social worker (%) - Integrated Children's and Family Service			88%		88%		90%		90%		88%		
Looked After Children with an allocated social worker (%) - Integrated Children's and Family Service			97%		99%		99%		100%		98%		
Looked After Children looked after at home (%)	13%		13%		13%		15%		14%		13%		
Looked After Children looked after in Kinship (%)			20%		21%		19%		19%		21%		

Performance Indicator	July 2018		August 2018		September 2018		Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
Looked After Children looked after in Foster Care (%)	51%		51%		52%		47%		48%		51%		

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Average number of days lost through sickness absence - Integrated Children's & Family Services	8.2		7.9		7.7		10

Operational Health and Safety

Performance Indicator	July 2018		August 2018		September 2018		Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No In Month - Building Services)	1		0		0		2		0		1		
Accidents - Reportable - Employees (No In Month - Facilities)	0		0		1		0		0		1		
Accidents - Reportable - Employees (No In Month - Environmental)	0		0		0		0		0		0		
Accidents - Reportable - Employees (No In Month - Fleet)	0		0		0		0		0		0		
Accidents - Reportable - Employees (No In Month - Roads)	0		0		0		1		1		0		
Accidents - Reportable - Employees (No In Month - Waste)	0		0		2		2		1		2		
Accidents - Non-Reportable - Employees (No In Month - Environmental)	0		0		1		5		4		1		
Accidents - Non-Reportable - Employees (No In Month - Building Services)	1		3		0		6		5		4		
Accidents - Non-Reportable - Employees (No In Month - Facilities)	2		4		1		1		3		7		
Accidents - Non-Reportable - Employees (No In Month - Fleet)	0		3		0		1		0		3		

Performance Indicator	July 2018		August 2018		September 2018		Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	Value	Status	
Accidents - Non-Reportable - Employees (No In Month - Roads)	0		0		0		3		1		0		
Accidents - Non-Reportable - Employees (No In Month - Waste)	1		1		1		10		4		3		

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Vehicle, Plant and Equipment Accidents (Environmental)	6		4		5		40
Vehicle, Plant and Equipment Accidents (Roads)	4		1		0		10
Vehicle, Plant and Equipment Accidents (Waste)	14		7		0		40
Fleet Compliance Incidents (Environmental)	5		1		17		60
Fleet Compliance Incidents (Fleet)	1		0		0		15
Fleet Compliance Incidents (Roads)	2		3		0		15
Fleet Compliance Incidents (Waste)	4		9		12		60

Protective Services

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Staff Costs - Cumulative Expenditure	£1,367K		£1,667K		£2,146K		£2,117K
Staff Costs - % Spend to Date (FYB)	32.3%		39.4%		50.7%		100%
Sickness Absence - Average Number of Days Lost	3.7		4.2		4.1		10
Non Domestic Noise % responded to within 2 days	100%		100%				100%
High Priority Pest Control % responded to within 2 days	81.9%		98.1%		96.4%		100%

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
High Priority Public Health % responded to within 2 days	95.9%		98.6%		90.9%		100%
Dog Fouling - % responded to within 2 days	100%		100%		90%		100%
HMO Licenses in force	1,274		1,266		1,271		
HMO License Applications Pending	180		187		178		

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
% of registered tobacco retailers visited to give Business Advice on compliance with tobacco legislation - Year to Date	38.97%		9.45%		11.63%		
% of registered tobacco retailers subjected to Test Purchasing for retailer compliance with age restrictions - Year to Date	16.6%		0%		5.45%		
% of registered Nicotine Vapour Products retailers visited to give Business Advice on compliance with legislation - Year to Date			18.55%		41.43%		
% of registered Nicotine Vapour Products retailers subjected to Test Purchasing for retailer compliance with age restrictions - Year to Date			0%		12.9%		
% of Samples reported within specified turnaround times (ASSL)	71.78%		76.14%				80%
% of External Quality Assurance reported results that were satisfactory (ASSL)	98.6%		97.87%		92.06%		95%
Number of Air Quality Management Areas	3		3				
Number of Noise Management Areas	15		15				
Food Safety Hygiene Inspections % premises inspected 6 monthly	97.22%		100%				100%
Food Safety Hygiene Inspections % premises inspected 12 monthly	97.94%		100%				100%
Food Safety Hygiene Inspections % premises inspected more than 12 monthly	53.88%		42.05%				100%

Road and Infrastructure Services

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Staff Costs - Cumulative Expenditure	£2,182K		£2,658K		£3,056K		£3,521K
Staff Costs - % Spend to Date (FYB)	31%		37.7%		43.4%		100%
Sickness Absence - Average Number of Days Lost	13.5		14.1		14.5		10
Percentage of all traffic light repairs completed within 48 hours	98.6%		97.9%		97.8%		95%
Number of Traffic Light Repairs completed within 48 hours	70		47		45		
Percentage of all street light repairs completed within 7 days	75.16%		88.74%		75.62%		90%
Number of Street Light Repairs completed within 7 days	115		197		307		
Potholes Category 1 and 2 - % defects repaired within timescale	100%		100%		100%		95%
Potholes Category 1 and 2 - No of defects repaired within timescale	254		313		247		

Waste Services

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Staff Costs - Cumulative Expenditure	£1,859K		£2,377K		£2,720K		£2,976K
Staff Costs - % Spend to Date (FYB)	31.2%		40%		45.7%		100%
Sickness Absence - Average Number of Days Lost (Waste)	25.9		26.2		25.2		10

Performance Indicator	Q4 2017/18		Q1 2018/19		Q2 2018/19		2018/19 Target
	Value	Status	Value	Status	Value	Status	
% Waste diverted from Landfill	86.5%		82.1%		70.8%		85%
Percentage of Household Waste Recycled/Composted	40.8%		47.2%		43.5%		43%
Percentage of Household Waste - Energy from Waste	45.7%		35.2%		26.4%		

Customer

Community Safety

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
YTD % of calls attended to by the ASBIT Team within 1 hour	97.8%		98%		97%		95%
Percentage of anti-social behaviour cases reported in the last year, resolved in the last year, which were resolved within locally agreed targets	96.82%		96.89%		97.38%		100%
Number of cases of anti-social behaviour reported in the last year (SSHC definition)	1,476		1,834		2,172		
Customer Satisfaction with the Anti Social Behaviour Investigation Team YTD	85.7%		84%		88.6%		80%

Customer Service

Performance Indicator	July 2018	August 2018	September 2018	2018/19 Target

	Value	Status	Value	Status	Value	Status	
% of all Contact Centre calls answered within 30 seconds	84.13%		83.8%		82.5%		60%

Housing

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
% of Homeless Applications Arising From Private Sector	14.6%	✓	15.6%	✓	16%	✓	18%
Number of homeless applications received in the year	567		717		851		
YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided By Scottish Government on a Quarterly Basis)	6.7%	●	6.7%	●	6.7%	●	5%
YTD % of statutory homeless decisions reached within 28 Days (Unintentional & Intentional)	100%	✓	99.9%	✓	99.9%	✓	100%
YTD % of statutory applicants found to be intentionally homeless	4.3%	✓	4.3%	✓	4.3%	✓	6%
Average time taken to relet all properties (Citywide - days)	44.1	✓	43.8	✓	45.1	✓	46
Rent loss due to voids - Citywide	1.35%	●	1.37%	●	1.4%	●	1%
Voids Available for Offer Month Number - Citywide	306		286		277		
Number of Households Residing in Temporary Accommodation at Month End	480		476		479		
YTD Average length of journey in weeks for statutory homeless cases (Unintentional & Intentional) closed in the year (As reported by Scottish Government)	23	✓	23.5	✓	23.4	✓	24
Percentage of tenants satisfied with the standard of their home when moving in YTD	71.4%	✓	68.2%	▲	68.3%	▲	75%
New Tenants Visits YTD – Outcomes completed within locally agreed timescales (Citywide)	94.1%	✓	94.2%	✓	93.8%	✓	90%
Statutory Customer Service Actions - Decisions/Outcomes within statutory timescale	96.4%	✓	96.7%	✓	95.5%	✓	100%
YTD % of new homeless tenancies sustained for more than a year	89.92%	✓	88.7%	▲	89.76%	✓	94%
Gross rent Arrears as a percentage of Rent due	5.94%	✓	6.2%	✓	6.1%	✓	6.2%
Private Sector Leasing Stock at month end	159		155		152		

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Current tenancy arrears for homeless households accommodated in ACC temporary furnished flats (excluding resettlement properties))	£309,864		£280,087		£305,507		
Legal repossessions following decree - Citywide	34		41		45		
Satisfaction of new tenants with the overall service received (Year To Date)	91.8%		84.1%		82.7%		90%

ICT Systems and Operations

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Percentage of Critical system availability - average (monthly)	99.7%		100%		100%		99.5%

Libraries

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Number of visits to libraries - person	72,036		78,559		68,964		
Number of visits to libraries - virtual	44,927		47,670		48,753		

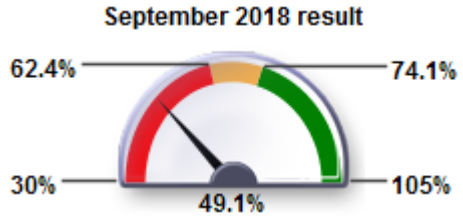
Revenues and Benefits

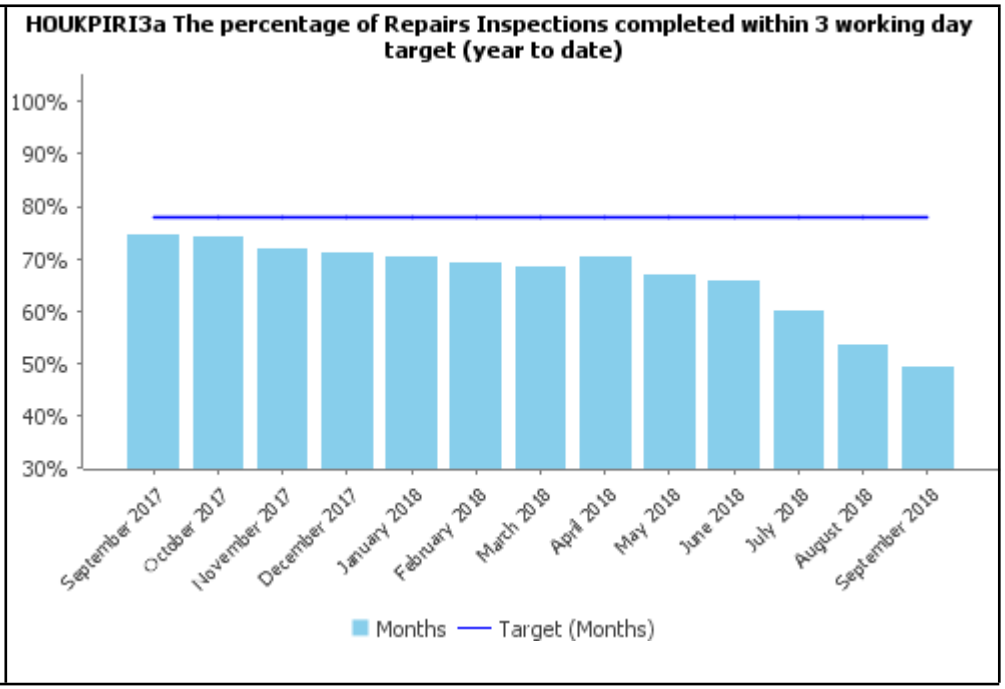
Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Council Tax Cash Collected (In Year) - monthly	£44.9m		£55.5m		£65.8m		£65.4m
Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)	10.98		10.87		10.77		12

Performance Indicator	July 2018		August 2018		September 2018		2018/19 Target
	Value	Status	Value	Status	Value	Status	
Correct amount of Housing Benefit paid to customer (monthly)	95.86%		96.05%		96.06%		95%

Operational Delivery Committee Performance Report Appendix B

The percentage of Repairs Inspections completed within 3 working day target (year to date)





Why is this important?

The Scottish Social Housing Charter (SSHC) was introduced by the Housing (Scotland) Act 2010, which requires Ministers to set standards and outcomes that social landlords should be achieving for tenants and customers through their housing activities.

This indicator, along with others, feeds in to measures which monitor whether we are achieving our desired outcomes and are committed to 'Sustain/improve performance in respect of the SSHC outcomes'.

Benchmark Information:

This measure is not currently benchmarked.

Target:

The 2018/19 target for the % of reactive repairs inspected within 3 working days is **78%**

Intelligence:

There has been a drop in the expected performance for pre-inspections completed in target for the following reasons:

- An increase in the number of pre-inspection jobs being requested.
- Property Inspector vacancy (recruitment process currently in process)
- Customer expectations remain high despite the move to a minimum letting standard, so a higher number of response repair pre-inspections are being requested after a new tenant moves in.

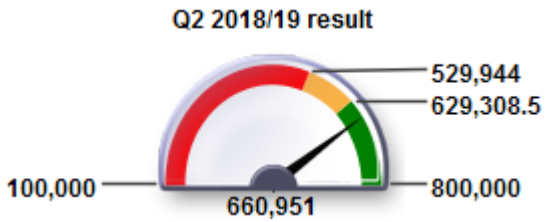
An interim mobile solution was introduced in 2017 and despite this achieving some efficiencies from the Property Inspectors it also altered the manner in which completions were being recorded. This has now been addressed and the parameters for reporting have been amended to reflect attendance at the pre-inspection job, bringing it in line with the reporting mechanisms for emergency repairs, from 1st November 2018.

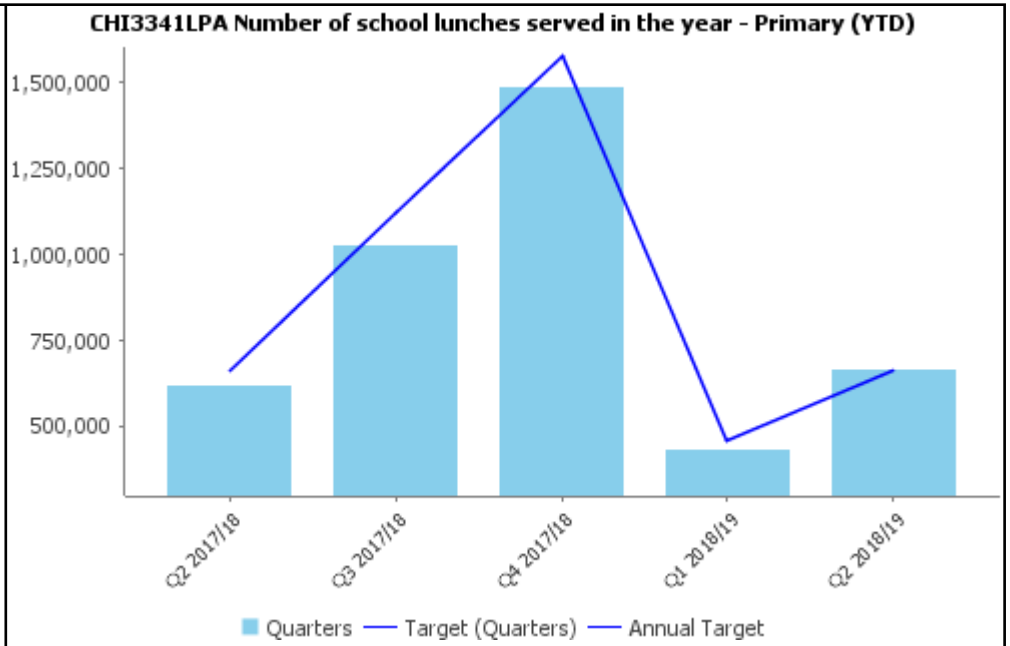
We are investigating a more mobile solution with our system provider for response repairs pre-inspections, but these discussions are at an early stage and the introduction is not expected to take place until mid-2019, at the earliest.

With the introduction of the above-mentioned change from 1st November 2018, it is hoped that we will see a month on month improvement in the performance figures, however it must be borne in mind that the figures are calculated on a year-to-date basis, which will be affected by the reduced performance seen in the first half of the year.

Responsible officer:	**Last Updated:**
Graham Williamson	September 2018

Number of school lunches served in the year - Primary (YTD)





Why is this important?

Performance against this measure feeds into the Local Outcome Improvement Plan Primary Drivers:
We will close the gap between our children entering P1 and the Aberdeen average and **We will improve outcomes for families with the most complex needs**
by delivering on the Improvement Measure:
Increase in uptake of free meals during school holiday periods by vulnerable families

Benchmark Information:

This measure is not currently benchmarked.

Target:

The 2018/19 target for this PI is set at 1,577,696.

Intelligence:

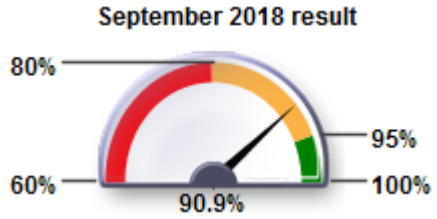
When comparing Q1-Q2 of 2017/18 to Q1-Q2 of 2018/19 we have seen an increase of 44,451 Primary School lunches served year to date, rising from 616,500 in 2017/18 to 660,591 in 2018/19. This can be attributed to the fact that there was a seven-week summer holiday in 2017 and only a six-week holiday in 2018. This means that there were only 79 trading days in 2017/18 versus 85 in 2018/19. The average number of meals served per day has fallen slightly from 7,804 per day in 2017/18 to 7,775 in 2018/19.

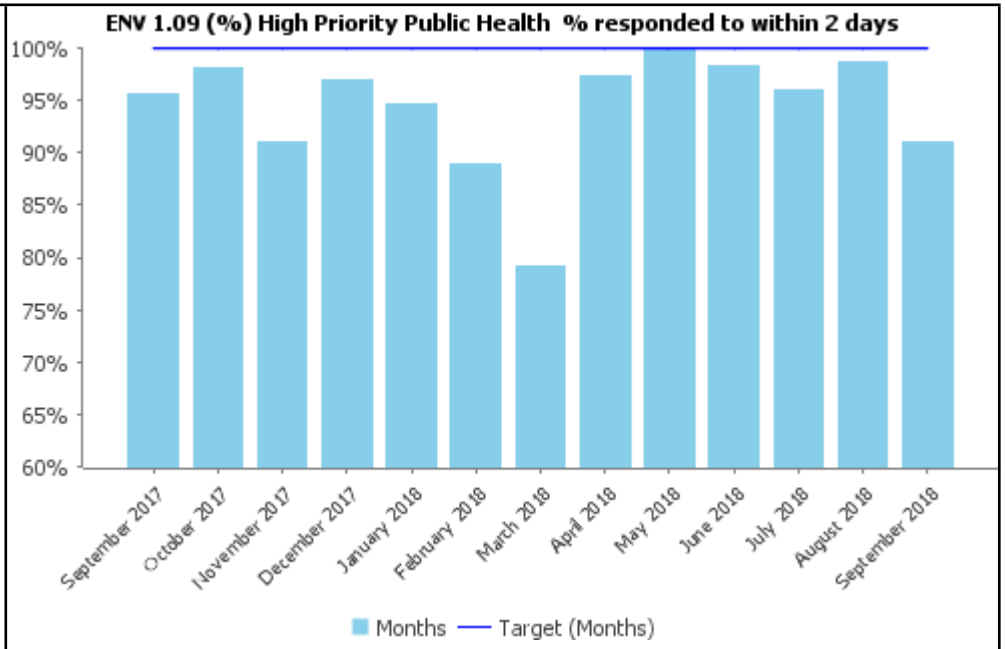
The service continues to work towards driving uptakes of both free and paid for meals upwards, by engaging with school pupil councils to gather feedback and menu suggestions, including running competitions for pupils to submit their own recipes, the winner of which becomes a menu item for the next menu cycle city-wide.

We are also working with the Localities Team on a pilot project for the Torry locality, where one initiative being implemented is the translation of the Winter 2018/19 menu into Polish, Russian and Lithuanian (the 3 most common languages other than English across the Torry Primary schools).

Responsible officer:	**Last Updated:**
Andy Campbell	Q2 2018/19

High Priority Public Health % responded to within 2 days





Why is this important?

These are the public health complaints which relate to situations that will have the greatest impact on health. The complaints may be in relation to defective drainage or severe water penetration, for example.

Benchmark Information:

This measure is not currently benchmarked.

Target:

Due to the seriousness of the complaints to which this PI relates, the target is set at a 100% response within 2 working days.

Intelligence:

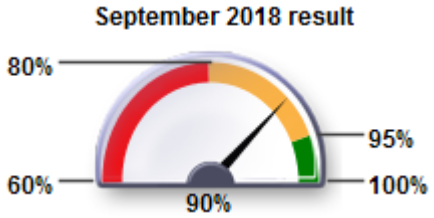
In 2017/18 640 high priority complaints were received and 93.30% were responded to within the target time. For the year to date during 2018/19, performance for this PI is 96.95% (350 of 361 complaints), clearly improving on last year's figures.

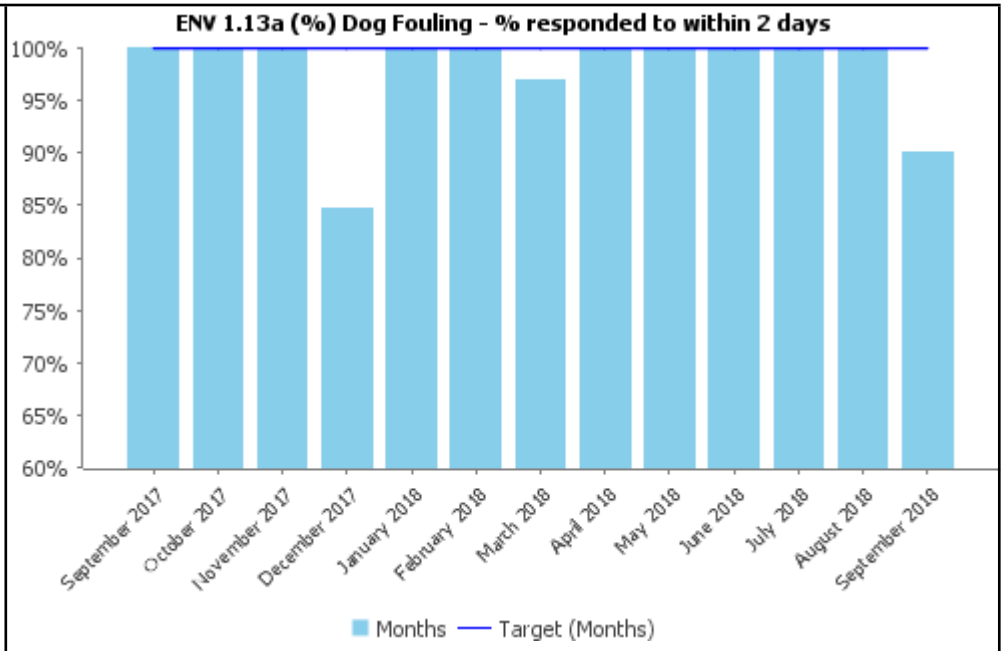
While the level of performance is currently high, there have been some troughs during the year, including September, when the percentage of these high priority complaints responded to within the target timescale fell from 98.6% in August to 90.9%.

These complaints are investigated by a very small team (two officers) and these troughs in response times are a consequence of annual leave, where only one officer is available to respond. All high priority complaints are responded to as quickly as possible.

Responsible officer:	**Last Updated:**
Hazel Stevenson	September 2018

Dog Fouling - % responded to within 2 days





Why is this important?

Dog fouling can have a serious impact on public health. This measure takes into account complaints relating to fouling in open public spaces and communal shared areas of domestic properties.

Benchmark Information:

This measure is not currently benchmarked.

Target:

Due to the seriousness of the complaints to which this PI relates, the target is set at a 100% response within 2 working days.

Intelligence:

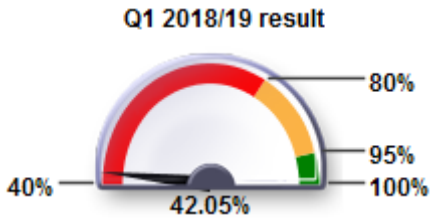
In 2017/18 489 dog fouling complaints were received and 99.2% were responded to within the 2-day target time. For the year to date during 2018/19, performance for this PI is 98.8% (239 of 242 complaints), only slightly down on last year's figures.

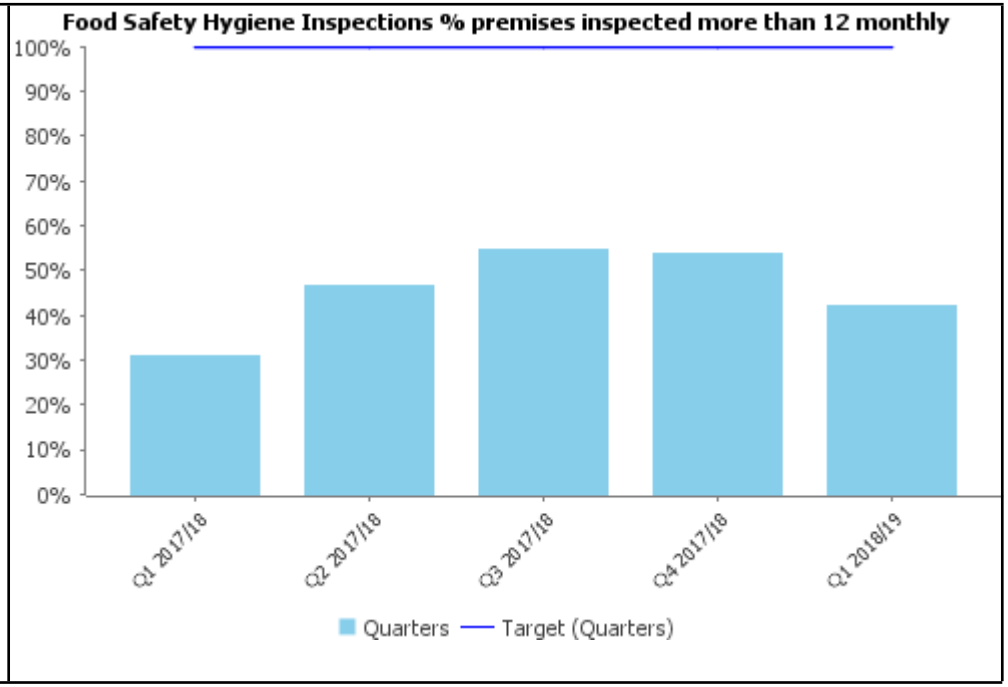
There has been a minimal downturn during September when, for the first time this year, performance for this PI has fallen below 100%, with 27 of 30 complaints being responded to within 2 days.

These complaints are investigated by a very small team (two officers) and this trough in response times was a consequence of annual leave, where only one officer was available to respond. All dog fouling complaints are responded to as quickly as possible.

Responsible officer:	**Last Updated:**
Hazel Stevenson	September 2018

Food Safety Hygiene Inspections % premises inspected more than 12 monthly





Why is this important?

This indicator, along with two others, monitors performance against the planned food premises inspection plan, as outlined in the Service Plan.

Benchmark Information:

This indicator can be benchmarked against other Scottish Local Authorities on an annual basis as it is collated and reported online by Food Standards Scotland

Target:

The current target is for 100% of all planned inspections to be undertaken on time, as required by the Food Law Code of Practice (Scotland)

Intelligence:

Data for Quarter two is not currently available. The deadline for this PI being reported was very close to the end of the quarter in question. This has resulted in a temporary, short term backlog of logging of the inspections undertaken, which is necessary before the data can be interrogated. Data for Quarter Two will therefore require to be reported to the Operational Delivery Committee on 17th January. This report relates to Quarter One data, which was previously reported.

This PI is part of a suite of 3 PIs that relate to food hygiene inspections. This PI relates to the inspection of medium risk category C and low risk category D food premises (inspected more than 12 monthly). Category E are not inspected routinely but instead are subjected to other interventions. Category A and B premises are naturally prioritised for inspection, due to the higher risk. Other high-risk work includes response to complaints and other situations judged to present a risk to public health. When resources are stretched, lower risk visits tend to be the casualty. Some services are essential for businesses to trade, e.g. fish export certification, these will also be prioritised.

The PI for the highest risk establishments is ENV1.15 and in Quarter 1 we achieved 100%. Medium risk establishments are covered by ENV1.16 and in Quarter 1 we achieved 100%. The lower rated establishments that are reported under ENV1.17 consist of 2 distinct categories C rated establishments (18-month frequency) and D rated establishments (2 year inspection frequency). Within ENV1.17, 72.55% of the C rated establishments were inspected on time and none of the lowest rated establishments within the inspection programme were inspected. Resources were prioritised towards high risk activities.

The food hygiene risk rating of food premises is assessed at each full inspection by the EHO. The risk assessment considers the risk of cross contamination, vulnerability of consumers, premises structure, food hygiene practices, and confidence in management. Premises are rated A-E with A being the highest risk and inspected most frequently (every 6 months). Category A and B premises are both considered high risk and feature takeaway premises, care homes, and catering premises with poor food handling practices. The majority of Aberdeen City food businesses are risk category C and are largely school kitchens, restaurants and other caterers. Category D premises include retail premises, some low risk catering premises that are well managed with adequately controlled risks. Category E's are extremely low risk and a typical category E premises is a retail premises selling low risk wrapped foods with a long shelf life.

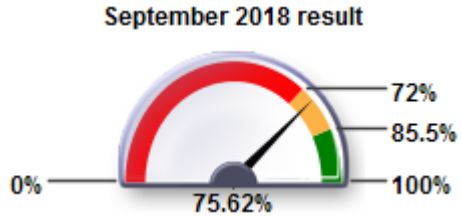
There are currently 2.85 vacant posts for field officers within the Commercial Team. This equates to 18.4% of the current field officer establishment to undertake inspections. Recruitment is progressing for 2 of these posts.

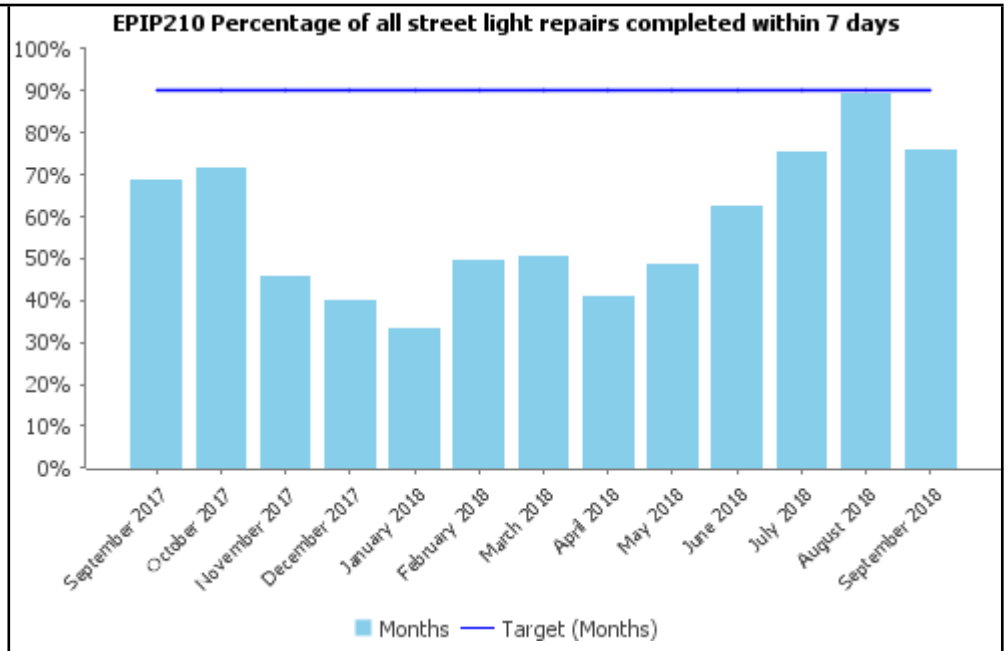
We are currently investigating/initiating transformational changes to realise efficiency savings to release resource to tackle a greater percentage of these lower rated establishments. Areas being investigated include greater use of mobile working and digital tools as well as adjustments to practices and procedures. Rapid progress is currently being made towards digitisation as part of the digital strand of the transformation process. Additionally, from September, the team has been re-brigaded into separate response and proactive inspection teams for a trial period with the intention of reducing the impact of response activity on the proactive inspection programme.

PIs ENV1.15, ENV1.16 & ENV1.17 are used as a proxy for the work of the Commercial section. Resources are also required to address Health & Safety, Port Health, Animal Health & Welfare and Licensing Standards. There is a necessity to review the relative priorities of food and health and safety interventions in order to ensure health & safety controls are effectively enforced, and that officers can maintain competence. Additionally, depending on the details of the Brexit agreement, there is a high possibility of a need for greater activity relating to the import and export of foods. The European Union's Technical Paper has indicated that a 'No Deal' scenario would require specific certification to be provided for every consignment of food travelling between the UK and Europe. There is therefore the potential for a currently unquantifiable impact on performance.

Responsible officer:	**Last Updated:**
Andrew Morrison	Q1 2018/19

Percentage of all street light repairs completed within 7 days





Why is this important?

This indicator, along with others, monitors whether we are achieving our desired outcome of 'Improving Customer Experience', as outlined in the Shaping Aberdeen programme.

Benchmark Information:

In 2016/17 our year-end figure was 59.07%, within 1% the 2015/16 outcome. Benchmarking data for 2016/17 against APSE family group average of 74.12% and national average of 89.9%. Benchmarking data for 2017/18 is not yet available.

Target:

The target for this indicator for 2017/18 was set at 90% and will be maintained at that level for 2018/19.

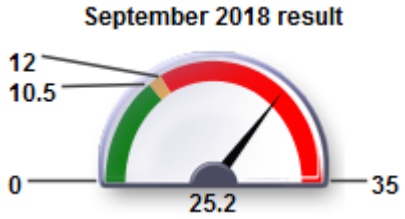
Intelligence:

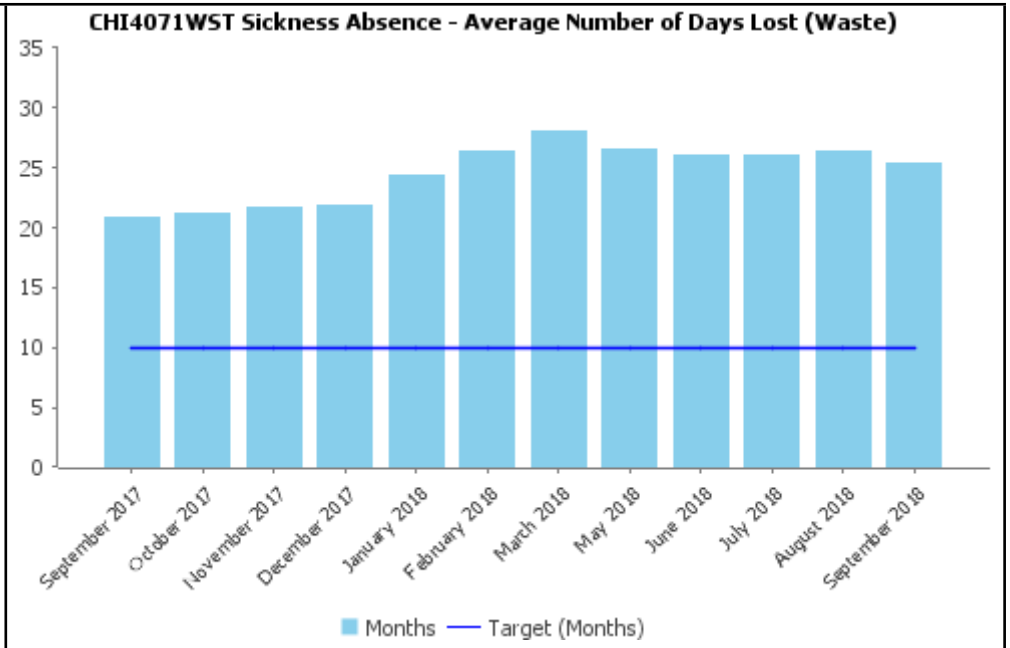
Of 783 faults due to be completed in the Q2 period of 2018, 619 (79%) were completed within the 7-day target timescale. This compares extremely favourably with Q1 when 716 of 1461 faults (49%) were completed on time. While this improvement does follow a seasonal trend, to see a 30% improvement is exceptional. For instance, to compare these figures with 2017, during Q1 of that year, 62% of faults were repaired on time improving to 77% in Q2 equating to a 15% improvement as compared to 30% this year.

While it is inevitable that as the number of faults will increase as we move in to the darker autumn months and it will be difficult to maintain this level of performance due to a lack of in-house resources currently being experienced due to more competitive hourly rates in the external job market, it is hoped that the possible use of sub-contractors which is currently being considered will have a positive impact. Officers are also currently in discussions with our HR team in relation to an apprenticeship scheme which it is hoped will have a positive impact if implemented.

Responsible officer:	**Last Updated:**
Doug Ritchie	September 2018

Sickness Absence - Average Number of Days Lost (Waste)





Why is this important?

The Council recognises its staff as its most important asset and staffing costs account for the single biggest element of the Council's budget.
It is therefore imperative that the health and wellbeing of our staff is paramount and that we effectively manage staff absences.

Benchmark Information:

In the most recent LGBF Overview report available for 2016/17, the average number of days lost per employee (non-teacher) ranges from 16.5 to 8.84 days across Scottish local authorities. Performance places Aberdeen City Council (at 11.6 days) approx. 0.7 days higher than the 2016/17 Scottish average of 10.92.

Target:

The target for the Average Number of Days lost per employee has currently been held at 10 days per annum for 2018/19.

Intelligence:

The Council's target for absence management remains at an average of 10 days lost per employee per annum, with an end of year figure of 11.3 days for the year to March 2018. Since that time, Council wide performance has sat at around 10 days and is currently 9.9.

The current (Sept 2018) figure for Operations is 10.3 days and Operations and Protective Services 15.1. Both of these show very little change from the start of the reporting year, Operations overall down 0.1 and Operations and Protective Services up 0.2.

Based on a rolling 12 month period to Sept 2018 it is possible to identify an emerging trend across Operations and Protective Services. All service areas with the exception of one are now showing improvement from the start of the financial year, most noticeably in the Environmental Team where the average says lost has decreased from 19.5 days to 16.6, an improvement of 2.9 due in the main to a drop of 2.5 in long term days, confirming what was anticipated in September's report.

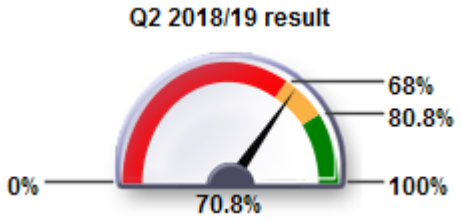
The overall days lost score of 25.2 in Waste for September 2018 breaks down as days short term and days long term. Both of these have fallen since the start of the financial year (long term - 1.6 days reduced and short term 1.2). Managers within Waste ensure that the Maximising Attendance Policy and procedures are fully implemented in order to provide to employees with all reasonable support and assistance and ensure their timely and sustainable return to work.

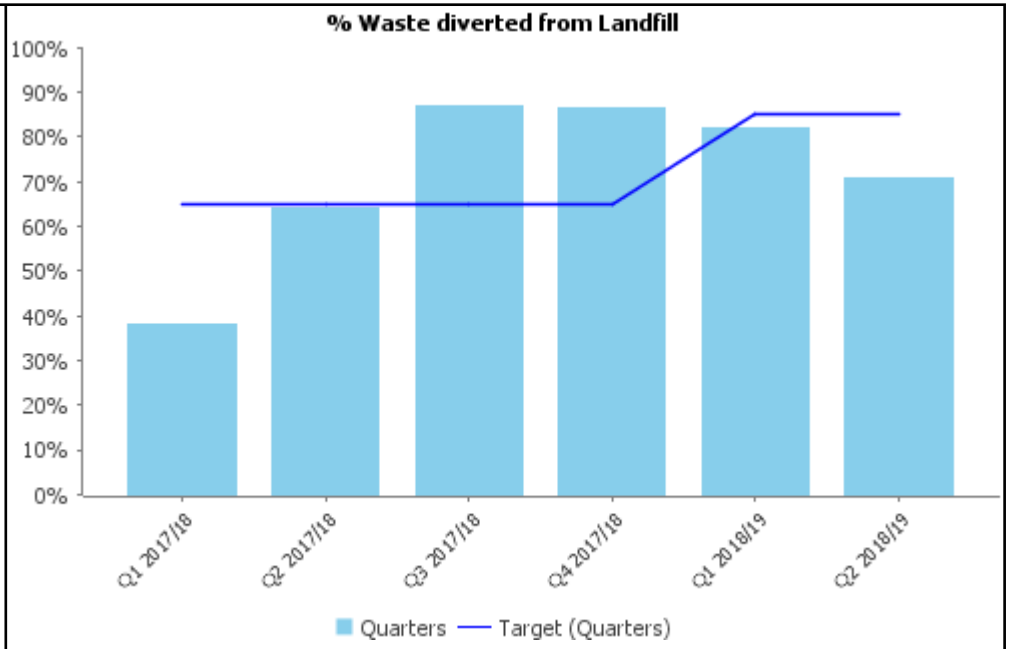
For the Operations and Protective Services function, the breakdown of reasons in relation to instances of absence during Q2 is as follows:
Musculoskeletal – 37.7%
Gastrointestinal - 8.8%
Respiratory – 3.3%
Psychological – 22.8%
Neurological - 6.9%
Cardiovascular – 6.6%
Malignancy – 5.7%

Most noticeable here is the increase in Psychological absences, increasing from 11% of the total to 22.8%.

Responsible officer:	**Last Updated:**
All	September 2018

% Waste diverted from Landfill





Why is this important?

Meets local and national policy ambitions as well as statutory requirements.

Benchmark Information:

To be decided.

Target:

The target for 2018/19 has been set at 85%, increasing to 95% in 2019/20.

Intelligence:

The Service continues to move towards achieving the target to divert 90% of waste from landfill by 2018.

The main mechanism delivering this is the Refuse Derived Fuel (RDF) facility at Altens East, through the Waste Management Services Contract. This fuel is then exported and used to generate energy from waste, with the material currently being sent to energy from waste facilities in northern Europe. Our waste is recycled, composted or sent to Energy from Waste. There remains a small amount (approx 10%) that is sent to landfill locally which is made up of materials that are not suitable for recycling or for the RDF process. Work is, however, continuing to find ways to further reduce this.

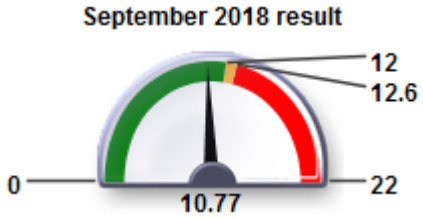
During Quarter 2 (summer season), there were some challenges encountered with the export of the RDF material to the European markets which accounts for the drop in diversion rate. This was largely due to a reduction in demand for this fuel due to the warmer than usual summer which resulted in some of the residual waste being sent to landfill. However, the recycling and composting rates have not dropped and are in line with expectations. As a result of this the overall diversion rate fell to 72% and 50% in July and August respectively. It should be noted, however, that in September the situation returned to normal and the diversion rate was 89%.

Discussions have been ongoing with the Council's contractor to mitigate the potential for this to recur, and new contracts are being negotiated currently which will assist with this. However, this does highlight the benefits of the planned energy from waste facility which is due to come online in Aberdeen in 2021/22. This will then become the end destination for the authority's residual waste instead of RDF and will enable the authority to have full control over its material and not be subjected to market forces in this way.

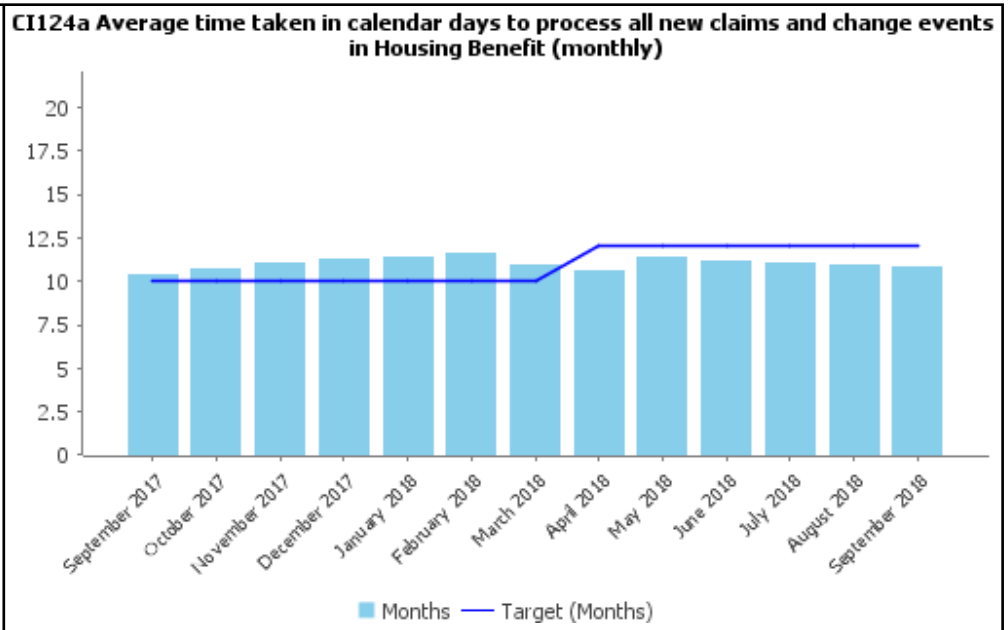
In addition, the Council's reported household recycling rate for 2017 rose by almost 5% to 43.9%.

Responsible officer:	**Last Updated:**
Pam Walker	Q2 2018/19

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



Performance against Target (12 days)



Compared with previous

Why is this important?

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

Benchmark Information:

Benchmarking data for this indicator is not available. This indicator is, however, a combination of New Claims and Change of Circumstances measures for which benchmarking intelligence is available individually via the Department for Works and Pensions. For Quarter 3 2017/18, the Scottish average for New Claims is 22 days with Aberdeen City Council achieving 19 Days. The Scottish average for Change of Circumstances is 9 days while that for Aberdeen City Council is 9.76 Days.

Target:

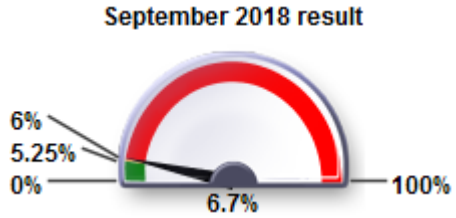
Target for 2018/19 is 12 days.

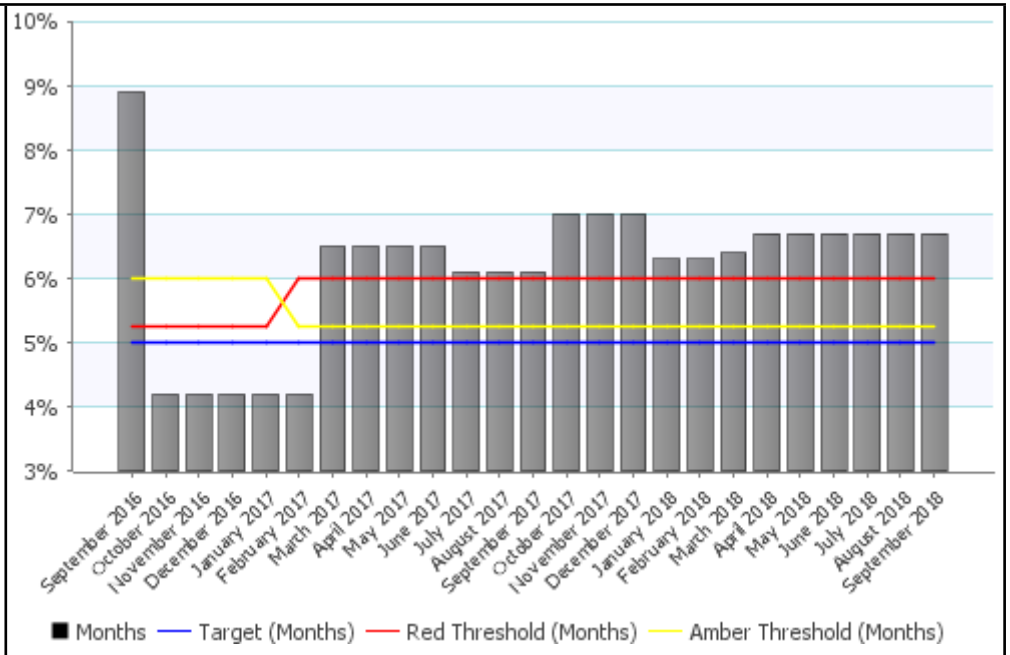
Intelligence:

Performance for this indicator during September is 10.77 days, comparing well with the previous financial year when the average was 10.93. As the target for 2018/19 is 12 days, it can be clearly seen that this is being met. Improved performance has been achieved through management of current resources and the utilisation of new HMRC data. Direct access to HMRC data has allowed the service to gather information in support of a claim without the need to request hard copies from the customer. This has allowed streamlined processes to be implemented resulting in reduced timescales, whilst maintaining accuracy of processing.

Responsible officer:	**Last Updated:**
Helen Moir	September 2018

YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided By Scottish Government on a Quarterly Basis)





Why is this important?

The Scottish Social Housing Charter was introduced by the Housing (Scotland) Act 2010, which requires Ministers to set standards and outcomes that social landlords should be achieving for tenants and customers through their housing activities.

Charter outcome **12** – Homeless People - stipulates that Local councils perform their duties to homelessness people so that;
Homeless people get prompt and easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them get and keep the home they are entitled to.

This indicator, along with others, monitors whether we are achieving our desired outcomes and are committed to 'Sustain/improve performance in respect of the SSHC outcomes' and that people at risk of losing their homes get advice on preventing homelessness.

Benchmark Information:

The 2017-18 **%** of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed was **6.4%** against the Scottish LA average of **6.4%**

Target:

The 2018/19 target for % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed is **5%**

Intelligence:

Year to date the % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed is 6.7%, as at September 2018.

The Housing Access Service has initiated new policies since the turn of the year to reduce the number of homeless applicants that lose contact during the course of their application, thus reducing the risk of returning to homeless services within 12 months. Similarly, housing services are establishing channels of communication with the prison service, GP practices, and the Alcohol & Drugs Partnership to maintain contact with tenants in mainstream and temporary accommodation to assist with the sustainment of tenancies.

Work is also continuing with the Tenancy Sustainment Panel to review any evictions being considered by Aberdeen City Council and ensure every effort is made to prevent a presentation to homeless services. Additionally, a project through the North & Islands Housing Options Hub is seeking to establish a protocol for the local housing associations to make homeless services aware of customers threatened with homelessness from their tenancies so that greater prevention work can be undertaken where necessary.

Responsible officer:	**Last Updated:**
Kay Diack	September 2018

2017/18 SPIs excluding Education

1. Commissioning

01. Citizen Panel

Citizens Panel
The City Voice is an important tool for us as it allows the different services to get a feeling for and an understanding of what the public thinks about different policies and services. It shows them the people's satisfaction with different services; but also where there might be room for improvement. The City Voice is well received by panellists and question providers alike. The response rate is generally very high - between 65%-75%. Additional feedback about a particular question/ questionnaire or about City Voice is generally very positive. We take any suggestions and comments seriously and try to address suggestions for improvement where possible, and actively encourage our panellists to provide feedback. The City Voice is a great tool for public engagement. We ask every service to provide a service response once they have received the results from the questionnaire. In their response services explain how they will use the information gained through this process. Additionally to that, we run an additional feature called 'a year on' in every newsletter which asks services that submitted questions a year ago to give a short update on the impact the information gained through the City Voice process had on their service. This new feature helps improving the communication between the public and the services. The City Voice has undertaken a review to more closely reflect the outcome of the LOIP. As such there is now two surveys a year. One focused on all panellists and the second one purely based on localities.

02. Council expenditure with local suppliers

Percentage of council expenditure with local suppliers		Value		4Value		Value	Target	
	2015/16	30.1%	2016/17	24.6%	2017/18	21.5%		

Percentage of local suppliers		Value		Value		Value	Target	
	2015/16	22.2%	2016/17	21.9%	2017/18	20.1%		

03. SME Expenditure

Percentage of council expenditure with Small and Medium Enterprises		Value		Value		Value	Target	
	2015/16	55.6%	2016/17	71%	2017/18	74.7%		

04. Supplier Development Programme

Supplier Development Programme (Positive Procurement Programme)
Our supplier development programme, the Positive Procurement Programme (PPP), facilitates engagement with the local business community. PPP is a joint initiative between Aberdeen City and Aberdeenshire Councils that brings C&PSS and Economic Development from Aberdeen City and Aberdeenshire Councils together. The purpose of PPP is to support local businesses of all sizes and across all business sectors (including 3rd sector) to develop their capacity and capability to bid successfully for public contracts. As well as market testing events for forthcoming contract opportunities, PPP offers an effective platform to fulfil obligations under the Suppliers' Charter to "increase stakeholder understanding of public sector procurement policy/legislation"in addition to delivering practical support in terms ofi) 1 to 1 procurement surgeries, ii) training/ workshop/ networking events and iii)supplier bulletins. Meet the Buyer events also supplement the programme and the national Supplier Development Programme (SDP) is promoted by Economic Development colleagues. This allows local suppliers access to procurement related SDP events, materials and webinars.

2. Customer

01. Freedom of Information

		Value		Value		Value	Target	
Percentage of FOIs dealt within 20 working days - Corporate	2015/16	94.31%	2016/17	90.96%	2017/18	95.33%		
The total number of requests received rose from last year's annual figure of 1783 to 1968 which is a 10.4% increase. Potential reasons include an increased public awareness of the Freedom of Information process and also a rise in the number of high profile incidents in Aberdeen, causing interest in information not currently published by Aberdeen City Council. The improvement in performance could be partly attributed to a change in approach when assigning requests to certain services, where there had previously been delays.								

		Value		Value		Value	Target	
% of EIR Requests replied to within timescale (Corporate)	2015/16	95.12%	2016/17	92.24%	2017/18	97.19%		

		Value		Value		Value	Target	
Percentage of Corporate Requests dealt with within 20 working days (FOIs and EIRs combined)	2015/16	94.55%	2016/17	91.31%	2017/18	95.93%	85%	

02. Benefit Administration Costs

Weighted private rented sector caseload		Value		Value		Value	Target	
	2015/16	3,037.38	2016/17	3,442.08	2017/18	3,618.87		

Weighted registered social landlord caseload		Value		Value		Value	Target	
	2015/16	4,242	2016/17	4,288	2017/18	4,306		

Weighted Council Tax Benefit caseload		Value		Value		Value	Target	
	2015/16	20,136.96	2016/17	20,685.68	2017/18	21,086.96		

Gross administration cost per benefit case		Value		Value		Value	Target	
	2015/16	£44.34	2016/17	£41.85	2017/18	£38.08	£41.00	
The cost of Central Service recharges, Non-Staff Costs and Staffing costs have all reduced.. This along with an increase in the weighted caseload has attributed to a decreased cost of service. A performance target of £37.00 has been set for 2018/19.								

Weighted rent rebate caseload		Value		Value		Value	Target
	2015/16	15,722.12	2016/17	15,808.19	2017/18	15,599.81	

03. Benefits Claims and Changes

Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)		Value		Value		Value	Target
	2015/16	10	2016/17	8.81	2017/18	10.93	10

Average Number of Days to Process New Benefit Claims		Value		Value		Value	Target
	2015/16	18.41	2016/17	18.4	2017/18	18.81	20

Average Number of Days to Process Change of Circumstances		Value		Value		Value	Target
	2015/16	8.46	2016/17	7.24	2017/18	9.76	9

The decrease in performance can be attributed to staffing turnover in this area. Plans are in place to manage turnover as it appears throughout the year and a revised training plan has been put in place to reduce the training time required for new starts. This along with streamlining processes and procedures, additional training and individual/team Performance Management will have a positive impact on this indicator on a fully resourced service.

Targets for 2018/19 are at 9 days for change of circumstances, 23 days for new claims and 12 days for Right Time Indicator. These targets have been set to take into account staff turnover throughout the year.

04. Complaints

The number of complaints closed at Stage 1 within 5 working days as % of total no of Stage 1 complaints		Value		Value		Value	Target	
	2015/16	71.35%	2016/17	64.55%	2017/18	58.32%		

The number of complaints closed at Stage 2 within 20 working days as % of total no of Stage 2 complaints		Value		Value		Value	Target	
	2015/16	53.42%	2016/17	47.86%	2017/18	61.82%		

% complaints resolved within time (Corporate)		Value		Value		Value	Target	
	2015/16	65.78%	2016/17	61.75%	2017/18	59.03%	100%	

The number of stage 1 complaints have increased in 2016/17 and the number of stage 2 complaints have fallen. The reason for this is because emphasis has been placed on the importance of applying the Complaints Handling Procedure (CHP) correctly and only dealing with complaints at Stage 2 where appropriate, as opposed to a means of extending the response time. A range of training exercises have been undertaken with officers across the organisation to reinforce the CHP requirements and the quality of responses. Performance has decreased slightly for both stages which may be a result of the increased number of complaints overall, which has grown by 33.46%. The reasons why delays still occur, especially in relation to Stage 2 complaints, will continue to be explored and addressed with the services, with the aim to further improve performance.

The complaints function is currently being consolidated to a single corporate Customer Feedback Team. Once established, this change will provide a number of benefits including enhanced visibility of complaint handling. The team will perform a quality assurance function and ensure that complaints are handled consistently across the organisation.

05. Community Use of Libraries

Number of community participations generated by Library and Information Service Engagement and Extensions activity		Value		Value		Value	Target
	2015/16	27,003	2016/17	35,257	2017/18	41,978	

With an increase in the number of activities taking place from 1708 in 2016-17 to 3017 in 2017-18 and an increase in participation, it is clear that the service is engaging with customers more effectively through a planned annual programme of activities, workshops and events.

The figures reflect a more accurate and informed way of recording community engagement and the increase of 19.1% in participants can be partially attributed to the 125 festival during July - September 2017. 573 activities were held with 8709 attendees compared to 331 in July - Sept 2016 with 6559 attendees

06. Learning Centres / Access Points

Number of PC terminal and Netloan Wi-Fi access uses within Libraries and Library Learning Centres		Value		Value		Value	Target
	2015/16	209,290	2016/17	228,890	2017/18	215,587	

Whilst Wi-Fi use remains steady with minimal decrease of 0.2%, PC usage is down by 7.8%. The problems with the Netloan PC Booking System over several months causing slowness and intermittent access failure for customers may account for the decrease.

07. Homelessness

YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided By Scottish Government on a Quarterly Basis)		Value		Value		Value	Target
	2015/16	6.3%	2016/17	6.5%	2017/18	6.4%	5%

YTD % of statutory homeless decisions reached within 28 Days (Unintentional & Intentional)		Value		Value		Value	Target
	2015/16	80.3%	2016/17	98.9%	2017/18	98.6%	100%

YTD % of statutory applicants found to be intentionally homeless		Value		Value		Value	Target
	2015/16	15.4%	2016/17	5.9%	2017/18	5.5%	6%

YTD Average length of journey in weeks for statutory homeless cases (Unintentional & Intentional) closed in the year (As reported by Scottish Government)		Value		Value		Value	Target
	2015/16	28.1	2016/17	26.3	2017/18	23.7	24

YTD % of unintentionally homeless cases closed where the applicant maintained contact and was allocated a Scottish Secure Tenancy (ACTLA01 & 10)		Value		Value		Value	Target	
	2015/16	89.23%	2016/17	79.8%	2017/18	78.3%	80%	

YTD % of new homeless tenancies sustained for more than a year		Value		Value		Value	Target	
	2015/16	91.17%	2016/17	92.09%	2017/18	87.98%	94%	

08. Affordable Homes

No. of affordable houses developed (year to date)		Value		Value		Value	Target	
	2015/16	214	2016/17	108	2017/18	367	423	

The Housing Need and Demand Assessment (HNDA) provides the evidence base upon which housing supply targets are defined in local housing strategies and suitable available land Is allocated through development plans to meet these targets.

The HNDA finalised in 2017 identified a need for 2119 affordable units over a 5 year period.

2017/18 completions were 367 against a target of 423. Completions by developers and housing associations are outwith the control of the Council. Developers build out sites based on a number of factors including market performance and site conditions. Weather plays an important part and the extreme weather conditions in March resulted in delays with a number of completions being pushed into April 2018.

09. Housing Repairs Expenditure

Average repairs and maintenance expenditure per house per year		Value		Value		Value	Target	
	2015/16	1,167	2016/17	1,194	2017/18	1,170		
Reduced overall spend of £781k from 16/17 principally within the gas maintenance contract. However budgeted £1,163.39 compared with actual £1,170.44 resulting from higher than budgeted costs in utilities.								

10. Housing Management Expenditure

Average supervision and management expenditure per house		Value		Value		Value	Target	
	2015/16	765	2016/17	782	2017/18	709		
Reduction of £2.2m from 16/17 mainly as a result of the change in method of recharging Building Services staff and level of vacancies. Comparison of Budget £810.37 to Actual £708.66 favourable due to similar reasons as 16/17.								

11. Diversity

Work done to encourage and support equalities and diversity within the city
Our key achievements and improvements 17-18 include We published our Equality Outcomes 2017-21 by 30 April 2018 on our website and also in hard copy and different formats and languages (on request) so that all can access. .http://www.aberdeencity.gov.uk/council_government/equality_and_diversity/eqd_report_2017_21.asp **BSL Version at:** https://www.youtube.com/watch?v=UgvF3_ERk2o&feature=youtu.be The renewed focus on Community Empowerment coupled with the reduction in council resources within the Equalities Team has led to more events and projects being community rather than council led. Direct feedback from DEP on proposals/ plans around planning and design issues has contributed positively and constructively and influenced working practice. The renewed focus on Community Empowerment coupled with the reduction in council resources within the Equalities Team has led to more events, projects and community forums being community rather than council led, for example, Aberdeen Women's Alliance, Older People's Forum (now AVOX), the North East LGBT + Forum (now LGBT+

Community Development Group) and the Holocaust Memorial Day following feedback from the local Jewish community.
Review of Equality and Human Rights Impact Assessment and Prejudice and Discrimination Report Form so that it is more user friendly and more widely used.
Issues for the future - Need to engage with BSL user communities and publish our BSL Action Plan by October 2018 and to ensure that marginalised people are supported as we move increasingly to on line and automated service delivery.

12. Community Engagement

Work done to encourage and support community engagement within the city
The Council continues to use a wide range of approaches to encourage, support and provide opportunities to be involved in the development and decision making regarding services and strategies. This is activity that takes place across the spectrum of Council services and with Community Planning Aberdeen partners. The Community Engagement Outcome group is encouraging Community Planning partners to use the Place Standards tool to engage with communities in a robust and coordinated manner to reduce duplication and provide better information. The initial online survey has been carried out in coordination with the planning department, and bi-annual follow up surveys targeting different communities and groups are planned. Participatory budgeting continues to take place across the 3 localities, Fairer Aberdeen and with tenant groups (Housing).

13. ASBIT Noise

PS2b: For domestic noise complaints received during the year dealt with under part V of the Antisocial Behaviour etc (Scotland) Act 2004, the average time (hours) between the time of the complaint and attendance on site							
	Value		Value		Value	Target	
2015/16	0.37	2016/17	0.37	2017/18	0.56		

The Anti-Social Behaviour Team fielded 3837 calls regarding noise complaints in 2017/18 which has increased by 695 on 3837 in 2017/18. This increase is due to the improved recording procedures which have been implemented in relation to reports of anti-social behaviour. Of these 3837 domestic noise complaints dealt with under part V of the Antisocial Behaviour etc. (Scotland) Act 2004, 1275 of these calls required attendance on site. In terms of the average time taken to attend these complaints, this was **0.5 hours** in 2017/18, working out at just 30 minutes between receipt of phone call and attendance at site.
This number has slightly increased from the 22 minutes reported last year. This performance is considered to be encouraging and comfortably within internal expectations, given the boundaries of the city.

3. Operations

01. Looked After Accommodated Children

LAC with 3 or more placements in the past year (%)		Value		Value		Value	Target	
	2015/16	3.8%	2016/17	5.38%	2017/18	4.58%		

Research has clearly evidenced that the more placement moves children have they generally experience poorer outcomes. The instability of care experiences doesn't allow for children to put down roots to plan for their future, to develop a sense of belonging and forge relationships of significance with their primary care givers which can support them into adulthood. Moves of care placement's often necessitate changes of schools providing a disrupted pattern of education commonly resulting in poorer outcomes i.e. qualifications, employment etc.

Of the 27 children noted in this year's SPI, 9 (33%) were aged 12+; 6 (22%) were aged between 6-11 years old and 12 (44%) were aged 0-5. Within the 27 children there were:

• 3 sibling groups including 2 sibling groups of three children. We know that caring for sibling groups can be more challenging and recruiting foster carers and finding placements for sibling groups is a local and national challenge.

• Four of the children were or are in secure care. Three of the four moved within in the same establishment ie moving from the open part of the school to the secure component or vice versa. Even although they are moving within establishment, where there is a continuity of education and other supports, these moves are recorded as a change of placement.

• Four children were placed in foster care before moving to live with their parent(s) in a joint placement. Although their parents had full time care of their child this still constitutes a placement for the child. The limited availability of this resource consequently necessitated an additional move for the child.

Due to longstanding challenges in relation to the recruitment of staff to our residential service it has meant that one of our units is currently not operational. Recruitment to these posts will enhance the services capacity and flexibility to support young people and minimise the number of moves they experience.

02. Families at Risk

01.11a: % of looked after children and young people supported to remain within their families (at home and within kinship care)		Value		Value		Value	Target	
	2015/16	46.13%	2016/17	44.91%	2017/18	43.24%		

Around two thirds of all children and young people who are assessed as 'in need' of support from Children's Social Work live at home within their own communities without becoming looked after. The other third are looked after not only at home or with friends, but also in foster care and residential care and will include some for whom a return home is not a possibility.
Given that the total number of children and young people supported by Children's Social Work has remained largely constant over the period, this suggests that more children are being supported without the need for statutory measures and that where it is necessary to seek such intervention it is because a return to family may not be possible. Confirmation of this though would require analysis over a period and could not rely on limited snapshot data.
The 2016-17 CLAS return shows that the proportion of Aberdeen City Council's looked after children placed at home or within a kinship placement remains below the national average. Data from the same return shows that nationally there has been a downward trend in the number placed at home over the last five years. Raising the proportion looked after at home or in kinship care to be more in line with the national average will take time but is a focus and priority for the service.

03. Child Protection Register No's

Number of children on Child Protection Register		Value		Value		Value	Target	
	2015/16	249	2016/17	276	2017/18	258		

There has been a steady decrease this year in the number of Aberdeen City children who have featured on the CPR to what would appear to be an unusually low number as at 01.05.18. This represents a change to trend, given that the preceding year had seen an increase in the rate of registration per population to above the national average (2.9 per 1000 population.) Aberdeen City's lower registration rate (1.8 per 1000 population) which is noted to be in line with similarly low CPR numbers in neighbouring local authority, Aberdeenshire (1.7 per 1000 population), continues to be sought by Children's Social Work, through multi and single agency actions under the umbrella of the Child Protection Committee. Work undertaken to explore this to date has outlined that this change may represent:

- Embedding of systemic training and understanding across the children's services workforce, with focus on working ethically and collaboratively with families, even when this is challenged due to high risk care and protection concerns
- The continuing embedding of the national practice model (GIRFEC) and improved partnership working
- Multi agency support to a wider cohort of children at home

- Not keeping children on the CPR where not necessary
- PACE project, which charges social workers with the task of reducing delay where rehabilitation to parental care is assessed as not in a child's best interests.
- Continued embedding of the learning from the January 2017 audit, particularly in relation to the focus on Records of Investigation and subsequent conversion to case conferences, as well as the review of children on the CPR for more than one year.

Analysis of the reasons for registration show that the primary categories of registration in the city, have remained fairly static. Whilst Parental Drug Use (16%) Domestic Abuse (20%) and Neglect (20%) have for several years been the top for categories of registration within Aberdeen City, in line with the national picture, this year, it is mental health concerns that have seen a further increase in categories of referral at 25% of all registrations, joining the top categories as most cited in the City. The highest category of referral again this year is emotional abuse, which has risen further, to 59% of all referrals (stats as at March 2018). Although categories of registration are not ranked we are aware that emotional abuse is more often recorded as a secondary cause for concern.

04. Child Protection Re-registrations

01.14a47: The number of children re-registering on the Children Protection Register within two years of being taken off the register		Value		Value		Value	Target	
	2015/16	30	2016/17	22	2017/18	12		

During the year 2017-2018(1 April 2017 - 31 March 2018) there were a total of 12 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 10, on the previous year however it is recognised that the previous year featured a higher number of children's names recorded on the CPR. The Scottish average for children whose names featured on the CPR with a previous history of registration is 16%. The level of reregistration for Aberdeen City as at 31st March 2018 was 28%. The level of reregistration in our neighbouring authorities on this date was Aberdeenshire 15% and Moray 22%. Parental drug and alcohol use are among the most common reasons for children's names appearing on the CPR. We know that the recovery pattern for adults with addiction challenges is one prone to relapse. Given this it is perhaps unsurprising for some children's names to reappear on the CPR particularly where the post registration plans have indicated what type of concern would require a revisiting of CPR status. It does of course however remains incumbent on all agencies to ensure that decisions around de-registration are evidenced based with appropriate post registration support available to ensure change is sustained. A further audit has been initiated under the auspices of the Child Protection Committee, to further explore any potential learning from the examination of children who have experienced a second registration over the period January - March 2018.

05. Traffic Light Repairs

Percentage of all traffic light repairs completed within 48 hours		Value		Value		Value	Target	
	2015/16	96.46%	2016/17	97.24%	2017/18	96.12%	96%	

The total number of faults recorded by the indicator decreased significantly from last year's figure of 869, to 747. Lamp faults decreased significantly from last year's figure of 314 to 276 and represents around a 12% decrease. It is felt that this decrease is due to improvements in LED technology leading to a reduction in the level of intermittent faults. Detector faults decreased by almost 36% from 126 in 2016/17 to 81 in 2017/18. This is due to the additional reliability provided by the newer detectors which are being installed on street through the refurbishment of older traffic signal installations. Faults attributable to damage caused following road traffic collisions (RTC's) decreased from 69 in 2016/17 to 59 in 2017/18.

The number of all dark faults also decreased significantly, from 160 in 2016/17 to 122 in 2017/18, which represents a decrease of around 24%. This decrease is due to the reduction in the number of traffic signal installations which have exceeded their service life due to the ongoing traffic signal refurbishment programme.

The main reason for the reduction in performance is the Council's traffic signal maintenance contractor suffered a drop in the level of experience within the team prior to the Christmas holidays, which was exacerbated by the prolonged period of inclement weather earlier this year. Following a meeting with the maintenance contractor to discuss these performance issues, assistance has been provided to help mitigate the loss of experience within the maintenance team over the short term. This has proved to be beneficial as performance in March improved significantly.

06. Street Light Repairs

Percentage of all street light repairs completed within 7 days		Value		Value		Value	Target	
	2015/16	59.99%	2016/17	59.07%	2017/18	55.57%	90%	

Performance dipped particularly low between December and January, with figures dropping below 45%. Dips in performance can be attributed to lack of staff resource due to winter maintenance operations.

07. Street Light Columns

Percentage of street lighting columns that are over 30 years old		Value		Value		Value	Target
	2015/16	26.71%	2016/17	26.82%	2017/18	24.42%	28.7%
The current level of investment has reduced the age profile of the column stock and there continues to be a commitment to continue with funding improvements. Capital spend will continue to be prioritised to ensure those columns replaced are the ones in most need. This will be achieved by a combination of column identification by means of a survey and carrying out non-destructive column testing.							

08. Road Network Restrictions

Percentage of council and private bridges assessed that failed to meet the EU standard of 40 tonnes		Value		Value		Value	Target
	2015/16	3.09%	2016/17	3.09%	2017/18	2.55%	4.6%
Strengthening of the Union Terrace Widening is proposed within the Union Terrace Gardens Redevelopment Project. Strengthening of the Milton of Drum Bridge is to be investigated in financial year 2018/2019.							

09. Pothole Repairs

Potholes Category 1 and 2 - % defects repaired within timescale		Value		Value		Value	Target
	2015/16	93.3%	2016/17	95.9%	2017/18	92.5%	95%
Priority pothole repairs decreased from 12,081 in 2016/17 to 8,256 in 2017/18, a decrease of 31.66% on the previous year. For Category 1 defects, the most serious failures, 1,776 were repaired in the period. There has been a recorded rise in the number of find and fix pothole repairs carried out, which may account for the drop. Road conditions in some locations had deteriorated to the extent that the road required to be closed in 11 locations and resurfaced. It is estimated that if this had not been done there would have been at least 200 more find and fix potholes. The average performance of Category 2 repairs is 92.1% completed within timescale. The high number of repairs during the fourth quarter of the year reflects a typical year whereby there are a high number of failures following the winter. The total number of find and fix potholes repaired during 2017/18 was 11,597, an increase of 3,562 on last year.							

10. Abandoned Vehicles

The number of abandoned vehicles that require to be removed by the council - removed within 14 days		Value		Value		Value	Target
	2015/16	61.54%	2016/17	61.63%	2017/18	44.76%	

11. Domestic Noise Complaints

PS2b: For domestic noise complaints received during the year requiring attendance on site, the average time (hours) between the time of the complaint and attendance on site.		Value		Value		Value	Target
	2015/16	26.8	2016/17	18.6	2017/18	16.17	

There were 283 domestic noise complaints (not antisocial behaviour) in 2017/18. A majority of the complaints related to dog barking noise. The average response time to visit was 16.17 hours.

Time taken to respond is slightly quicker than the previous year and is more than two times quicker than the required performance time and therefore well within management expectation. Systems are reviewed annually to identify potential improvements. Dog wardens are now capable of accessing the services database at different locations across the City. This means there is virtually no requirement to travel to headquarters to obtain service request information and assists with improved response times.

12. Trading Standards - Complaints and Advice

		Value		Value		Value	Target	
% of trading standards consumer complaints that were dealt with in 14 days	2015/16	84.85%	2016/17	83.84%	2017/18	83.02%	100%	

The time to deal with a consumer complaint can vary because of a number of factors outwith the control of the service. For example, it may take time for a consumer to provide additional information or for goods to be examined by an expert for evidential purposes. There are always complaints which are very complicated to complete due to the level of detail required and these take over 14 days to respond.

The main reason for business requests taking longer than 14 days to complete is the time taken by businesses to respond our request for clarification or to schedule an appointment following their initial enquiry. This extends the period of time it takes to provide the complete answers businesses are looking for. As with consumer complaints, there are requests which take longer than 14 days to compete because of the level of detail required.

		Value		Value		Value	Target	
PS4: % of trading standards business advice requests that were dealt with in 14 days	2015/16	87.43%	2016/17	88.42%	2017/18	86.01%	100%	

13. Trading Standards Inspections

		Value		Value		Value	Target	
Trading Standards Inspections - % visits to high risk premises achieved	2015/16	92.52%	2016/17	98.95%	2017/18	98.98%	100%	

14. Food Hygiene

Food Safety Hygiene Inspections % premises inspected 6 monthly		Value		Value		Value	Target	
	2015/16	100%	2016/17	90.2%	2017/18	97.22%	100%	
The six monthly and 12 monthly inspections achieved a high level of performance and missed inspections were due to business or legal reasons, however they were all successfully undertaken. Inspections greater than 12 months are improving, but resources are targeted towards higher risk activities.								

Food Safety Hygiene Inspections % premises inspected 12 monthly		Value		Value		Value	Target	
	2015/16	97.86%	2016/17	97.89%	2017/18	97.94%	100%	

Food Safety Hygiene Inspections % premises inspected more than 12 monthly		Value		Value		Value	Target	
	2015/16	98.76%	2016/17	50.9%	2017/18	53.88%	100%	

15. High Priority Pest Control

High Priority Pest Control % responded to within 2 days		Value		Value		Value	Target	
	2015/16	98.7%	2016/17	98.8%	2017/18	99.4%	100%	

100% response time may not always be possible to be achieved through variation in number of complaints received each month and lower staffing levels through annual leave, training and sickness makes this more challenging. In 2017/18 100% of complaints were responded to within the target time 7 times.

The majority of complaints will be possible to complete within the time period of 30 days, however, certain infestations can take longer to reach a satisfactory conclusion e.g. large infestations of cockroaches, pharaohs ants or rats. Climatic change and increasing resistance to insecticide can also affect time taken to resolve an infestation, historically a bedbug infestation could be satisfactorily resolved with one treatment, however, it is becoming more common that it takes two or more treatments.

Pest control have continued to extend the variety of services offered in house, such as bird proofing domestic and commercial council properties and pigeon shooting at council depots. They also carry out cleaning of areas contaminated with bird droppings. These are not reported within the SPI and therefore they are carrying a heavier work load than is reflected within this.

High Priority Pest Control - % completed within 30 days		Value		Value		Value	Target	
	2015/16	90.4%	2016/17	86.8%	2017/18	90.5%	100%	

High priority pest control complaints response rate has remained consistently high although there was a slight drop in the percentage responded within 30 days. The majority of complaints will be possible to complete within the time period of 30 days, however, certain infestations can take longer to reach a satisfactory conclusion e.g. large infestations of cockroaches, pharaohs ants or rats. Climatic change and increasing resistance to insecticide can also affect time taken to resolve an infestation, historically a bedbug infestation could be satisfactorily resolved with one treatment, however, it is becoming more common that it takes two or more treatments.

Pest control have extended the variety of services offered in house, such as bird proofing domestic council properties and pigeon shooting at council depots, these are not reported within the SPI and therefore they are carrying a heavier work load than is reflected within this.

16. Low Priority Pest Control

Low Priority Pest Control - % responded to within 5 days		Value		Value		Value	Target	
	2015/16	100%	2016/17	99.8%	2017/18	99.4%	100%	

More pest control complaints were received, which may be due to more favourable conditions for wasps to survive and grow. Although the response rate and completion rate are slightly down, this shows performance is still being maintained.

100% response time may not always be possible to be achieved through variation in number of complaints received each month and lower staffing levels through annual leave, training and sickness makes this more challenging. In 2017/18 100% of complaints were responded to within the target time over 8 months. The majority of complaints will be possible to complete within the time period of 30 days, however, certain infestations can take longer to reach a satisfactory conclusion e.g. large infestations of stored product insects. Climatic change and increasing resistance to insecticide can also affect time taken to resolve an infestation, historically a bedbug infestation could be satisfactorily resolved with one treatment, however, it is becoming more common that it takes two or more treatments.

Pest control have extended the variety of services offered in house, such as bird proofing domestic and commercial council properties and pigeon shooting at council depots. They also carry out cleaning of areas contaminated with bird droppings. These are not reported within the SPI and therefore they are carrying a heavier work load than is reflected within this.

Low priority Pest Control % completed within 30 days		Value		Value		Value	Target	
	2015/16	98.9%	2016/17	97.5%	2017/18	98%	100%	

In 2016/17 we received significantly more low priority complaints, which may be due to more favorable conditions for wasps to survive and grow. Although the response rate and completion rate are slightly down, considering the increase in complaints received this shows performance is still being maintained. 100% response time may not always be possible to be achieved through variation in number of complaints received each month and lower staffing levels through annual leave, training and sickness makes this more challenging. The majority of complaints can be completed within the time period of 30 days, however, certain infestations can take longer to reach a satisfactory conclusion e.g. large infestations of stored product insects. Climatic change and increasing resistance to insecticide can also affect time taken to resolve an infestation, historically a bedbug infestation could be satisfactorily resolved with one treatment, however, it is becoming more common that it takes two or more treatments. Pest control have extended the variety of services offered in house, such as bird proofing domestic council properties and pigeon shooting at council depots, these are not reported within the SPI and therefore they are carrying a heavier work load than is reflected within this.

17. High Priority Public Health Complaints

		Value		Value		Value	Target	
High Priority Public Health % responded to within 2 days	2015/16	99.1%	2016/17	97.5%	2017/18	93.3%	100%	

For the most part of 2017/18 the Public Health Team have been missing two thirds of the team due to various issues.

100% response time may not always be possible to be achieved through variation in number of complaints received each month and lower staffing levels through annual leave, training and sickness makes this more challenging. In 2017/18 100% of complaints were responded to within the target time over 1 month.

The majority of complaints will be possible to complete within the time period of 30 days, however, certain issues can take longer to reach a satisfactory conclusion e.g. a leaking water pipe within an unoccupied tenement flat. In this instance a statutory notice may have to be issued to allow works to be undertaken by the local authority to abate the nuisance. Thereafter it may take time to establish the owner and engage with them to arrange provision of replacement keys before passing the matter to the finance section for cost recovery.

		Value		Value		Value	Target	
High Priority Public Health - % completed within 30 days	2015/16	91.5%	2016/17	87.4%	2017/18	84.1%	100%	

There was slight decrease in the number of complaints responded within 2 days and completed within 30 days. The majority of complaints will be possible to complete within the time period of 30 days, however, certain issues can take longer to reach a satisfactory conclusion e.g. a leaking water pipe within an unoccupied tenement flat. In this instance a statutory notice may have to be issued to allow works to be undertaken by the local authority to abate the nuisance. Thereafter it may take time to establish the owner and engage with them to arrange provision of replacement keys before passing the matter to the finance section for cost recovery.

18. Low Priority Public Health Complaints

Low Priority Public Health - % responded to within 5 days		Value		Value		Value	Target	
	2015/16	98.7%	2016/17	97.2%	2017/18	94.3%	100%	

For the most part of 2017/18 the Public Health Team have been missing two thirds of the staff due to various issues.

100% response time may not always be possible to be achieved through variation in number of complaints received each month and lower staffing levels through annual leave, training and sickness makes this more challenging. In 2017/18 100% of complaints were responded to within the target time over 1 month.

The majority of complaints will be possible to complete within the time period of 30 days, however, certain issues can take longer to reach a satisfactory conclusion e.g. a dirty house. In this instance it may take time to try and engage with the person who's property is causing the issue, there may also be several other partner agencies that are involved i.e. housing, social work, meaning joint visits or meetings have to be arranged. The owner/occupier will be given a reasonable amount of time to make improvements clearing refuse or other putrescible items. Ultimately a statutory notice may have to be issued to allow works to be undertaken by the local authority to abate the nuisance, this will typically take well over the 30 day target.

Low Priority Public Health -% completed within 30 days		Value		Value		Value	Target	
	2015/16	96%	2016/17	95.6%	2017/18	91.3%	100%	

There was slight decrease in response rate but the completion rate remains consistently high. The majority of complaints will be possible to complete within the time period of 30 days, however, certain issues can take longer to reach a satisfactory conclusion e.g. a dirty house. In this instance it may take time to try and engage with the person whose property is causing the issue, there may also be several other partner agencies that are involved, such as housing or social work, meaning joint visits or meetings have to be arranged. The owner/occupier will be given a reasonable amount of time to make improvements clearing refuse or other putrescible items. Ultimately a statutory notice may have to be issued to allow works to be undertaken by the local authority to abate the nuisance which will typically take well over the 30 days.

19. Vehicles over 5 years old

Fleet Services - percentage vehicles over 5 years old		Value		Value		Value	Target	
	2015/16	52.8%	2016/17	47%	2017/18	27.4%		

4. Place

01. Sustainable Energy

Emissions Management
Aberdeen City Council is working towards becoming a smarter, more efficient, low carbon city. Progress made on some of the actions set out under Powering Aberdeen - Aberdeen's Sustainable Energy Action Plan since its approval in October 2016 are: • External insulation was completed on 96 properties in a three-story mixed tenure building in Froghall. This would help to improve the thermal comfort in the buildings, reduce heating costs, reduce emissions and improve overall living conditions for the residents. • The Sustainable Food City Partnership Aberdeen (SFCPA) which was inaugurated in March 2017. Aberdeen City Council with voluntary and public health support aim to produce and buy locally in other to reduce the amount of miles a product travels. It is being coordinated by a third sector CFINE. The SFCPA have created and shared 2017-18 Action Plan*; developed* the SFCPA Food Charter with approximately 70 signatures to date and assisting the establishment of Aberdeen Procurement Partnership and Aberdeen Community Café Network. http://sustainablefoodcities.org/findacity/cityinformation/userid/462 • Aberdeen City Council continues to expand the Co-wheels car club, promote and encourage its wider spread use across the city. Currently, there are 40 fleet cars and 3 vans consisting of 25 electric or alternatively fuelled vehicles, 5 hybrid vehicles and 1 Wheelchair accessible vehicle. The car-club membership was 887 in 2017/18 compared to 677 in 2016/17. There was also progress in the electric vehicle charging infrastructure with a further 11 electric vehicle charging points becoming available in Aberdeen in 2017, and 2 further rapid recharging points were installed in 2018. http://www.co-wheels.org.uk/Aberdeen • Aberdeen City Council continues to promote sustainable modes of transportation particularly by foot, bicycle and public transport with new and improved cycle parking installed at Dyce Station in 2018. In addition, the draft Sustainable Urban Mobility Plan (SUMP) is being updated to explore links between the New Harbour and City Centre, investigating options for Collective Travel along the A96 Corridor and developing a Smart Journey Planning App.

02. Sustainable Development

Work done to encourage and support sustainable development
There has been continued progress during 2017/18 with work to encourage and support sustainable development and embed sustainability, in several key areas. ACC submitted a Climate Change Report for the second year of statutory reporting in 2017, outlining progress with reducing emissions and adapting to the impacts of climate change. Stakeholder workshops were held to develop the Aberdeen Adapts, climate adaptation strategy and Granite City Growing, a food growing strategy for the city. Work also continued in the development of a city Trees and Woodland Strategy. Operations started at the Altens East Recycling and Resource Facility improving recycling infrastructure for Aberdeen. Progress continued with several EU projects looking at sustainable travel and the development of blue/ green infrastructure in Aberdeen. Further awards were received in this period including, a number of awards at the 51st annual Beautiful Scotland awards, a win for the Seaton Park Wetland Project in the Herald Society Award 2017 and a Highly Commended Award for the East Tullos Burn Environmental Improvement Project at the UK River Restoration Awards in April 2017. ACC was chosen as a finalist in the 2017 Association for Public Service Excellence (APSE) Awards Best Commercialisation and Entrepreneurship Initiative for the Aberdeen Hydrogen Bus Project; and Best Service Team of the Year in Parks, Grounds and Horticultural Service for the Environmental Services team.Acknowledging local sustainability achievements, the ACC Ecocity Awards received an increased number of submissions in 2017.

03. Planning Applications Processing Time

Average Determination Times of Major Development Planning Applications (weeks)		Value		Value		Value	Target	
	2015/16	24.1	2016/17	46.9	2017/18	23.1	35	

This figure has been skewed significantly by extended determination times inherent in project managing determination of few exceptionally large or complex major developments including applications for an Energy from Waste Plant for the region, New Maternity and Cancer Hospitals at Aberdeen Royal Infirmary, new £333M Aberdeen Exhibition and Conference Centre, Rowett South (an 1700 home mixed use community), Countesswells (a 3000 home mixed use community), Broadford Works (an 890 home mixed use conversion of Scotland's largest complex of Category A Listed buildings) and Cornhill Hospital (323 home development involving demolition/relocation of granite/listed buildings in a conservation area). A further issue has been the difficulty of getting applicants to enter into planning processing agreements which enables effective and timely project management of planning applications. Another causative factor applicable to extended determination times for major applications has been the legal challenge to the Strategic Transport Fund Guidance that meant that previously agreed strategic transport contributions had to be negotiated or renegotiated from scratch eg. Phase 3 Dubford – 115 homes. There has also been an increase in the number of cases considered by the Local Review Body – to which, until now, all Senior Planners have acted as a pool of Planning Advisors. To address this issue, and to improve consistency of advice to the Local Review Body
(LRB), it was decided that, as of April 2017, the role of Planning Advisor to the LRB would filled by a single dedicated Senior Planner.

Average Determination Times of Non Householder Local Planning Applications (weeks)		Value		Value		Value	Target	
	2015/16	14.2	2016/17	12.8	2017/18	10.2	13	

Average Determination Times of Householder Planning Applications (weeks)		Value		Value		Value	Target	
	2015/16	10.8	2016/17	8.9	2017/18	7.3	9.5	

5. Resources

01. Public Access

Percentage of council buildings in which all public areas are suitable for and accessible to disabled people		Value		Value		Value	Target	
	2015/16	81.56%	2016/17	82.01%	2017/18	81.88%		
The decrease in performnce is due to Clinterty Caravan site being assessed as no longer accessible. The 25 buildings that are not accessible are generally inherently difficult to improve so unless they are replaced/closed then they will continue to negatively affect performance. The estate is in a period of transition with rationalisation progressing where possible. This may include both accessible and not accessible buildings being removed from the list. That makes predictions more challenging. Looking ahead across the next 12 months there are buildings that will be coming back into use such as the Art Gallery, which will be accessible. In addition, a project to make Middleton Park Nursery accessible should be completed. Therefor a target of 83% has been set.								

02. Operational Assets Required Maintenance Costs

The required maintenance cost of operational assets per square metre		Value		Value		Value	Target	
	2015/16	£107.48	2016/17	£104.74	2017/18	£96.00	£102.00	

Both the cost per square metre and overall cost reduced. The overall floor area has reduced by about 3500 sqm with some assets closing permanently (Kincorth Swimming Pool) or temporarily (Music Hall). These closures saw the removal of around £1m in required maintenance with investment from the Condition and Suitability Programme making improvements to other properties. However, this has been offset by the deterioration in condition identified during the condition survey programme. The Condition and Suitability Programme will continue to allow for targeted priority capital spend. This will result in improvements to specific assets but assets not included in the programme may decline. The resurvey of assets during the third cycle of the condition survey programme will continue to pick up such decline in condition.

The completion of capital projects such as Orchard Brae and Altens East Office will help improve the figure over the next 12 months. Improvements will continue to be made through the Condition and Suitability Programme. Further decline in assets identified during the current survey programme is difficult to predict. However this is unlikely to offset all the programmed Condition and Suitability work and capital projects. Taking this into account a target of £102 sqm has been set for next year.

03. Carbon Reduction Commitment

Building and Streetlighting Carbon Emissions		Value		Value		Value	Target	
	2015/16	39,996 tonnes	2016/17	34,365 tonnes	2017/18	31,829 tonnes		

The Energy Management Team has annual 2.5% energy reduction target and have worked actively to reduce the energy consumption and carbon emissions from all public buildings and streetlighting. Energy efficiency measures and actions include energy awareness campaigns in schools, boiler controls, heating pipe insulation, lighting replacement to LED, district heating connections, improved building management systems and new LED streetlighting. However in 2017/18 the weather has been extremely colder and wetter for longer during the year and this has caused a significant increase of 8% in gas consumption. This unusually cold weather also resulted in an increase in electricity consumption. On a positive note, the streetlighting electricity consumption has shown a reduction of 7% as part of the ongoing LED streetlighting programme. So overall there is reduction of 2,536 tonnes of carbon emissions. The Energy Team are continuously monitoring energy consumption patterns to identify more energy savings. There are also ongoing energy spend-to-save projects being planned and implemented.

04. Efficiencies Achieved

Council-wide efficiencies as a percentage of revenue budget		Value		Value		Value	Target	
	2015/16	3.85%	2016/17	5.82%	2017/18	4.6%		
Staff/vacancy management savings and service delivery changes featured along with procurement savings and increased income targets. The council continues to have to plan for cost reductions and savings as part of its 5-year business plan, and will strive to meet its funding constraints and efficiency targets in the future.								

05. Accountancy Costs

Cost of overall accountancy function per £1,000 of net expenditure		Value		Value		Value	Target	
	2015/16	£5.95	2016/17	£6.86	2017/18	£6.36	£6.36	
The decrease is due to the reduction in staff numbers in the accountancy function.								

06. Human Resources Costs

Cost of overall human resources function per £1,000 of net expenditure		Value		Value		Value	Target	
	2015/16	£6.15	2016/17	£6.34	2017/18	£5.70		
The main reason for the increase was due to the extra resource requirement in the human resources function to support the organisation through a period of change.								

07. Employee Engagement

Percentage of engaged employees		Value		Value		Value	Target	
	2015/16		2016/17	49%	2017/18	49%		

As a result of last survey a number of actions were taken:
Corporate themes arising from the Employee Opinion Survey (EOS)
o The 4 Heads of Service on the EOS working group conducted road shows at various locations to get staff views on the actions required to address the outcomes of the survey
o The actions rated most highly by staff were implemented – ie an improved induction process and dedicated time for development/ volunteering for staff (35 hour CPD project)

Engagement with the council vision and future direction
o Following council approval of the new Target Operating Model in August 2017 a series of engagement events were held for staff between September and December 2017; these were held at a variety of locations and were designed so that staff could both understand and feed into the future vision and proposed restructure of services – over 4000 staff attended these events; feedback was collated and fed back to staff
o Senior managers took turns delivering these engagement events to raise their visibility
o Following this a series of gallery events were held to illustrate the draft revised structure and to get staff feedback and comments; feedback was collated and any amendments made as a result fed back along with the reasons why any suggested amendments were not made
o A Transformation Zone has also been created to keep staff up to date with progress towards the Target Operating Model

Recognition
o The annual STAR Awards event took place in June 2017 with a record number of attendees

Manager development
o A new module was added to the management development programme entitled 'Being an engaging manager' to ensure managers understand the importance of recognition, trust, visibility and vision for team engagement and productivity

08. Workforce Profile

Percentage of disabled employees		Value		Value		Value	Target
	2015/16	2.8%	2016/17	2.9%	2017/18	2.7%	

Our Strategic Workforce Plan links to the our equalities agenda. This agenda is concerned with meeting the public sector general equality duty and the specific duties under the Equality Act 2010. Over the last year we have continued to work towards meeting its specific duties in relation to employment equality.

One of the specific duties is the publishing of equality outcomes and reporting progress against these. Our employment equality outcome is "ACC a fair employer". There are two actions that sit below this namely "we will maintain a diverse workforce and a culture that is free from unlawful discrimination" and "we will achieve and maintain pay equality within the workforce". Action plans have continued to be progressed over the last year to work towards achieving the outcome, with the protected characteristics of age, disability and gender included as part of this.

Over the past year examples of actions undertaken are:-
Continued work towards gaining the first level of the Carer's accreditation which has comprised undertaking a Council wide survey of carers in the organisation. A leadership and management framework was compiled indicating what is expected of a manager which includes a bullet point 'promotes equality and diversity'. A revised workforce plan was compiled for the next 5 years which included a section on aims in relation to equality and diversity in employment. Put in place a 'Pit Stop' training sessions on equalities issues.

Percentage of full-time female employees		Value		Value		Value	Target
	2015/16	37.7%	2016/17	36.4%	2017/18	34.9%	

Percentage of part-time male employees		Value		Value		Value	Target
	2015/16	3.7%	2016/17	3.8%	2017/18	4.3%	

Percentage of full-time male employees		Value		Value		Value	Target	
	2015/16	28%	2016/17	28.2%	2017/18	26.6%		

Percentage of empoyees under 20 years		Value		Value		Value	Target	
	2015/16	0.5%	2016/17	0.6%	2017/18	0.6%		

Percentage of empoyees aged 20 - 29		Value		Value		Value	Target	
	2015/16	14.4%	2016/17	15.2%	2017/18	15.2%		

Percentage of employees aged 30 - 39		Value		Value		Value	Target	
	2015/16	21.6%	2016/17	22%	2017/18	22.2%		

Percentage of employees aged 40 - 49		Value		Value		Value	Target	
	2015/16	23.6%	2016/17	23.9%	2017/18	24.1%		

Percentage of employees aged 50 - 59		Value		Value		Value	Target	
	2015/16	28%	2016/17	27.8%	2017/18	27.3%		

Percentage of employees aged 60 - 64		Value		Value		Value	Target	
	2015/16	8.4%	2016/17	7.6%	2017/18	7.9%		

Percentage of employees aged over 65		Value		Value		Value	Target	
	2015/16	3.5%	2016/17	2.8%	2017/18	2.7%		

Percentage of part-time female employees		Value		Value		Value	Target	
	2015/16	30.5%	2016/17	31.5%	2017/18	34.2%		

6. Local Government Benchmarking Forum

01. Sickness Absence

The average number of working days per employee lost through sickness absence for teachers		Value		Value		Value	Target	
	2015/16	5.67	2016/17	6.1	2017/18	4.83		

There have been a number of initiatives which have been undertaken by the Council as a result of the information gathered throughout this process. These initiatives have included:

- The use of standardised absence profiles for all employees who have been absent for six or more short term absences in a rolling 12 month period.
- Backpain toolbox talks have been developed in conjunction with the Occupational Health provider with spaces available for 260 employees. These were targeted specifically at employees who have been absent in the last year due to musculoskeletal issues.
- Gastrointestinal absences have also been targeted and employees within Services have been trained in the use of the "glitterbox" which is used to train employees on proper handwashing techniques.

The average number of working days per employee lost through sickness absence for other local government employees		Value		Value		Value	Target	
	2015/16	11.97	2016/17	11.6	2017/18	11.65		

There have been a number of initiatives which have been undertaken by the Council as a result of the information gathered throughout this process. These initiatives have included :- . Development of Musculoskeletal and stress action plans to address two of the main causes of absence in the organisation. Gastrointestinal absences have been targeted and employees within Services have been trained in the use of the "glitterbox" which is used to train employees on proper handwashing techniques Various health wellbeing activities including offering free health checks to employees, discounted rates for on-site massage and Shiatsu sessions, a flu vaccination programme, smoking cessation classes, stress reduction briefings and taster sessions for employees in Yoga and Meta Fit. . Maintain the 'Healthy Working Lives' silver award for health promotion in the workforce. Regular meetings with the Council's occupational health provider on their compliance with the occupational health contract as well as on specific absence cases, to seek continual improvement to the service

02. Equal Opportunities Policy

Percentage of council employees in top 5% of earners that are women		Value		Value		Value	Target	
	2015/16	49.15%	2016/17	48.53%	2017/18	64.66%		
Changes in the workforce over the last year have, in the main, been due to natural wastage and voluntary severance/early retirement. It is still considered that the Council is providing equality of opportunity to both female and male employees. Targets are not set for this particular SPI as they are not appropriate, with equality initiatives considered instead.								

03. Gender Pay Gap

The gender pay gap		Value		Value		Value	Target	
	2015/16	-0.23%	2016/17	0.26%	2017/18	1.66%		
The average hourly pay (excluding overtime) for male employees is £13.83 and is £13.60 for female employees. The current gender pay gap is regarded as modest and will continue to be monitored on an on-going basis.								

04. Council Tax Collection

Cost of collecting council tax per dwelling		Value		Value		Value	Target	
	2015/16	£9.85	2016/17	£8.32	2017/18	£7.92		
Reduced Central Service recharges and Non Staff costs have decreased the net cost of the service. In addition an increased number of properties in the city has reduced the cost per dwelling.								

05. Council Tax Income

Percentage of income due from council tax for the year that was received by the end of the year		Value		Value		Value	Target	
	2015/16	94.55%	2016/17	95.15%	2017/18	94.96%		
Although a review of working practices, procedures and work allocation methods has taken place, the economic downturn in the city has impacted on collection rates. It is hoped improvement will occur in 2018/19 and a target of 95.25% has been set.								

Income due from council tax for the year net reliefs and rebates		Value		Value		Value	Target	
	2015/16	107,531,934	2016/17	106,189,619	2017/18	112,827,839		

06. Payment of Invoices

Percentage of invoices sampled and paid within 30 days		Value		Value		Value	Target	
	2015/16	98.04%	2016/17	97.21%	2017/18	95.96%	98%	
Target Model not in place for Business Support. Reduction in team and requirement for more staff has resulted in lower PI. Overtime in place to get supplier paid and payment terms met.								

07. Asset Management

Percentage of internal floor area of operational accommodation that is in a satisfactory condition.		Value		Value		Value	Target	
	2015/16	94.1%	2016/17	94.3%	2017/18	96%		
The overall floor area has reduced by 2,600 sqm and the number of properties has reduced by seven. The closure of Cordyce and the lease termination at Tarves Road, contributed to the improvement. Both were considered as C-poor and both had large floor areas. Investment in the Beach Ballroom has also seen the condition improve from C-poor to B-satisfactory, which was another significant contribution to the improved figure. The completion of capital projects at the Art Gallery, Lochside Academy, Stoneywood Primary and the Music Hall will help improve the figure over the next 12 months. Improvements will also continue to be made through the condition and suitability programme. Further decline in assets identified during the current survey programme is difficult to predict. however, this is unlikely to be particularly significant. Taking this into account a target of 97% has been set.								

The proportion of operational accommodation that is suitable for its current use.		Value		Value		Value	Target	
	2015/16	75.3%	2016/17	72.8%	2017/18	74.2%	73%	

08. ALEO Sport and Leisure Management

Total number of attendances for indoor pool and dry sports facilities; schools and community education establishments		Value		Value		Value	Target	
	2015/16	2,549,135	2016/17	2,396,458	2017/18	2,494,247	2,511,495	
There is a decrease in performance which reflects a fall-off in attendances at dry sports facilities. The decrease is due to (a) reductions in the use of school and community facilities and (b) a similar percentage drop in visits to Aberdeen Sports Village. The amber variance tolerance has been adjusted to 6% to accommodate for the closure of Hazlehead and Kincorth Swimming Pools in 2016-17.								

Total number of attendances for indoor pool sports and leisure facilities; schools and community education establishments		Value		Value		Value	Target	
	2015/16	727,447	2016/17	727,546	2017/18	767,029	672,712	
Arm's Length External Organisation Managed Centres Across the ALEO managed pool facilities, Northfield, Bridge of Don and Tullos swimming pools all reflected significant increases with Bucksburn and Cults recording smaller rises of under 10% in attendance levels. Of the remaining sites, the Beach Leisure Complex saw a fall in attendances of 10.4% whilst Hazlehead and Kincorth site recorded around 60% fewer visits as a result of the decision to close these venues during the course of the year. Overall, visits to Sport Aberdeen managed venues (incorporating Cults) saw a small year-on-year improvement of 0.7%. Visits to the Aberdeen Aquatics Centre, managed by Aberdeen Sports Village were effectively maintained at 2015-16 levels. Education Pool Facilities Visits to these venues, Aberdeen Grammar, Hazlewood and the two education sites in Dyce generated 41,718 attendances, a 5.8% fall, largely as a result of a fall in the levels of club-based activity at the two academy sites								

Total number of attendances for indoor dry sports and leisure facilities (excluding pools in a combined complex)- sports facilities; schools and community education establishments		Value		Value		Value	Target	
	2015/16	1,821,688	2016/17	1,668,912	2017/18	1,727,218	1,685,601	

Arm's Length External Organisation Managed Centres

Sport Aberdeen managed sites saw varied attendance outcomes although attendances at Aberdeen Sports Village reduced with ticketed activities ('pay and play' use of facilities) comprising the majority of the loss.

Education and Community Centre Dry Sports Facilities

There was a greater decrease in visits to these facilities. It is not presently clear if this represents a substantive change trend in the types of use made of these facilities or if there is transference to non-Council venues which is influencing this outcome.

09. Museum Services

Number of visits to/usages of council funded or part funded museums - person; enquiries; outreach; virtual		Value		Value		Value	Target	
	2015/16	1,094,948	2016/17	1,369,758	2017/18	844,045		

The decrease in performance is due to significant drop in usage of one of our website offers, 'Aberdeenquest', which was designed several years ago to provide a particular resource relating to the school curriculum. Feedback indicates that there is now a greater choice of online educational resources and the 'Aberdeenquest' site has less direct relevance to the curriculum

The number of physical visits to Aberdeen Maritime Museum and the Tolbooth Museum has increased by 5% from 104,407 in 2016/17 to 110,367 in 2017/18, illustrating that the programmes of exhibitions, talks and events continue to be relevant to residents and visitors to the City. Two thousand people have participated in the pre-booked tours and activities offered at Aberdeen Treasure Hub in its first full year of operation.

10. Library Visits

Total number of library visits - person; virtual		Value		Value		Value	Target	
	2015/16	1,429,835	2016/17	1,478,224	2017/18	1,461,623		

Total visitor figures have increased which bucks the national trend of decreasing library visits. Physical visitors remained broadly similar to last year, aided by the increase in opening hours towards the end of 2015-16.

The service has also been successful in continuing to expand its use of digital channels, with an 8% rise in virtual visitors from 538,025 to 581,215. The number of customers interacting with the service via the library catalogue has recovered well following the change of provider in 2015, showing a 30% increase on the previous year. The introduction of free reservations has played a large part in this, with significant increases in online reservations.

Other self-service channels have also shown strong growth - app launches increased as well as the automated 24/7 telephone service.

11. Domestic Noise Complaints Attendance

Domestic noise average attendance time		Value		Value		Value	Target	
	2015/16	2.85	2016/17	2.4	2017/18	2.5		

12. Refuse Collection

Number of premises for refuse collection (combined domestic, commercial, and domestic bulky uplift)		Value		Value		Value	Target	
	2015/16	116,737	2016/17	116,173	2017/18	117,747		

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	6th November 2018
REPORT TITLE	Cluster Risk Registers
REPORT NUMBER	OPE/18/237
DIRECTORS	Andy McDonald and Rob Polkinghorne
CHIEF OFFICERS	Jacqui McKenzie, Andrew Howe, Derek McGowan, Mark Reilly, Graeme Simpson
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	General 7.4

1. PURPOSE OF REPORT

To present Cluster Risk Registers in accordance with the Risk Management Framework and Committee Terms of Reference.

2. RECOMMENDATION(S)

That the Committee note the Cluster Risk Registers presented and the actions identified to control the risks contained therein.

3. BACKGROUND

Committee Roles and Responsibilities

3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.

3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. These are:-

1. Customer Risk Register by Cluster:
    - Customer Experience
    - Digital and Technology

- Early Intervention and Community Empowerment

2. Operations and Protective Services

3. Integrated Children's Services

Risk Registers

3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.

3.4 The previous "Directorate" risk registers have been replaced with "Cluster" Risk Registers. These are set out in appendices A-D and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.

3.5 Chief Officers and Directors have sought to ensure that Cluster Risk Registers meet the following requirements in terms of presentation and content:

1. Reflect the reallocation of responsibilities within the revised organisational structure
2. Include SMART (Specific, Measurable, Assignable, Realistic, Time-measurable) actions to ensure that risk controls are fully effective;
3. Link to organisational outcomes as set out in the LOIP and future refreshed version.

3.6 Over the coming twelve months, further work will be done to:-

- ensure that actions are SMARTer and capable of becoming fully effective within a specified timescale
- identify links between Cluster areas, both in terms of controls and impacts, and
- identify gaps through assurance mapping.

The registers will also aim to demonstrate clear linkages with the Internal Audit Plan to ensure a risk-based approach to the Council's audit programme.

Risk Scoring Process

3.7 In order to apply an assessment rating (score) to a risk, the Council implements a 4x6 risk matrix.

3.8 The 4 scale represents the impact of a risk and the 6 scale represents likelihood of a risk event occurring.

Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6
Likelihood		Almost Impossible	Very Low	Low	Significant	High	Very High

3.9 Risk registers include an assessment of both current and residual risks. Current risk represents the risk if no controls are in place. Residual risk represents the remaining risk if the controls identified are effective.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report. The report deals with risk to the achievement of strategic outcomes and this process serves to identify controls and assurances that finances are being properly managed.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report. Cluster Risk Registers serve to manage many risks with implications for the legal position and statutory responsibilities of the Council.

6. MANAGEMENT OF RISK

6.1 The Committee is provided with assurance from the Cluster Risk Registers presented that there are effective controls identified to manage the risks which would present achievement of strategic outcomes relevant to its terms of reference. There are no risks arising from the recommendations in the report.

7. OUTCOMES

7.1 Each risk on the Cluster Risk Registers is aligned to one or more of the themes within Local Outcome Improvement Plan.

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The completion of Cluster Risk Registers aligned to the interim transitional structure supports the principles of organisational design.
Governance	Reporting to Committees on the Corporate Risk Register and Cluster Risk Registers allows members to scrutinise the system of risk management to help ensure its effectiveness. The registers also provide a tool by which to better manage achievement of our strategic outcomes.
Process Design	In reviewing our risk management processes, there is an opportunity to make sure that the risk to the Council's achievement of the strategic objectives, including those which external organisations and other stakeholders contribute to, is appropriately managed and mitigated.
Technology	It is anticipated that risk registers will be updated using digital methods in the medium term and in the longer term they will become integrated within a wider Assurance Framework.
Partnerships and Alliances	Risks to the delivery of organisational objectives can at times be related to arms-length external organisations. These will be reflected in the appropriate risk register(s). Furthermore, risk is overseen by the Assurance Hub which reports to the Audit, Risk and Scrutiny Committee on a regular basis.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix A Customer Risk Register by Cluster:
- Customer Experience
- Digital and Technology
- Early Intervention and Community Empowerment

Appendix B Operations and Protective Services
Appendix C Integrated Children's Services

11. REPORT AUTHOR CONTACT DETAILS

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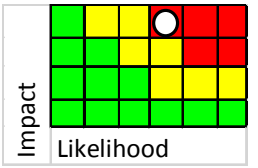
Customer Experience Cluster

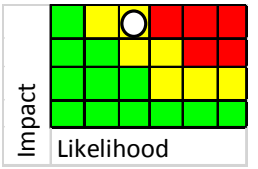
Code	CEXP001	Customer Experience Service Delivery		
Definition	Risk to delivery of key front-line services in the event of failures of systems or processes			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	

Customer Risk Register by Cluster

The Risk Register for the Customer function details the live risks of operational significance. Whilst we acknowledge there are other areas that present a risk to the Council if not managed correctly, these are monitored effectively in business as usual activities therefore not detailed in the function risk register. We actively monitor all operational risks and will appropriately escalate any risk if there is an increase in significance.

Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Cluster	Risk Owner	Risk Manager	LOIP Themes
CEXP001	Customer Experience Service Delivery	16	12	Customer Experience	Jacqui McKenzie	Wayne Connell Allan MacCreadie Lucy McKenzie Marion Philip Bruce Reid	Prosperous People
DT001	Digital and Technology Service Delivery	16	12	Digital & Technology	Andrew Howe	Norman Cook Steve Robertson Chris Sellar	Enabling Technology
DT002	Delivery of CoreHR System	16	12	Digital & Technology	Andrew Howe	Tanya Young	Enabling Technology
EICE001	Universal Credit	16	12	Early Intervention & Community Empowerment	Derek McGowan	Derek McGowan	Prosperous People

- Failure to deliver statutory services - Customers unable to access services - Health, wellbeing and safety of customers impacted - Inability to deliver KPIs/ Service Delivery Targets - Loss of income - Reputational damage	- System failure - Lack of robust control measures, e.g. Business Continuity plans - Not maintaining skillset	Implementation of robust Business Continuity Plans	Partially Effective	 Very Serious Significant
		Ongoing testing of existing Disaster Recovery Contract for Community Alarm Service	Fully Effective	
		Effective Disaster Recovery arrangements in place to ensure full requirements of Community Alarm service is met.	Partially Effective	
		Effective local administration of key systems for which the Customer Experience cluster is responsible for.	Partially Effective	

Risk Owner	Jacqui McKenzie	**Risk Manager**	Wayne Connell Allan MacCreadie Marion Philip	**Residual Risk Assessment**
Latest Note				 Very serious Low

Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Review of existing Business Continuity Plans	20%	January 2019	
Description	Undertake review of existing business continuity plans, ensuring the inclusion of all new business areas aligned to Customer Experience through the implementation of the interim structure.		
Update	Customer Experience Management Team have been tasked with reviewing and updating their existing Business Continuity Plans.		
Assigned To	**Wayne Connell, Allan MacCreadie, Marion Philip**		

Action 2	Progress	Original Due Date	Amended Due Date
Establish Business Continuity Plans for new Service Areas	20%	February 2019	
Description	Develop robust business continuity plan for new service areas (Business Services and Customer Feedback & Development)		
Update	Initial capture of existing business continuity arrangements has been undertaken as part of the analysis of the implementation of Business Services. The next step will be to undertake detailed analysis of existing arrangements, identify gaps and consolidate into a single Business Continuity Plan. An initial draft will be available by the end of December 2018 and a finalised plan by the end of February 2019.		
Assigned To	**Bruce Reid, Lucy McKenzie**		

Action 3	Progress	Original Due Date	Amended Due Date
Regional Communications Centre Disaster Recovery Arrangements	50%	September 2019	
Description	• Comprehensive review of disaster recovery arrangements, to ensure service requirements are fully met. • Ensure continuity of a disaster recovery service.		
Update	The existing contract expires in September 2019. A procurement will therefore be undertaken to ensure continuity of a disaster recovery service.		
Assigned To	**Allan MacCreadie**		

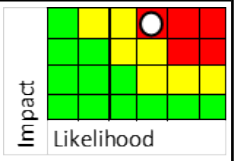
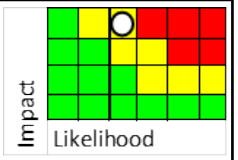
Action 4	Progress	Original Due Date	Amended Due Date
Effective local administration of systems	70-80%	October 2019	

Description	Implement effect local administration of systems 'owned' by the Customer Experience cluster, ensuring maintenance of the required skillset to support / administer ICT applications.
Update	Maintenance and downtime is planned and effectively communicated to ensure impact on service is minimised Effective system administration to maintain the security and access to all systems / applications.
Assigned To	**Wayne Connell**

Assurance Actions

Action 5	**Progress**	**Original Due Date**	**Amended Due Date**
Assess effectiveness of existing and new Business Continuity Plans		October 2019	
Description	Implement an annual test plan to assess the effectiveness of all Business Continuity Plans.		
Update	Existing plans have been updated to incorporate the lessons learned from tests undertaken to date. The next step will be to put in place an updated annual test plan in light of the alignment of new services to the Customer Experience cluster.		
Assigned To	**Wayne Connell, Allan MacCreadie, Lucy McKenzie, Marion Philip, Bruce Reid**		

Digital and Technology Cluster

Code	DT001	Digital & Technology Service Delivery		
Definition	The impact of IT service disruption on the ability of the Council to deliver key services to customers.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• Service disruption • Health, wellbeing and safety of customers impacted • Impact on Council finances • Unintended disclosure of sensitive information • Reputational damage		• Loss of Core Data Network • Loss of Core IT Infrastructure • GCSX termination date not met (March 2019) • Continued use of Windows Server 2008/Windows 7 beyond End of Life (January 2020) • PSN accreditation not awarded • Unsupported software • Move to external cloud-based services	Design and delivery of a resilient Core Data Network — Fully Effective Secure and effective provision of Core IT Infrastructure e.g. Servers/Data Storage — Fully Effective Removal of GCSX Domain — Partially Effective Decommission Operating Systems prior to official “End of Life” date. — Partially Effective Ensure Software applications are continually patched — Partially Effective Achieve PSN accreditation — Partially Effective Cyber Essentials Plus accreditation — Fully Effective Identity management and anomaly detection — Partially Effective	 Very serious Significant
Risk Owner	Andrew Howe		**Risk Manager** Norman Hogg	**Residual Risk Assessment**
Latest Note				 Very serious Low

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Removal of GCSX and introduction of forced TLS and O365 Secure Email		50%	28 March 2019	
Description	In March 2019 the gcsx.gov.uk domain will be removed from service. Aberdeen City Council, at the time of writing this assessment, continues to rely heavily on that domain. Work must be done before that date to remove all use of the domain.			
Update	Risk assessment completed. Prerequisites for TLS almost complete. O365 project ongoing. Project will pick up pace from September.			
Assigned To	**Norman Hogg**			

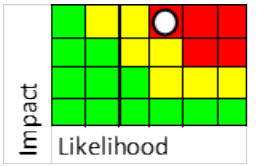
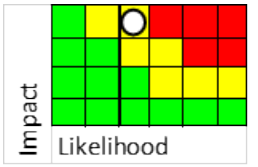
Action 2		Progress	Original Due Date	Amended Due Date
Decommission of Windows Server 2008/Windows 7 from the estate		10%	31 December 2019	
Description	The Windows Server 2008/Windows 7 operating system will become End of Life on January 14th 2020. After this date Microsoft will issue no new patches and over time the council will be at greater risk.			
Update	Risk assessment completed. We have 60 servers to upgrade and a large number of End User Devices to upgrade. Work has started.			
Assigned To	**Steven Robertson, Chris Sellar**			

Action 3		Progress	Original Due Date	Amended Due Date
Achieve PSN accreditation		70%	31 December 2018	
Description	Issues found during the annual ITHC that are deemed significant may prevent Aberdeen City council from achieving PSN compliance. Non-accreditation may cause operational issues for the council in relation to working with some of our critical partners.			
Update	Risk assessment completed. We are currently not accredited but are just about to submit this year's accreditation information.			
Assigned To	**Norman Hogg**			

Action 4	Progress	Original Due Date	Amended Due Date
Ensure Software applications are continually patched	30%	31st October 2019	

Description	There are thousands of software items in use across the council. Over time the suppliers cease support, upgrade versions or issue patches and unless we are aware of the changes and take corrective action it has the possibility to lead to operational issues.
Update	We are continuing to develop and update our software catalogue. We have a robust approval process and checking of any new software. Our Annual IT Health Check vulnerability assessment will indicate the current patching status of software applications - these will be prioritised, and appropriate corrective action taken.
Assigned To	**Norman Hogg**

Action 5	**Progress**	**Original Due Date**	**Amended Due Date**
Move to external cloud-based services	20%	31 July 2019	
Description	As services move out to the Cloud the risks to data increase as we can no longer maintain a security boundary and have reduced visibility into what happens. It is essential that a sound Identity Access Management System (IADM)is put in place combined with role-based access and that anomalous behaviour is identified and investigated.		
Update	Although we have an Identity Management Project ongoing this is not yet implemented which adds risk to any data we store in the cloud. Anomalous behaviour analytics should be built in as part of the IADM solution and O365 solution as it is rolled out.		
Assigned To	**Norman Hogg**		

Code	DT002	Delivery of CoreHR system		
Definition	Inability to deliver the CoreHR system within agreed timescales			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
- Non-payment or incorrect payment of Council employees and other external parties processed by ACC - Potential service disruption - Health, Wellbeing and Safety of Customers - Reputational damage - Impact on People and Organisation services and processes		- Extension to User Acceptance Testing - Required system functionality not available/delivered within timescales - Issues raised during User Acceptance Testing cannot be easily resolved - Delay to parallel run - Issues raised during parallel run cannot be easily resolved	Robust governance arrangements — Partially Effective Business Continuity Plans — Partially Effective Regular communication and review meetings with supplier — Partially Effective Effective and efficient UAT & parallel run process — Partially Effective Effective and efficient management of issues arising from UAT & parallel run — Partially Effective	 Very Serious Significant
Risk Owner	Andrew Howe		**Risk Manager** Tanya Young	**Residual Risk Assessment**
Latest Note				 Very Serious Low

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Efficient and effective User Acceptance Testing		50%	30 November 2018	
Description	UAT Exit Criteria defined to provide a quality gate to assess the Council's readiness to exit UAT. Effective and efficient management of issues arising from UAT.			
Update	UAT extended from original project timescales. Further detailed analysis undertaken to determine workplan to successfully complete UAT.			
Assigned To	**Tanya Young**			

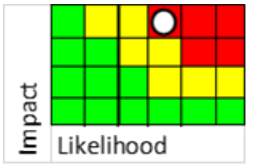
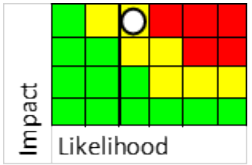
Action 2		Progress	Original Due Date	Amended Due Date
Ensure effective and efficient process for Parallel Run.		20%	28 February 2019	
Description	Parallel Run Exit Criteria defined to provide a quality gate to assess the Council's readiness to exit Parallel Run. Effective and efficient management of issues arising from Parallel Run.			
Update	This cannot start until we run the reconciliation reports following running payroll in both system during Parallel Running.			
Assigned To	**Tanya Young**			

Action 3		Progress	Original Due Date	Amended Due Date
Robust governance arrangements		80%	30 November 2018	
Description	The project requires effective governance and Project Management controls in place to ensure successful delivery.			
Update	A Project Board is in place to take required decisions and provides an escalation point for risks and issues. Highlight Reports are sent to stakeholders each month. The Project Team is formed by representatives from HR, Payroll, Finance & IT and is being led by the lead role within the respective function to ensure quality delivery. Communication and Training activities are coordinated by members of the team with specialist knowledge. Review of governance arrangement following appointment of Chief Officer Organisational Development.			
Assigned To	**Tanya Young**			

Action 4		Progress	Original Due Date	Amended Due Date
Business Continuity in place		20%	28 February 2019	

Description	An extension to the contracts with the legacy system suppliers will be required - currently in place till March 2019 (PSe,OpenOptions and YourHR).
Update	A discussion with legacy system suppliers to be organised to look at option of potential extensions of contracts.
Assigned To	**Tanya Young**

Early Intervention & Community Empowerment Cluster

Code	EICE001	Universal Credit		
Definition	Universal Credit full roll out may reduce tenancy sustainment and increase rent arrears and homeless applications.			
Potential Impact	**Causes**	**Control Effectiveness**		**Current Risk Assessment**
		Control	Control Assessment	
• Increase in rent arrears levels in HRA and Temporary Accommodation • Reputational damage if wrong decisions are made • Customer satisfaction levels decrease • Improvements made in the homeless journey cannot be maintained • Pressure on Council Housing stock • Negative impact on household finances • Negative impact on health and wellbeing of tenants due to financial pressure • LOIP objectives not met • Increase in homelessness presentations • Impact on HRA fund including availability of Capital	• Full roll out of Universal Credit on 31st October 2018 • Time taken for void properties to be turned around • Increase in waiting periods for benefits to be received • Some tenants may elect not to have their benefits paid directly to ACC as landlord	Ongoing work with City partners and DWP to plan for full roll out	Fully Effective	
		Training package for ACC staff including Housing, Housing Support, Revenue and Benefits	Fully Effective	
		Voids Performance Meetings to improve performance.	Partially effective	
		Rent Management Policy refreshed	Partially effective	
				Very Serious
				Significant
Risk Owner	**Derek McGowan**	**Risk Manager**	**Neil Carnegie**	**Residual Risk Assessment**
Latest Note				

			Very serious
			Low

Assurance or Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Ongoing work with City partners and DWP to plan for full roll out	75%	30/10/18	
Description	Long term work as subgroup of Welfare Reform Board, planning actions required to ensure ACC and tenants are prepared for the full roll out on 31/10/18. This has included researching best practice from other authorities and regular meetings with DWP colleagues to ensure we are fully aware of developments. Advice leaflet developed and distributed, copies available at a number of sites across the city.		
Update			
Assigned To	**Angela Kazmierczak, Doug McKenzie**		

Action 2	Progress	Original Due Date	Amended Due Date
Training package for ACC staff including Housing, Housing Support, Revenue and Benefits	75%	30 October 2018	
Description	Training package developed and currently being delivered to staff across ACC. Briefings also delivered to Councillors.		
Update			
Assigned To	**Angela Kazmierczak, Doug McKenzie**		

Action 3	Progress	Original Due Date	Amended Due Date
Schedule of meetings to scrutinise performance and agree actions to reduce number of void properties.	50%	31 March 2019	

Description	Monthly meetings to scrutinise performance in void management. There has been an increase in void properties, due in part to an increase in terminations and delay in the availability of staff to undertake specific property repairs / improvements.
Update	
Assigned To	**Neil Carnegie**

Action 4	**Progress**	**Original Due Date**	**Amended Due Date**
Refresh of rent management policy	80%	31 October 18	
Description	Work has been ongoing on refreshing the rent management policy to ensure where arrears are evident a person centred, sympathetic approach is taken to managing the level, on a case by case.		
Update			
Assigned To	**Neil Carnegie**		

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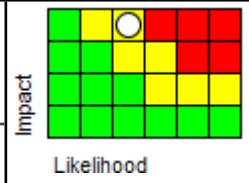
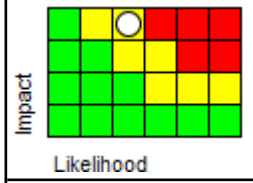
Risk Code	Risk Title	Page Nos	Specific Notes/Actions	Director/ Chief Officer	Risk Owner	Risk Manager
O&PS001	Private sector competition in trade collections	3-4	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS002	Commodities market fluctuations	5-6	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS003	Brexit – Transfrontier shipment of waste	7-8	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker

Aberdeen City Council

Operations and Protective Services

Cluster Risk Register

Code	O&PS001	Private sector competition in trade collections		
Definition	Impact of competitors on successfully competing for collections			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• Reduction in available funding to service • Reduction in number of required operatives/ resources • Loss of skills, acumen and knowledge from the organisation • Reputational damage • Failure to meet legislative requirements		• Poor performance management of staff • Staff apathy or resistance to change • High levels of sickness/absence • Uncompetitive business systems • Poor customer care • Current trend to use national companies in private sector	Fully implement 'Collective' Waste Management system to establish effective customer management system — Fully Effective Undertake review of trade waste services to ensure value for money is obtained — Partially Effective Establish action plan based on review — Partially Effective Develop customer base and customer care — Partially Effective	 Very Serious Low
Risk Owner	Mark Reilly	**Risk Manager**	Pam Walker	**Residual Risk Assessment**
Latest Note	Collective waste management system will be in place by year end			 Very serious Low

Code	O&PS002	Commodities market fluctuations
Definition	Fluctuation in commodities markets impacting on budgets	

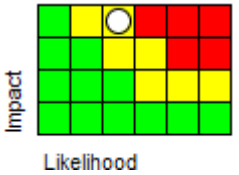
Control Actions

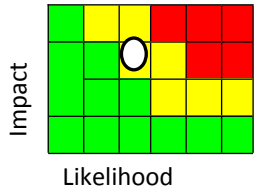
Action 1	Progress	Original Due Date	Amended Due Date
Management system	50%	01/04/2019	
Description	Waste management system being developed and implemented to improve efficiencies and customer satisfaction		
Update	• Fully implement 'Collective' Waste Management system to establish effective customer management system		
Assigned To	Pam Walker		

Action 2	Progress	Original Due Date	Amended Due Date
Review current arrangements	50%	01/04/2019	
Description	Review cost effectiveness of current arrangements		
Update	• Undertake review of trade waste services to ensure value for money is obtained		
Assigned To	Pam Walker		

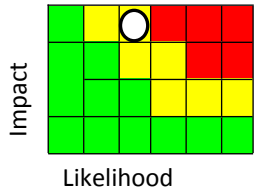
Action 3	Progress	Original Due Date	Amended Due Date
Action plan	25%	01/04/2019	
Description	Develop action plan		
Update	• Implement action plan		
Assigned To	Pam Walker		

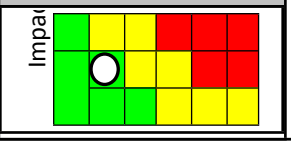
Action 4	Progress	Original Due Date	Amended Due Date
Develop systems	10%	01/04/09	
Description	Develop customer base and customer care in tandem		
Update	• Develop customer base and customer care		
Assigned To	Pam Walker		

Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
• Current market position not identified correctly and suitable arrangements not in place • Reduced performance • Inability to balance budgets • Inability to maintain standards expected • Reputational damage	• Fluctuation of supply and demand • Minimum price levels • Seasonal demands • Transportation costs	Ensure communication of financial implication for Council through budget development process each year	Partially Effective	 Very Serious Low
		Maintain close control of market impacts through best value/market testing activities through the Waste Management Services Contract	Partially Effective	
		Provide accurate monthly outturns to ensure corporate awareness of market fluctuations	Partially Effective	

Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment
Latest Note	Basket of goods reviewed on a very regular basis by Suez and their brokers,			 Serious Low

Code	O&PS003	Brexit – Transfrontier shipment of waste
Definition	End of transfrontier shipment of waste within EU	

Potential Impact	**Causes**	**Control Effectiveness**		**Current Risk Assessment**
		Control	Control Assessment	
• Need to review current position • Reduced performance • Inability to handle current waste levels • Inability to maintain standards expected • Reputational damage	• UK agreement on waste transfer within EU during transition period and beyond • Landfill ban coming into effect 2020 • Seasonal demands • Current market outlets	Monitor progress and, where able, influence policy development to reflect Aberdeen's needs	Partially Effective	 Very serious Very Low
		Ensure organisation is briefed on potential changes as they become apparent and mitigation plans developed accordingly	Partially Effective	

Risk Owner	Mark Reilly	**Risk Manager**	Pam Walker	**Residual Risk Assessment**
Latest Note	Suez have a contractual requirement to dispose of waste and have a business plan to increase suitable outlets			

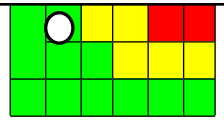
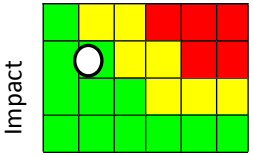
Action 1	**Progress**	**Original Due Date**	**Amended Due Date**
Business intelligence	75%	01/04/2019	
Description	Ensure that latest information is available for decision making		
Update	• Ensure that market impacts are considered within the budgetary process		
Assigned To	Pam Walker		

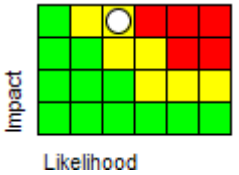
Code	O&PS004	Failure of sea defences
Definition	Failure of sea defences within ACC's remit	

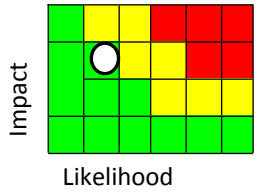
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
• Serious loss of life and property	• Extreme weather	Monitoring coastal defences	Fully Effective	
		Maintenance to sea defence structures	Fully Effective	

Action 1	Progress	Original Due Date	Amended Due Date
Review	10%	01/04/2019	

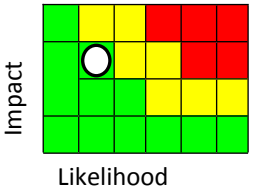
Description	Review arrangements when outcome of agreement is known
Update	• Develop potential action plan on known information
Assigned To	Pam Walker

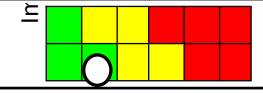
Code	O&PS005	Reduction in partnership/collaboration working			
Definition	Reduction in joint working with internal/external resources and Environmental Services				
• Serious loss of infrastructure • Potential flooding • Reputational damage		• Poor coastal defence design/construction • Poor maintenance			 Likelihood Material Very Low
Risk Owner	Mark Reilly		**Risk Manager**	Doug Ritchie	**Residual Risk Assessment**
Latest Note					 Impact Likelihood Material Very low

Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
• Unable to delivery service delivery at current levels • Loss of goodwill of partners/volunteers • Reputational damage • Reduction in income • Loss of volunteer hours	• Deterioration of working relationships • Inability of partners to continue levels of support • Lack of internal resources to recruit/liaise • Budget cuts impact on matched funding	Continue to develop current working relationships	Fully Effective	 Very Serious Low
		Seek partnership in in all service projects, campaigns and programmes	Partially Effective	

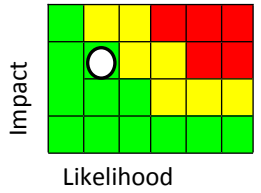
Risk Owner	Mark Reilly	Risk Manager	Steven Shaw	Residual Risk Assessment
Latest Note	Evidence of continued support reflected in enthusiasm of partners/volunteers and awards received from Green Flag, Britain in Bloom, APSE, etc.			 Material Low

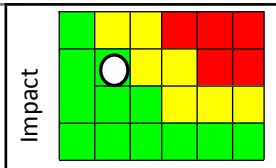
Code	O&PS006	Loss of UKAS accreditation
Definition	The Laboratory losing, temporarily, its external UKAS accreditation following findings raised at either an annual, or unannounced UKAS visit	

Potential Impact	**Causes**	**Control Effectiveness**		**Current Risk Assessment**
		Control	Control Assessment	
• the financial implications of the potential loss of one, or more, local authority clients • the financial implications of the potential loss of private clients • the reputational damage of not providing an accredited service	• failure to comply with essential accreditation requirements • poor performance in external quality assurance proficiency schemes • inadequate staff training	Comprehensive in-house quality system audit programme to cover all aspects of current quality system	Fully Effective	 Material Very Low
		Maintaining an awareness of current accreditation requirements through receiving regular updates from UKAS	Fully Effective	
		UKAS included as a main topic in team meetings and as an objective in PR&D's	Fully Effective	
		Participation in external quality assurance proficiency schemes to monitor laboratory performance	Fully Effective	
		Comprehensive training records maintained for all staff	Fully Effective	

Risk Owner	Mark Reilly	**Risk Manager**	James Darroch	**Residual Risk Assessment**
Latest Note				

Action 1	**Progress**	**Original Due Date**	**Amended Due Date**
Partnership	75%	01/04/2019	
Description	Develop working relationships with external/internal resources		
Update	• Seek partnership in in all service projects, campaigns and programmes		
Assigned To	Steven Shaw		

Code	O&PS007	Loss of operator's licence		
Definition	Effect of services inability to use goods vehicles through loss of operator's licence			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• Inability to carry out functions where goods vehicles are required • Additional potential costs to services • Prosecutions for significant breach of criminal law, which may lead to civil claims • Reputational damage • Customer and service dissatisfaction		• Failure to comply with statutory requirements • Increased on road inspection failures • Poor standard of work and lack of compliance process • Increased MOT failures • Focused attention by statutory body • Poor information from service IT system	Fleet improvement/replacement programme — Fully Effective Thorough compliance process in place and monitored — Partially Effective Working processes review and updated — Fully Effective Thorough investigation process for failures in place — Fully Effective	 Material Very Low
Risk Owner	Mark Reilly		**Risk Manager**	William Whyte	**Residual Risk Assessment**

Latest Note			 Material Very low

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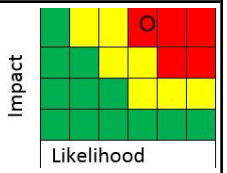
Code	ICFS 001	**Risk that Business Continuity Planning is not managed or tested**		
Definition	Effective and robust business continuity planning and disaster recovery arrangements are essential to safeguard public services and to protect communities. Business continuity plans are required for Critical Functions in respect of: **Internal** 1. Ability to respond to emergencies. 2. Finances of the Council 3. Reputation **External** 4. Human welfare or the environment 5. Statutory obligations			
Potential Impact		**Causes**	**Control Effectiveness**	
			Control	Control Assessment
Internal: • **Resilience** – ability of systems; (Financial, HR, Legal and Commercial and Procurement), disaster recovery and business continuity. • **Capacity and capability** – accountability, recruitment and retention of staff, resources. • **Financial** – budget management, revenue and creditors. • **Reputation** – Confidence and trust which stakeholders have in the organisation, services users. • **Delivery** – frontline service and relationships. • **Legal –** community, environmental and Health and Safety.		• Disaster recovery planning, business continuity planning and testing arrangements are not effectively developed and reviewed.	Business Continuity Policy in place	Fully Effective
			Clear ownership of business continuity plans	Partially Effective
			Quarterly review by SMT	Partially Effective
			Regular Internal audit of BC Planning and Disaster recovery	Partially Effective
			Annual assurance by Audit, Risk and Scrutiny Committee	Partially Effective
			Annual committee oversight of business continuity plans established	Fully Effective
			Regular BCP testing regime	Partially Effective

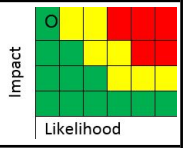


Current Risk Assessment

Very serious

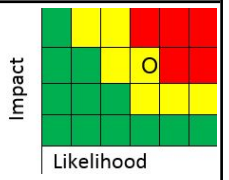
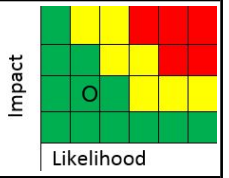
Significant

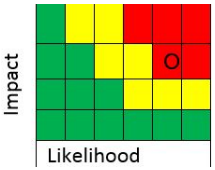
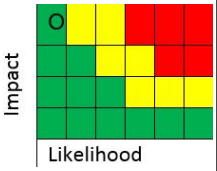
Risk Owner	Graeme Simpson	**Risk Manager**	Eleanor Shepperd/ Anne Donaldson	**Residual Risk Assessment**
Latest Note	A meeting was held with the Emergency Planning Manager (EPM) on 8 August 2018 to discuss the practicalities of testing the plans and training appropriate staff. EPM advised that he would look in to setting up training sessions for staff. Updating of BCPs for all Social Work Children's Services has been done, though some still outstanding, and are being followed up. Those received have been sent to the EPM. All schools' BCPs are about to be reviewed as per the annual schedule.		04 Sep 2018	

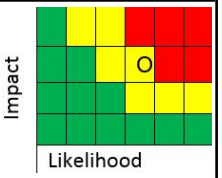
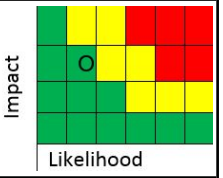


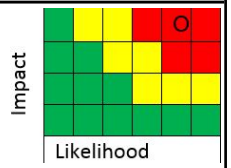
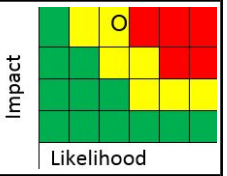
Very serious

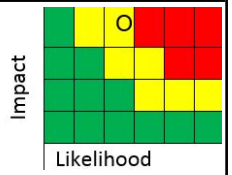
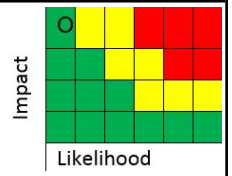
Almost Impossible

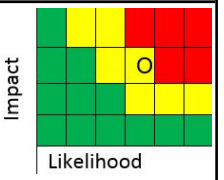
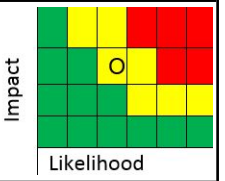
Code	ICFS002	**Risk that performance management arrangements are not robust**		
Definition	Performance management supports an effective compliance culture and change and continual improvement processes.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Effectiveness -** measurement of impacts and outcomes. • **Consistency** - approach to the transformation and improvement agendas. • **Capacity and capability** - accountability, evidencing Best Value delivery and Public Performance Reporting. • **Reputation –** confidence and trust which stakeholders have in the organisation. • **Governance** – assurance and accountability, government agency approval.		• Performance culture is being embedded across ICFS. • Inconsistent use of performance indicators to inform service improvement. • Poor benchmarking activity. • Target-setting inadequate. • Performance metrics being reviewed to demonstrate outcomes.	Review of performance metrics to match changes in service delivery – Partially Effective Robust governance structure at committee level with quarterly reporting – Fully Effective Access to dashboard for relevant staff – Fully Effective Performance reporting reviewed – Fully Effective	 Serious Significant
Risk Owner	Graeme Simpson	**Risk Manager**	Reyna Stewart/Anne Donaldson/Eleanor Shepperd	**Residual Risk Assessment**
Latest Note	The use of performance data is central to the delivery of operational services. Increasingly schools and teams are making effective use of this in tracking the outcomes for individual children and the aggregated performance of services. All CSW teams have a performance dashboard and these feed into a service reporting system. Similarly, within schools a dashboard has been developed for schools containing key and critical information. These tools are allowing for more effective support and challenge to be offered to schools and services. Regular reporting is provided to Committee and external bodies on key performance indicators.		21 September 2018	 Material Very Low

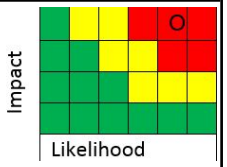
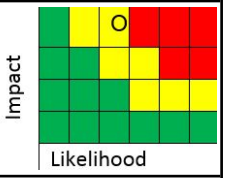
Code	ICfS003	**Risk of non-compliance with health and safety management system**		
Definition	The Council is required by law to safeguard its employees and users and to ensure their wellbeing through effective implementation of the Health and Safety Policy.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **People –** injury/fatality, absence and industrial action. • **Legal and regulatory –** prosecution and policy breaches. • **Financial –** compensation claims, absence levels, enforcement action and cost recovery of regulator time. • **Delivery** – frontline service and relationships. • **Reputation –** confidence and trust in which stakeholders have in the organisation.		• A positive health and safety culture is not yet ingrained across all areas of ICFS. • Inconsistent delivery of training to meet the health and safety needs of staff. • Communication of H&S matters is not co-ordinated. • Non-reporting/recording of incidents and near misses with poor or no investigation resulting in no identification of remedial action to prevent reoccurrence • Compliance with health and safety management system is not consistently monitored. • Lack of clarity of health and safety responsibilities.	Plan, Do, Check, Act approach based on known risk adopted in the Health and Safety Policy — Partially Effective Service Health and Safety Committee structure in place with Trade Union membership — Fully Effective Directorate Health, Safety and Wellbeing Plans prepared — Partially Effective	 Serious High
Risk Owner	Graeme Simpson		**Risk Manager**	Anne Donaldson/Eleanor Shepperd	**Residual Risk Assessment**
Latest Note	The Operations Health and Safety Committee meets on a regular basis and is chaired by the COO and attended by both CO's and relevant Service Manager representation. A data reporting framework is being developed to ensure a consistent understanding of areas of risk are identified and addressed. The next step will be development of an action plan to ensure that all areas are being addressed appropriately. This in turn will be reported on at that Operations Health and Safety Committee.			21 September 2018	 Very serious Almost Impossible

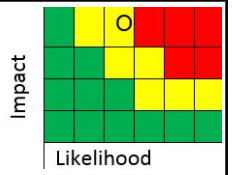
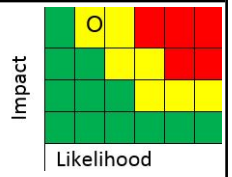
Code	ICFS004	**Risk that legislative and policy changes are not anticipated or planned for**		
Definition	The Council must be aware and plan for changes in legislation and policy and ensure that risks to functions and services are managed and opportunities seized			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **People** – Services to children and their families will fail to deliver on the statutory and policy expectations **Legal/regulatory -** statutory responsibilities, policy and legislation. • **Financial –** government penalties. • **Delivery** – effectiveness of service. • **Reputation –** confidence and trust in which citizens have in the organisation.		• Horizon scanning is not as effective as it needs to be. • Communication shortfalls between Scottish Government and national bodies in the preparation of legislative changes. • Internal planning processes and capacity are challenged. • Difficult to predict the financial implications of new policy/ legislative initiatives	Embedded legislation and policy tracking with consultees consistently providing effective feedback — Fully Effective Management engage both officers and elected members to provide input where required. — Partially Effective Senior management monitor assurances against key corporate risks and direct actions as required. — Partially Effective Understanding of and willingness to embrace opportunities arising from legislation — Partially Effective Membership and attendance at national groups such as Social Work Scotland and ADES — Fully Effective	 Serious Significant
Risk Owner	Graeme Simpson		**Risk Manager** / Anne Donaldson/Eleanor Shepperd	**Residual Risk Assessment**
Latest Note	The service has brought together staff into one team whose remit will include horizon scanning. Senior managers are also well connected to national professional groupings to enable them to be aware of policy and legislative changes.		21 September 2018	 Serious Very Low

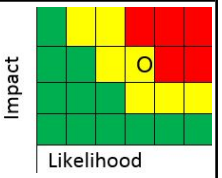
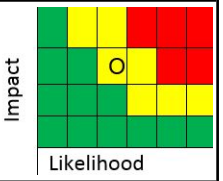
Code	ICFS005	**Risk that service delivery is hindered by staff recruitment and retention issues**		
Definition	The quality of the workforce is key to the delivery of high quality services and to implementing the transformation and improvement agendas. With high staff vacancies the pace of change may be slowed and more pressure put on the staff in post.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Service delivery -** the breadth of the curriculum delivered in schools, particularly affecting the senior phase. Children and Young People do not receive the best educational or life opportunities. • **People** – Services to children and their families fail to deliver on the statutory and policy expectations • **Operations –** overall capacity and capability to deliver. • **Resources –** recruitment and retention (the pace of change in children's Social Work may be reduced due to the number of Social Work vacancies).		• Staffing levels for teachers, Early Years Practitioners and Social Workers do not meet with business need. • Training and development opportunities are reduced due to staff shortages. • Cost of living in Aberdeen is above that of most places in Scotland. • The scale of change has created uncertainty about employment opportunities within the Council. • Morale is also affected by uncertainty around the new Target Operating Model and future employment opportunities with the Council.	Service workforce plans in place — Fully Effective Annual census data is in place for teachers and early years practitioners monitored to ensure that national requirements for pupil teacher ratios are delivered — Fully Effective Annual census data is in place for social work staff to ensure clarity on pressure points. — Fully Effective	 Very serious High
Risk Owner	Graeme Simpson		**Risk Manager** / Eleanor Shepperd/Anne Donaldson	**Residual Risk Assessment**
Latest Note	The recruitment of teachers and social workers across ICFS remains a challenge. Links with local universities remain positive and efforts to attract new staff are productive but demand outstrips supply. Areas of staffing vulnerability are known and contingency plans are in place via the use of supply teachers and agency staff. The use of agency staff has reduced significantly over the past year bringing greater stability to service delivery.		21 September 2018	 Very serious Low

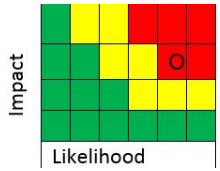
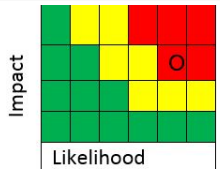
Code	ICFS006	**Risk of poor contract management**		
Definition	An effective and properly maintained contracts register underpins good supplier management and efficient use of resources.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Resources –** sourcing emergency supplies, essential services unsupported, duplication of effort and reduction in pool of suppliers. • **Reputation -** audit outcomes, litigation, confidence and trust in the organisation. • **Financial** – commissioned services are delivery against identified need and represent value for money**.**		• Absence of properly maintained contracts register and expiration dates, and skills level and relationships with suppliers leads to inadequate management of contracts. • Communication with the Corporate Procurement Teams ineffectual. • Understanding of Council or National Policy on contract frameworks not as full as required.	Delegation of powers in standing orders to ensure correct authorisation levels in place – Partially Effective Contracts register for Children's Social Work to be created – Partially Effective Procurement Working Groups established and led by appropriate officers – Fully Effective Contract management procedures – Partially Effective Focus on continuous improvement and cost reduction – Partially Effective	 Very serious Low
Risk Owner	Graeme Simpson	**Risk Manager**	Anne Donaldson/Eleanor Shepperd	**Residual Risk Assessment**
Latest Note	Extensive work has been progressed across Children's Social Work to recommission a number of services. Further work is planned in the coming months to conclude this. An outline of the commissioning needs across education services was presented to SCC in September 2018 and work will be taken forward to ensure all commissioned work is contract compliant.		21 September 2018	 Very serious Almost Impossible

Code	ICFS007	**Growing demographic demands result in service delivery pressures**		
Definition	Services are increasingly delivering to a greater number of looked after and accommodated children and to a greater number of school aged pupils.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Capacity and capability** – overcrowding and operational ability to deliver (600 hours early education and childcare), growing to 1140 hours by 2020. • **Service delivery** - the best service cannot be guaranteed for children and young people; an increase in out of authority placements as provision cannot be delivered internally.		• A significant increase in house building is projected for the city in the coming years. • Immigration into Aberdeen from across the globe has resulted in an increase in the city's population, including children and young people. • Inaccurate projections regarding the increase in pupil rolls across the city and within individual schools, including parental choice for each school. • Failing to invest in increasing the capacity of the ECS estate to meet the educational or care needs of increasing numbers of young people.	Pupil roll projections are conducted annually and monitored against school capacities — Fully Effective Numbers of looked after and accommodated children and young people are recorded and monitored — Fully Effective The ECS Estate Plan reviews the needs of the service to effectively deliver to the citizens of Aberdeen — Partially Effective Service Plans take account of demographic changes and how they will be met — Fully Effective	 Serious Significant
Risk Owner	Graeme Simpson	**Risk Manager**	Eleanor Shepperd/Andrew Jones	**Residual Risk Assessment**
Latest Note	Projections of the pupil rolls across Aberdeen City continue to indicate a growing school roll. A review of the school estate is being undertaken by the Corporate Landlord and this will be presented to committee. In addition, the expansion of ELC has required a review of our estate in order that Aberdeen City can deliver the increased in hours as set out in the legislation.		21 September 2018	 Serious Low

Code	ICFS008	**Risk that financial planning is not robust**		
Definition	The Council faces continuing and increasing pressure to deliver services in an environment of reducing financial resources. Robust financial planning is essential to ensure that high class services are delivered to the citizens of Aberdeen.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Financial –** service costs, budgets; poor management and reduction in available funds. • **Legal/regulatory –** criticism from the Council's External Auditor and Audit Scotland and breach of Financial Regulations. • **Service delivery –**the reduction of expenditure without due consideration of the impact on children and young people.		• Financial pressures faced by the Council have been identified as needing to save £125 million over 5 years. • Overall reduction in the revenue and capital grants to the Council from the Scottish Government. • Contractual cost pressures increasing. Decisions about placing children out with the LA made independently. • Increasing demographics result in additional service obligations. • Changes in legislation and consequential service delivery implications are not effectively planned. • Expectations from the public that service delivery will be maintained at current levels.	Council financial plans are agreed at the budget setting Council meeting each year — Fully Effective Budget monitoring arrangements are in place between Service Managers / Head Teachers and Finance Service colleagues — Fully Effective Budget responsibilities are set out in the Financial Regulations — Fully Effective New scheme of Devolved School Management is to be completed — Partially Effective Children are tracked on an individual basis to ensure planning remains consistent with their needs. — Fully Effective	 Very serious High
Risk Owner	Graeme Simpson		**Risk Manager**	Eleanor Shepperd/Anne Donaldson	**Residual Risk Assessment**
Latest Note	The areas of financial challenge are clearly identified. In the main these relate to children placed out with the authority in fostering and residential care. Many of these statutory decisions are made independent of the local authority. For many of the children in foster care, they have been in these settings for a number of years and stability of care is critical to their long-term outcomes. The service is ensuring that all options are explored prior to placing a child out with the authority and developing its offer to kinship carers to increase the number placed in this care setting.			21 September 2018	 Very serious Very Low

Code	ICFS009	**Risk of major SEEMiS and / or CareFirst systems failure**		
Definition	Secure, well-functioning IT systems are critical to carrying out statutory Education and Children's Social Work functions.			
Potential Impact	**Causes**	**Control Effectiveness**		**Current Risk Assessment**
		Control	Control Assessment	
• **Service delivery**– frontline and essential services impacted. • **Resources, capacity and capability –** information access, child protection, educational attainment and achievement cannot be recorded. • **Legal -** statutory requirements in terms of the Children and Young People Act 2014 not met.	• IT systems suppliers unable to provide adequate support to the Council, and Service practitioners. • Suppliers fail to have effective business continuity and disaster recovery planning arrangements. • Council and Mainframe systems ability to provide sufficient protection of data. • Systems unable to meet the needs of practitioners.	Appropriate staff training in place to ensure effective use of both SEEMIS and Carefirst systems	Partially Effective	
		Update of SEEMIS membership agreement(2015)	Fully Effective	
		Development of GIRFEC module supported by enhanced payment to SEEMIS in 2015/16	Fully Effective	
		Corporate and Curricular ICT provision is being modernised and servers located in new data centre	Fully Effective	
		SEEMIS system now relocated into a new data centre with resilient backup	Fully Effective	
		Wellbeing module now in deployment. Key Staff have been trained by SEEMIS and a programme of in-house training is proceeding	Partially Effective	
		Carefirst well established across children's Social Work	Fully Effective	
				Very serious
				Low
Risk Owner	Graeme Simpson	**Risk Manager**	Anne Donaldson/ Trevor Gillespie.	**Residual Risk Assessment**
Latest Note	A report to SCC was presented in June 2016 confirming agreement to extent the current contract of Carefirst but with the intention to bring back an options appraisal for the future. A project team has been established to progress this and a report will be presented to SCC in early 2019.		21 September 2018	
				Very serious
				Very Low

Code	ICFS011	**Unaccompanied Asylum Seeking Children (UASC)**		
Definition	A large number of UASC are accommodated in two English authorities. Due to legislative barriers it has until 2018 not been possible for UASC to be dispersed. The UK Government is keen for all LA's to support this demand by offering a proportionate number of placements			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Finance** - UK government will provide some funding for each UASC this will not cover the full costs of their care and support • **Resources** - Lack of resources - staff and buildings to effectively plan for the support UASC. • **Service Delivery** - The needs of this group of young people will be unique and there is a lack of experience among staff team of this area of work.		• limited accommodation options that are appropriate for UASC. • UASC will not be eligible to access employment or state funded education/training opportunities. Lack of meaningful day time occupation could lead to isolation/negative associations • Resources to provide for each UASC will not cover all their needs. • The needs of UASC are very different to other groups of young people in terms of legal status and experiences	Multi-Agency planning group meeting to support anticipated arrival — Fully Effective Engagement with other LA's and SG — Fully Effective	 Serious Significant
Risk Owner	Graeme Simpson	**Risk Manager**	Anne Donaldson	**Residual Risk Assessment**
Latest Note	The Scottish Government have amended the legislation which allows for UASC to be dispersed. At present this is on a voluntary basis, although could move to a compulsory basis should demand grow. Current assessment would indicate that ACC is not able to offer placements to UASC. ACC staff have established links with the local faith community to explore support options should this situation change.		21 September 2018	 Serious Low

Code	ICFS012	**Foster Carers being granted employee status**		
Definition	Following a Court judgement in England this called into question the employment status of certain foster carers. At full implications of this judgement as it applies in Scotland is still to be determined.			
Potential Impact		**Causes**	**Control Effectiveness**	**Current Risk Assessment**
			Control / Control Assessment	
• **Finance** - Foster carers to be treated as employees of the council with same entitlement to paid holidays, sick pay etc. • **Resources** – Limited foster carers, impact on children and resources - staff and buildings to effectively plan for the support UASC. • **Service Delivery** - The needs of this children and young people require stability and moving foster care placements to accommodate leave detrimental to their interests.		• limited accommodation options due to supply of foster carers. • Resources to pay foster carers full employment status. • The needs of children require stability and consistency of care.	Staff linked to national bodies – SWS & IFA who are engagement with discussions with SG. — Fully effective Engagement with other LA's and SG — Fully Effective	 Serious High
Risk Owner	Graeme Simpson	**Risk Manager**	**Isabel McDonnell**	**Residual Risk Assessment**
Latest Note	The implications for foster carers in Scotland is being considered. At this stage it is not felt that it will apply to all carers but only to those whom Councils ask for one carer to be at home all the time to meet the needs of the child. At present Aberdeen City Council only has a small number of these carers.		21 September 2018	 Serious High

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery
DATE	03/10/2018
REPORT TITLE	Caroline Phillips Plaque
REPORT NUMBER	PLA/18/226
DIRECTOR	Angela Scott
CHIEF OFFICER	Richard Sweetman
REPORT AUTHOR	Jenny Pape
TERMS OF REFERENCE	3. approve improvements to operational delivery where officers do not have the power to do so

1. PURPOSE OF REPORT

To seek approval for the erection of a plaque to Caroline Phillips, local suffragette and journalist at 41 ½ Union Street.

2. RECOMMENDATION(S)

That the Committee:-

2.1 Approves the erection of a plaque to Caroline Phillips (1874-1956), local suffragette and journalist at 41 ½ Union Street.

3. BACKGROUND

3.1 Aberdeen Women's Alliance have proposed to erect a plaque to Caroline Phillips, a local suffragette and journalist. The proposal meets all requirements set out in the Guidelines for the Nomination on Commemorative plaques (see Appendix 1.1). Ms Phillips worked for the Aberdeen Daily Journal from 1900 as a journalist, and she worked as the Honorary Secretary for the Women's Social and Political Union from 1907 to 1909 during which time she corresponded with key figures in the Suffrage movement such as the Pankhursts. See Appendix 1.2 for a full account of Caroline Phillips' life.

3.2 The inclusion of a plaque to a local suffragette in the plaques scheme is especially relevant now as this year marks the centenary of the Representation of the People Act 1918. The Act gave the vote to women over the age of 30 who met certain requirements.

3.3 Planning and the building owner have approved this location for the plaque.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report. All financial costs shall be covered by the nominating body as outlined in the Plaques Guidance (see Appendix 1.1).

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report. The building owners and Planning have been consulted about the location of the proposed plaque as outlined in the Plaques Guidance (see Appendix 1.1).

6. MANAGEMENT OF RISK

	Risk	**Low (L), Medium (M), High (H)**	**Mitigation**
Financial	N/A	N/A	N/A
Legal	N/A	N/A	N/A
Employee	N/A	N/A	N/A
Customer	N/A	N/A	N/A
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	Risk of not acknowledging the anniversary of the Representation of the People Act appropriately	L	The erection of the plaque would provide suitable acknowledgment of an active local supporter of the suffrage movement

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The plaque may attract local visitors or tourists, who then may visit other businesses in Union Street.

Prosperous People	The plaque may inspire those who see it in place to take pride in their local heritage. May also inspire more women to take an interest in political causes in the city.

Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	The Council has been working in partnership with the Aberdeen Women's Alliance to erect a series of plaques relating to notable local women. This is the final plaque in this series.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not Required
Data Protection Impact Assessment	Not required as all personal information recorded on the plaque is already in the public domain.
Duty of Due Regard / Fairer Scotland Duty	Not Applicable

9. BACKGROUND PAPERS

Plaque Application for Caroline Phillips from the Aberdeen Women's Alliance

10. APPENDICES (if applicable)

Appendix 1.1- Details of requirements of the Plaques Scheme
Appendix 1.2- Details of the Nominee (Caroline Phillips) and reasons for application

11. REPORT AUTHOR CONTACT DETAILS

Name: Jenny Pape
Title: Curator
Email Address: JePape@aberdeecity.gov.uk
Tel: 01224 337718

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1.1

Guidelines for the Nomination for Commemorative Plaques

- That the nominated person is worthy of commemoration, that they are of national or international standing or of such outstanding local importance as to deserve a plaque. They should be regarded either within their profession as eminent or be recognisable to the well-informed passer by.
- That the nomination is vetted by the History Curatorial team and subject to final approval by the appropriate council committee.
- That the person or group who have made the nomination make available finance necessary to see the plaque created, shipped and installed (approximately £350). A letter of financial commitment will be required. Finance must be raised independently: unfortunately Aberdeen City Council officers will not be able to become involved in the fund raising process.
- That the person in question is dead and where appropriate any living relative has granted their consent to the erection of the plaque.
- That an appropriate location for the plaque has been found. Appropriate means that either the person lived within the building upon which the plaque will be fixed or they worked there for a significant period and that the location of the plaque is such that members of the public will normally be able to view it from a public road or street without needing to enter upon private property. It will be necessary to have permission from those either resident within that building or those who work there. Consent will also be required from those who own the building.
- That the plaque will conform to the normal dimensions of other commemorative plaques within Aberdeen City. That is to say that they are cast aluminium, round, 20 inches in diameter and with white raised lettering on a fawn background.
- That no notice of sponsorship will occur on the plaque. However notice of sponsorship will occur on the plaques information on the City Council's Corporate Website and in any forthcoming versions of the plaque leaflet. Aberdeen City Council will retain ownership of the plaque.
- That the wording on the plaque should be in normal English, with exceptions where a piece of fiction or such like is being indicated.

The form below should be completed in full and applications should be sent to

Plaques@aberdeencity.gov.uk

1.2 Nominee Details	
Full Name:	Caroline Agnes Phillips
Date of Birth:	13 12 1874
Date of Death *:* *(all nominees must be deceased)*	13 01 1956
Occupation:	Journalist
Brief Biography of the nominee:	Caroline Phillips is mentioned on Stop Nine of the Aberdeen Women's Heritage Trail. Caroline Agnes Isabella Phillips was born on 13 December 1870 at the Free Church School house in Kintore, Aberdeenshire. She was the elder of two children of James and Jane Phillips. Both parents taught in the same school; her father was the headmaster and her mother was a part-time sewing teacher. Her mother's maiden name was Watt and the family believed that they were distant cousins of James Watt, inventor of the steam engine. Caroline's younger brother, James William Phillips, was born at Kintore 18 September 1872. In 1874, the family moved to Aberdeen, where her father taught at St Paul Street School. However her father's health was poor and he was moved to a smaller school in Rosemount. Both Caroline and her brother James became journalists. Caroline worked for the *Aberdeen Daily Journal* from 1900 on. Phillips first involvement in public life came in 1904 when she served on the committee of "Fresh Air Fortnight" a charity which sent children from Aberdeen's slums for a fortnight of fresh air and wholesome food in the countryside. Thereafter she became interested in women's rights. She joined the Women's Social and Political Union (WSPU) and was honorary secretary of the Aberdeen branch 41 ½ Union Street Aberdeen from 1907 to 1909. Her correspondence (including correspondence with the Pankhursts) is archived in Aberdeen Art Gallery, in the Watt collection. The editor of the *Aberdeen Journal* initially allowed her to use the *Journal's* address as her correspondence address, but later complained that she was too closely associated with women's suffrage.

	In 1907, Caroline organised a train to take suffragettes from Aberdeen to Edinburgh to take part in a suffrage demonstration. This was preceded by a meeting in Aberdeen attended by many of the most prominent suffragettes – Christabel Pankhurst, Mrs Despard, Mrs Pethick Lawrence, Mrs Billington Greig and Helen Fraser, who were accompanied on the platform by Caroline Phillips. Although Caroline was not opposed to violent protest, her own actions were peaceful. She would walk round golf courses at dawn, replacing each flag with a "Votes for Women" flag. Many suffragettes hid during the night of the 1911 census, stating that they would not participate until they had the vote. Caroline may have tried to hide because she is included in the household of the Rev Alexander Webster, a known supporter of women's suffrage, listed as his "adopted daughter." Her mother was still alive at the time. In 1912 Caroline inherited the Station Hotel, Banchory, from an aunt. She gave up journalism and left Aberdeen in order to run the hotel. When she retired she moved back to her home village of Kintore. Caroline Phillips is buried in the Watt family plot in Kintore kirkyard. The main part of the gravestone had already been filled with her grandparents details, and her inscription "Caroline Agnes Isabella Phillips, journalist, died 13 January 1956, aged 85" is on the base.
Reasons for nomination *The following requirements should be met:* i) *That the nominated person is worthy of commemoration* *ii) That they are of national or international standing or of such outstanding local importance as to deserve a plaque.* *iii) They should be regarded either within their profession as eminent or be recognisable to the well-informed passer by.*	Caroline Phillips was the leader of the Aberdeen suffragettes from 1907-09 and her correspondence with WSPU leaders offers a unique insight into the suffrage campaign. There is no other plaque in Aberdeen to represent the Suffragettes. We hope to get this plaque erected by November 2018 to celebrate the Centenary some women first achieving the vote and the week of our Rise Up Women! Women and Politics and Leadership - Past, Present and Future.

Please provide any additional reference materials regarding this nominee:	• British Library Newspaper - Aberdeen Journal 24/121912 – retirement presentation • Aberdeen Suffragette and Journalist published by Sarah Pedersen ISBN 9781907349140 • Aberdeen Journal 2/10/1907 – meeting in Aberdeen • Aberdeen Journal 18/02/1904 – committee of Fresh Air Fund • Books – A Guid Cause Leah Leneman Aberdeen University Press 1991 • Aberdeen Art Gallery holds a unique collection of correspondence that belonged to Caroline Phillips, which gives us accounts of the work she did as honorary secretary of the Aberdeen branch of the Women's Social and Political Union (WSPU). Some of these letters have the Union Street address on them. The Women's Suffrage Movement: A Reference Guide 1866 – 1928, Elizabeth Crawford
Proposed location of the plaque:	41 ½ Union Street Aberdeen
Reasons for this location:	Place where she worked as honorary secretary of the Aberdeen branch of the Women's Social and Political Union (WSPU)
	Note: These permissions for this plaque for Caroline Phillips had previously been granted to be erected in View Terrace where she used to live but unfortunately we couldn't get permissions from all of the residents in the flats.

Your Details	
Title:	
Name:	

Address:	
Telephone Number:	
E-Mail Address:	
Organisation (if representing one):	
Position in that organisation:	
Has consent been sought from any living relatives of the nominee?	
If yes please provide evidence attached to your application, if no please seek approval prior to submitting this form.	
What is your interest in the nominee?	Caroline Phillips was a Journalist and Suffragette who actively campaigned for women to get the vote. Her job as a female journalist was unusual at the time as there were so few women journalists. At the risk of her losing her job she actively campaigned for the vote for women and corresponded with the Mrs Pankhurst and her daughters. A collection of letters were donated to Aberdeen Art Gallery by her family given us the rare opportunity and insight of this historic period. She lived and worked in Aberdeen and there are no other plaques in Aberdeen, which represent the suffragettes.
Funding for plaques must come from an individual or group/ organisation. Has funding been secured for this proposed plaque?	
Yes	
If yes please provide evidence attached to your application, if no please secure funding prior to submitting this form. ACC's Creative Funding stream for the erection of plaques for women of achievement who have made a contribution to the city was awarded to AWA for this project	

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ABERDEEN CITY COUNCIL

COMMITTEE	Committee 1 - Operational Delivery Committee 2 - Audit, Risk and Scrutiny
DATE	Committee 1 - Operational Delivery – 6 November 2018 Committee 2 - Audit, Risk and Scrutiny – 4 December 2018
REPORT TITLE	Fleet and Transport MOT Issues
REPORT NUMBER	OPE/18/236
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Mark Reilly
TERMS OF REFERENCE	Terms of Ref Committee 1 – Purpose 1; Remit 1 & 4 Terms of Ref Committee 2 – Purpose 1; Remit 6.2

1. PURPOSE OF REPORT

1.1 To report the findings of the Corporate Investigation Team regarding the information that had been received that there were several Council vehicles that had been used without having an MOT certificate.

1.2 At Audit, Risk and Scrutiny Committee on 8 May 2018, the Chief Operating Officer was instructed to report back to Audit Risk and Scrutiny Committee within two committee cycles, following the completion of the investigation and following consideration of the matter being concluded by the Operational Delivery Committee.

2. RECOMMENDATION(S)

That the Committee:

2.1 Note the findings and recommendations of the internal Corporate Investigation into the use of Council vehicles without an MOT certificate.

3. BACKGROUND

3.1 Introduction and background

3.1.1 A Corporate Investigation was commissioned by the Council's Chief Operating Officer following information that had been received that there were several Council vehicles that had been used without having an MOT certificate.

3.1.2 Council vehicles are maintained by Fleet Services based at Kittybrewster. This service is now part of the Operations function.

3.1.3 The Council has approximately 483 vehicles within its fleet and will hire additional vehicles as and when required. Fleet vehicles are not active every day as they may be off the road for servicing, repairs or may not be required on a particular day.

3.1.4 On 4 April 2018 a media enquiry was received alleging that six vehicles had been operated with no MOT.

3.1.5 A preliminary report was presented to Audit, Risk and Scrutiny Committee on 8 May 2018 (OPE/18/024).

3.2. Summary of findings

3.2.1 The investigation was completed late September 2018.

3.2.2. The investigation found that four of the vehicles reported by the media were ACC vehicles and two were on hire. Four of the vehicles did not have an MOT.

3.2.3 During the investigation a further three vehicles were identified as not having a valid MOT.

3.3 MOT and the Law

3.3.1 MOTs are administered by the Driver and Vehicle Licensing Agency (DVLA) and all vehicles in the United Kingdom must:

- *Be registered with DVLA*
- *Have an up to date vehicle tax*
- *Have a current MOT Certificate (if the vehicle needs one)*
- *Be roadworthy*

- *Have a minimum of third party insurance*

3.3.2 An MOT is designed to ensure the vehicle being tested meets road safety and environmental standards and must be obtained by either:

- *The third anniversary of its registration*
- *The anniversary of its last MOT, if it is over 3 years old.*

The following vehicles require an MOT 1 year after they have been registered.

- *Private passenger vehicles with 9-12 passenger seats*
- *Private passenger vehicles with 13-16 passenger seats*
- *Private passenger vehicles over 16 seats*
- *Play buses*

3.3.3. The Road Traffic Act 1988 section 47 (1) states

"A person who uses on a road at any time, or causes or permits to be so used, a motor vehicle to which this section applies, and as respects which no test certificate has been issued within the appropriate period before that time, is guilty of an offence.
In this section and section 48 of this Act, the "appropriate period" means a period of twelve months or such shorter period as may be prescribed."

3.3.4 The highway code states the maximum penalty for driving without an MOT is £1000.

3.4. Fleet Services

3.4.1 Fleet Services have overall responsibility for the Council's operator's licence and for ensuring that the Council meets the requirements of the licence and relevant legislation. The service is also responsible for ensuring non-operator licenced vehicles meet the necessary standards and comply with road traffic legislation. Failure to meet these responsibilities puts the council's operator's licence at risk.

3.4.2 There are issues with the current Fleet Management System, which was purchased in 2009. Additional systems are being used to schedule routine works, including MOTs. In April 2018 the service started to use the DVLA on-line reminder system for MOTs. These processes have now been reviewed and work has commenced to deliver a replacement robust digital system of work.

3.4.3 The Council's Insurance Officer has advised that if a Council vehicle was being used on the public highway without an MOT it would still have been insured under the Council's motor vehicle policy.

The Fleet and Transport MOT issues have not directly increased the Council's premiums.

3.5 Conclusion of the Management Investigation

3.5.1 There have been issues with the fleet's ICT system and the systems have been reviewed and work has commenced to deliver a replacement.

3.5.2 Management have stated they have three systems in place to manage MOT schedules; Tranman, T-card and the diary function on Outlook. In April 2018 they also started to use the DVLA Fleet portal to track MOTs.

3. 6 Recommendations from the Management Investigation included:

3.6.1 A fully accurate and reliable MOT and road taxing system be put in place.

3.6.2 Place a sticker in each vehicle and within the vehicle defect log book to advise the driver(s) of key dates i.e. regular service, 8-week safety check (if applicable) and MOT. When the administration staff print the job card and pass it to the workshop they can also arrange to print the sticker.

3.6.3 Enquire whether the workshop job card can, by default, have the next MOT or service date printed on it so if the vehicle is in the workshop for an unrelated matter this information is readily available to the mechanic.

3.6.4 Fleet management to ensure all staff are aware of, and have access to, the Council's Whistleblowing Policy.

3.6.5 Fleet management to ensure that all communication from third parties such as hire companies come via fleet services and not to individual officers in services who manage vehicles. This will ensure fleet services are able to maintain complete records of all issues.

3.6.6 Where discrepancies in mileage are found without a corresponding log sheet these are brought to the attention of the Fleet Compliance Manager for investigation.

3.6.7 The vehicle safety check to be altered to ensure the vehicle has a valid MOT certificate.

3.7 Service Actions to address Recommendations (above) from the Management Investigation

3.7.1 In April 2018 Fleet began to use the DVLA Web site (View vehicle records) to check MOT and Road Tax expiry dates and renew Road Tax Licences. It is

intended that a more robust system will be developed with the introduction of the new Fleet Management system.

3.7.2 In September 2018 Fleet completed the issue of information packs to all services. These packs included copies of MOT, Road Tax and Insurance documents. When information needs to be updated an up to date copy will be sent to the service to replace the previous copy document. The packs are held within the vehicle and the driver will be responsible to check that the documents are present as part of his daily checks. The daily check sheets are being currently updated to include this check. Some services have started placing "Service / MOT" date stickers on windscreens and Fleet has decided to include this information as part of the Vehicle First Use Check Book. This book is being revised now and when finalised it will be held in every vehicle and viewed by the driver when "first use checks" are completed prior to the vehicle being used.

3.7.3 Fleet Services are currently looking to print on the workshop job card the next MOT expiry date, so the information is readily available to the mechanic. It is intended that this facility will be available with the replacement Fleet Management system.

3.7.4 Details of the Council's whistleblowing policy have been placed on the staff notice boards. The policy is referred to on the information screen in Fleet's canteen. It is intended to inform the staff of the policy at the next toolbox talks which will be in November 2018.

3.7.5 In October 2018 a control system for vehicle hires was put in place to ensure that all communication from third parties such as hire companies come via fleet services and not to individual officers in services who manage vehicles.

3.7.6. Fleet services are investigating the feasibility of developing a system to manage and check mileage through the introduction of the new Fleet Management system.

3.7.7. The vehicle safety check will be altered to ensure the vehicle has a valid MOT certificate will be developed with the introduction of Electronic Safety Checks as part of the new Fleet Management system. In the meantime, Fleet Services are currently looking to print on the workshop job card the next MOT expiry date, so the information is readily available to the mechanic. (See 3.7.3 above).

4. FINANCIAL IMPLICATIONS

4.1 The Council may potentially be subject to fines.

5. LEGAL IMPLICATIONS

5.1 Non-compliance with road traffic legislation regarding MOTs may result in fixed penalty fines and put the Council's "Operator's" licence at risk.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Risk of fine	M	Ensure systems are in place to prevent Council vehicles being on the road without a valid MOT certificate.
Legal	Fines for non-compliance with Road Traffic legislation and loss of operator's licence.	M	Ensure systems are in place to prevent Council vehicles being on the road without a valid MOT certificate.
Employee	Issue to individual employees of fixed penalty notices for non-compliance	L	Ensure systems are in place to prevent Council vehicles being on the road without a valid MOT certificate.
Customer	None	L	N/A
Environment	None	L	N/A
Technology	No significant related technology risks arising from this report.	L	N/A
Reputational	Reputational risks	L	Internal & external assurance and review processes.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	This report does not link to this theme directly.
Prosperous People	This report does not link to this theme directly.
Prosperous Place	This report does not link to this theme directly.
Enabling Technology	This report does not link to this theme directly.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	This report does not link to this theme directly.
Organisational Design	This report does not link to this theme directly.
Governance	Reporting to this Committee on the Council's use of its Management Investigation procedures regarding compliance with relevant legislation and the conditions of its "vehicle operating licence" gives Committee assurances that appropriate action is being taken where non-compliance has been identified.
Workforce	This report does not link to this theme directly.
Process Design	This report does not link to this theme directly.
Technology	This report does not link to this theme directly.
Partnerships and Alliances	This report does not link to this theme directly.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	06 November 2018
REPORT TITLE	Community Learning & Development Strategic Plan
REPORT NUMBER	CUS/18/212
DIRECTOR	Andy McDonald
CHIEF OFFICER	Derek McGowan
REPORT AUTHOR	Linda Clark
TERMS OF REFERENCE	Purpose 1

1. PURPOSE OF REPORT

1.1 The report brings to the attention of the committee the requirements placed on Local Authorities by the Scottish Statutory instrument: "The Requirements of Community Learning and Development (Scotland) Regulations 2013. Regulation 4 places a duty on every Local Authority to produce a plan that will cover a three-year period from 1st September 2015 and to publish further plans every three years. The attached plan is the second CLD plan covering the period 2018 – 2021.

2. RECOMMENDATION(S)

2.1 To approve the Community Learning and Development Strategic Plan 2018-2021 and the process required to enable its implementation in line with The Scottish Statutory Instrument, Requirements for Community Learning and Development (Scotland) Regulations 2013 **- See Appendix 1.**

3. BACKGROUND

3.1 The Scottish Government Strategic Guidance for Community Planning Partnerships, Community Learning and Development, places a number of obligations on Community Planning Partnerships and Local Authorities in respect of Community Learning and Development (CLD).

3.1.1 The responsibility for meeting the requirements of the CLD Regulations rests with the Local authority as a whole. In line with the Education (Scotland) Act 1980, the CLD Regulations refer to the "Education Authority" but staff who have a role in securing the provision of CLD may be located in a number of different settings within the Local Authority. Within Aberdeen City Council the majority of the CLD Services (Community Development/Youth Work/Adult Learning) now sits within the Customer function/Early Intervention/Community Empowerment Cluster. The Family Learning team remain within Children and Education Services

3.1.2 The Governments National Performance Framework sets out the strategic objective for all public services including those delivering CLD. Within this the focus of CLD should be:

- Improved life chances for people of all ages through learning, personal development and active citizenship
- Stronger, more resilient, supportive, influential and inclusive communities.

3.1.3 Local authorities cannot meet the requirements of the CLD Regulation without engaging with other partners, learners and community groups and organisations. Such engagement should be carried out in accordance with CLD values and principles.

3.1.4 Local authorities should also consider how the process which they put in place to secure the provision of CLD contributes to the Community Planning process.

3.1.5 In order to meet the requirements associated with the three-year strategic Community Learning and Development Plan, a lead person or persons with an appropriate level of seniority should be identified. This will enable the plan to be initiated and for its progress to be tracked. For Aberdeen city council this is Derek McGowan, Chief Officer, Early Intervention/ Community Empowerment.

3.2 The Scottish Statutory Instrument "Requirements for Community Learning and Development (Scotland) Regulations 2013" is intended to support the achievement of national policy goals for CLD ensuring:

- communities, but particularly those who are disadvantaged, have access to the CLD support they need.
- communities are enabled to express their needs for CLD provision
- Community Planning Partnerships (CPP), local authorities and providers of public services more generally, respond appropriately to the expectations set by the CLD Guidance.

3.3 The CLD Strategic Plan must include four elements:

- how the education authority will co- ordinate its CLD provision with other providers in the area
- what the education authority will be doing to provide CLD over the period of the plan
- what other CLD providers will be doing within the area over the period of the plan and
- a statement of CLD needs which will not be met within the period of the plan.

4 Development of Aberdeen's CLD plan 2018-21

4.1 To enable the production of the second three-year plan (2018-2021), several consultations/actions have been initiated by the local authority. These have included:

- A city-wide consultation event for partners – Nov 2017 -Jan 2018
- Partnership Forum priorities
- City-wide young people's survey
- City-wide survey using the Place Standard Tool
- An online survey in respect of CLD workforce CPD requirements
- Community based consultation events
- Local Authority consultation events
- The interim review of the Strategic CLD plan 2015-2018
- Draft plan to partners in October

4.2 From the consultations initiated, two over- arching strategic objectives for the plan are

- **Improved life chances for people of all ages through learning, personal development and active citizenship**
- **Stronger, more resilient, supportive, influential and inclusive communities**

4.3 Appendix 1 in the 2018-2021 Plan also shows the legislation, policies, research and guidance that were taken into account when writing the plan.

4.4 Partners requested that work was done to align the CLD plans with the LOIP and Localities plans to aid in their understanding and implementation. Accordingly, the plan uses driver diagrams to outline its outcomes and aims as is the case in the other CPP plans.

Further to this, Appendix 2 in the plan shows the CLD links to local and national outcomes (Golden thread).

5 FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

6.1 The Scottish Statutory Instrument places legislative requirements on Aberdeen City Council as the Educational Authority.to consult on and publish plans every 3 years containing specified information on the provision of CLD by both Local Authority and its partners. Said Statutory Instrument required the first plan be in place no later than 1st September 2015 with subsequent plans published at three yearly intervals from the initial date of publication.

7. MANAGEMENT OF RISK

	Risk	**Low (L), Medium (M), High (H)**	**Mitigation**
Financial	None		
Legal	Should the plan not be approved Aberdeen City Council will not be able to fulfil its obligations in relation to The Requirements for Community Learning and Development (Scotland) Regulations 2013	L	The draft CLD plan has been consulted with internal and external partners including the Partnership Forums. Their views and feedback have been incorporated within the plan.
Employee	None		
Customer	Failure to implement the plan will directly impact on the quality of provision customers will receive. This includes adult learning, family learning, work with young people, work with people in recovery of Mental Health, community development, work with volunteers who run community centres	L	
Environment	None		
Technology	None		

Reputational	Failure to have a plan approved by September 2018	H	A draft plan will be submitted to November committee and available to Scottish Government pending formal approval.

8. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy ***Inclusive Economic growth*** - ***We will significantly improve our city through regeneration of our communities and ensuring a vibrant economy*** - ***We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity***	*Primary drivers in the CLD plan include* - *increase adult learning opportunities designed to support employability and* - *Increase the number of positive destinations for young people, providing tailor made work experience placements for pupils to increase readiness for the world of work*
Prosperous People - ***Children have the best start in life*** - **Children are safe and responsible** - **Children are respected, included and achieving**	*The plan intends to deliver work that* - *Increases use of joint resources to deliver targeted interventions, Marg (Groups to support young people at risk) understand and utilise relevant partners to most effectively maximise the impact of interventions* - *Increase the number of young people reporting they are confident, resilient and optimistic for the future through increased wider achievement for young people and increasing the number of positive destinations for young people* - *Increase parents' skills to support their child to get the best start in life*
Prosperous Place - **Safe and resilient communities** - **People friendly city**	*The plan contributes by* - *Targeting marginalised groups of learners to ensure they have equal access to learning opportunities e.g. traveller communities, criminal justice*

	- *increasing the knowledge and skills of community members to co-produce services* - *Increasing the knowledge and skills of community members to understand the needs of the communities* - *Increasing support and training to volunteers in local communities*
Enabling Technology - **Digital skills and education**	*The plan contributes by* - *Increasing learning opportunities to develop digital skills by capacity building with volunteers to deliver learning opportunities and increasing the accreditation awards for adults. This will also support changes under the universal credit system*

Design Principles of Target Operating Model	
	Impact of Report
Governance	The CLD plan is a partnership plan which is managed on a local basis by Partnership forums, and reports to the ICS Board and Community Engagement Outcome Group. Where there is a Locality Partnership, the PF acts as a sub-group of this. The Community Planning Partnership is required to coordinate planning of CLD provision, setting out specific provision in the CLD plan.
Workforce	Part of the CLD plan is to ensure that workforce development is informed by the changing needs of learners and communities and keeps pace with and supports the implementation of local and national policies
Partnerships and Alliances	The CLD plan is a partnership plan which is managed on a local basis by Partnership forums, and reports to the ICS Board and Community Engagement Outcome Group. Where there is a Locality Partnership, the PF acts as a sub-group of this. The Community Planning Partnership is required to coordinate planning of CLD provision, setting out specific provision in the CLD plan.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	*Full EHRIA required*
Privacy Impact Assessment	*Not required*

Duty of Due Regard / Fairer Scotland Duty	*Applicable* – The CLD Strategic Plan 2018-2021 targets its resources and those of its Partners into the most disadvantaged communities. It also is requiring Partners to make best use of resources to enable work in Communities 'at risk'.

10. BACKGROUND PAPERS

- CLD interim Review August 2017
- Revised Guidance to Partnership Forums
- Revised Guidance Note on Community Learning and Development Planning 2018 - 21

11. APPENDICES (if applicable)

Appendix 1: Draft CLD Strategic Plan 2018 - 2021

12. REPORT AUTHOR CONTACT DETAILS

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Aberdeen City

Community Learning and Development

Strategic Plan

2018 – 2021

DRAFT

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Appendix 3: Context & Background p37

DRAFT

Welcome to
Aberdeen's Community Learning and Development (CLD)
Strategic Plan 2018 - 2021

> "The adoption of preventatives approaches, in particular approaches which build on the active participation of services users and communities, will contribute significantly to making the best possible use of money and assets. This will help to eradicate duplication and waste and, critically, take demand out of the system over the longer term"
>
> *Commission on the Future Delivery of Public Services*

We have now come to the end of the 2015 – 2018 CLD Strategic Plan. Over this time period we have made a number of achievements however there is still progress to be made.

CLD can and does contribute to the national agenda on Community Empowerment, Prevention and Early Intervention. In the following plan we set out the ways in which we will continue to build upon the work of the past three years and support individuals, families and communities to express their voices, and build their skills in ways which will allow them to achieve their best possible outcomes.

In writing the plan we have focussed on four main priorities:

- Governance
- Lifelong Learning
- Community Development
- Workforce Development

Across these priorities there is particular focus on building the capacity of individuals and communities, in particular of those in the most disadvantaged areas, to support and deliver on services which will tackle identified needs. Much emphasis is therefore put on the recruitment, retention, training and celebration of volunteers. Demand on services is higher than ever before making the role volunteers play within their community, of place or interest, crucial.

In this plan Aberdeen City Council (ACC) and Partners confirm their commitment to supporting young people, adults, families and communities to make positive changes in their own lives and in their communities through Community Learning and Development

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Governance of the Community Learning and Development Strategic Plan 2018-2021

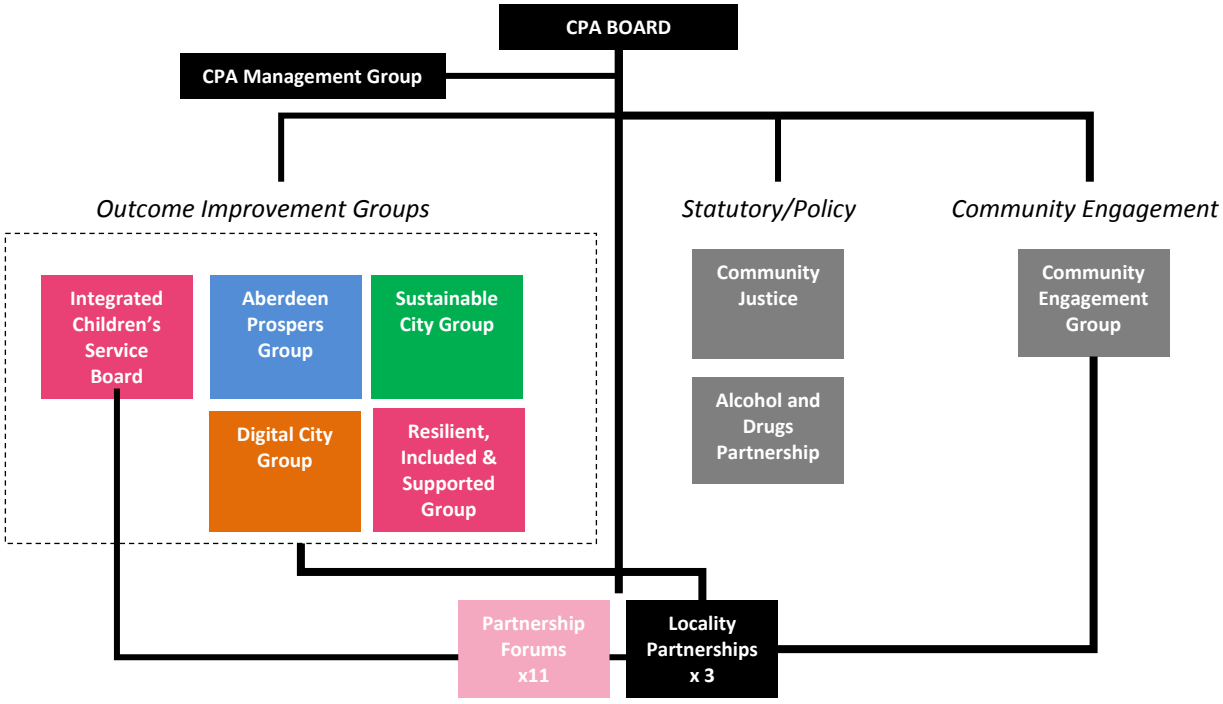
A review at strategic level of Community Planning and Locality Planning to better meet the requirements of the Community Empowerment Act (Scotland) 2015 resulted in the creation of three Locality Partnerships each with a Locality Plan, which is a ten year Improvement Plan. These concentrated on the geographic areas identified as being areas of most deprivation in Aberdeen. These are:

- Torry
- Northfield
- Tillydrone, Woodside and Seaton

A concurrent review of the Learning Partnerships[1] and Associated School Groups focussing on the delivery of the Inclusion agenda resulted in the creation of the Partnership Forums. These groups are planning to deliver on the four National Improvement Priorities and the four CLD Strategic Plan Priorities. The Partnership Forums are responsible for the governance of the delivery of the CLD plan at local level.

For each Locality Partnership a representative from the equivalent Partnership Forum will directly report progress to the Locality Partnership. This allows local connections to flourish and to ensure that development work is undertaken in a coordinated manner. Agreement will be reached at this local level on which areas of the Locality Plans are being delivered through the Partnership Forum, effectively a sub group of the Locality Partnership; and which areas will be taken forward through the Locality Partnership and other means such as Outcome Improvement Groups.

The Partnership Forums will report progress through the Integrated Children's Services Board and the Community Engagement Group which are Outcome Improvement Groups of Community Planning Aberdeen.



[1] previously the groups charged with the governance and the delivery of the CLD plan

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CLD Plan 2018 -2021

The overarching strategic objectives for the plan are: -

- **Improved life chances for people of all ages through learning, personal development and active citizenship**
- **Stronger, more resilient, supportive, influential and inclusive communities**

The plan has 4 CLD outcomes. Outcome 1 relates to the governance of the plan. Outcomes 2 and 3 are outcomes that have been agreed by Community Learning and Development Managers Scotland regarding Youth Work, Adult Learning and Capacity Building. Outcome 4 relates to workforce development required to ensure delivery of the plan.

Outcome 1 – Partnership Forums

The Partnership Forums progress to date was reviewed by their Chairpersons in April 2018. From this workshop a report and revised Guidance has been sent out to all partners, including guidance on using the refreshed data sets provided.

- Partners work effectively together to deliver, develop and evaluate services which meet local need and strategic priorities.

Outcome 2 (a-c)– Work with Young People

Information from the city-wide youth work survey, CLD Service Management Information System - Performance Information Evaluation System (PIES), Local learning Audits, Partnership Forum plans/data and National Youth Work Strategy were used to inform the improvement model for these outcomes

- Young people are confident, resilient and optimistic for the future
- Young People express their voice and demonstrate social commitment
- Young people create, describe and apply their learning skills

Outcome 2 (d-f) – Work with Adults

Information from citywide Place Standard tool survey, PIES, Local learning audits, English for Speakers of Other Languages Strategy, Adult Literacies in Scotland 2020, Family Learning Framework and Statement of Ambition for Adult Learning were used to inform the Improvement Model for these outcomes.

- Adult learners are confident, resilient and optimistic for the future
- Adult learners express their voices, co-design their learning, and influence local and national policy
- Adult learners apply their skills, knowledge and understanding across the four areas of life

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Outcome 3 (a-c) Community Development

Information from citywide Place Standard Tool Survey, Local learning Audits, PIES, Community Empowerment Act were used to inform the Improvement Model for these outcomes.

- Communities are confident, resilient and optimistic for the future
- Communities express their voice and demonstrate commitment to social justice and action to achieve it
- Community members identify their capacities, learning and skills, enhance them and apply them to their issues

Outcome 4 – Workforce Development

Information from ACC CLD staff Performance Review & Development, Community Planning Partners' workforce development priorities, Scotland's CLD Workforce Development Action Plan, North Alliance, Northern Alliance, Growing the learning culture in CLD and the national CLD competencies were used to inform the Improvement Model for this outcome.

- Workforce Development should be informed by the changing needs of learners and communities and keep pace with and support the implementation of Local and National Policies.

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Targeted provision

Geographic Communities.

While there is a requirement upon local authorities to coordinate the CLD offer across the city, Partners recognise that resources will be balanced between supporting the wider community and priority areas. The three priority areas benefit from Locality Plans, with progressed monitored through Community Planning Aberdeen.

Priority areas are areas that are identified as areas of multiple disadvantage, areas classified as "at risk" do not fall into this category but still have a high level of disadvantage meaning they are at risk of becoming a priority area in future.

For "at risk" communities, it is important to make the appropriate resource available, to prevent multiple disadvantage occurring. Here a limited, targeted partnership approach may have a larger impact in securing more positive outcomes for communities. A priority for this plan is to identify means to redirect resources into areas designated "at risk" where such targeting of resources may have a significant in preventing a increase in demand.

Key **Communities of Interest** have been identified as:

- ESOL and literacies learners
- LGBT Young People
- Learning and Physical disabilities groups
- Offenders and those at risk of offending
- People facing multiple challenges including substance use issues and poor mental health
- Those experiencing poor health inequalities
- People affected by Welfare reform
- Young people at risk of not achieving a positive destination
- The Travelling community

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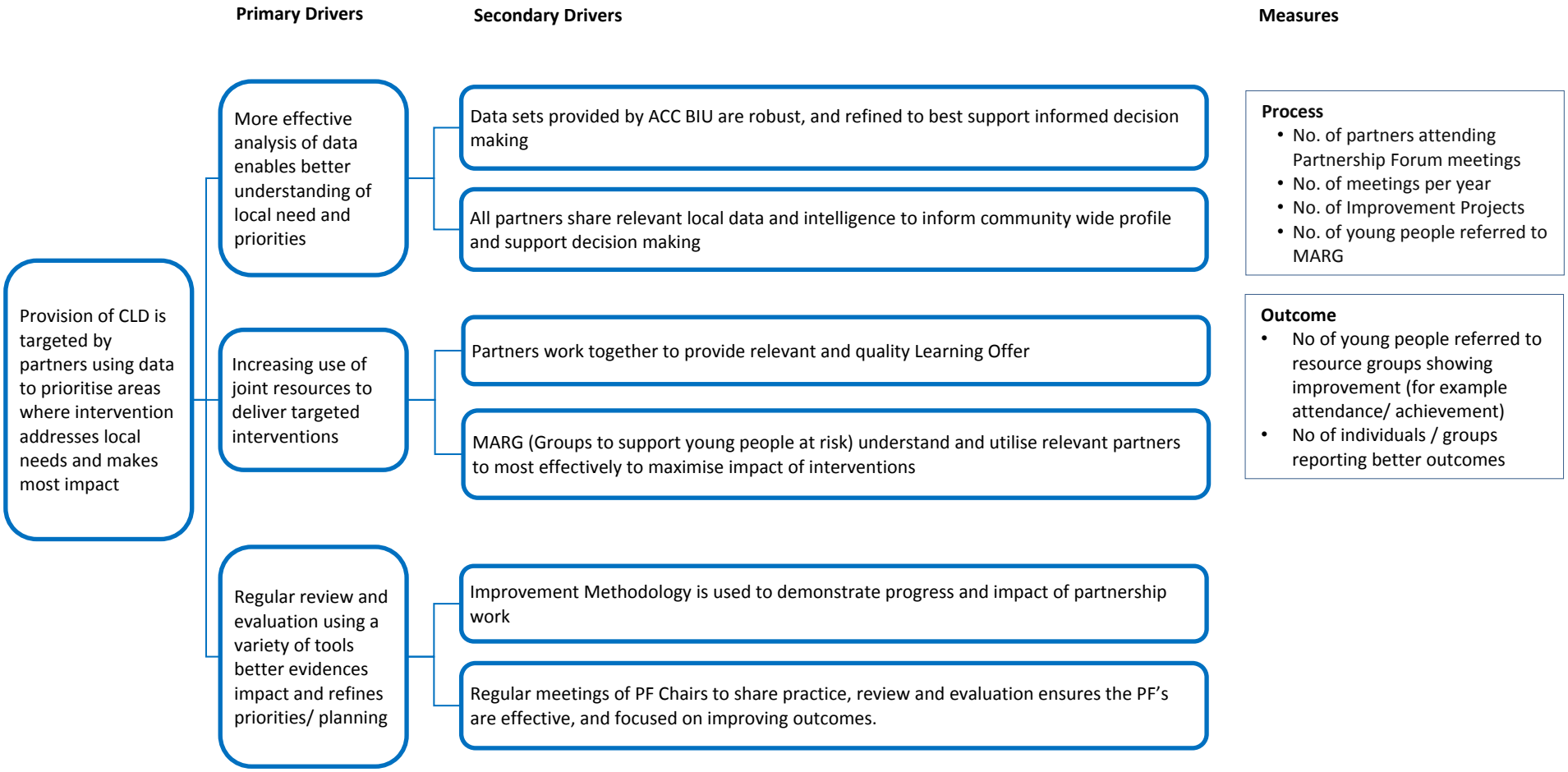
Outcome 1 – Partnership Forums
Partners work effectively together to deliver, develop and evaluate services which meet local need and Strategic priorities



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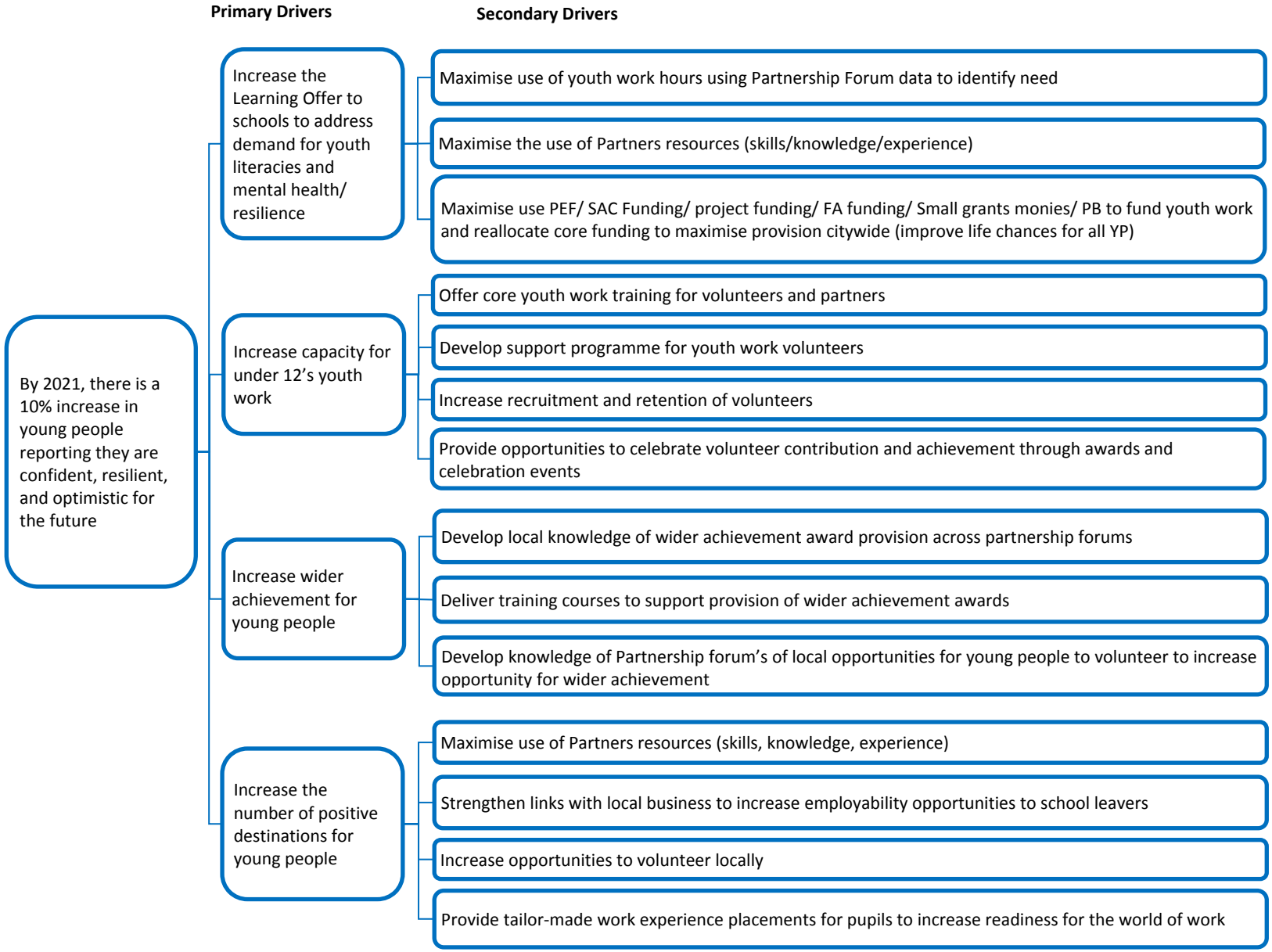
Outcome 2a – Work with Young People: Young people are confident, resilient, and optimistic for the future
(& Young people's perspectives are broadened through new experiences and thinking)



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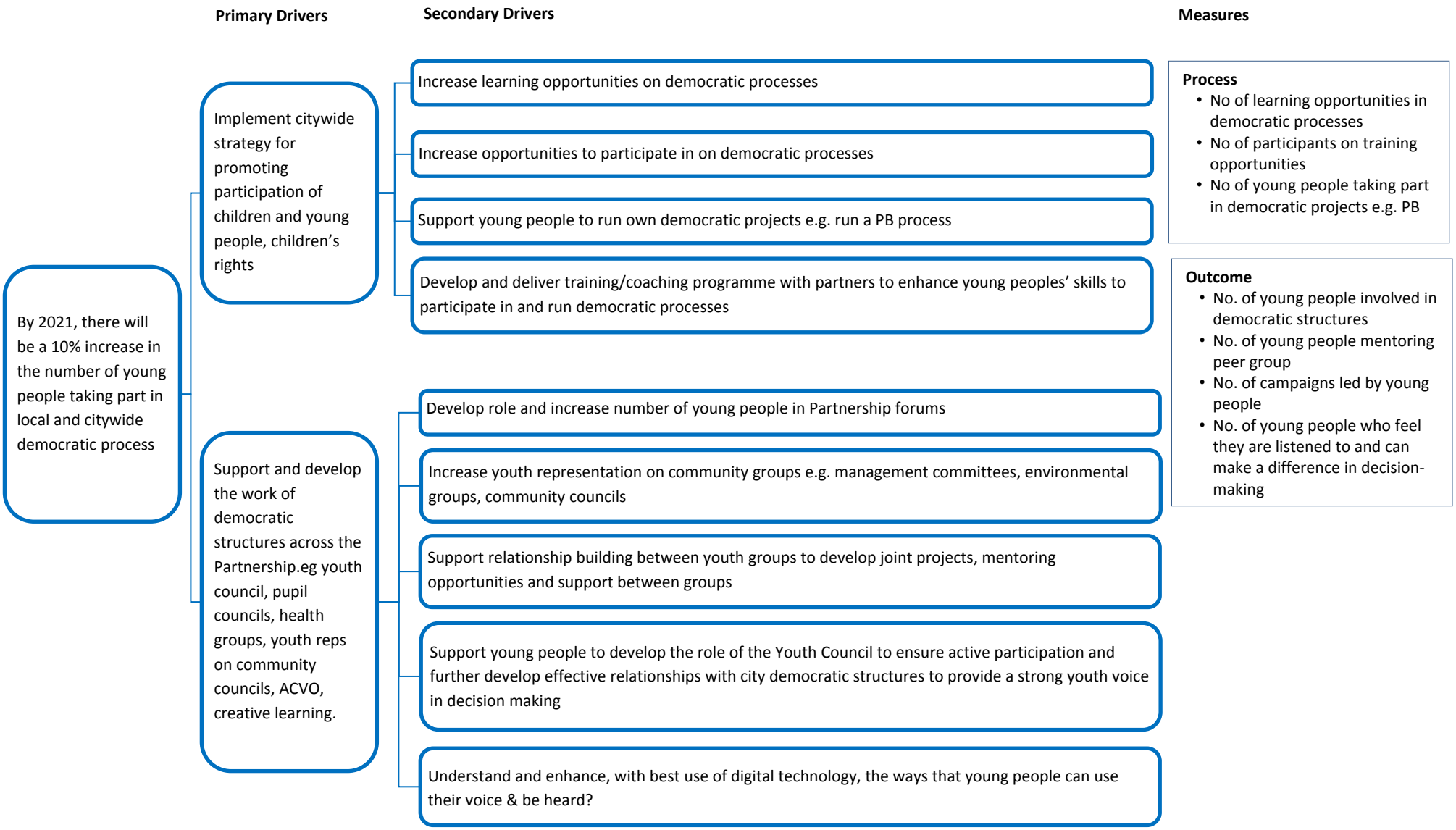
Outcome 2b – Work with Young People: Young people express their voice and demonstrate social commitment
(& Young people manage personal, social and formal relationships)



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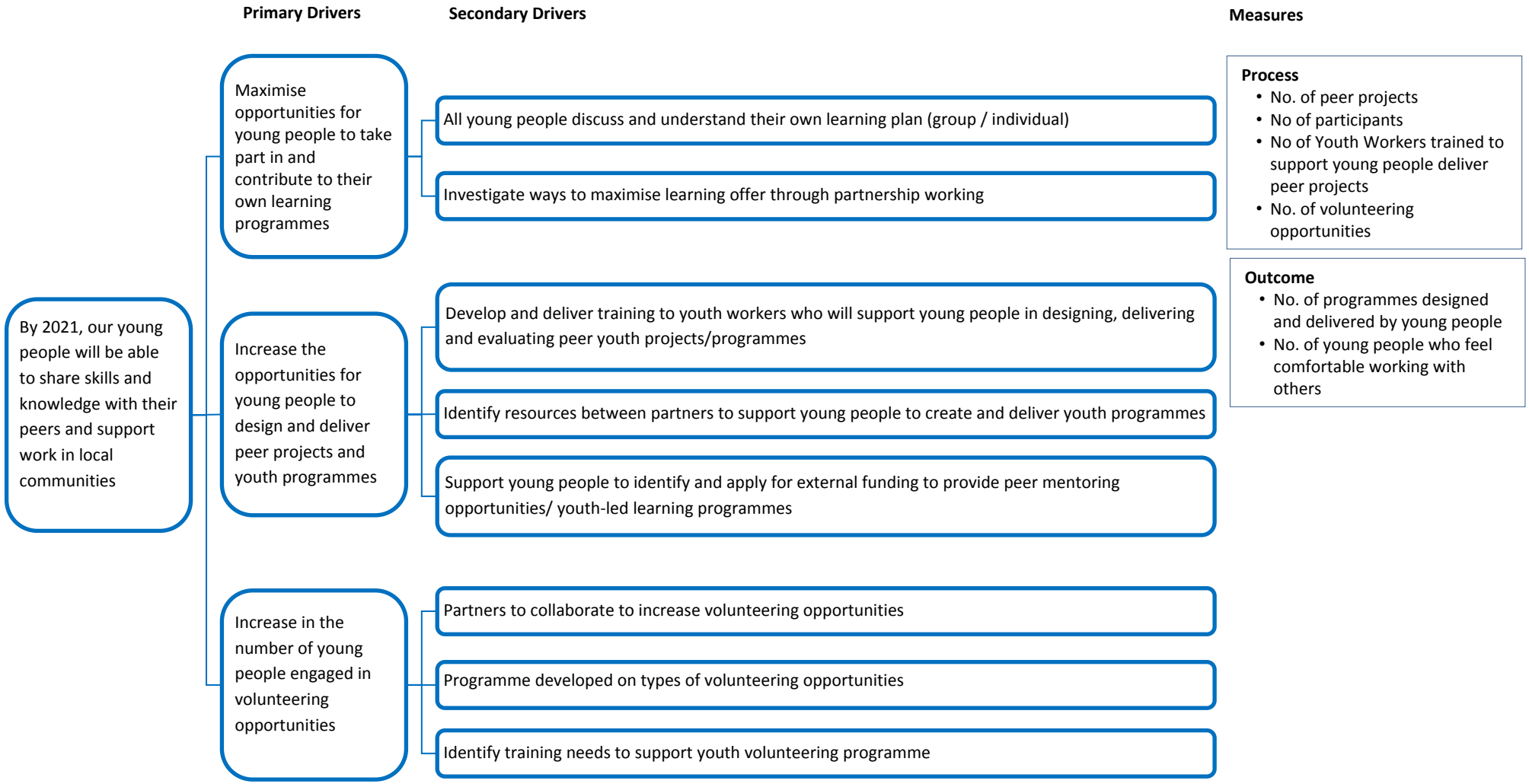
Outcome 2c – Work with Young People: Young people create, describe and apply their learning skills
(& young people participate safely and effectively in groups
& young people consider risk, make reasoned decisions and take control)



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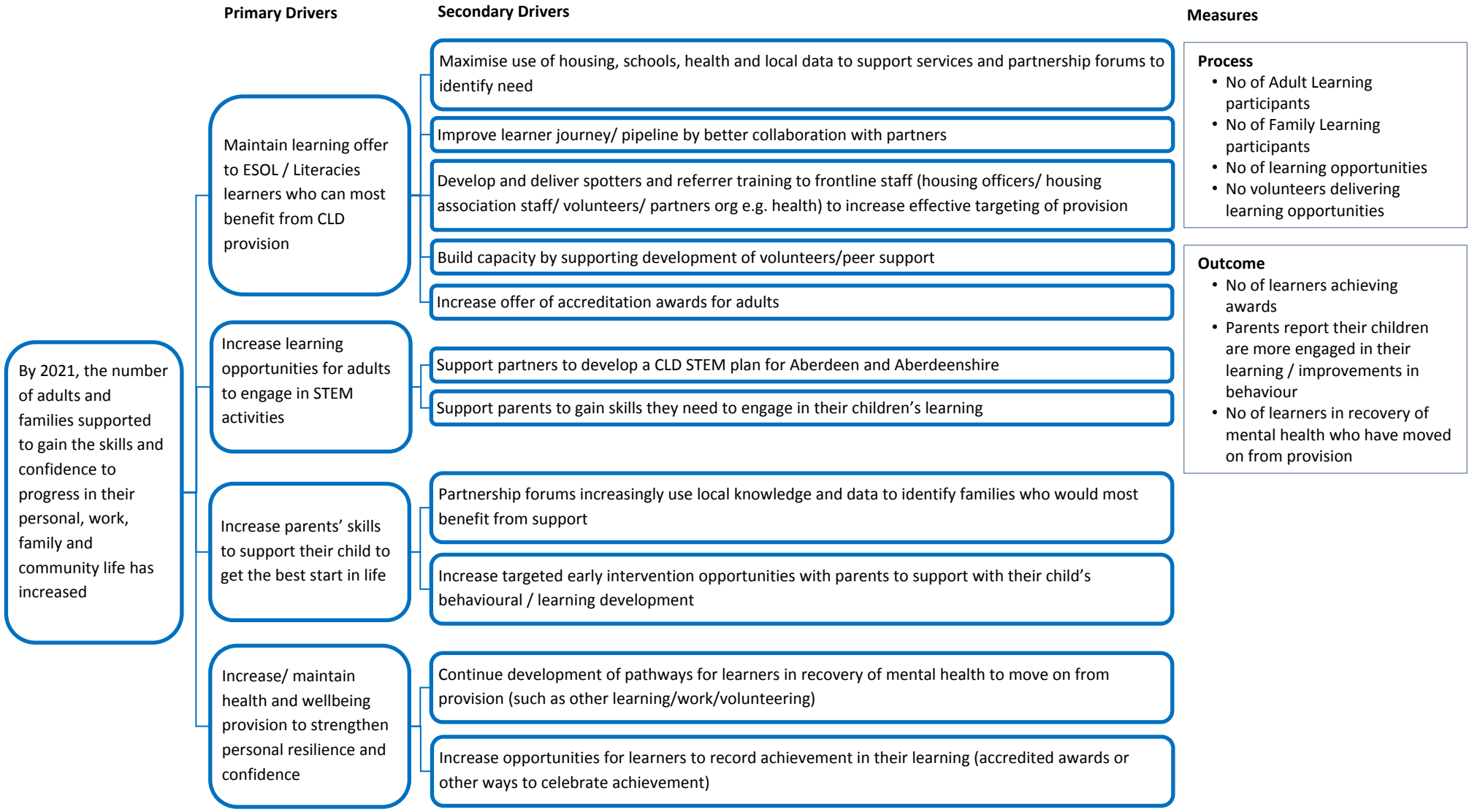
Outcome 2d – Work with Adults: Adult learners are confident, resilient and optimistic for the future
(& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community)



*Digital skills and numeracy are included in the definition of STEM (Science, Technology, Engineering & Mathematics, *STEM: Education and Training Strategy for Scotland (2017)*)

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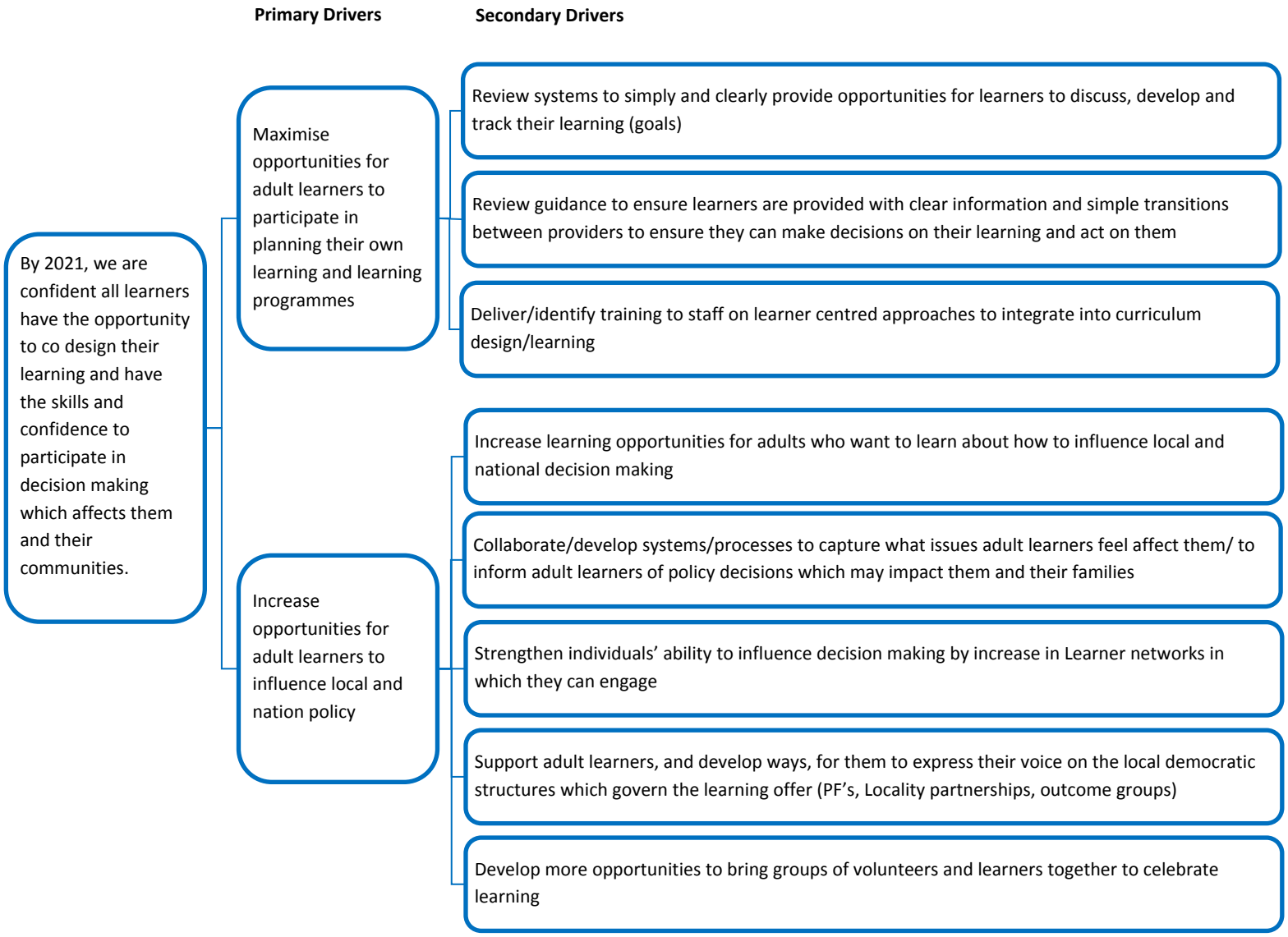
Outcome 2e – Work with Adults: Adult learners express their voices, co design their learning, and influence local and national policy (& Adult learners develop positive networks and social connections)



Measures

Process
- No. of staff trained
- No. of learner networks
- No. of participants in network
- No. of participants at celebration activities
- No of celebration activities

Outcome
- No of Adult learners who feel they know ways to influence decision making
- No of Adult learners can express their voice in decision making structures
- No of learners who say they are more confident after engaging in provision

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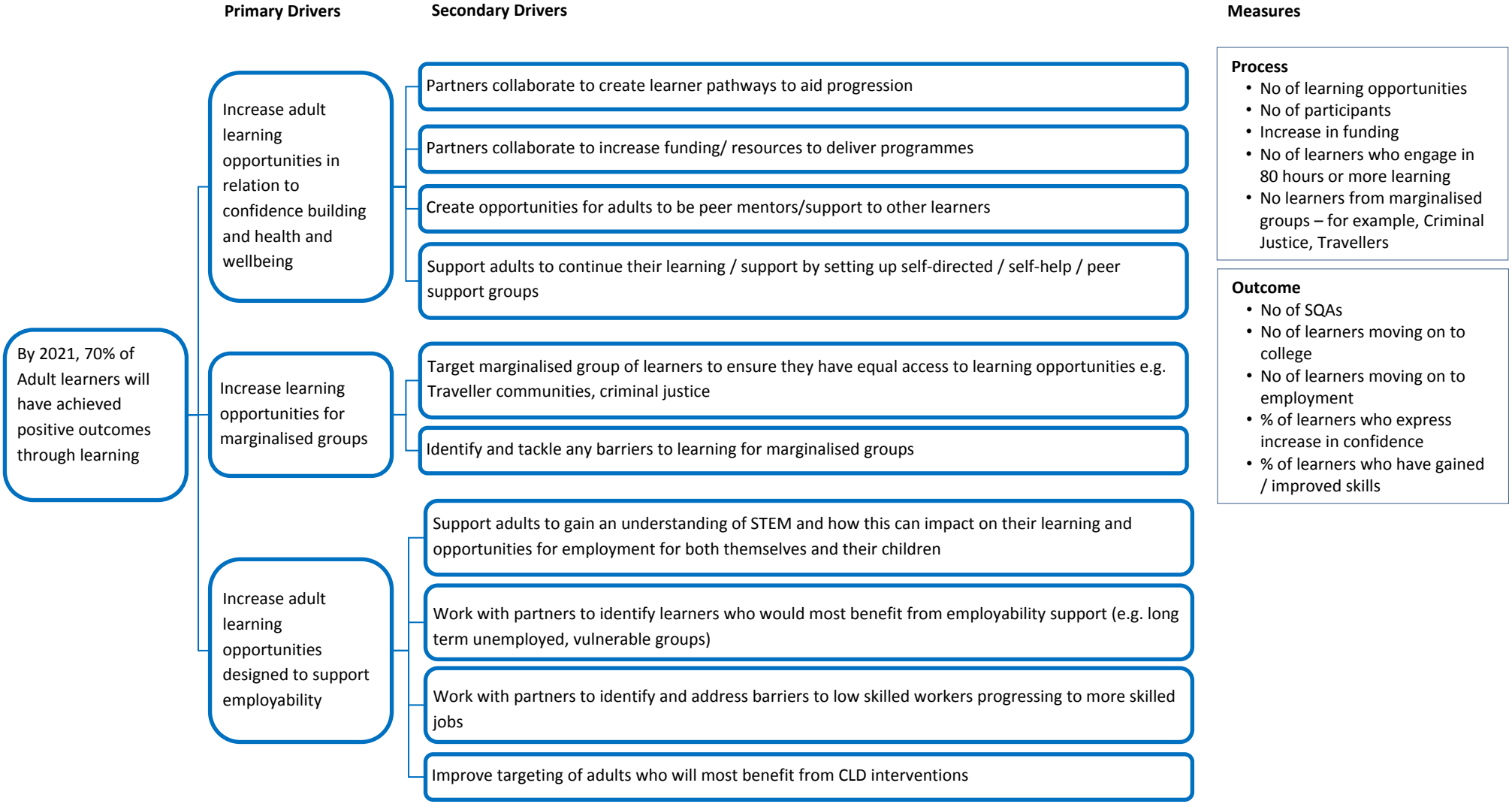
Outcome 2f – Work with Adults: Adult Learners apply their skills, knowledge and understanding across the four areas of life
(& Adult Learners participate equally, inclusive and effectively
& Adult Learners are equipped to meet key challenges and transitions in their lives)



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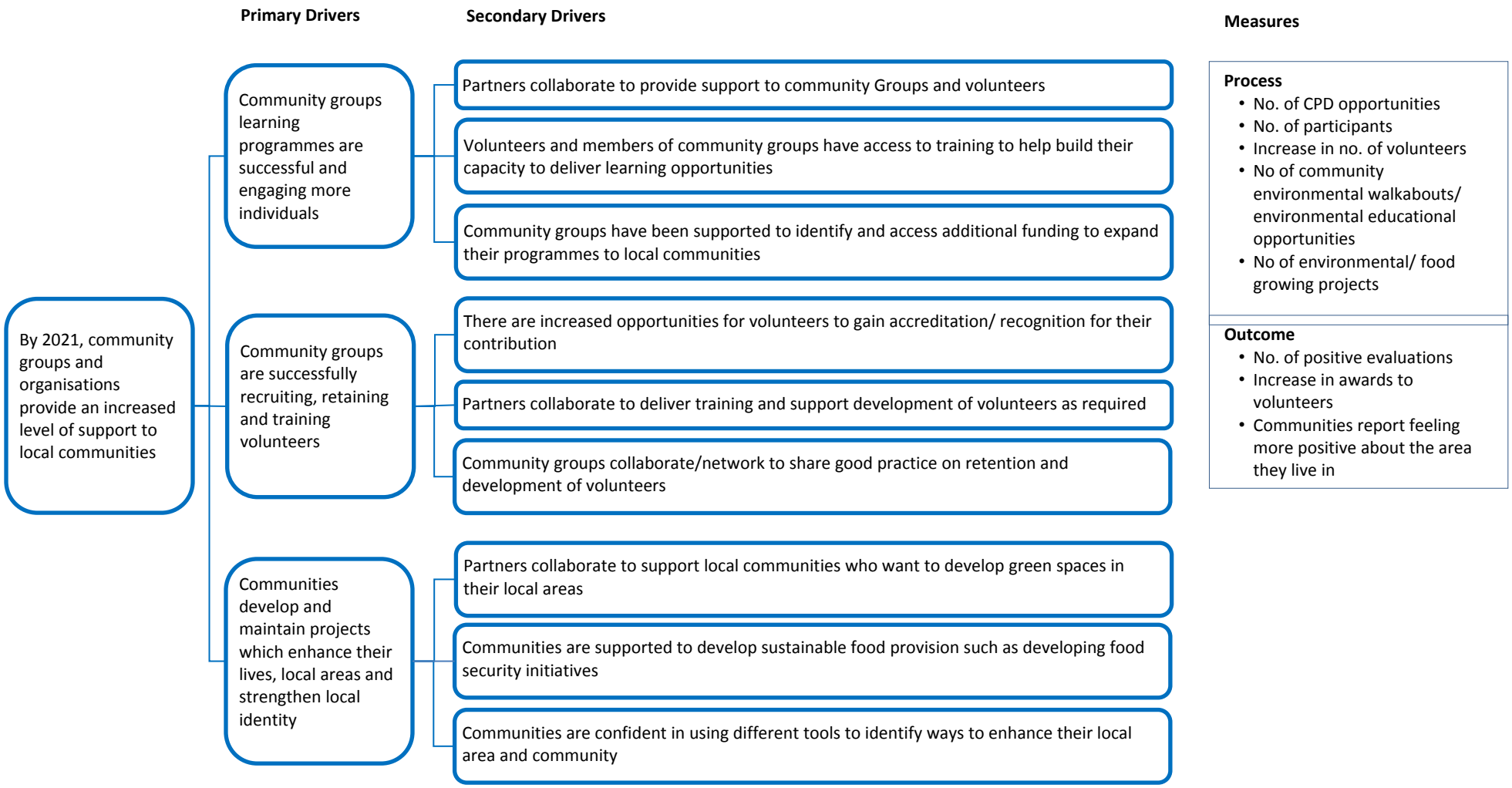
Outcome 3a – Community Development: Communities are confident, resilient and optimistic for the future
(& Community member's perspectives are broadened through new and diverse experiences and connections)



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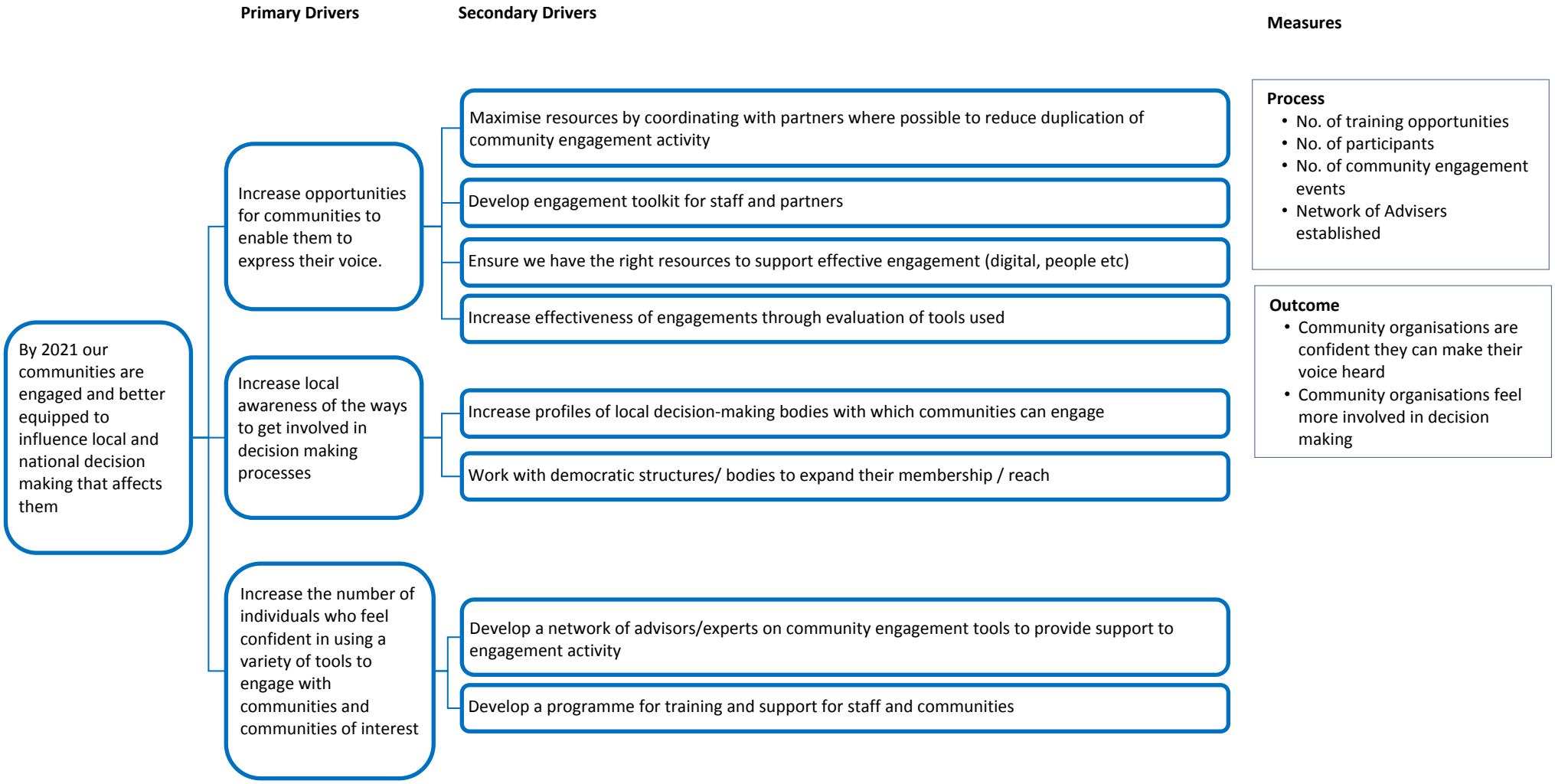
Outcome 3b – Community Development: Communities express their voice and demonstrate commitment to social justice and action to achieve it (& Communities manage links within communities and to other communities and networks)



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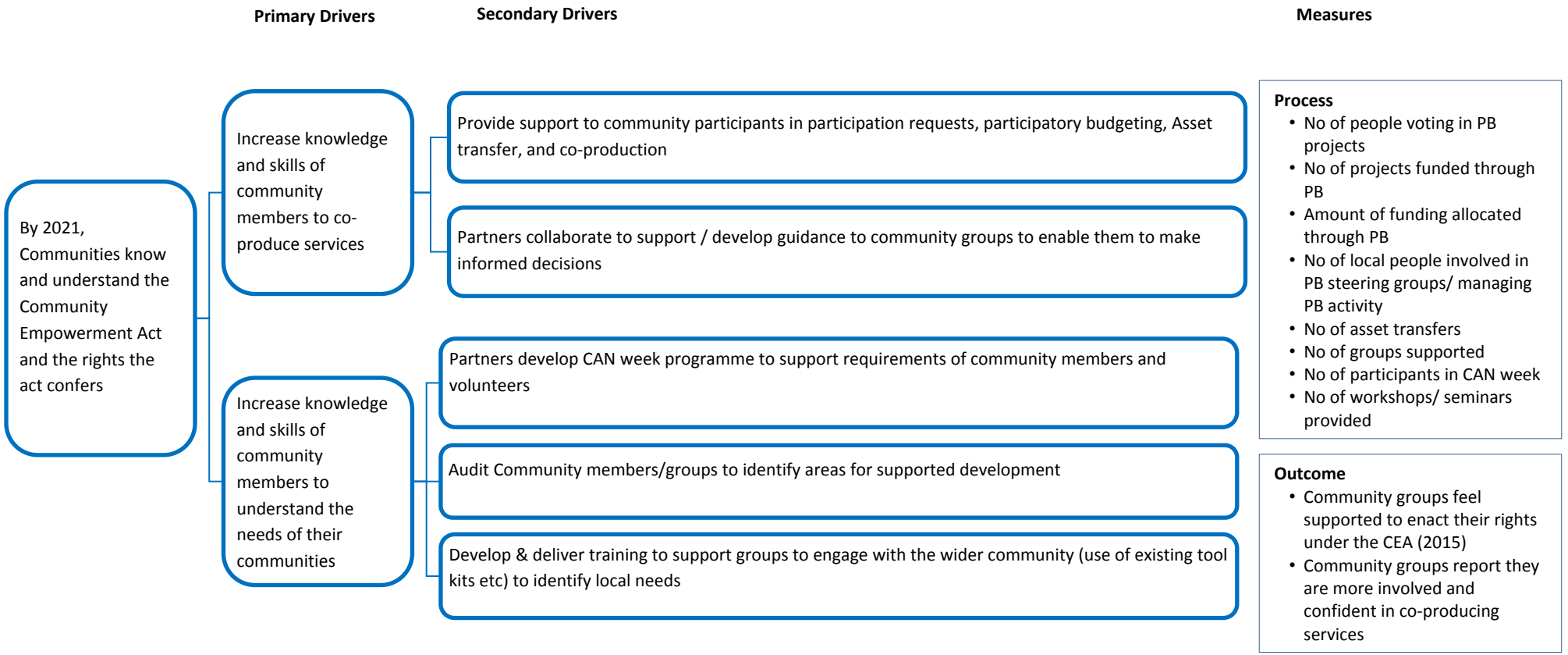
Outcome 3c – Community Development: Community members identify their capacities, learning and skills, enhance them and apply them to their issues and needs
(& Community members form and participate equally, inclusively and effectively in accountable groups
& Communities consider risks, make reasoned decisions and take control of agenda)



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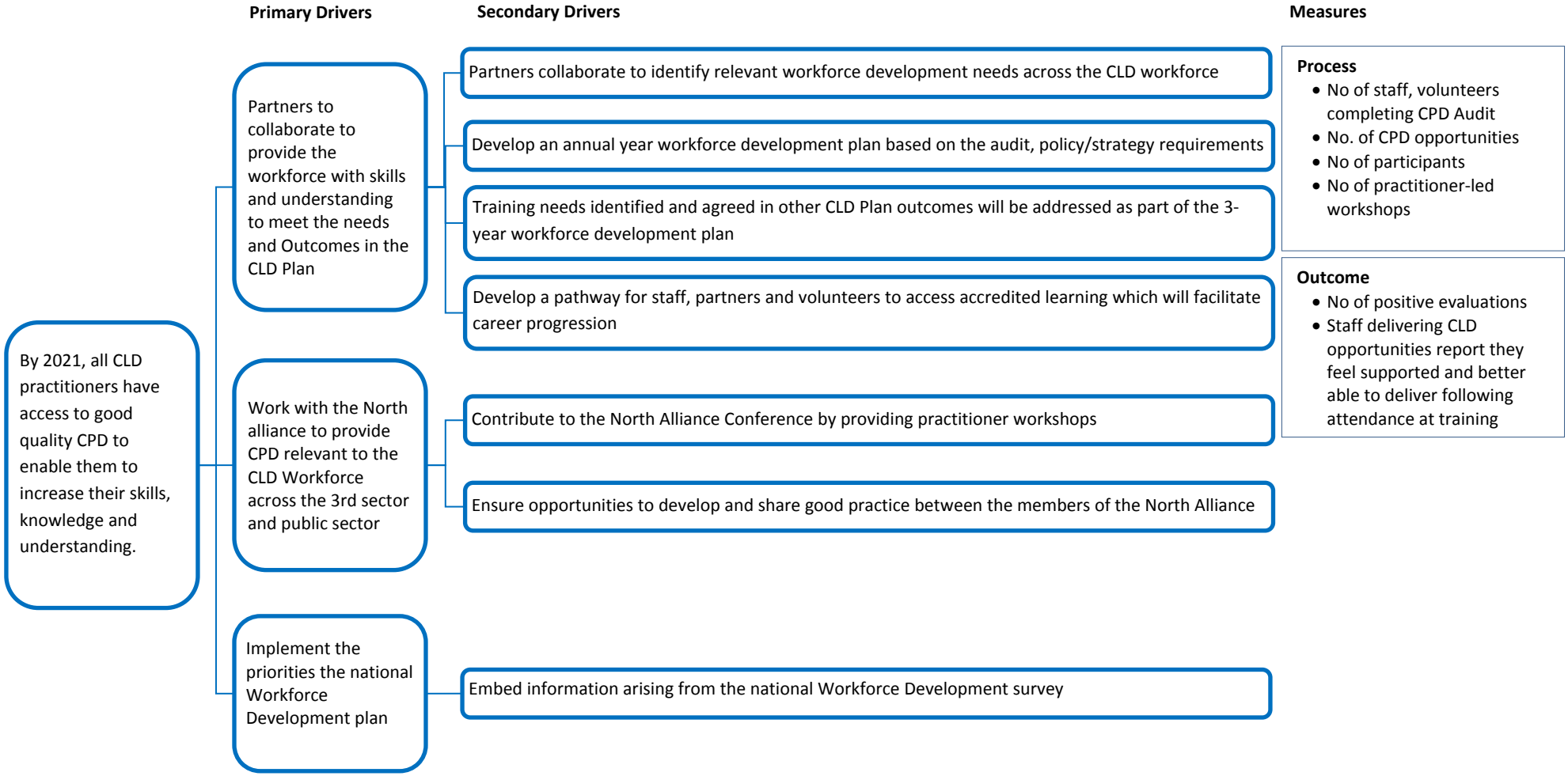
Outcome 4 – Workforce development: Workforce development should be informed by the changing needs of learners and communities and keep pace with and support the implementation of Local and National Policies



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Community Learning and Development Service – ACC – what the education authority will be doing to provide CLD over the life of the plan.

ACC is currently transforming and has a Transitional Target Operating Model (TOM) in place.

Community Development staff now sit in within the Customer function, as part of the Early Intervention and Community Empowerment cluster. The Lifelong Learning team (Youth Work and Adult Learning) are within this cluster alongside Libraries and Creative Learning.

Family Learning remains part of the Integrated Children's and Family Services cluster within the Operations function.

Staffing compliment for CLD provided by Local Authority

Lifelong Learning and Communities &Partnerships teams

- 1 Communities and Partnerships Team Manager

Adult Learning (Lifelong Learning)

- 4 Development Officers
- **Part- time staff -** 1.66 FTE Adult Learning Co-ordinators, 3.7 FTE Adult Learning tutors (Core Skills, ESOL, & Literacies)

Youth Work (Lifelong Learning)

- 1 Development Manager, 4 Development Officers, 1 DO post (fixed term until 2019 and funded by Hazlehead Academy)
- **Part-time Staff -** 3 FTE Community Learning Youth Workers, 1.32 FTE Streetworkers, 1.23 FTE sessional staff

Partnerships

- 1 Community Centre Liaison Officer (supports voluntary Management committees to run 23 leased centres)
- 1 FAF co-ordinator
- 1 FAF development Worker

Healthy Minds (Adults in recovery of Mental Health) (Partnerships)

- 0.5 FTE Development Manager (funded by NHS Grampian)
- 2 Community Learning Workers (funded by Health & Social Care)
- **Part-time staff -** 0.41 FTE Adult learning co-ordinator (funded by NHS Grampian)

Family Learning Team

- 1.5 FTE Family Learning Development Officers
- 1.5 FTE Family Learning Development Workers – Group work (term time)
- 0.5 FTE Family Learning Development Worker – Group Work (term time/Fixed term – funded by PEF)
- 2.5 FTE Family Learning Development Workers – Home Support

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- 5 FTE Family Learning Development Workers – Home Support (fixed term, funded by PEF/SAC)

Localities Staff

Each Locality team has

- 1 Development Manager
- 3 Community Development Officers
- 1 Development Worker (unqualified)

Learning Centres

- 4 Centre Operations Officers who are heads of establishments and work in partnership with the local community associations to develop the Learning Programmes for the 17 Learning centres. There is one Officer in Locality 1 and 3, and two in Locality 2.

Statement of our Provision

CLD staff in Aberdeen work to deliver positive change in communities and in the personal lives of those living and working in our council area. In Aberdeen CLD teams work in the following areas:

- Working in school and community-based settings to support young people's personal and social development, enabling young people's voices to be heard by participating in city-wide and local youth forums, using Hi-5, Dynamic Youth and Youth Achievement Awards to accredit young people's achievements, engaging with hard to reach young people through Street Work, and supporting communities of interest groups such as school-based LGBT alliances.

- The Adult and Family learning team take a life-wide approach and enable people to gain skills that support them in all aspects of their lives. Provision is learner centred and takes place in a range of settings from schools to community centres and homes. The learning process is built around the interests of the learner and inputs are designed to fulfil the goals he or she sees as important.

  Adult Learning works with adults through informal learning groups and one to one provision to support
  - improved reading, writing and numeracy
  - improving skills in English as a second language
  - delivering ICT learning programmes to enhance employability and improve life chances.

  The Family Learning team supports parents to take on a active role in their children's learning in school and at home to make a difference in improving achievement and behaviour. The active involvement of parents can help promote a learning community in which children and young people can engage positively with practitioners and their peers.

- Community Development staff support volunteers to make contributions in their community but also to enrich their own lives. They support local management committees to run 23 leased centres and 17 learning centres and their learning programmes. They work with community groups so that they operate effectively, deliver training programmes

for individuals and groups which lead to inclusive approaches in community settings and assisting with advice and guidance on managing and delivering local services. Staff work to engage with communities and support them to participate in the decisions that affect their everyday lives through activities such as living streets, participatory budgeting and community growing projects.

- In library learning centres, and community libraries supporting children, young people and adults in digital literacy through learning programmes and one to one individual support; developing literacy through reading activities, initiatives and book groups; supporting health, information and media literacy development; employment support; opportunities for volunteering and vocational learning.

Community Learning and Development Providers in Aberdeen – what other Community Learning and Development providers will be doing within the area over the period of the plan.

There are a range of providers of community Learning and Development services across Aberdeen – some of who are listed below:

CLD Provider	Description
Aberdeen Foyer (funded by FAF)	**Aberdeen Foyer** provides supported accommodation to former homeless and at risk young people alongside a range of learning, training, and employment support as well as community health and early intervention services. Our approach recognises that homelessness and disadvantage is not just a matter of providing a home but necessitates addressing many of the underlying causes and critically providing people with the means of gaining and sustaining employment. This integrated approach allows tenants and programme participants to take the next steps towards independent living, learning and work. **The Prince's Trust Team** programme is aimed at supporting young people into a positive destination of further education, training, employment or volunteering. All of the activities undertaken are aimed at helping each individual to progress into a positive destination and develop their skills and talents so that they can achieve their potential and live an independent and successful life. The young people who access the programme are often facing multiple barriers to progression e.g. lack of education, unemployment, homelessness, and are from areas of deprivation within Aberdeen City.
Aberdeen Lads club ((funded by EICE, HSCP, FAF)	Provides Community Capacity Building, Youth Work, Nursery, Community Café
Befriend a child (Funded by FAF)	We support school-aged children growing up in troubled and disadvantaged circumstances in Aberdeen and match them with trained volunteers who deliver our 1:1 befriending and mentoring services. Our volunteers drive the main activities of the charity. The work they do is relationship based and it is within the context of the amazing relationship they create with their child that we sustain high level outcomes.
Cfine Community Food Support (funded by EICE, FAF, Common Good Fund)	Maintain and develop Community Food Outlets, provide food for those in food poverty, coordination, information and networking between organisations involved in food bank work. CFINE's CFD aims to make affordable fruit, veg and other produce accessible to low income, disadvantaged and vulnerable residents in Aberdeen. CFINE will support and train existing volunteers both in the community

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	& at Poynernook Road and will recruit, induct and train new volunteers and encourage individuals to reach goals and aspirations **Cash in your pocket – CIYP -** tackle poverty; promote health and well-being; contribute to regeneration; increase employability; create employment; and address environmental concerns for and with disadvantaged and vulnerable individuals, families and communities.
Choices (funded by FAF)	Choices Aberdeen is committed to promoting positive relationships and supporting and empowering people in making choices which will enhance their physical, mental and relational wellbeing.
Citizens Advice Bureau (CAB) (funded by ACC common Good Fund, HRA and FAF)	The agreed Strategic Aims for Aberdeen Citizen's Advice Bureau for 2017 – 2020 are: 3.1 To maximise the ability of the Bureau to meet the growing demands for its services by ensuring sufficient volunteer advisers, staff and facilities are in place, within budget and making maximum use of a multi-channel approach for clients to access information and advice that helps them understand their situation and decide how best to proceed. 3.2 To work in partnership with other agencies to address the impact of changes to welfare and other legislation on communities, families and individuals and increase the awareness of the Bureau's services amongst potential partners, clients and funders. 3.3 To exercise a responsible influence on the development of social policies and services, both locally and nationally Underpinning all these aims to ensure the Bureau remains financially viable • To address the issues affecting people on the new Universal Credit which is due to roll-out in October 2018. This is anticipated to substantially increase the number of clients with both welfare benefits and personal debt issues. • Continue to attend community centres in areas of multiple deprivation with the highest demand for this service.
Faith Groups	Many churches/faith centres provide activities such as playgroups, creches, youth work and work with older people. New developments have been the Dementia café's
Fersands and Fountain Project (funded by EICE, HSCP, FAF)	Support to volunteers including employment advice and training, access to free/affordable food, Adult Learning, Community Capacity Building, Youth Work

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Fersands Family centre (funded by EICE, HSCP, FAF)	Provides a range of parent groups, support to individual parents, Nursery, Kindergym
Flats (funded by FAF &EICE transition grant)	**Tilly flat association's** objectives are: The advancement of community development and the relief of the needs of the people of the Tillydrone area of the City of Aberdeen, and in furtherance of this by i) Promoting and providing services designed to improve the quality of life of the residents of the area. ii) Working in partnership with other bodies to achieve the purposes. iii) Promote and support individuals to volunteer in the flat and the wider community. **The S.T.A.R Community Flat** is based in the Seaton area of Aberdeen and serves the local population. The flat offers a range of free services and classes to support and enhance the day to day lives of Seaton residents. Services include back to work support, computer support, free computer and phone access, use of a Chill Out Room and access to educational and vocational classes. The flat also works with the Trussell Trust supporting food bank provision. **Cummings Park Flat** works with agencies and partners to enhance the lives of our community. Helping to address isolation particularly in the elderly, unemployed and/or disabled. Providing engagement opportunities, learning and job seeking support. Access to free wifi. Access to phones for the purpose of appointments (health, legal, housing, benefit) Providing information and access to information to encourage better health and well-being. Giving volunteers opportunities to upskill and recognise existing skills. Sign posting to appropriate agencies. **Middlefield Youth Project Flat.** The project provides serves for and by the local community for the benefit of the community. The youth hub is about supporting young people to build their confidence, informal learning opportunities, safe, nurtured, develop their social skills, problem solve and become more resilient, have opportunities, work as a group to make informed choices.
Further and Higher Education	**North of Scotland College** (NESCOL) deliver ESOL classes and Employability **University of Aberdeen** – CLD Post Graduate course, research work with community Groups **Robert Gordon's University** – widening access courses

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Learning Centres. The Associations get free use of the centre and its resources. The council also pays for the public/employer's liability and indemnity insurance.	There are 17 learning Centres mostly attached to schools. The Associations are supported by part-time Centre operations officer to run learning programmes. Programmes include work with children and young people, adults and older people. Programmes vary depending on the size of the centre and the number of volunteers. They work with the city council through an Operational Agreement
Leased Centres Leased Centres receive an annual grant of £11,065. The centre is leased for £1 per annum. All utilities and fuel bills are paid for by the Council and a contribution is made towards insurances, phone lines and Broadband services. The council retains responsibility for all repairs.	There are 23 Leased Community Centres. Leased centre Associations work to a formal Lease and Management agreement. They run programmes based on their understanding of need in their local communities. They are responsible for the operation of the Centre eg Health and Safety, Child Protection. A community Centre Liaison Officer supports these Associations through support visits, a centre hand book and training. The local Community Development staffs also provide support to the Associations located within their geographic areas.
Middlefield Community Project (funded by EICE, HSCP, FAF)	Support to volunteers including employment advice and training, access to free/affordable food, Adult Learning, Community Capacity Building, Youth Work, Family Learning, Childcare
Pathways (Funded by ESF and FAF)	Pathways aims to remove barriers to employment, encourage participation in lifelong learning and develop positive mental health. Weekly drop-ins are delivered in all the regeneration area, with additional drop-ins arranged in areas identified as needing additional support, including drop-ins in Kincorth, Garthdee and the City Centre. Keyworkers are in each priority area at least twice each week, offering the opportunity to access advice on job search support and to help people to be able to complete online applications with the support of Keyworkers.
Printfield Community Project (funded by EICE, HSCP, FAF)	Support to volunteers including employment advice and training, access to free/affordable food, Adult Learning, Community Capacity Building, Youth Work, Crèches Out of School childcare for children who attend Woodside and Kittybrewster Primary Schools to support parents/carers in employment and education.
Private Sector	Chamber of commerce – Supporting employability
Seaton Recovery Project (funded by EICE, FAF)	The Seaton Project continues to support vulnerable people in the area around drug and alcohol issues. Developing and continued partnerships have ensured the Community food outlet is well used and beneficial, ADA continues their support of both staff and clients, the Financial inclusion team has continued to provide advice and guidance, alongside a programme of activities developed to support clients on their recovery journey.

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SHMU (funded by FAF, ICS)	SHMU supports residents in the seven regeneration areas of the city in radio and video production, traditional and on-line publications, music production and digital inclusion. The Organisation also supports other disadvantaged communities, both geographic and communities of interest, with an employability and training arm and a programme for prisoners, both pre and post-release. Successful initiatives have made the organisation a nationally recognised centre of excellence and created models of good practice in: youth work; regeneration; digital inclusion; adult and family literacy and numeracy; community capacity building; personal and community development; employability skills; criminal justice, and the curriculum for excellence.
Silver city Surfers (funded by FAF)	We aim to provide over 55's with tuition to learn how to use new technologies through tailored sessions and monthly talks
Sport Aberdeen (ALEO)	Sport Aberdeen manage a wide variety of sport and leisure facilities and delivers a range of services that provide health and wellbeing opportunities. These services have a focus on recruiting and developing volunteers to help deliver the activities and include the likes of Active Schools, Move More, Walk Aberdeen and the Looked After Project. Volunteers are also encouraged to work towards awards. In addition to this there are training opportunities delivered to sports clubs that include the likes of first aid and child protection and safeguarding. Recently Adventure Aberdeen has transferred from Aberdeen City Council to Sport Aberdeen and this has increased the scope of learning opportunities that are available. This work supports the following outcomes in the CLD Plan Outcome 1, 2a, 2b,2c, 2d, 2f, 3a, 3b, 4.
St Machar Parent Support Project ((funded by EICE, HSCP, FAF, Northfield Academy)	The services of St Machar Parent Support Project are available to the parents and carers of pupils who attend or live in the St Machar Academy catchment area and its feeder primary schools. We assist and support parents and their children to have a positive experience with education by providing a "toolkit" for parents enabling them to improve their parenting skills and confidence in handling difficult situations. We aim to support and encourage families to lead a positive lifestyle, linking with many other agencies to ensure the best support is provided. We also support parents on a one to one basis or in group setting depending on the issue or need. Our aim is to improve the attendance of children who are frequently being excluded from mainstream school because of difficulties. We do

	this by supporting and guiding the parent/ carer, and breaking down the barriers between home and school. Our project aims at being recognised as a place where people come in times of crisis, which has in the past become a resource for sounding views of parents/carers. We can achieve this by accompanying individuals to attend important meetings relating to their child's education.
Uniformed Organisations	Work with young people from ages 5 – 21 providing learning activities which support young people's health and wellbeing, Youth voice and Active Citizenship
Workers Educational Association (funded by EICE, FAF fund)	The Reach Out project aims to • provide a rich programme of learning activities for some of the most vulnerable people in Aberdeen City: people with learning disabilities, those living with mental health and /or substance misuse issues and those going through the criminal justice system • use a student-centred learning approach effectively in order to empower its learners, and improve a range of skills • reduce social isolation, increase confidence and counter discrimination through employing an integrated approach, refusing to segregate by the particular issues/disabilities of its learners

A Statement of CLD needs which will not be met within the period of the Plan

Aberdeen City Council does not offer a universal CLD service across the city but targets the priority areas. Partners are also often funded to work in these priority areas as funders use SIMD data as criteria for allocating funding. Recent Education Scotland inspection reports of Learning Communities not in priority areas, have highlighted a lack of coordinated CLD provision. The Local Authority has the legislative duty to ensure that there is coordinated provision and needs to improve in this area. This gap will be addressed in the next three years through partners working together, to make best use of resources in order that they can be used in at risk areas, or with communities with specific needs e.g. isolation, resilience.

During the consultation period specific gaps identified by partners were

Work with Young People	16-19 – literacies learning 16-19 – care leavers Young Carers
Work with Adults	Community Based Adult Learning

These will be considered alongside the above.

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List of Abbreviations used in this plan

ALEO	Arms Length External Organisation
BUI	Business Intelligence Unit
CAN	Come And Network
CPD	Continuing Professional Development
EICE	Early Intervention & Community Empowerment
ESOL	English for Speakers of Other Languages
FAF	Fairer Aberdeen Fund
HRA	Housing Revenues Account
HSCP	Health & Social Care Partnership
ICS	Integrated Children's Services
LOIP	Local Outcome Improvement Plan
MARG	Multi-Agency Referral Group
NIF	National Improvement Framework
PB	Participatory Budgeting
PEF	Pupil Equity Fund
PF	Partnership Forum
SAC	Scottish Attainment Challenge
SQA	Scottish Qualifications Authority
STEM	Science, Technology, Engineering & Numbers

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Appendix 1: Legislation, Policies, Research and Guidance reviewed in the production of the Plan

2017 National Improvement Framework and Improvement Plan for Scotland

ACC Citywide Place Standard tool survey

ACC Consultation with Children and Young People 2016

ACC National Improvement Framework Plan 2018/2019

Achieving a Sustainable Future: Regeneration Strategy (2011)

Adult Learning Statement of Ambition 2014-2019

Adult Literacies in Scotland 2020: Strategic Guidance

Community Empowerment (Scotland) Act 2015

Community Empowerment (Scotland) Act 2015: Part 2 Community Planning Guidance

Community Learning and Development: Strategic Guidance for Community Planning Partnerships (2012)

Developing the Young Workforce: Scotland's Youth Employment Strategy (2014)

Education Governance review next steps (2017)

Education Scotland Inspection reports of CLD over the period of the last plan

Fairer Scotland Action Plan (2016)

Family Learning Framework: Advice for Practitioners (2018)

Knowing People: research by University of Aberdeen on Powis to inform future service planning

National Performance Framework

National Youth Work Strategy 2014-2019

North Alliance Plan – Workforce Development

Northern Alliance Plan (Regional Improvement Collaborative) CLD focussed actions 2018

Parental Involvement Strategy

Revised Guidance Note of Community Learning and Development Planning 2018-2021

Scotland's Community Learning and Development Workforce Development Action Plan

Scotland's ESOL Strategy 2015 - 2020

Scottish Governments STEM Education and Training Strategy for Scotland (2017)

The 15-24 Learner Journey Review May 2018 – Scottish Government report

The National Policy Context for Community Learning and Development (CLD) planning

The Requirement for Community Learning and Development (Scotland) Regulations 2013

The Scottish Attainment Challenge

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Appendix 2: CLD links to local and national outcomes

NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
we are well educated, skilled and able to contribute to society	work place learning ?skills profile ?skills shortage vacancies resilience of children and young people confidence of children and young people	Inclusive Economic Growth - A skilled workforce for the future that provides opportunities for all our people	We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity	L1- Access to Employment & Enterprise Opportunities L2 - We will work together to improve employability and income of residents L3 - To improve employment opportunities	L1, L2, L3 - We will remove barriers to accessing employment and employment progression L1, L3 (L2 secondary driver) - We will maximise the employment, education and training opportunities for all school leavers	P4 Improvement in the employability skills and sustained, positive school leaver destinations for all young people	- work in collaboration with the DYW regional board to develop an effective strategy on Developing the Young Workforce - improve the quality of transition - effective and inclusive senior phase offer	2d - Adult learners are confident, resilient and optimistic for the future 2f - Adult Learners apply their skills, knowledge and understanding across the four areas of life 2a - Young people are confident, resilient and optimistic for the future	- maintain learning offer to ESOL & Literacies learners who can most benefit from CLD provision - Increase learning opportunities for adult to engage in STEM activities - increase adult learning opportunities designed to support employability - Increase wider achievement for young people - increase the number of positive destinations for young people
we are well educated, skilled and able to contribute to society we grow up loved, safe and respected so that we realise our full potential	young people's participation resilience of children and young people confidence of children and young people child wellbeing and happiness healthy start	Children have the best start in live - children in Aberdeen are healthy, happy and safe, and enjoy the best possible childhood Children are safe and responsible - children and young people are safe from all forms of harm	we will improve health supports and outcomes for families, children and young people - we will improve multi agency support for vulnerable children and young people - we will ensure all children and young people are supported to be responsible and contributing citizens	L1 - our children and young people will have equal opportunities to achieve in life	L1 - Our young people will have facilities and services that meet their needs	P3 - Improvement in children and young people's health and well being	- improve the provision of timely support for children and young people with mental health needs to reduce escalation of needs	2d - Adult learners are confident, resilient and optimistic for the futures 1 - Partners work effectively together to deliver, develop and evaluate services which meet local need and strategic priorities 2a - Young people are confident, resilient and optimistic for the future	- increase parent's skills to support their child to get the best start in life - increasing use of joint resources to deliver targeted interventions - increase capacity for under 12s youth work - increase the learning offer to schools to address demand for both literacies and mental health/resilience

NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
		Children are respected, included and achieving - children and young people are listened to, valued, respected and involved in the decision-making processes in Aberdeen	- we will implement a citywide strategy to promote participation of children and young people's rights, in partnership with other services within and beyond the council					2b - Young People express their voice and demonstrate social commitment	- Implement citywide strategy for promoting participation of children and young people, children's rights - support and develop the work of democratic structures across the partnership
			- we will close the outcome gap for all children and young people - we will maximise the employment education and training opportunities for all school leavers	L1 - our children and young people will have equal opportunities to achieve in life L2 (under economy) – We will work together to increase opportunities for people in our locality L3 - we will close the attainment gap	L1, L2, L3 - we will close the attainment gap	Improve the attainment, wellbeing and employability of children and young people by matching or exceeding virtual comparator performance across core KPIs by 2021 P1 - increase attainment, particularly literacy and numeracy P2 - Closing the attainment gap between the most and least disadvantaged children	- Improve quality of strategic and local partnership working to fully utilise the expertise of the entire system to support children and young people - Improve the coordination of services supporting literacy development across a community -Improve the coordination of services across the partnership to maximise the community offer - increase the impact of PEF and SAC spend to reduce the attainment related poverty gap - improve the quality and number of learner pathways for vulnerable learners	1 - Partners work effectively together to deliver, develop and evaluate services which meet local need and strategic priorities 2a - Young people are confident, resilient and optimistic for the future	- more effective use of data enables better understanding of local need and priorities - increasing use of joint resources to deliver targeted interventions - regular review and evaluation evidences impact and refines planning - increase the learning offer to schools to address demand for both literacies and mental health/resilience - increase wider achievement for young people

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NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
we live in communities that are inclusive, empowered, resilient and safe	perceptions of local area community land ownership places to interact access to green and blues spaces social capital loneliness			L1 - we will build on community assets to improve Torry as a place to live and work and create opportunities for involvement in community life L2 - we will work together to increase community involvement and participation L3 - communities are inclusive and safe	L1, L2, L3 - build on our strong community spirit and the potential of groups and individuals and families to develop community action L3 - Tillydrone, Seaton and Woodside has a positive identity and people feel they belong			3a - Communities are confident, resilient and optimistic for the future	- Community groups and learning programmes are successful and engaging more individuals - community groups are successfully recruiting, retaining and training volunteers - communities develop and maintain projects which enhances their local areas and strengthen local identity
								3c - Community members identify their capacities, learning and skills, enhance them and apply them to their issues and needs	- increase knowledge and skill of community members to co-produce services - increase knowledge and skills of community members to understand the needs of their communities
					L1, L3 - enhanced social cohesion and socially sustainable communities			2d - adult learners are confident, resilient and optimistic for the future	- maintain learning offer to ESOL / Literacies learners who can most benefit from CLD provision
								2e - Adult learners express their voices, co-design their learning and influence local and national policy	- Increase learning opportunities for marginalised groups - maximise opportunities for adult learners to participate in planning their own learning and learning

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NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
									programmes
We respect, protect and fulfil human rights and live free from discrimination	influence over local decisions				L1, L3 - People feel able to participate in decisions and help change things for the better			3b - communities express their voice and demonstrate commitment to social justice and action to achieve it 2b – Young people express their voice and demonstrate social commitment 2e - adult learners express their voices, co-design their learning and influence local and national policy	- increase opportunities for communities to enable them to express their voice- increase local awareness of the ways to get involved in decision making processes - increase number of individuals who feel confident in using a variety of tools to engage with communities and communities of interest - implement citywide strategy for promoting participation of young people, children's rights - increase opportunities for adult learners to influence local and national policy

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NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
we live in communities that are inclusive, empowered, resilient and safe	perceptions of local crime rate crime victimisation access to green and blue space community land ownership	Safe and resilient communities - Aberdeen is a place where people are safe from harm	We will prevent crime and reduce the incidence of crime, disorder and anti-social behaviour and tackle the underlying causes of such behaviour to ensure that Aberdeen is a place where people are, and feel, safe					2c - Young people create, describe and apply their learning skills	- increase the opportunities for young people to design and deliver peer projects and projects and youth programmes - increase the number of young people involved into volunteering opportunities

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NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	**National indicator**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**	**Outcome**	**Primary driver**
		People friendly city - a city where people choose to invest live and visit	we will create an attractive, welcoming environment in partnership with our communities	L1 - our community is safe, clean and we can move around easily and safely L2 - we will work together to improve environment and access to / provision of area facilities and resources for all L3 - to reduce fly-tipping and litter L1 - we will increase the promotion, quality and use of our greenspace and heritage L1 - we have increased access to high quality facilities in the community L2 - we will work together to improve environment and access to/ provision of area facilities and resources for all L3 - to improve play and public spaces and access to fit for purpose community facilities	L1, L2, L3 - the community is (resilient - L3) tidy and well maintained L1 - we will develop community planting initiatives, community clean-ups and friends of green spaces L1 - community ownership of assets L1, L2 - we will improve access to high quality, fit for purpose facilities within the locality L3 - there are appropriate spaces and facilities to support play and recreational facilities			3a - Communities are confident, resilient and optimistic for the future 3c - Community members identify their capacities, learning and skills, enhance them and apply them to their issues and needs	- communities develop and maintain projects which enhance their local areas and strengthen local identity - increase knowledge and skills of community members to co-produce services
We are well educated, skilled and able to contribute to society		Digital Skills and Education - Aberdeen City invests in education in cutting edge digital skills and knowledge, prom primary school to post-graduate research, and supports citizens and our workforce to	our citizens will have access to learning opportunities to develop their digital skills, digital literacy and data literacy	L1 - improve access to digital opportunities L2 - we will work together on improving internet access, safety, security and awareness L3 - to improve digital skills	L1, L3 - our citizens will have access to learning opportunities to develop their digital skills L2 - we will work to ensure that people are safe online for all ages L2 - we will work to ensure accessibility			2d - adult learners are confident, resilient and optimistic for the future	- increase learning opportunities for adults to engage in STEM activities

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NATIONAL PERFORMANCE FRAMEWORK		LOIP		LOCALITY		NIF		CLD PLAN	
National outcome	National indicator	Outcome	Primary driver	Outcome	Primary driver	Outcome	Primary driver	Outcome	Primary driver
		apply this to daily life			to the internet L3 support community capacity building through use of technology				

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Community Learning & Development (CLD) Strategic Plan 2018-2021

Context and Background

Legislation

June 2012 – **Community Learning and Development: Strategic Guidance for Community Planning Partnerships.**

- The Strategic Guidance clarifies expectations of Community Planning Partnerships, within the broad Framework of Public Service Reform. Local Authorities are expected to provide clear leadership and direction, and to drive the action needed to ensure we maximise the contribution of CLD Partners in reform of public services.

The Governments **National Performance Framework** sets out the strategic objective for all Public services, including those delivering CLD. CLD's specific focus should be:

- Improved life chances for people of all ages through learning, personal development and active citizenship
- Stronger, more resilient, supportive, influential and inclusive communities

The Requirement for Community Learning and Development (Scotland) Regulations 2013

Regulation 1 – Community Learning and Development regulations are subordinate legislation made under section 2 of the Education (Scotland) Act 1980. It requires each Education Authority to secure adequate and efficient provision in their area of both school and Further Education, which in this context includes CLD and is not age limited.

Regulation 2 - The process to secure Community Learning and Development in the Local Authority area requires the Local Authority to initiate, maintain and facilitate a process which ensures that CLD in the area is secured in such a way that it:

- Identifies target individuals and groups
- Considers the needs of those target individuals and groups for CLD
- Assess the degree to which those needs are already being met and
- Identifies barriers to the adequate and efficient provision of CLD

Regulation 3 – Duty to involve and consult. Requires the Local Authority to involve and consult with representatives from:

- Target individuals' and groups
- Providers of CLD within the area of the Local Authority

Regulation 4 – 3-year plan. Requires Local authorities to consult on and publish plans every 3 years containing specified information on the provision of CLD by Local Authority and its Partners.

ACC published its first 3-year plan in September 2015 and its Interim Review in August 2017.

This plan is for the period September 2018-August 2021

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CLD Plan 2015-2018

Aberdeen City Council published its first 3-year plan in September 2015 and its Interim Review in August 2017. In November 2017 – January 2018 consultations were held with staff, internal partners, external partners and communities about the Review and how we should take the next plan forward. It was agreed that we would not have extensive consultations with Communities about their needs as this had been done recently in relation to the Locality Plans. Agreement was reached to use the data in the Strategic Assessment; the data given to Partnership Forums, information gathered from a city-wide Young People's survey and information gathered from a city- wide survey using the Place Standard Tool.

Partners also felt we should change from a Logic Model to the Improvement Model used in the LOIP, Locality Plans and Aberdeen City NIF to aid understanding. Partners and communities have been consulted on this new model and their ideas have been incorporated. All Partnership Forums have agreed plans and their priorities have been set around young people's mental health and resilience, parental/community engagement. We have also extracted from the LOIP, the Localities Plans and the NIF the Outcomes we will be contributing to (Appendix 2).

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	6th November 2018
REPORT TITLE	Procedure for carrying out temporary repairs to granite setts/precast block roads
REPORT NUMBER	18/225
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Paul Davies
TERMS OF REFERENCE	1&3

1. PURPOSE OF REPORT

The purpose of this report is to seek Committee approval for the following report which will become the procedure for carrying out temporary repairs to granite setts/precast blocks and which will enable Aberdeen City Council to fulfil its statutory obligation under the Roads (Scotland) Act 1984.

2. RECOMMENDATION

2.1 That the committee approve the use of bituminous materials in the temporary repair of granite setts and precast block carriageways and a further report will be brought to the Operational Delivery Committee to outline the permanent repair options and associated costs.

3. BACKGROUND

3.1 Aberdeen City Council, as Roads Authority, has a statutory obligation under the Roads (Scotland) Act 1984 for the management and maintenance of its road network. Section 1 of the Act states that "…a local roads authority shall manage and maintain all such roads in their area as are for the time being entered in a list (in this Act referred to as their "list of public roads") prepared and kept by them under this section".

3.2 On the List of Public Roads for which the Roads Service is tasked with maintaining in a serviceable and safe condition there are currently approximately 80 roads and large areas laid out in setts, as well as approximately 110 roads laid in precast block and many small areas featuring setts, such as at the edging of some carriageways.

3.3 Where any defect is found in any such road, footway or area the Roads Service has a statutory obligation to make safe the defect.

3.4 The Council's response times to deal with such defects can be found in the Road Safety Inspection Manual.

3.5 Setted or precast block roads can fail in a number of ways that may result in safety defects. When making them safe the primary requirement is usually to level the area – e.g. due to missing setts or a deformation in the carriageway, although reasons for a potential safety defect are numerous.

3.6 Where a safety defect is minor, for instance where one or two setts or blocks have worked loose, it may be possible for the squad responding to the defect to reset the setts on initial visit with the area coned off. The nature of the work required to make an 'as was' repair to a sett or lock block road will, however, often require traffic management or full road closure.

3.7 It should be noted that the Roads Service currently have a limited resource for carrying out some of these specialist repairs, some of which may have to be carried out by a specialist contractor. Training to upskill a group of operatives in this area is currently being investigated, potentially in collaboration with other Scottish Roads Authorities.

3.8 Where the nature of the works requires a road closure or traffic management to perform a safe repair, the Roads Service is required to give three months' notice through the Road Commissioners Symology system. This is to allow all public utilities the opportunities to carry out any works to their apparatus prior to the permanent road repairs being carried out.

3.9 It is highly probable that any large repair will require a full road closure and may require, for example, bus diversions which must be planned in consultation with the bus operators.

3.10 Following a repair, as per the Councils' specification, up to 4 weeks may be required for the mortar mix used to secure the setts to set prior to any vehicular traffic being able to drive over the repaired area.

3.11 Given the statutory requirement to resolve any safety defects in a timescale that cannot be achieved where any form of traffic management or reconstruction is required, the Roads Service will in the first instance repair any safety defects using bituminous material.

3.12 This bituminous material, in hot or cold form, is currently used to fill gaps where setts or blocks have been removed or where an area has suffered movement or become depressed, thus restoring a level surface and removing abrupt level changes that may cause a safety defect. Bituminous material may additionally be used to stabilise areas where its use will prevent further deterioration of the setted or precast block asset.

3.13 The Roads Service acknowledge that this style of repair may be perceived to be of poor aesthetic appearance. It is, however, the only practical method which

allows it to fulfil its statutory requirement to maintain a safe road infrastructure. The Roads Service will continue to monitor the marketplace should any better solution become available.

3.14 By making temporary repairs in bituminous material, the Roads Service seeks to minimise the work required to complete a permanent repair at a later stage. Bituminous material can be broken up and removed in a manner that is easier and less labour intensive than other materials, such as cementitious material. The inflexible nature of cementitious material also makes it a poor choice of repair material in certain sett areas where the surface is designed to have an element of movement and will very quickly crack.

3.15 The use of epoxy mortars would be of benefit, however they are extremely difficult to remove prior to carrying out a permanent repair.

3.16 Where traditional setts are removed to complete a temporary repair, these will be numbered, catalogued and retained in order that they may be reinstated at the time of a permanent repair being made.

3.17 The requirement for traffic orders, road closures, specialist materials and labour, along with the high associated cost of such repairs requires that permanent repairs will require to be added to programmed future works.

3.18 This new procedure for carrying out temporary repairs to granite setts and precast block roads ensures that the Roads Service can react in an appropriate manner to rectify safety defects within the Council's response times derived from the code of practice governing the management of roads assets - Well Managed Highways Infrastructure, 2016.

3.19 A further report will be brought to the Operational Delivery Committee to outline the permanent repair options and associated costs. This is currently scheduled for spring 2019.

4. FINANCIAL IMPLICATIONS

4.1 By utilising bituminous material to complete the repair of safety defects on setted or precast block carriageway, the Roads Service shall minimise the cost of temporarily rectifying that defect.

5. LEGAL IMPLICATIONS

5.1 Aberdeen City Council has a statutory obligation to rectify safety defects in its adopted network and failure to allow the use of materials, such as bituminous material, to make repairs would leave road closure as the only alternative immediate fix to a number of sett or precast block defects.

6. MANAGEMENT OF RISK

6.1 The potential risks of not approving the use of bituminous material are outlined in the following table:

	Risk	Risk Level	Mitigation
Financial	If no immediate action is taken to address a defect then it may get larger and become a costlier fix.	Medium	The adoption of this reports recommendations as policy allows the Roads department to respond to defects in the only practical method to prevent short to medium term deterioration, minimising permanent repair costs.
Legal	Non-compliance with council's Roads Safety Inspection Manual. That we would not be able to effectively comply with our duty to manage and maintain our adopted road network.	Medium Medium	The adoption of this reports recommendations to carry out temporary repairs will allow compliance with the Roads Safety Inspection Manual. Allow us to comply with our duty to manage and maintain our adopted road network in a timely manner in accordance with response times in our approved Road Safety Inspection Manual.
Employee	N/A	N/A	N/A
Customer	Customers may not understand the reasoning behind repair procedures. If immediate action cannot be taken to make safe a safety defect, then a road closure may be required.	Medium Medium	The adoption of this report as policy will allow its use when explaining why the council must react to defects in the manner that it does. The adoption of this report as policy will allow for temporary repairs to be made in order to minimise customer inconvenience and ensure customer safety.
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	The Council may be subject to criticism of non-aesthetically pleasing repairs.	Medium	Approval of this report will allow the reasoning for such repairs to be demonstrated to the public.

7. OUTCOMES

Local Outcome Improvement Plan Themes

	Impact of Report
Prosperous Economy	Investment in Infrastructure
Prosperous Place	Safe and Resilient Communities

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Reduction of the potential inconvenience to customers from an inability to carry out emergency repairs.
Organisational Design	Our organisational structure is such that it reflects our services and the statutory duties we must deliver.
Governance	N/A
Workforce	Need to ensure that there are sufficient adequately trained staff resources to execute the proposed policy.
Process Design	Required Technical staff to understand process reasoning that will assist in an improved service delivery and best value.
Technology	N/A
Partnerships and Alliances	We shall continue to discuss with other Roads Authorities the possibility of joint training sessions for some of our workforce.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	This report has no direct implications in relation to Equalities & Human Rights Impact Assessment.
Privacy Impact Assessment	N/A
Duty of Due Regard / Fairer Scotland Duty	N/A

9. BACKGROUND PAPERS

9.1 The following papers have been used in the development of this committee report:

- Road Safety Inspection Manual
- Well-managed Highways Infrastructure Code of Practice 2016
- SCOTS guidance document for Natural Stone Surfacing

10. REPORT AUTHORS CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery
DATE	6 November 2018
REPORT TITLE	Waste Policies Review
REPORT NUMBER	OPE/18/213
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Kris Hultman
TERMS OF REFERENCE	3. approve improvements to operational delivery where officers do not have the power to do so

1. PURPOSE OF REPORT

To seek approval of revised waste policies dealing with excess waste, contamination, assisted bin uplifts and unadopted roads.

2. RECOMMENDATION(S)

2.1 That the Committee approves the proposed revised policies contained in the following appendices:

Appendix 1: Excess Waste Policy
Appendix 2: Assisted Collections Policy
Appendix 3: Contamination of Recycling Policy
Appendix 4: Unadopted Roads Waste & Recycling Policy

3. BACKGROUND

3.1 The policies contained in this report are subject to regular review and the changes therein are intended to improve the policies or address gaps that had been identified.

3.2 Each of the attached is a revision of a current, approved policy. Each policy has had minor revision/corrections that do not have any significant implications or impact on the spirit of the policies and these changes are not highlighted. Significant changes to the policies are highlighted in red text in the appendices and a summary is provided in Table 1 below.

Table 1. Summary of key changes to policies.

Policy	Change	Reason
Excess Waste – appendix 1	Inclusion of existing expectations already documented in education and marketing materials and some revision to improve understanding or for emphasis.	Improved understanding.
	Expectation that householders will label their bins and outline circumstances where unlabelled bins will be removed	To improve “ownership” of bins and waste, which will reduce the likelihood of contamination by others. Enables the identification of households that require assistance. Helps identify “orphaned” or abandoned bins.
Assisted Collection – appendix 2	Some revision to improve understanding or for emphasis.	Improved understanding.
	Addition of section regarding the use of communal bins in recognition of the fact that some householders may have difficulty using communal facilities.	Addresses gap in existing policy.
	Addition of section regarding unadopted roads.	Addressing gap in existing policy and aligning with Unadopted Roads Waste and Recycling Policy.
Contaminated Recycling Bin - appendix 3	Inclusion of sections for food/garden waste bins.	Including list of acceptable materials and contamination that are already in public domain but were omitted from current policy document.
	Removal of mixed recycling bin and/or food/garden waste bin where it can be demonstrated that a householder persistently contaminates their bin. This would only happen after all reasonable steps were taken to assist the householder. No	Inclusion of step omitted from current policy.

	additional capacity will be provided for general waste.	
Unadopted Roads Waste and Recycling - appendix 4	Some revision to improve understanding or for emphasis.	Improved understanding

4. FINANCIAL IMPLICATIONS

4.1 The efficient management of the waste and recycling services is imperative in ensuring that the authority gains best value from both its collection service and the materials collected. These policies are aimed at encouraging good participation and behaviour by householders as well as ensuring efficient use of the collection resources. Poor quality of materials and poor or incorrect participation results in a less effective service with a higher overall cost to the authority. The continual review and development of these policies helps to ensure that there is clarity and consistency in the approach and will result in better service delivery.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

	Risk	**Low (L), Medium (M), High (H)**	**Mitigation**
Customer	Public acceptability of policy content	L	Ongoing communications, raising awareness of waste services and how to use them. Appropriate training of Waste Team and Contact Centre Staff.
Environment	Risk of increased fly-tipping or littering due contaminated bins not being emptied.	L	Provision of adequate information and support to assist householders. Monitoring impact implications, with appropriate action as necessary.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report

Prosperous Place	These policies help improve the local environment by reducing the likelihood of littering.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	EHRIA completed (1 for each policy)
Privacy Impact Assessment	not required
Duty of Due Regard / Fairer Scotland Duty	*not applicable*

9. BACKGROUND PAPERS

N/A

10. APPENDICES

Appendix 1: Excess Waste Policy
Appendix 2: Assisted Uplift Policy
Appendix 3: Contamination of Recycling Policy
Appendix 4: Unadopted Roads Waste & Recycling Policy

11. REPORT AUTHOR CONTACT DETAILS

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Appendix 1 Excess waste policy (reviewed November 2018)

Policy Name	Contamination of Mixed Recycling Policy
Committee Date/Name	Operational Delivery Committee, 6 November 2018
Review Frequency	2 year
Next Review Due	November 2020
Implementation Date	7 November 2018

1.0 Purpose of Policy

1.1 To establish a policy which ensures that only waste or recyclables presented in authorised containers is collected.

1.2 This policy does not apply to commercial properties.

2.0 Standard Service Provision

2.1 For householders using the wheeled bin service the Council's standard service provision is:

- 1 x 180 litre household waste wheeled bin
- 1 x 240 litre mixed recycling bin
- 1 x 240 litre garden and food waste bin

2.2 All of these containers are collected fortnightly.

3.2 Bins should be labelled with house number and street name.

2.4 Bins should be stored within the boundary of the property, if possible.

2.5 Bins should be presented on the kerbside by 7am on the scheduled collection day.

2.6 Householders should remove bins from the kerbside as soon as possible following collection. Householders should take all reasonable steps to avoid bins causing an obstruction.

2.7 Unlabelled bins left on the street may be considered abandoned and removed.

3.0 Receiving an Authorised Additional Bin

3.1 Additional Refuse Bins

The criteria below only apply to the household residual waste bin collection service. A household can request an additional recycling or garden waste bin without having to meet these criteria.

The additional bin will be another bin of the same size as the standard household residual waste bin. In exceptional circumstances (e.g. individuals with medical conditions), a larger second bin may be granted at the discretion of the Council, following assessment.

The householder must meet at least one of the following criteria to receive an additional residual waste bin:

- Five or more permanent resident(s) in the household
- One or more resident(s) in the household with a medical condition/disability resulting in production of additional non-clinical waste
- Two or more residents in the household under the age of 3 years and in nappies

The household must also demonstrate that they are making full use of the recycling facilities available. This will include the requirement to complete an assessment form which will be reviewed by an Officer, and in some cases a household visit may be undertaken to assess the needs. Follow-up monitoring visits may be carried out once the bin has been delivered to check that it does not contain recyclable materials (including food or garden waste).

The following terms and conditions will apply to additional residual waste bins:

1. A maximum of one additional bin will be available to eligible households.
2. There will be a charge for delivery (details of applicable charges will be available on the Council website).
3. Additional bins will only be delivered once payment has been received.
4. Residents with a medical condition or disability that causes them to produce excess waste, will not be charged.
5. A 50% discount will be available for those in receipt of Council Tax benefit and/or Housing Benefit.
6. Additional bins will be easily identifiable.
7. Additional bins should be used in accordance with the Excess Waste Policy.

3.2 Additional Food & Garden Waste Bin (Brown Bin)

A charge will also be made for an additional 240 litre garden and food waste bin (first bin provided free) to encourage home composting (details of applicable charges will be displayed on the Council website).

Only one additional brown bin may be requested per eligible household.

Large amounts of garden waste can be taken to a local Household Waste and Recycling Centre (HWRC) and deposited free of charge.

3.3 Additional Recycling Bin

No charge will be made for an additional recycling bin; the additional recycling bin will be the same size as the standard recycling bin.

4.0 Review

Recipients of authorised additional bins (residual, recycling or food/garden waste) will receive a review letter and form after 2 years to check if the service is still required. The householder must respond within 28 days from the date of the letter.

If the householder responds within 28 days and declares that the additional bin is still required and they still meet the criteria, the additional bin will continue to be collected for another 2 years. If the householder does not respond within 28 days, the additional bin(s) will be removed.

The authority may remove additional bins if it becomes aware of a change in circumstances, for example, fewer people living at a property, the cessation of a temporary medical condition, the bins are no longer required or are not being used for any other reason or are being misused These householders will be contacted before removal.

5.0 Excess Waste

5.1 Unauthorised second/ additional bins

Any additional bins over and above the standard service as per paragraph 2.0 will only be emptied if they are authorised as per paragraph 3.0. Only bins supplied under the terms of this policy will be emptied.

Where it has been identified or is suspected that a householder has unauthorised additional bins, the following action will be taken:

- Householder will be notified that the bin appears to be an unauthorised additional bin.
- Householder will be given the opportunity to contact the authority to discuss whether they qualify for the additional bin as per paragraph 3.0
- If the householder does not make contact or does not qualify, they will be notified that unauthorised Council supplied bins will be removed.
- Bin will then be removed.

Where there are households with more than 2 brown bins, the following action will be taken:

- Householder will be notified that the Council policy has been amended and that there is a maximum limit of 2 brown bins per household.
- Householder will be given the opportunity to contact the authority for advice and guidance on how to reduce or compost their garden waste.
- If the householder does not make contact, they will be notified that the bin may be removed.
- Additional bin(s) may then be removed.
- A maximum of 2 brown bins per property will be emptied on collection day.

5.2 Black bags or waste presented in other unauthorised containers (not wheeled bins)

Aberdeen City Council will not collect any waste (including garden waste) presented outwith the authorised containers and this will be treated as side waste, fly-tipping or littering and may be subject to enforcement action.

Only waste presented in accordance with this policy will be emptied/ uplifted.

5.3 Over-filled bins

Where a wheeled bin is presented and is considered by the crew to be overloaded, by weight and/or volume of material, it will not emptied on health and safety grounds. Householders will be notified of the reason for not emptying the container.

If bins are too heavy to be moved or emptied safely by the crew, the resident will be required to reduce the weight of the bin contents before the next scheduled collection.
The wheeled bin will be emptied on the next collection cycle provided it is deemed ‘manageable’ by the collection crews.

5.4 Open lids

For safety reasons, and to ensure that wheeled bins and lids are not damaged during the collection and lifting process, bin lids of all wheeled bins presented for collection should be fully closed.

Bin lids should be kept closed at all times when not in use to deter access by flies and vermin and to avoid rainwater entering the bin.

Bins presented with lids open that are considered hazardous by the collection crew will not be emptied. The bin will be tagged, advising the householder that the bin will be emptied on the next collection cycle provided the bin is considered safe to do so (lid closed). It is the resident’s responsibility to ensure that the lid is closed.

References

Appendix 2 Assisted Collection Policy (Revised November 2018)

Policy Name	Assisted Collection Policy
Committee Date/Name	Operational Delivery Committee, 6 November 2018
Review Frequency	2 years
Next Review Due	November 2020
Implementation Date	7 November 2018

1.0 Purpose of Policy

1.1 To establish a policy which makes provision for an 'Assisted Collection' on a temporary or permanent basis in certain circumstances.
1.2 An 'Assisted Collection' is provided when the householder is physically unable to present their bins and there is no other assistance available.
1.3 The 'Assisted Collection' service covers household waste bins including 180 litre residual waste, 240 litre mixed recycling and 240 litre food/garden waste. This policy applies to all authorised containers. See section 5 for householders/properties served by communal bins.

2.0 Criteria for receiving an Assisted uplift

2.1 The householder must meet one or more of the following criteria to receive this service:

- The permanent householder(s) suffer(s) from a medical condition or disability that prevents them from putting out the container(s)
- There is no other assistance available for putting out the container(s)
- The permanent householder(s) suffer(s) from a temporary incapacity*
- Note that any physically able permanent resident in the same household who is over the age of sixteen will be expected to present the container(s) for collection

3.0 Assisted uplift service, including application and terms and conditions

3.1 The householder seeking the Assisted Collection service must complete an application, available online or by calling the Corporate Contact Centre.
3.2 If the application is approved, the householder will be advised of the date the service will start, usually their next collection day.
3.3 Unsuccessful applicants will be given the opportunity to seek advice from the Waste and Recycling Service.
3.4 The householder will receive the permanent Assisted Collection on every regular household collection for 2 years.
3.5 In cases of temporary incapacity, the householder must include an expected end date on their application and if approved, will receive the service until that date. Affected householders should inform the Waste and Recycling Service of any change in circumstances that impact on their ability to present their bins.
3.6 The container(s) will be collected from, and returned to, an appropriate and agreed outdoor point.
3.7 The location must not compromise the collection crew's health and safety requirements and appropriate questions will be included on the application

**Temporary Incapacity* *is defined as curable impairment of mental or physical facilities that may impede the affected person from functioning normally only so far as he or she is under treatment*

form. If the Service considers an uplift location to compromise health and safety, the householder will be contacted to discuss a suitable alternative.

4.0 Review of Assisted uplift

4.1 Eligible householders will receive a letter shortly before their review date asking if they still meet the relevant criteria.

4.2 If the householder does not respond within 28 days, or the household no longer meets the criteria, the Assisted Collection service will be removed and the service will revert to standard collection terms.

5.0 Properties served by communal bins

5.1 Householders who use communal bins and meet 1 or more criteria in Section 2.1 of this policy should contact the Waste and Recycling Service. An assessment will be made of the householder's circumstances and seek to find an appropriate arrangement that meets the requirements of the householder and the collection crew. Any such arrangement will be subject to the same Terms and Conditions and review outlined in Sections 3.0 and 4.0 of this policy.

6.0 Unadopted Roads

6.1 Where an application is received from a householder who lives on an unadopted road that does not meet the criteria for collection according to the "Unadopted Roads Waste & Recycling Policy", the service will give full consideration to finding a safe and suitable method of providing an assisted collection. Each situation will be considered based on its circumstances.

References

Assisted uplift procedure

**Temporary Incapacity* *is defined as curable impairment of mental or physical facilities that may impede the affected person from functioning normally only so far as he or she is under treatment*

Appendix 3 Contamination of Recycling Policy (Revised November 2018)

Policy Name	Contamination of Recycling Policy
Committee Date/Name	Operational Delivery Committee, 6 November 2018
Review Frequency	2 years
Next Review Due	November 2020
Implementation Date	7 November 2018

1.0 Purpose of Policy

To establish a policy that details how contaminated mixed recycling and food/garden waste bins will be dealt with and to define what contamination is.

2.0 Acceptable Materials

2.1 The 240 litre **mixed recycling bin** is only for the items that can be recycled as listed below:

- Steel and aluminium cans, tins and foil
- Glass bottles and jars
- Paper and cardboard
- Plastic bottles, trays, tubs and yoghurt pots (all colours)
- Food and drink cartons (e.g. Tetrapak)

Items should be predominantly clean and free of food waste and plastic bags/film in particular.

2.2 The 240 litre **food/garden waste** bin is for the following materials:

- Garden waste including:
  - Small branches, bark and twigs that readily fit into the bin with the lid closed
  - Grass cuttings
- All cooked and uncooked food waste including:
  - Tea bags and coffee grounds
  - Egg shells and bones

3.0 Defining Contamination

3.1 Collection crews will check bins as they are emptying them for evidence of contaminants.

This will be a visual inspection when they open the lid of the bin. Crews are not expected to wade through the materials.

3.2 Items that cannot be put in the **mixed recycling** bin include:

- food waste
- plastic bags or film
- garden waste
- nappies
- clothing
- other general waste materials that cannot be recycled.

3

3.4 The following is a guide to help determine whether a **mixed recycling** bin is deemed to be contaminated or not and the action to be take:

Contamination level / Reason	Description	Action
Severe contamination; or repeat offender of medium contamination	**Filled black bags, food waste, nappies, more non-recycling than recycling. Or repeat offender of medium contamination.**	**1) Do not empty bin 2) Attach Bin Hanger/Sticker 3) Record on Collective 4) Letter sent to householder**
Moderate contamination	**Obvious misunderstanding of materials accepted – more than two but less than ten wrong items visible when bin lid is opened (there needs to be more recycling than non-recycling)**	**1) Empty bin 2) Bin Hanger/Sticker 3) Leave wrong items in a bag tied to the bin or remove if possible 4) Record on Collective**
Low contamination	**Two or less visible wrong items when the bin lid is opened.**	**1)Empty bin – likely that it is accidental. 2) No requirement to record**

3.5 Severely contaminated **mixed recycling** bins will not be emptied and it is the responsibility of the householder to remove any contamination from the recycling bin before it will be emptied on the next scheduled collection day.

3.6 Items that cannot be put in the **food/garden bin** include:

- Household waste or mixed recyclables
- Nappies
- Dog waste, cat litter or other animal waste
- Stones, slabs, rubble or rubber
- Plastic bags
- Plastic flower pots, seed trays or plant labels
- Soil or turf

3.7 **Food/garden waste bins** containing any of the items listed in paragraph 3.6 may not be emptied. It is the householder's responsibility to remove any contamination from the **food/garden waste bin** before it will be emptied on the next scheduled collection day

4 Contaminated mixed recycling bins - procedure

4.1 Bin identified as low contamination

a. Where a household **mixed recycling bin** has been identified as having low contamination by the collection crew, the crew will empty the bin. No further action is required.

4.2 Bin identified as moderate contamination

a. Where a household **mixed** **recycling bin** has been identified as having moderate contamination by the collection crew, the crew will log this using their in-cab electronic system. This information is available to the Contact Centre and Waste Team staff in real time.
b. Crew will notify the householder of the issue by placing the appropriate hanger/sticker on the bin.
c. If the same household has moderate contamination on a repeated basis (more than twice), this will be deemed as **severely contaminated** and the process followed under 4.3 (bin not emptied, etc).

4.3 Bin identified as severely contaminated

a. Where a household **mixed** **recycling bin** has been identified as having severe contamination by the collection crew, the crew will log this using their in-cab electronic system. This information is available to the Contact Centre and Waste Team staff in real time.
b. Crew will notify the householder (bin hanger/sticker, etc) of the issue - why the bin has not been emptied and that they must remove the offending items prior to the next scheduled collection
c. A letter will be sent to the householder (standard letter):

- reminding the householder of the correct items for the bin
- that they must remove the offending items prior to the next collection
- to take any excess materials to a Recycling Centre or Point
- to contact the Waste & Recycling Team for advice if they are having difficulty
- reminding the householder that their bin should be removed from the kerbside following collection to help prevent contamination by others

d. If the same household has repeated severe contamination an Officer will visit the householder to discuss and give advice.

4.4 The Council may remove a **mixed recycling bin** where it is demonstrated that the resident persistently presents a contaminated container. This is a last resort and would only happen after all reasonable steps have been taken to provide advice and assistance.

4.5 Where a mixed recycling bin has been removed due to repeated contamination, no additional capacity will be provided for general waste.

5.0 Contaminated food/garden waste bins - procedure

5.1 Where a **Food/garden waste bin** is not emptied because it contains items listed in paragraph 3.6:

a. The collection crew will log this using their in-cab electronic system. This information is available to the Contact Centre and Waste Team staff in real time.

b. Crew will notify the householder (bin hanger/sticker, etc) of the issue - why the bin has not been emptied and that they must remove the offending items prior to the next scheduled collection

c. If the same household has repeated contamination, a letter will be sent to the householder and may be followed up by a visit to provide further assistance

- reminding the householder of the correct items for the bin
- that they must remove the offending items prior to the next collection
- to take any excess materials to a Recycling Centre or Point
- to contact the Waste & Recycling Team for advice if they are having difficulty
- reminding the householder that their bin should be removed from the kerbside following collection to help prevent contamination by others

d. The letter may be followed up by a visit from an Officer to provide further assistance, if necessary.

5.2 The Council may remove a **food/garden waste bin** where it is demonstrated that the resident persistently presents a contaminated container. This is a last resort and would only happen after all reasonable steps have been taken to provide advice and assistance.

5.3 Where a **food/garden waste bin** has been removed due to repeated contamination, no additional capacity will be provided for general waste.

References

Appendix 4 Unadopted Roads Waste & Recycling Policy (Revised November 2018)

Policy Name	Unadopted Roads Waste & Recycling Policy
Committee Date/Name	Operational Delivery Committee, 6 November 2018
Review Frequency	2 years
Next Review Due	November 2020
Implementation Date	7 November 2018

1.0 Purpose of Policy

To establish a policy for establishing the criteria for collecting waste and recycling containers from unadopted roads. 'Unadopted' roads (known as private roads) are those roads not entered in the list of public roads and consequently not maintained by the Roads Authority under the Roads (Scotland) Act 1984.

2.0 Standard Service

The Environmental Protection Act 1990 (EPA) places a duty upon local authorities, as the Waste Collection Authority, to collect household waste within in its area. The Waste Collection Authority can specify the placement of the receptacles for the purpose of emptying them, and access to them for that purpose. As a general rule, the authority collects household waste by specifying the placement of receptacles at a point nearest an adopted road.

There are currently a number of households, mainly in the rural areas, which receive a recycling (food waste, garden waste or recyclables) or refuse service that requires collection vehicles to travel along unadopted roads and tracks. In some cases, these are in poor condition and consequently access can be difficult and potentially hazardous. This practice is to be avoided.

3.0 Criteria for collecting from unadopted roads

3.1 For collection via an unadopted road to be provided the following criteria must be met:

- The road surface is in a good state of repair, free from unsafe potholes and/or is made of asphalt (or a similar bound surface) – "potholes" are defined in line with the definition contained within Aberdeen City Council's Roads Safety Inspection Manual;
- There should be a minimum of 5 households located on the private road (although the service may be provided to fewer properties where the alternative road end collection is deemed to be hazardous or undesirable for any other reason and provided all other criteria are met);
- The road is at least 3 metres in width without obstruction from trees, shrubs, cables, etc. which could cause damage to the side of the vehicle or its mirrors;

- The minimum height clearance should be 3.75 metres without obstruction from overhanging branches, cables etc. which could cause damage to the lighting on the roof of the vehicle;

- There should be sufficient turning area to allow a 10.5 metre long vehicle to turn in no more than three manoeuvres;

- There are no health and safety risks to recycling and waste collection vehicles and/ or employees arising from road conditions such as adverse cambers; poor visibility at bends; risk of flooding; unprotected steep embankments.

4.0 Criteria not met

4.1 In cases where the unadopted road does not meet the required criteria for collection defined in Paragraph 3, as assessed by a Council Officer, residents may be required by notice to place their waste or recycling in the container provided on the pavement or verge of the nearest adopted road to their property.

Where multiple containers are required to be placed at a road end for collection, residents must ensure that these are placed off the road and are not obstructing the road, pavement or footpath.

4.2 Where a location met the criteria in Paragraph 3 of this policy but the unadopted road subsequently falls below the minimum standards, householders will be notified that remedial action is required.

If the road condition is considered to be likely to cause a serious safety issue, householders will be notified that the service will collect at the location of the nearest adopted road with immediate effect.

Where the defect is less serious, letters will be sent to householders giving a reasonable timeframe for action to be taken. If this is not carried out to the service's satisfaction within that time the service will be withdrawn and they will be notified that collection will be from the nearest adopted road. Householders may re-apply for service re-instatement at a later date.

5.0 Assisted Collections

Householders who are physically unable to present their bins at the designated collection point, and who have applied and have been granted an Assisted Collection (in accordance with the Assisted Uplift Policy as revised November 2018), will be entitled to a collection service from their doorstep.

While the authority will make arrangements to enable this, sections 3 and 4 of this policy still apply and in some cases this may mean an alternative arrangement to the standard service.

6.0 Review

There will be no regular review of properties eligible for collection from unadopted roads. Review of collection points will take place on an 'as required' basis when a request is received either from the collection crews or the householder.
References Assisted Uplift Policy as revised November 2018.

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	6 November 2018
REPORT TITLE	Parking and Bus lane Adjudicators for Scotland Consultation Response
REPORT NUMBER	OPE/18/296
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Derek McGowan
REPORT AUTHOR	Mark Wilson
TERMS OF REFERENCE	**3**

1. PURPOSE OF REPORT

The purpose of this report is to seek approval to respond to the consultation regarding Parking and Bus Lane Adjudicators for Scotland using the proposed consultation draft.

2. RECOMMENDATION

That Committee:-

2.1 Approve the proposed response to the consultation on Parking and Bus lane Adjudicators for Scotland.

3. BACKGROUND

3.1 Parking appeals are processed by the Revenue and Benefits team within the council and take the decision on the outcome of any appeal made against parking or bus lane notices. Where customers do not agree with the final decision taken on an appeal they have the option to take the case to the Scottish Parking Adjudication Service.

3.2 The council and the customer are required to submit evidence to the Scottish Parking Adjudication service for the case to be considered. The parking adjudicator will then take the final decision on the appeals outcome in support of either the council or the customer.

3.3. The consultation is seeking the organisations opinion on the Scottish Parking and Bus Lane Adjudication service being transferred into the Scottish Tribunals Service.

3.4 Officers have reviewed the consultation and provided a proposed response. The relocation appears to be structural change that will have no impact on Aberdeen City Council.

4. FINANCIAL IMPLICATIONS

4.1 The consultation response and the change proposed will not impact the organisation financially.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	No financial risk identified		
Legal	No legal risk identified		
Employee	No risk to employees and no change to existing practises		
Customer	No risk identified		
Environment	No risk identified		
Technology	No risk identified		
Reputational	No risk identified		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	No Impact
Prosperous People	No Impact
Prosperous Place	No Impact

Enabling Technology	No Impact

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	No Impact
Organisational Design	No Impact
Governance	No Impact
Workforce	No Impact
Process Design	No Impact
Technology	No Impact
Partnerships and Alliances	No Impact

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

10. APPENDICES

Appendix 1 - Proposed consultation response

11. REPORT AUTHOR CONTACT DETAILS

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Consultation on draft regulations transferring the Parking and Bus lane Adjudicators for Scotland to the Scottish Tribunals.

Section 1: CONSULTATION ON ADDING BUS LANE ADJUDICATORS TO SCHEDULE 1 OF THE TRIBUNALS (SCOTLAND) ACT 2014

The Parking Adjudicators are already included in the list of tribunals in Schedule 1 of the Tribunals (Scotland) Act 2014. We intend through this regulation to add Bus Lane Adjudicators to the list so that the two bodies may be transferred into the Scottish Tribunals at the same time.

Q1. Do you have any comments on the addition of the Bus Lane adjudicators to the list of tribunals in Schedule 1 of the Tribunal (Scotland) Act 2014?

We do not see any issue with this change and can't envisage that it would impact on our organisation or how we operate.

Section 2: CONSULTATION ON DRAFT REGULATIONS TRANSFERRING THE FUNCTIONS AND MEMBERS OF THE PARKING AND BUS LANE ADJUDICATORS TO THE SCOTTISH TRIBUNALS.

Q1. Do you have any comments on the draft regulations relating to the transfer of functions of the Parking and Bus Lane Appeals to the First-tier Tribunal?

We do not see any issue with this change and can't envisage that it would impact on our organisation or how we operate.

Q2. Are you content with the provisions relating to the transfer of members to the First-tier Tribunal?

Yes

~~No~~

3. Do you have any other comments regarding the transitional and savings provisions, consequential amendments, repeals or revocations?

None

Q4. Do you have any further comments you wish to make?

We have nothing additional to add to this section.

Section 3: CONSULTATION ON DRAFT REGULATIONS THAT SET OUT THE RULES OF PROCEDURE FOR THE FIRST-TIER TRIBUNAL FOR SCOTLAND GENERAL REGULATORY CHAMBER

Q1. Do you have any specific comments on the draft regulations on the First-tier General Regulatory Chamber Parking and Bus Lane Adjudicators Rules of Procedure?

We do not see any issue with this change and can't envisage that it would impact on our organisation or how we operate.

2. In Rule 11(3) "disposing of an appeal without a hearing" we have included provision that unless both parties consent to the disposal taking place on an earlier date, the First Tier Tribunal must not decide an appeal without a hearing until after 28 days. As telephone hearings and a new IT system may considerably speed up the process. Do you believe:

- ○ This provision be deleted;
- ◉ The time period should be shortened
- ○ or should we retain this provision in full.

3. Do you have any comments to make about the new powers to strike out a case in specific circumstances?

It has not been made clear in the consultation document what type of cases would be eligible to be struck off in this way. We would need clarity on the specific circumstances that could result in a case being struck in order to provide a more detailed response.

4. Currently the adjudicators decide on whether there should be a review of a case and if so, carry out that review. Do you think this process should continue at this level or should this power now fall within the remit of the new Chamber President?

- ◉ the process should continue at this level
- ○ this power should now fall within the remit of the new Chamber President

5. Do you have any further comments?

With regards to question 2 in this section. We felt that a time period would still be necessary to allow a case to progress or not be called. For example, if one party never submits their evidence would the case be left waiting. A reasonable time period would ensure it is clear that cases will not be progressed if evidence is not provided within a reasonable amount of time.

Section 4. DRAFT REGULATIONS SETTING OUT COMPOSITION OF THE FIRST-TIER TRIBUNAL FOR SCOTLAND GENERAL REGULATORY CHAMBER AND UPPER TRIBUNAL FOR SCOTLAND

Background

Sections 38 and 40 of the 2014 Act allow the Scottish Ministers, by regulation, to determine the composition of the First-Tier and Upper Tribunals.

The draft regulations in Annex D apply to the composition of members when hearing cases within the First Tier Tribunal General Regulatory Chamber to the Upper Tribunal.

The policy intention is for the First-tier tribunal to mirror current arrangements whereby a single legal member will hear the appeal. If an Upper Tribunal is to be convened on a point of law then the composition of the tribunal panel will mirror the composition options set out in the 2014 Act. The President of the Tribunals will determine how the Upper Tribunal should be composed on a case by case basis.

Q1. Do you have any comments on the proposals regarding the composition of the First Tier Tribunal Parking and Bus Lane Adjudicator Tribunal within the General Regulatory Chamber?

We do not see any issue with this change and can't envisage that it would impact on our organisation or how we operate**.**

Q2. Do you have any comments on the proposals regarding the composition of the Upper Tribunal when hearing appeals from the General Regulatory Chamber?

We do not see any issue with this change and can't envisage that it would impact on our organisation or how we operate.

Q3. Do you have any other comments you wish to make?

No

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