

# Public Document Pack



To: Councillor Lumsden, Convener; Councillor Graham, Vice Convener; and Councillors Boulton, Councillor Donnelly, the Depute Provost, Jackie Dunbar, Flynn, Laing, Nicoll and Yuill.

Town House,  
ABERDEEN 17 April 2018

## **CITY GROWTH AND RESOURCES COMMITTEE**

The Members of the **CITY GROWTH AND RESOURCES COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **TUESDAY, 24 APRIL 2018** at **2.00 pm**.

FRASER BELL  
CHIEF OFFICER - GOVERNANCE

### **BUSINESS**

#### **DETERMINATION OF URGENT BUSINESS**

1.1 Determination of Urgent Business

#### **DETERMINATION OF EXEMPT BUSINESS**

2.1 Members are Requested to Determine that any Exempt Business be Considered with the Press and Public Excluded

#### **DECLARATIONS OF INTEREST**

3.1 Members are Requested to Intimate any Declarations of Interest (Pages 5 - 6)

## **REQUESTS FOR DEPUTATION**

4.1 There are no Requests for Deputation at this Time

## **COMMITTEE PLANNER**

5.1 Committee Planner (Pages 7 - 20)

## **NOTICES OF MOTION**

6.1 Notice of Motion by Councillor Nicoll - Former Craighill Primary School Site  
That the City Growth and Resources Committee:-

1. Notes that the former Craighill Primary School site in Heatherwick Road, Aberdeen, has been a vacant brownfield site for over 5 years. The site has been identified by the Council as suitable for development for housing since 2014 and that to date there is no timescale for the work commencing;
2. Notes that the former school site had buildings to the north side of the site, which is a now a hard core type surface and a grass playing field to the south side bordering Gardner Drive. The site is now overgrown, attracts fly tipping and wind-blown litter and is at present unsightly. The site is surrounded by a circa 1.5m metal railing fence with gates which are padlocked to prevent pedestrian access;
3. Notes that the site sits within a residential area of the Kincorth housing scheme and that there are limited facilities in the area for children to play safely; and
4. Instructs the Director of Resources to investigate the financial costs and details of the work which would be required to bring the site back into use as a children's play area until such time as detailed development plans are brought forward and implemented to bring the site back into use for residential housing, and that a report in this regard be brought back to the next meeting of the Committee in June.

## **REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES**

7.1 There are no Reports Under this Heading

## **FINANCE, PERFORMANCE RISK AND SERVICE WIDE ISSUES**

- 8.1 Council Financial Performance - Quarter 4, 2017/18 - RES/18/001 (to follow)

## **GENERAL BUSINESS**

- 9.1 ACC Corporate Branding - CUS/18/004 (Pages 21 - 40)
- 9.2 Update on Recruitment of Developer Obligations Officer - GOV/18/005 (Pages 41 - 46)
- 9.3 Local Authority Markets - PLA/18/005 (Pages 47 - 56)
- 9.4 External Funding for Transport Projects 2018/19 - PLA/18/003 (Pages 57 - 72)
- 9.5 Inward Investment and Trade Priorities - PLA/18/006 (Pages 73 - 82)
- 9.6 External Projects and Partnership - PLA/18/007 (Pages 83 - 92)
- 9.7 Low Carbon Travel and Transport Fund - PLA/18/010 (Pages 93 - 118)
- 9.8 Cultural Strategy for Aberdeen - PLA/18/015 (Pages 119 - 166)
- 9.9 Aberdeen City Council Ownership - Local Development Plan Review Bids - RES/18/002 (Pages 167 - 170)

## **EXEMPT/CONFIDENTIAL BUSINESS**

- 10.1 Pinewood Hazeldene Sale Update - RES/18/016 (to follow)
- 10.2 Shaping Aberdeen Housing LLP - RES/18/006 (Pages 171 - 182)
- 10.3 Disposal of Site at Harris Drive, Aberdeen - RES/18/008 (Pages 183 - 190)

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

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

Website Address: [www.aberdeency.gov.uk](http://www.aberdeency.gov.uk)

Should you require any further information about this agenda, please contact Mark Masson, email [mmasson@aberdeency.gov.uk](mailto:mmasson@aberdeency.gov.uk), or telephone 01224 522989

# Agenda Item 3.1

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

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

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

**OR**

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

**OR**

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

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

**OR**

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

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

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**CITY GROWTH AND RESOURCES 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.

Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
		<b>24 April 2018</b>						
Council Financial Performance - Quarter 4, 2017/18	To present the Council's financial position for the quarter	<b>On agenda</b>	Sandra Buthlay	Finance	Resources	1.3		
Public Bodies Duties - Climate Change	Finance, Policy and Resources Committee - 20/09/17 (Article 21) - The Committee agreed to instruct the Interim Head of Planning and Sustainable Development to report back to this Committee in early 2018 with an <a href="#">action plan to improve performance and reporting</a> .	<b>This will be reported as part of the performance report to be considered by each Committee and therefore recommended for removal. Work is ongoing to realign existing reporting to the new Committee structure. In this cycle Operational Delivery and Operational Delivery - Education committees will receive reports. We'll have a fuller and more systematically realigned reporting for the following cycle.</b>	Amy Gray	Strategic Place Planning	Place	2.2	<b>R</b>	Deferred - Climate Change report in the FP&R Committee Reports tracker for the 1st Feb 18 meeting. This resulted from a previous FP&R resolution to report back in early 2018. However, the work and therefore the report won't be ready for the Feb meeting
External Funding for Transport Projects	To (1) seek authority to procure goods and services from a variety of successful external grant funding for 2018/19 (to be reported to SCC); and (2) Communities, Housing and Infrastructure 16/01/18 - The Committee instructed the Head of Planning and Sustainable Development to continue with the detailed design and report back to this, or replacement committee with the detailed design, cost, estimates and possible funding sources for future implementation in 2018-19.	<b>On agenda</b>	Alan Simpson	Strategic Place Planning	Place	1.2		
Environmental Noise Action Plan Update	Communities, Housing and Infrastructure 15/3/16 - The Committee agreed to instruct the Director of Housing and Environment to commence the implementation of the measures in the Air Quality Action Plan 2011, subject to the availability of funding and report annually on progress.	<b>Recommended to be reported by Service Update.</b>	Derek McGowan	Early Interventions and Community Empowerment	Customer	Purpose 6	<b>R</b>	<b>To be reported by means of service update.</b>

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Local Authority Markets	To seek approval to act as a local authority market operator when delivering events which have more than one stall at them. The report seeks permission for this and all future years event programmes where this legislative approval applies.	On agenda	Dawn Schultz	City Growth	Place	2.3	D	Delayed from F,P&R on 1/2/18 - ongoing consultation with Legal required
Inward Investment and Trade Priorities	To present the international trade and inward investment plan for the year ahead.	On agenda	Matthew Lockley	City Growth	Place	2.3		
External Projects and Partnerships	To present the EU Partnership Plan for the year ahead and approve associated travel.	On agenda	Yasa Ratnayake/ Laura Paterson	City Growth	Place	GD 4		
Aberdeen City Council ownership – Local Development Plan Review Bids	To seek Committee authority to submit appropriate submissions in relation to the Local Development Plan review.	On agenda	Neil Strachan	Corporate Landlord	Resources	3.1		
Local Transport Strategy Annual Monitoring and Progress Report 2016-17	Communities, Housing and Infrastructure 25/08/17 (Article 39) - The Committee agreed to instruct officers to report back with an update of the delivery of the plan on an annual basis.	Recommended to be reported by Service Update.	TBC	Strategic Place Planning	Place	2.2	R	To be reported by means of service update.
ACC Corporate Branding	to present the committee with the proposed new Aberdeen City Council crest in support of the refreshed corporate brand and to seek approval for the crest's staged introduction across all council services.	On agenda	Keith Fraser	City Growth	Customer	2.2		
Low Carbon Travel and Transport Fund	Finance, Policy and Resources Committee - 01/02/18 (Article 17) - The Committee agreed that a final business case for the project would be submitted to a future Policy & Resources Committee.	On agenda	Laura Paterson/ Yasa Ratnayake	City Growth	Place	GD 3 & GD 6		
Shaping Aberdeen Housing LLP	Council on 6/3/18 agreed to instruct the Director of Resources to report back to the City Growth and Resources Committee in April 2018 on the Councils further involvement with the Housing LLP.	On agenda	Paul Genoe	Corporate Landlord	Resources	2.2		
Disposal of Site at Harris Drive, Tillydrone	Disposal of ground	On agenda	Neil Strachan	Corporate Landlord	Resources	3.3		



Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
Towards a Fairer Aberdeen - Engagement with People and Groups Affected by Poverty	Finance, Policy and Resources Committee (9 March 2017 - Article 7). The Committee agreed to request officers to develop proposals and report back to Committee regarding how ongoing engagement with individuals and groups who are experiencing poverty would be progressed.	<b>Recommended to be reported by Service Update. If more development is required in light of Fairer Scotland Duty guidance then a report would need to be submitted to Committee. (Service Update circulated on 12 April 2018).</b>	Neil Carnegie	Early Intervention and Community Empowerment	Customer	2.2 & 2.3	R	<b>To be reported by means of service update. Circulated on 12 April 2018.</b>
Update on Recruitment of Developer Obligations Officer	To update members on the appointment of a DO officer and to seek approval for interim arrangements.	<b>On agenda</b>	David Dunne	Strategic Place Planning	Strategic Place Planning	1.2		
Cultural Strategy for Aberdeen	to inform members on the development of a Cultural Strategy for Aberdeen 2018-2028 and development of its five-year action plan.	<b>On agenda</b>	Mark Bremner	City Growth	Place	2.2 & 2.3		
Pinewood Hazeldene Sale Update	This report advises the Committee with an update on the status of the sale of the Pinewood Hazledene site, a further request from the purchaser, update discussions with the councils' partners and the options and risks around this.	<b>On agenda</b>	Stephen Booth	Corporate Landlord	Resources	3.3		
<b>19 June 2018</b>								
Development of Models for Civic Leadership and Engagement	To consider models for Civic Leadership and Engagement		Derek McGowan	Early Intervention and Community Empowerment	Customer			
Regional Quality Partnership for Public Transport	Communities, Housing and Infrastructure 29/8/17 instructed the interim Head of Planning and Sustainable Development to report back to confirm the terms of the Quality Partnership Board and region-wide Voluntary Quality Partnership Agreement and associated technical, procedural and/or financial matters arising. The report seeks approval of the overarching voluntary Quality Partnership and commit the Council to the Agreement.		Chris Cormack	Strategic Place Planning	Place	2.2	D	Delayed from 16/1/2018 as per the update.

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Balnagask Motte Regeneration	CH&I on 16/1/18 agreed to (i) to withdraw the report from today's agenda; and (ii) to instruct the Head of Land and Property Assets to further review the legal and financial implications of the report prior to it being re-submitted to Committee for decision making.		Stephen Booth	Corporate Landlord	Resources	Remit 1.1		
2017 Christmas Village Evaluation	To provide members with the evaluation of the 2017 Winter Village		Dawn Schultz	City Growth	Place	2.2		
City Centre Living Study	Finance, Policy and Resources Committee - 7/12/16/17 (Article 3) - The Committee agreed to approve expenditure of up to £30k to award a contract to consultants to prepare a City Centre Living Study and report progress back to Committee in March 2017.	<b>A draft report has been received and is currently being consulted on with officers to ensure that implications arising from the consultant's study are captured. A report on the outcomes will be submitted by May 2018.</b>	Scott Davidson	Chief Executive	Chief Executive	2.2	D	Delayed from F,P&R on 1/2/18 as per update
Local Housing Strategy	To present the Local Housing Strategy for approval.	<b>Jun-17</b>	Mel Booth	Early Interventions and Community Empowerment	Customer	2.2		
Any property Disposal Recommendation	To present the outcome of the marketing exercise of any proposed property disposal			Corporate Landlord	Resources	3.3		
Aberdeen City and Aberdeenshire Tourism Strategy	To note the new tourism strategy for the city and region		Richard Sweetnam	City Growth	Place	2.2	D	Delayed from F,P&R Committee on 1/2/18 as following submission of the draft Strategy to the Board a number of areas needed to be revisited by the consultants. The Strategy was therefore not ready to be presented in February 18.
Strategic Car Parking Review	To advise of the outcome of the Strategic Car Parking Review and to make recommendations for future actions.		Joanna Murray	Strategic Place Planning	Place	2.2		

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One Stop Employability Shop	To approve the business case for the One-Stop Shop project and approve the Council entering in to the necessary formal contractual arrangement with a third party for a sub-lease of premises.		Matt Lockley	City Growth	Place	2.2 and 3.3		
Regional Economic Strategy Action Plan Refresh	To note the refreshed action plan and approve Council supporting its delivery.		Richard Sweetnam	City Growth	Place	2.2		
Joint Initiative for Vehicle Emissions (Jive 2) Report	To provide an update on the Jive project and approve participation in Jive 2 should funding become available.		Yasa Ratnayake	City Growth	Place	GD 3 and 6		
Creative Funding Grants Programme	Creative Funding is the Council's grant programme to support the delivery of cultural and heritage based events and activities within Aberdeen and is currently open to application. The scheme is open to 'not for profit' organisation and community groups who can apply for up to £15,000 to support the delivery of projects. The purpose of the report would be to seek approval for grants which have been recommend for award that are over the £10,000 Delegated Powers threshold. Recommendations for award are through the independent review panel which takes place early May. If the panel do not make any recommendations for awards over £10,000 then the report would be withdrawn.		Mark Bremner	City Growth	Place			
Capacities of Junctions Associated with the AWPR/B-T - NOM Cllr Boulton	Council 15/03/17 - The Council accepted the terms of the motion as follows ""To instruct the Chief Executive to liaise formally with the AWPR/B-T funding partners to provide a report to the Communities, Housing and Infrastructure Committee before the end of 2017 in respect of the capacities of the junctions associated with the AWPR/B-T within the Aberdeen City boundary. This information is essential in determining if there are sufficient capacities for existing traffic and for future development within the Aberdeen City boundary."		TBC	Strategic Place Planning	Place	2.2		
UNESCO Creative Cities Bid	To update on the applications for a UNESCO Creative Cities bid and to seek approval of the proposed approach by officers.		Mark Bremner	City Growth	Place	2.2		

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Performance Report	To provide Committee an update in regards to the performance.		Martin Murchie	Business Intelligence Unit	Commissioning	Purpose 1		
Provision of a Technical Information Portal	To seek approval to procure and spend on an online technical information portal with access to recognised standards, regulatory information and industry data, and on membership of the British Standards Institute.		Alexander Ryland	Digital and Technology	Customer	1.2		
Business Cases for the Delivery of 2,000 Council Houses	Council on 6/3/18 agreed to instruct the Director of Resources to report back to 19th June 2018 City Growth and Resources Committee with business cases for the delivery of 2,000 Council houses in conjunction with private developers, as appropriate, working within an affordable capital investment sum of £250 million and that each business case must demonstrate the long term affordability and sustainability of the Council's Housing Revenue Account.		Steve Whyte		Resources			
		<b>1 August 2018 - SPECIAL MEETING FOR QUARTERLY ACCOUNTS</b>						
Council Financial Performance - Quarter 1, 2018/19	To present the Council's financial position for the quarter.		TBC	Finance	Resources	1.3		
		<b>18 September 2018</b>						
Unrecoverable Debt	This report advises numbers and values of Council tax, business rates and housing benefit overpayments made unrecoverable during 2017/18 as required in terms of Financial Regulations 5.3.4.		Wayne Connell	Customer	Customer	1.2		
Europe Green Capital Awards	Communities, Housing and Infrastructure on 29/8/17 agreed to receive a report back on the outcome of the ACC nomination for the awards.	<b>Recommended to be reported by Service Update.</b>	Richard Sweetnam	City Growth	Place	Purpose 6 and Committee Decision	<b>R</b>	<b>To be reported by means of service update.</b>
Community Benefit Management Process	Communities, Housing and Infrastructure Committee on 29/8/17 requested an annual report on the Council's Community Benefit initiative and the outcomes it has delivered.	<b>Recommended to be reported by Service Update.</b>	Lori Manson	City Growth	Place	Purpose 6 and Committee Decision	<b>R</b>	<b>To be reported by means of service update.</b>
World Energy Cities Partnership Annual Report	To provide an annual report on the Council's membership of the World Energy Cities Partnership.	<b>Recommended to be reported by Service Update.</b>	Matt Lockley / Ishbel Lavery	City Growth	Place	Purpose 6 and Committee Decision	<b>R</b>	<b>To be reported by means of service update.</b>
Annual Report on Economic Panel	To present the annual review as per the Committee's TOR.		Richard Sweetnam	City Growth	Place	2.1		

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Property Asset Management Policy and Framework	Finance, Policy & Resources Committee – 20/09/16 (Article 26) - The Committee agreed that a report on the Property Asset Management Strategy be brought to the Committee on 8 June 2017.		Alastair Reid	Corporate Landlord	Resources	3.1	D	Delayed from F,P&R on 1/2/18 and to be reported in second half of 2018
Service Income Policy	To seek approval of the Service Income Policy.			Finance	Resources	GD 7.1		
CIVITAS PORTIS	Communities, Housing and Infrastructure 29/08/16 (Article 29) - The Committee agreed to instruct officers to provide an annual report with updated cumulative spend against estimated expenditure and updated programme (including proposed procurements).	<b>Recommended for Service Update. Proposed procurements to be reported by procurement workplan to SCC in due course.</b>		Strategic Place Planning	Place	1.3.1	R	<b>To be reported by means of service update.</b>
Financial Performance Report - Quarter 4 2017/18	To present the financial performance for the quarter.		TBC	Finance	Resources	1.3		
Any property Disposal Recommendation	To present the outcome of the marketing exercise of any proposed property disposal.			Corporate Landlord	Resources	3.3		
Sponsorship of Business Awards	To provide an annual report on the business awards that the Council has sponsored since the last report in August 2017.	<b>Recommended to be reported by Service Update.</b>	Andrew Stephen	City Growth	Place		R	<b>To be reported by means of service update.</b>
Best Way Forward for Sport in Aberdeen	Council on 6/3/18 agreed to 1. Instruct the Chief Officer – Commissioning & Procurement to bring forward an all options business case report to the September 2018 City Growth and Resource Committee on the best way forward for Sport in Aberdeen given the imminent contractual 10-year agreement with Sport Aberdeen is about to end.			Commercial and Procurement	Commissioning		T	<b>Recommended to be transferred to the Strategic Commissioning Committee Business Planner as it falls within the Terms of Reference of that Committee (Purpose 1 and Remit 1.3)</b>

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Disposal of the Former Victoria Road School	<p>FP&amp;R – 01/02/18 – agreed</p> <p>(a) instruct the Head of Land and Property Assets to openly market the site with the aspiration that proposals from interested parties must seek to retain as much of the buildings on the site as possible; and</p> <p>(b) to note that the outcome of the marketing exercise would be brought back to the most appropriate committee before the summer recess.</p> <p>Referred to FC for a decision. Full Council on 5/3/18 agreed 1. (a) instruct the Head of Land and Property Assets to openly market the site with the aspiration that proposals from interested parties must seek to retain as much of the buildings on the site as possible; and</p> <p>2. (b) to note that the outcome of the marketing exercise would be brought back to the City Growth and Resources committee meeting on 18 September 2018.</p>		Stephen Booth	Corporate Landlord	Resources	3.3		
Aberdeen Art Gallery - Visitor and Economic Impacts	To update members on the programming schedule for the new Art Gallery and the economic benefits of the new Gallery refurbishment and to ensure links to other complementary developments in the city centre	Christine Rew to confirm date	Christine Rew	City Growth	Place	1.3.6		
Housing Revenue Account Business Plan 2017-2047	Council on 22 February 2017, resolved amongst other things to instruct the Interim Director of Communities, Housing and Infrastructure to undertake a full strategic review of service delivery in relation to the Housing Revenue Account and report back to the Communities, Housing and Infrastructure Committee on 8 November 2017.	<b>The final report will be produced following the budget process in February 2018 and the publication of the Asset Management Plan which is due in March 2018.</b>	Helen Sherritt	Finance	Resources	2.2		

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Building Performance Policy	CH&I Committee 2017 agreed to instruct officers within Communities, Housing and Infrastructure to undertake scrutiny of policy compliance and report back to committee with an annual review and progress report in 12 months, envisaged to be May 2018.	This report has been deferred from May 2018 due to a lack of capacity within the Planning Team to undertake the work; and projects have not progressed far enough for a progress report. A service update will be provided to update members on the process.	David Dunne	Strategic Place Planning	Place			
<b>31 October 2018 - SPECIAL MEETING FOR QUARTERLY ACCOUNTS</b>								
Council Financial Performance - Quarter 2, 2018/19	To present the Council's financial position for the quarter.		TBC	Finance	Resources	1.3		
<b>27 November 2018</b>								
City Events 2019/20	To present the events programme for approval.		Dawn Schultz	City Growth	Place	Purpose 6		
Powering Aberdeen	Council 06/10/16 (Article 6) - The Council agreed to instruct the Director of Communities, Housing and Infrastructure to submit an annual report on progress in implementing Powering Aberdeen to the Communities, Housing and Infrastructure Committee.	<b>Recommended to be reported by Service Update.</b>	Gale Beattie	Strategic Place Planning	Place	Purpose 6 and Committee Decision	<b>R</b>	<b>To be reported by means of service update.</b>
Energy Plan for Aberdeen	CH&I Committee on 16/1/18 agreed to instruct the Interim Director of Communities, Housing and Infrastructure to report back to CH&I Committee when the energy plan is complete.			Strategic Place Planning	Place	Purpose 6 and Committee Decision		
Fairtrade Resolution	Reporting the biennial review of the Fairtrade Resolution and seeking approval of the Resolution		Sinclair Laing	Strategic Place Planning	Place	GD 7.1		
Air Quality Action Plan	Housing and Environment Committee on 1/3/11- The Committee agreed to instruct the Director of Housing and Environment to commence the implementation of the measures in the Air Quality Action Plan 2011, subject to the availability of funding and report annually on progress.	<b>Recommended to be reported by Service Update.</b>		Strategic Place Planning	Place	Purpose 6	<b>R</b>	<b>To be reported by means of service update.</b>
Financial Performance Report - Quarter 1 and 2 2018/19	To present the financial performance for the quarter		TBC	Finance	Resources	1.3		

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Any property Disposal Recommendation	To present the outcome of the marketing exercise of any proposed property disposal			Corporate Landlord	Resources	3.3		
Conditions and Suitability Programme	To present the rolling programme to define projects to upgrade the condition and suitability of current estate.			Corporate Landlord	Resources	Purpose 4		
Asset Management Plan (including school estate and housing stock)	To present the asset management plan (including school estate and housing stock) for approval.			Corporate Landlord	Resources	3.1		
Shaping Middlefield Triangle - CHI/17/293	CH&I on 16/1/18 agreed to instruct the Head of Land and Property Assets to openly market the site in accordance with Aberdeen City Council's aspirations and report back with the outcome to a future and appropriate Committee in due course.	<b>Nov-18</b>	Kay Diack	Corporate Landlord	Resources	3.3		
Credit Review Rating Annual Report	To present the outcome of the annual review of credit rating by Moody's.		Sandra Buthlay	Finance	Resources	1.3		
Creation of a Living Wall	Council on 5/3/18 agreed (1) to instructs the Interim Director of Communities, Housing and Infrastructure (or equivalent) to bring forward a business case to a future meeting of the Communities, Housing and Infrastructure Committee (or equivalent), based on the viability of locating City Tree(s), or other solutions, in key locations in the city where immediate improvements in air quality are deemed necessary; and (2) to instruct the Director of Resources to investigate the opportunity to create a "living wall" on the St Nicholas Centre elevation of Flourmill Lane. Working with relevant partners to identify costs to create, deliver and maintain a living wall, funding streams available, consents from building owners, the health and other benefits of a living wall and to report back to the appropriate committee.		Stephen Booth	Corporate Landlord	Resources			
Reserves Strategy	Council on 6/3/18 agreed h) to instruct the Chief Officer – Finance to report back to the City Growth and Resources Committee before December 2018 on a detailed reserves strategy.			Finance	Resources			
		<b>07 February 2019</b>						



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Aberdeen City Region Hydrogen Strategy	Communities, Housing and Infrastructure on 16/1/18 instructed a review of all Council policies within fleet, transport, energy, economic and environment to support the adoption of hydrogen.	<b>To be report in January 2019 as part of the annual report on the Hydrogen Strategy.</b>	Andrew Win	City Growth	Place	2.2		
Developer Obligation Review - Community Asset Plans	Communities, Housing and Infrastructure on 8/11/7 - The Committee instructed the interim Head of Planning and Sustainable Development to prepare Community Asset Plans on a secondary school catchment basis and to return to committee at the next available opportunity to seek approval(s) of these plans.	<b>To be reported January 2019 - Service updates will be provided on a bi-annual basis during the development of community asset plans.</b>		Strategic Place Planning	Place	2.2		
Visit Aberdeenshire Update - Negotiated Contract	Finance, Policy and Resources Committee - 01/02/18 - The Committee agreed to note that details of the negotiated contract would be reported back to the Committee.	<b>To be reported January/February 2019</b>	Richard Sweetnam	City Growth	Place	2.2		
Corporate Debt Policy	To seek approval of the Corporate Debt Policy	<b>01 January 2019</b>		Finance	Resources	GD 7.1		
Any property Disposal Recommendation	To present the outcome of the marketing exercise of any proposed property disposal.			Corporate Landlord	Resources	3.3		
<b>25 April 2019</b>								
Any property Disposal Recommendation	To present the outcome of the marketing exercise of any proposed property disposal.			Corporate Landlord	Resources	3.3		
Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.			Governance	Governance	GD 7.4		
<b>May 2019 onwards</b>								
<b>Powering Aberdeen</b>	<b>Council 06/10/16 (Article 6) - The Council agreed to instruct the Director of Communities, Housing and Infrastructure to submit an annual report on progress in implementing Powering Aberdeen to the Communities, Housing and Infrastructure Committee.</b>	<b>Recommended to be reported by Service Update.</b>	<b>Gale Beattie</b>	<b>Strategic Place Planning</b>	<b>Place</b>	<b>Purpose 6</b>	<b>R</b>	<b>To be reported by means of service update.</b>
Following the Public Pound	To present the reviewed following the public pound policy.	<b>To be reported September 2019</b>		Finance	Finance	1.3.7		
Community Planning Aberdeen - Local Outcome Improvement Plan Annual Report	To present the LOIP annual report.		Michelle Cochlan	Strategic Place Planning		Purpose 6		
<b>DATE TBC</b>								
Developing an Energy Plan for Aberdeen	Communities, Housing and Infrastructure Committee on 16/1/18 instructed the interim Director of Communities, Housing and Infrastructure to report back to CH&I Committee when the plan is complete.			Strategic Place Planning	Place	2.2		

Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
Policy that Specifies the Existing Granite Sett and Lock Block Streets - NOM Former Cllr Corall	Council 15/03/17 referred the terms of the motion to Communities, Housing and Infrastructure Committee. "agrees to instruct the Interim Director of Communities, Housing and Infrastructure to develop a policy that specifies: a. the location of existing granite sett and lock block streets; b. which ones should be maintained; and c. what maintenance procedure should be used; and gives a commitment that any future repair work will be carried out sympathetically and appropriately."		Doug Ritchie	Operations and Protective Services	Operations	2.2 and GD 7.1		
Scottish Government Public Sector Pay Policy - Financing Options	Council on 5/3/18 agreed to note that the budget assumes a pay award in line with the Scottish Government Public Sector Pay Policy and that in the event of national negotiations exceeding this assumption and to instruct the Chief Officer -Finance to report back to City Growth and Resources Committee on options to finance the additional costs.			Finance	Resources	1.2		
Impact on Aberdeen of Scottish Government Funding	Council on 5/3/18 agreed As part of our commitment to Civic Leadership and Urban Governance instruct the Chief Executive to bring a report to the City Growth and Resources Committee working with partners to include our ALEOs, Aberdeen and Grampian Chamber of Commerce, Aberdeen Burgesses Federation of Small Businesses, Opportunity North East, and Scottish Enterprise to assess the impact on Aberdeen of Scottish Government funding in comparison to the funding received by other local authorities and identify how the council can encourage the Scottish Government to provide a better financial settlement for Aberdeen.			Chief Executive	Chief Executive	1.2		
		<b>AD HOC REPORTS (CYCLE DEPENDENT ON REQUIREMENT TO REPORT)</b>						
Pension Fund Guarantee Requests	To consider any pension fund guarantee requests received		TBC	Finance	Resources	1.3.4		
Unit 24 Howemoss Drive, Kirkhill Industrial Estate Dyce	Proposed purchase of Industrial Investment property by City Council		Stephen Booth	Corporate Landlord	Resources	3.3		

Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
Willowbank House (Aberdeen Business Centre) - Option Appraisal and Future Use	Willowbank House (Aberdeen Business Centre) is a City Council-owned investment property, under the management of the Head of Land & Property Assets. The report discusses its present condition, its market appeal, and sets out various options for the future of this property asset.		Stephen Booth	Corporate Landlord	Resources	3.3		
Business Case for the Acquisition of ex-Council Properties in Buildings where the Council is the Majority Owner	Council on 6/3/18 agreed to instruct the Director of Resources to report back to the relevant future committee with a business case for the acquisition of ex-Council properties in buildings where the Council is the majority owner and the income stream generated would cover the cost of acquisition as well as any other properties that were previously Council owned.		Stephen Booth	Corporate Landlord	Resources			
<b>All of the below will be recommended to be reported by means of a property update report, and should any decisions on any of the below be required then a report would be submitted to Committee at the appropriate time.</b>								
Site at Beach Esplanade / King Street	<p>Council 21/6/17 The Finance, Policy and Resources Committee agreed to approve the minute subject to amending Article 5(iii) to read 'that in relation to item 22 (Site at Beach Esplanade/King Street), to instruct officers to take forward the full Council resolution on 16 December 2015 with the founding trustees of the Aberdeen Islamic Charitable Trust and to report back to Council on progress at the meeting on 21 June 2017.</p> <p>The Council resolution of 16 December 2015 (Article 26) was as follows:-</p> <p>(1) to confirm that it is still the intention of the Council to see the site developed as a Mosque and Islamic Centre; and</p> <p>(2) to instruct the Head of Land and Property Assets to continue the dialogue with the Muslim Community to progress the development of a Mosque and Islamic Centre, taking account of all previous correspondence and Council decisions and report to the Property Sub Committee in June 2016.</p> <p>Council agreed that item 4 (OP85 - King Street/Beach Esplanade), be transferred back to the Finance, Policy and Resources Committee Business Statement with a due date of 30 November 2017.</p>	An update was provided to Committee in June 2017 that meetings had taken place late 2016 with members of AICT and Heads of Terms subsequently offered to AICT for a development lease with no response received. Communication had since been re-established with AICT who has appointed a property specialist to progress negotiations on their behalf. Officers met with the agent in December 2017 to take matters forward. Officers will report back to a future Committee once Heads of Terms for the land have been provisionally agreed.	Stephen Booth	Corporate Landlord	Resources	3.3		

Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
Denburn Car Park Site	Property Sub Committee - 17/11/15 - The Sub Committee agreed to instruct the Head of Land and Property Assets to open discussions with NHS Grampian (The Scottish Ministers) over the future of the Denburn car park site and report back to a future meeting of this Committee.		Stephen Booth	Corporate Landlord	Resources	3.3		
Former Bon Accord Baths Disposal	Property Sub Committee -02/09/15 - It was agreed to instruct the Head of Land and Property Assets to enter into dialogue with Bon Accord Heritage and report back to this Sub Committee at a future meeting, by 24 May 2016 at the latest, with further detail in relation to their proposals, delivery strategy and timing.	A Service Update was circulated on 23 January 2018.	Stephen Booth	Corporate Landlord	Resources	3.3		
Ferryhill Engine Shed Lease	Property Sub Committee - 02/09/15 - It was agreed to note that the Head of Land and Property Assets will report to the Property Sub Committee on 29 March 2016, with details of what the Trust has provided and a recommendation on a way forward.		Stephen Booth	Corporate Landlord	Resources	3.3		
87-93 Union Street and 1-6 Market Street	Finance, Policy and Resources 9/3/17 - The Committee agreed to request the Head of Land and Property Assets to report the outcome of discussions to a future meeting.	Discussions continue on other options for the site with the owners and is therefore dependent on their development plans.	Stephen Booth	Corporate Landlord	Resources	3.3		

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	ACC Corporate Branding
<b>REPORT NUMBER</b>	CUS/18/004
<b>DIRECTOR</b>	Andy MacDonald, Director of Customer Services
<b>CHIEF OFFICER</b>	-
<b>REPORT AUTHOR</b>	Keith Fraser
<b>TERMS OF REFERENCE</b>	2.2

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to present the City Growth and Resources Committee with the proposed new Aberdeen City Council crest in support of the refreshed corporate brand and to seek approval for the crest's staged introduction across all council services.

### 2. RECOMMENDATION (S)

- 2.1 It is recommended that the Committee:
- (a) Note the approval of the proposed updated crest by the Lord Lyon.
  - (b) Approve the adoption of the updated ACC crest which will facilitate improved digital and online design.
  - (c) Instruct the Marketing and Design Manager to create brand guidelines for the use of the crest across all services in conjunction with the Communications Policy presented to full council December 2015.
  - (d) Approve implementation of the introduction of the new crest and refreshed brand in a phased manner as assets are naturally replaced over time beginning in Summer 2018.

### 3. BACKGROUND

- 3.1 Aberdeen City Council has lacked a coherent and clear visual identity and promotional brand with which to promote its services locally, nationally or internationally. The current crest is limited in its applications, reproduces poorly, appears insignificant when displayed next to other organisations and has lost the dignity and integrity which is appropriate to the organisation.

- 3.2 Finance, Policy and Resources Committee on 3<sup>rd</sup> December 2015 (OCE/15/046) approved the development path of an updated crest and the consolidation of the existing sub brands. This update report sets out progress to date.
- 3.3 The lack of a corporate approach to the use of the crest and associated branding within the organisation and the competing levels of importance of communications between services has led to a disjointed identity. In some respects staff recognise themselves, their work and their loyalties as limited to the service they are employed by rather than to the council as a whole.
- 3.4 The new ACC crest and associated refreshed corporate brand has been developed to supersede all the small sub brands that have appeared in previous years focusing on the wider aspect of a coherent, confident and positive organisation.
- 3.5 With this as the background it has been recognised that the new crest would be an opportunity to engage with staff and encourage them to take part in the wider staff and customer experience.

### **3.6 Design Brief**

- 3.6.1 The brief set was two fold –
- ACC crest required to be refreshed and redrawn
  - Development of a visual framework to apply consistency and clarity across all services
- 3.6.2 The requirements were that the crest should be clean, simple, contemporary, legible and fresh.
- 3.6.3 The crest should maintain the integrity of the council and acknowledge its history. It should be future proofed, seeking to have a long term lifespan and avoiding the need for the branding to be reconsidered 5/10 years from now.
- 3.6.4 An additional driver behind the refresh was the crest should be capable of clean and clear reproduction in all media - print, web, social media, merchandise etc, be economical to produce and support the Digital Transformation.
- 3.6.5 The crest should remain recognisable to both staff and citizens as representing the values of a major organisation commanding respect and trust and stand out from the crowd of competing visual noise.
- 3.6.6 The crest redesign and associated brand has been design led and now requires complementary messaging to be developed to further extend the possibilities in a clear and focused approach following the draft ACC Communications Strategy. The visual framework is attached at appendix 1.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 Reducing the ACC communications brand portfolio to a very small number of core brands will remove the duplication of resources involved in the use of the 80+ 'brands and logos' previously identified to committee.
- 4.2 It will by definition reduce officer time in managing multiple brands and will reduce spend on print and design costs as we move to digital platforms. The corporate marketing and design service will eliminate the practice of spending on producing unnecessary materials and reducing waste.
- 4.3 Focussed branding will also improve the customer experience by making information more recognisably associated with the City Council rather than with particular time limited campaigns or sub-brands.
- 4.4 The increased use of Xerox digital print instead of litho print will reduce waste to create more targeted material.
- 4.5 The creation of corporate templates for stationery, exhibition material, presentations etc will save on staff time and increase productivity.
- 4.6 Services will be required to present a business case prior to the creation of any new campaign identities.
- 4.7 There will be a move to greater use of digital media – web, social media, apps to reduce budgets spent on print where appropriate for the intended audiences. This is in line with information consumption habits outlined by Ofcom and relates to the Digital Transformation objectives.
- 4.8 The introduction of the new brand would be phased in replacing material as it reaches the end of its useful life or due to maintenance or upgrading to avoid any additional cost incurred. See below.
- 4.9 **Phase 1.**  
To include all digital platforms, admin material, easily updated marketing material that will be replaced as stocks require reordering.

Digital Media -	
Website	No cost
The Zone	No cost
Twitter and Facebook accounts -	No cost
Internal online communications -	No cost
email signatures -	No cost
Online recruitment advertising -	No cost
Presentation templates -	No cost
ACC screen ads -	No cost

Print -	
Stationery	Reprinted only as old stock runs down. No additional cost
Corporate digital templates to be developed to replace printed stock where possible	No cost
Directorate/service related promotional material	As and when required, no additional cost
Press recruitment ads	No cost

#### 4.10 Phase 2.

Signage 1 -	
Marischal College and Town House internal and external signage	Replace old for new as and when budgets allow
Service campaign related printed material, and merchandise as required.	Would remain the same as existing costs of marketing material

#### 4.11 Phase 3.

Signage 2 -	
Outlying ACC offices internal and external signage	Phased in as part of routine maintenance programme and as budgets allow.
Transport – Vehicle livery	Phased in on receipt of new vehicles only
Staff uniforms – Customer service centre and receptionist staff	Phased in as new staff uniforms are replaced

4.12 **Design** - No external costs have been incurred, all work has been carried out in-house

## 5. LEGAL IMPLICATIONS

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



5.2 There are no legal implications having received approval from the Lord Lyon for the new updated crest.

5.3 Aberdeen City Council retains copyright of the coat of arms

## 6. MANAGEMENT OF RISK

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	Duplication of Resources	L	Reducing the ACC communications brand to a very small number of core brands will remove the duplication of resources involved in the use of the 80+ brands and logos previously identified to committee.
<b>Legal</b>	N/A		
<b>Employee</b>	Non-compliance of use resulting in different styles being used.	L	Create brand guidelines for the use of the crest across all council services and in conjunction with the Communications Policy presented to full council in December 2105.
<b>Customer</b>	Confusion in identifying the ACC brand.	L	By ensuring that brand guidelines are implemented we can create a recognisable brand which our customer can identify with.
<b>Environment</b>	N/A		
<b>Technology</b>	Current crest is quite complicated and difficult to reproduce clearly on digital media.	L	An updated crest should be capable of clean and clear reproduction in all media, in particular web and social media, this will help support the Digital Transformation.
<b>Reputational</b>	Different styles being adopted would lead to confusion and no clear	L	By ensuring that brand guidelines are implemented we can create a recognisable

	message of who we are.		brand which our customer can identify with.
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## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	To create belief in ACC as an organisation. To provide a visual context to all ACC activities. Brands create economic control, security and choice – lowers cost of promotion and marketing.
<b>Prosperous People</b>	To improve customer experience by identifying the council as an aspirational, forward thinking and customer focused organisation. To provide customers with a consistent and easily accessible approach to accessing communications and services online and at the point of delivery. To create an image of quality, experience and reliability. To improve the staff experience by providing staff with a clear sense of identity, pride in their workplace and involvement in developing and improving services.
<b>Prosperous Place</b>	To support economic development with a strong place brand. To provide a strategic approach to promotion of the city by setting the tone and narrative, Ease of recognition and consistency of message, in local, national and international settings. To provide a flexible approach to meet the needs of a changing organisation and city. To create a confident and forward looking image to support business, education and marketing efforts.
<b>Enabling Technology</b>	To maximise digital connectivity to ensure equal opportunity of access to services for all people. To provide a clear and concise digital presence through social media, website, external blogs and internal communications.

The report does not impact on the design principles of the Target Operating Model.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required

<b>Privacy Impact Assessment</b>	Not required
<b><u><a href="#">Children's Rights Impact Assessment/Duty of Due Regard</a></u></b>	Not applicable

## **9. BACKGROUND PAPERS**

9.1 No background papers are applicable.

## **10. APPENDICES (if applicable)**

10.1 ACC Crest Re-brand draft guideline document.

## **11. REPORT AUTHOR CONTACT DETAILS**

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kefraser@aberdeencity.gov.uk  
01222 522896

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# Aberdeen City Council Crest Re-brand

# Crest

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# Full Colour Palette

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# Stationery





# Stationery

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# Wall sign – 3D Mirrored

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# Wall sign – 3D

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# Wall sign – Engraved

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 <sup>th</sup> April 2018
<b>REPORT TITLE</b>	Update on Recruitment of Developer Obligations Officer
<b>REPORT NUMBER</b>	GOV/18/005
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Gale Beattie
<b>REPORT AUTHOR</b>	David Dunne
<b>TERMS OF REFERENCE</b>	1.2

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update members on progress to appoint a new Developer Obligations Team Leader and to request approval to implement temporary measures while the recruitment process continues.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Instruct the Interim Chief Officer of Strategic Place Planning following consultation with the Head of Commercial and Procurement Services, to agree to a 12 month extension to the Service Level Agreement with Aberdeenshire Council for the provision of Developer Obligations Services and,
- 2.2 Instruct the Interim Chief Officer of Strategic Place Planning to report back to committee at the end of the 12 month period if an officer has not been appointed, and
- 2.3 Approval to alter a previous committee decision from November 2017 (CHI/17/248) requiring the Head of Planning and Sustainable Development in consultation with the Head of Commercial and Procurement to terminate the Service Level Agreement with Aberdeenshire Council, to allow recommendations 2.1 and 2.2 above, to be implemented.

### 3. BACKGROUND

- 3.1 A report on Developer Obligations was approved by Communities, Housing and Infrastructure in November 2017 (CHI/17/248). This instructed officers to

*“terminate the current agreement with Aberdeenshire Council to provide Developer Obligation services” and “arrange the delivery of a full Developer Obligation service within Aberdeen City Council”.*

- 3.2 Since that committee instruction an attempt to recruit a Developer Obligations Team Leader has been made. The post was advertised in late January 2018 and while a number of applications were received none were felt to be a suitable candidate. In light of this the Council was not in a position to terminate the existing Service Level Agreement (SLA) with Aberdeenshire Council.
- 3.3 While the Interim Chief Officer of Strategic Place Planning has instructed that the role be re-advertised, there will be a delay in the appointment of an officer, if a suitable candidate can be found, and a subsequent delay in our ability to terminate the SLA. In light of this it was felt necessary to return to committee to firstly update members on progress and secondly seek approval to enter into a further 12-month arrangement with Aberdeenshire for the provision of Developer Obligation Services. This is crucial to ensure continuity of service in relation to the Developer Obligations process and to prevent any possible impact on planning performance.
- 3.4 In discussions with Aberdeenshire Council they have explained that for their own staffing reasons they require a 12 month commitment from the City Council. While it remains the aim of the Council to take this service back within the organisation as soon as possible, given the uncertainty around recruitment, the 12 month period does provide both parties with a degree of certainty going forward.
- 3.5 In terms of recruitment it is likely that if a candidate can be found in the next round of recruitment that this may lead to an overlap in services. Given the complexity of the role this would be beneficial to the new officer allowing time to ensure a smooth transition and providing an opportunity to progress other elements of the role such as the community asset plans.

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

- 4.1 The financial implications of this report are limited to the possible overlap between the appointment of a new officer and any time remaining of the 12 month extension. The cost of retaining the services of Aberdeenshire Councils Developer Obligations Team would be £63,000 for the 12 month period.
- 4.2 Given the time required to repeat the recruitment process it is expected that any overlap would be limited to approx. six months (assuming a successful candidate is appointed). The Developer Obligations Team Leader is a G15 grade starting at £40,731 and the cost of meeting any overlap in services would have to be met from existing budgets, within the planning service. Failure to provide the Developer Obligations service in a timely and efficient manner could however have a greater impact in terms of securing the correct level of Developer Obligations.

## 5. LEGAL IMPLICATIONS

- 5.1 As stated in the original report (CHI/17/248), there are no legal implications arising. This report simply seeks to extend the agreement with Aberdeenshire Council to provide Developer Obligation for a fixed period. As such at the end of that period the agreement will cease to have effect.
- 5.2 While this report seeks to reverse a decision made at CHI in November 2017 less than six months ago (CHI/17/248), under Standing Orders:- Altering Previous Decisions 41.2.2 this is allowed “*where the Council, Committee or Sub Committee approves a recommendation contained in a report to alter or reverse a previous decision;*”

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Overlap in services.	M	Cost will be met through existing service budgets.
	Failure to provide services.	M	Approval of the recommendations would prevent this from occurring.
<b>Legal</b>	None		
<b>Employee</b>	There will be a potential change of line management for internal staff dealing with monitoring. This is part of the ongoing review of the planning service and more widely transformation of council services.	L	
<b>Customer</b>	Delay in processing applications.	M	Approval of the recommendations would prevent this from occurring.
<b>Environment</b>	None		
<b>Technology</b>	None		
<b>Reputational</b>	Delay in processing applications.	M	Approval of the recommendations would

			prevent this from occurring.
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## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	While there are no expected direct impacts on the wider economy, a failure to provide an efficient developer obligations process will have a negative impact on the progress of developments and our ability to approve planning permissions.
<b>Prosperous People</b>	Again while limited, failure to provide an efficient developer obligations process could have an impact on the wider economy and by extension employment opportunities.
<b>Prosperous Place</b>	Again while limited, failure to provide an efficient developer obligations process could have an impact on the wider economy and by extension employment opportunities.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	The purpose of this report is to ensure customer outcomes are maintained and services continue. As such the reports purpose is to maintain the Councils customer focus and prevent any reputational damage.
<b>Partnerships and Alliances</b>	While the long term aim of the review of the Developer Obligations process is to bring the services back into the Council, the extension of the joint service with Aberdeenshire Council will lead to a continuation of an existing partnership project for another 12 months.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required.
<b>Privacy Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable.

**9. BACKGROUND PAPERS**

- Developer Obligations Review CHI/17/248

**10. APPENDICES (if applicable)**

N/A

**11. REPORT AUTHOR CONTACT DETAILS**

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	Local Authority Markets
<b>REPORT NUMBER</b>	PLA/18/005
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Dawn Schultz
<b>TERMS OF REFERENCE</b>	2.3

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### 1. PURPOSE OF REPORT

- 1.1 To seek approval for Aberdeen City Council to create local authority markets when delivering events in Aberdeen.

### 2. RECOMMENDATION(S)

That Committee:-

- 2.1 Approve the establishment and holding of annual markets at the events detailed in this report, in accordance with section 27 of the Local Government and Planning (Scotland) Act 1982;
- 2.2.1 Delegate authority to the Chief Officer – Operations and Protective Services to establish, hold, manage, regulate and administer the markets referred to above in accordance with section 27 of the Local Government and Planning (Scotland) Act 1982, to otherwise exercise all powers under section 27 in relation to those markets (except the power to make byelaws) and to take all decisions relating to the day-to-day administration of those markets.

### 3. BACKGROUND

#### Events in Aberdeen

- 3.1 The established and reputable City Events Team within City Growth manages a number of events in conjunction with other Council services, where more than one stall is present.
- 3.2 In the annual programme there are a number of events which have been identified as having a market associated with the delivery of a special outdoor activity. The definition of a market is where goods are offered by more than one seller for sale by retail to the public. However, the trading element at Aberdeen City Council's events does not dominate the core element of the

occasion, and is included to add value to the experience of those who are attending for a specific purpose.

- 3.3 The primary focus of festivals, fairs and other special outdoor activities is for pleasure rather than for trading however market trading will usually provide an element of activity at these events. Therefore, the difference between festivals, fairs and events and regular markets is in the size or frequency of the gathering rather than any other factor.
- 3.4 Following the creation of the Aberdeen 365 events group, and the ongoing delivery of the City Centre Masterplan, Aberdeen City Council is focussed on the creation and reinstatement of active spaces that are respectful to business and residents in the surrounding area where a balance between civic and event use of spaces is established. This will allow the management of the public realm space more effectively.
- 3.5 The creation and maintenance of an attractive street scene is key when the City Events Team are delivering events, and where market stalls are included, this seeks to enhance the shopping offer, mix and experience for residents and visitors whilst ensuring neighbouring businesses and the local environment is not negatively impacted on.
- 3.6 In 2017, the City Events Team strengthened its relationship with a number of organisations in the city including Aberdeen & Grampian Chamber of Commerce, Aberdeen Inspired and the Aberdeen City & Shire Hotels Association, allowing detailed discussions of planned activities with neighbouring businesses to develop opportunities for business benefit. This was proven to be an effective approach while delivering events of scale with an economic impact including the Tour Series and the Great Aberdeen Run where levels of economic activity were increased while working with, and developing local business opportunities.

### **Local Authority Markets**

- 3.7 Section 27 of the Local Government and Planning (Scotland) Act 1982 empowers local authorities to establish and hold regular markets. Local authorities may also impose conditions for the use of the market and impose such charges as are sufficient to recover expenses.
- 3.8 There are several advantages to establishing local authority markets. Where events are managed by local authorities, good local management and strategic vision by the council can help with providing a sense of place, cultural awareness, access to local quality crafts and unique sponsors merchandise which make a valuable contribution to choice and diversity in shopping.

### **Markets at Events**

- 3.9 In the development and delivery of a vibrant event programme in Aberdeen, consideration is given to the frequency and duration of events, the impact on the local amenity and where there may be an impact on retailers suffering loss



of business. Where possible, early engagement with partners, allows the City Events Team to put in place safeguards to ensure that appropriate spaces are used for event purposes and supporting activities including traders stalls to avoid any detriment. By developing the offer at events, City Growth aims to drive increased visitors and additional economic spend. A core aim of the Regional Economic Strategy is increasing employment levels by working with businesses and partners to increase employment opportunities. This can be achieved by supporting the development of small and medium enterprises while promoting leisure and cultural offerings.

- 3.10 Through the delivery of events, the City Events Team are aware of the appropriate event licencing policy and procedures that need to be applied, and always seek to ensure that events are licensed in a proportionate and effective manner.
- 3.11 Through the established Safety Advisory Group (SAG) in Aberdeen which has representatives from a number of council services including Licensing, Environmental Health and Road Services, as well as all emergency services, the group are keen to ensure compliance with local licensing requirements and conditions through the development and delivery of individual event manuals and contingency plans.
- 3.12 These plans allow the City Events Team to demonstrate the necessary experience and skills when developing and managing events, and a clear direction for the content of the event desired by Aberdeen City Council through the Aberdeen 365 events strategy.
- 3.13 The City Events Team are aware that there are already a number of markets operating in Aberdeen city centre, and where appropriate, seek to work with existing market operators to avoid clashes at identified spaces. Opportunities for joint working and recommendations to improve and grow the existing market offer in the city are also considered.

### **Proposed Events for Local Authority Markets**

3.14 The following annual events will support a local authority market:

- The Tour Cycling Series, Aberdeen City Centre
- Aberdeen Highland Games, Hazlehead Park
- Armed Forces Day, Union Street
- BP Big Screen, Duthie Park
- Celebrate Aberdeen, Union Street
- Great Aberdeen Run, Union Street, Union Terrace & Union Terrace Gardens
- In Town Without My Car Day, Union Street
- Aberdeen Fireworks Display, Aberdeen Beach
- Christmas Lights Switch On Parade, Union Street

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The creation of annual local authority markets managed by the City Events team will ensure that trading at an event will be professionally delivered, monitored and will add value to the city events offer.
- 4.2 Section 27 of the Local Government and Planning (Scotland) Act 1982 allows the council to make such charges in relation to the use or for entrance to a local authority market or market buildings as will be sufficient to meet the expenses of the authority in carrying out their functions under this section.
- 4.3 Aberdeen City Council will not charge suppliers attending or participating in event markets as detailed in this report, and will meet their responsibilities in relation to markets at events from existing approved event budgets.
- 4.4 In the long term, the creation of annual local authority markets managed by City Events should encourage activities that positively contribute to footfall in key city locations, which in turn is likely to have a positive impact on the retail businesses in the area.

## 5. LEGAL IMPLICATIONS

- 5.1 The creation of local authority markets can only be done within the strict parameters of Section 27 of the Local Government and Planning (Scotland) Act 1982. This allows Aberdeen City Council, where appropriate, to provide sites, stalls, stands, electricity etc., and in particular impose conditions for the use of the market by stall holders, make charges in relation to the market to cover the authority's expenses, make byelaws regulating the market or do such other things expedient for the purposes of the market. These conditions would be determined separately for each event, and the scale of the local authority market to be included.
- 5.2 The conditions imposed on annual local authority markets will reflect existing market provisions of safe, accessible activities, and will be subject to local determination enabling local authorities to adapt to their own requirements. Where appropriate market activity will be subject to the event management process supported by the Safety Advisory Group (SAG) in Aberdeen for consistency.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Any event contracts will seek to mitigate financial risk to the Council and the necessary procurement processes will be undertaken to adhere to procurement legislation and the internal Procurement Regulations.	L	
<b>Legal</b>	As above at paragraph 5.1.	L	

<p><b>Employee</b></p>	<p>The City Events Team is currently staffed by one full-time Senior City Events Officer, two full-time City Events Officers and one full-time City Events Executive. The successful delivery of the city events programme is dependent on a fully-staffed team.</p> <p>Events are a core part of Aberdeen City Council's business as a large number of services are responsible for supporting the organisation, management and delivery of the events programme, which is a key strand of the Regional Economic Strategy.</p> <p>To ensure the most appropriate use of staff time and resources in delivering events in Aberdeen, officers from the team work with colleagues in other Council services including City Growth, Cultural Services, Licensing, Environmental Services and Traffic Management to ensure the safe coordination and delivery of events.</p>	<p>M</p>	
<p><b>Customer</b></p>	<p>Events and participation by the Council provide an opportunity to promote and enhance the long-term economic prosperity of Aberdeen and the wider region by attracting additional visitors to the city on account of the event. In turn this attracts additional commercial activity in the city and officers will work with business customers to maximise both the benefit of the event on city-centre businesses and provide information on the event itself.</p> <p>Supporting and delivering a diverse programme of city events is expected to improve the customer experience by:</p> <ul style="list-style-type: none"> <li>•Enhancing the reputation of the city for staging local, national and international festivals and events;</li> <li>•Better positioning of Aberdeen as a leisure tourism destination for those looking for new and unique event</li> </ul>	<p>L</p>	

	<p>experiences</p> <ul style="list-style-type: none"> <li>•Providing city infrastructure that attracts and supports external event organisers</li> </ul> <p>There are several advantages to establishing Local Authority markets. Where events are managed by local authorities, good local management and strategic vision by the council could help with providing a sense of place, cultural awareness, access to local quality crafts and unique sponsors merchandise which make a valuable contribution to choice and diversity in shopping.</p> <p>The City Events team also works closely with a number of partners including EventScotland, VisitScotland, Aberdeenshire Council, Visit Aberdeenshire, the Aberdeen City and Shire Hotels Association (ASCHA) and Aberdeen Inspired so that events held in Aberdeen present opportunities accessible to local business and offer exciting activities to support the weekend leisure destination break market and maximise the opportunities for securing net additional benefit to businesses in the city and wider region.</p>		
<b>Environment</b>	None		
<b>Technology</b>	None		
<b>Reputational</b>	<p>Collaborating with local, regional and national partners improves our use of resources and maximising financial leverage to secure an event. By working in partnership the Council is able to share the workload and take lead or supporting roles where appropriate, without compromising the level of service delivered.</p> <p>The Council is a member of VisitAberdeenshire and Aberdeen Inspired. At a strategic level, it has a key role in the long-term development of tourism in the city and north east of Scotland. Aligned to</p>	L	Aberdeen City Council will control the local authority markets at the time of agreed events, minimising the risk of clashes/un authorised trading at high profile

	<p>this, is its corporate role in providing confidence to the events market that the Council supports the attraction of the 'right' event for the city, and the contribution to wider economic, tourism and City Centre Masterplan objectives.</p> <p>The risk to the Council would be managed through specific contracts for each event between the organiser and the Council.</p> <p>There is a reputational risk to the Council if an event does not develop as planned. This is mitigated by the experience of Council officers in securing and supporting the delivery of local, national and international events and a robust internal and external communications plan for any and all events.</p> <p>Aberdeen's city events programme is key to the destination promotion that Aberdeen City Council, VisitAberdeenShire, Aberdeen Inspired and VisitScotland currently undertake.</p> <p>Should this diverse and engaging programme not continue, then Aberdeen could potentially cease to be an attractive destination for visitors and local residents with economic spend being distributed elsewhere in Scotland and event organisers considering alternative delivery locations.</p>		<p>city events.</p> <p>Aberdeen City Council can determine in respect of any markets it may wish to control, with KPI's that require – high quality content, good range of products on offer, accessibility etc.</p>
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## 7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<b>Prosperous Economy</b>	Capacity could be created in the events programme in future to develop opportunities for additional market trading opportunities to support the development of an events programme that maximises economic benefit for the city, its businesses and wider region, and showcases a legacy of the region's capability on the national and international event stage.

<b>Prosperous People</b>	There may be some public/media interest in the parts of the city events programme that involve participation by Elected members and/or officers.
<b>Prosperous Place</b>	<p>As well as the benefits of this approach to the delivery of the events programme itself, outwith the region it will provide a positive signal that Aberdeen is a competitive location for specific events (international, national and regional).</p> <p>Aberdeen's city events programme is key to the destination promotion that Aberdeen City Council, VisitAberdeenshire, Aberdeen Inspired and VisitScotland currently undertake.</p> <p>Should this diverse and engaging programme not continue, then Aberdeen could potentially cease to be an attractive destination for visitors and local residents, with economic spend being distributed elsewhere in Scotland and event organisers considering alternative delivery locations.</p>
<b>Enabling Technology</b>	The use of technology in the development and delivery of events in the city will be given consideration, as the Council moves to develop its relationship with a digital partner in the future.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	None
<b>Organisational Design</b>	None
<b>Governance</b>	None
<b>Workforce</b>	None
<b>Process Design</b>	None
<b>Technology</b>	None
<b>Partnerships and Alliances</b>	None

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required
<b>Privacy Impact</b>	Not required

<b>Assessment</b>	
<b><u><a href="#">Children's Rights Impact Assessment/Duty of Due Regard</a></u></b>	Not applicable

**9. BACKGROUND PAPERS**

9.1 None

**10. APPENDICES (if applicable)**

**11. REPORT AUTHOR CONTACT DETAILS**

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 <sup>th</sup> April 2018
<b>REPORT TITLE</b>	External Funding for Transport Projects 2018/19
<b>REPORT NUMBER</b>	PLA/18/003
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Gale Beattie
<b>REPORT AUTHOR</b>	Alan Simpson
<b>TERMS OF REFERENCE</b>	1.2 - Oversee the Council's resources – finance, systems and technology, staff and property;

### 1. PURPOSE OF REPORT

1.1 This report advises the Committee of a number of external funding opportunities that have become available or will soon become available to the Council for transportation projects and, where these are successful, requests Committee approval for the use of match funding for some projects.

### 2. RECOMMENDATION(S)

That the Committee:-

2.1 Note that Aberdeen City Council:-

- a) has been awarded funding from Paths for All to deliver projects outlined in the Smarter Choices, Smarter Places 2018/19 Programme; and
- b) has been awarded funding from NESTRANS Revenue Programme 2018/19 to deliver projects outlined in the report; and
- c) is bidding to the NESTRANS Capital 2018/19 funds to deliver projects outlined in this report; and
- d) is bidding to the SUSTRANS Community Links 2018/19 fund to deliver projects outlined in this report; and
- e) Intends to use staff time, Civitas Portis works, existing Developer Contributions and Aberdeen Western Peripheral Route Non-Motorised User (AWPR) (NMU) Offset Mitigation funding as part of the match funding mechanism;

2.2 Authorises the Developer Contributions and the AWPR NMU offset mitigation funds to be used as Match Funds and spent in accordance with the relevant legal agreement,

2.3 Note that the procurement of contracts with estimated expenditure of £250,000 and above (Works) and £50,000 and above (Goods or Services), will be reported to the Strategic Commissioning Committee at its meeting on 30<sup>th</sup> April 2018.

### **3. BACKGROUND**

- 3.1 The various funding streams will be used to deliver schemes which contribute to the aims and objectives of the following Policy and Strategy Documents
- Aberdeen Local Transport Strategy
  - Aberdeen Active Travel Action Plan
  - Aberdeen Local Outcome Improvement Plan
  - Aberdeen City Centre Masterplan
  - NESTRANS Regional Transport Strategy
  - North East Scotland Regional Economic Strategy

- 3.2 All funding bids have been subject to the appropriate internal governance processes. Committee is asked to note that under the “Powers Delegated to Officers” approved by Council on 5<sup>th</sup> March 2018, this funding can be accepted by the Chief Officer of Strategic Place Planning as follows: -

*“23) Following consultation with the Convener of the City Growth and Resources Committee, to approve applications for, and to accept, grant funding, provided that the terms and conditions of such funding have been approved by the Chief Officer - Finance and the Head of Commercial and Procurement Services before acceptance.”*

#### **3.3 NESTRANS Capital funded Schemes 2018/19**

- 3.3.1 Aberdeen City Council presented a number of schemes to NESTRANS for funding through their Capital Budget (2018/19). NESTRANS has now shortlisted a number of these schemes which will be recommended to its board on 18<sup>th</sup> April 2018. A number of additional schemes have been placed on a reserve list.

- 3.3.2 While some of these schemes will be 100% funded by NESTRANS, others will be match funded by other sources. Where this is the case, the Council has proposed using existing Developer Contributions and funding from SUSTRANS through their 2018/19 Community Links programme. Following the decisions of the NESTRANS board in April, officers will submit bids to Sustrans for any schemes where this match fund has been identified.

- 3.3.3 Full details of the Shortlisted Schemes can be found in Appendix 2B while the Reserve Listed Schemes can be found in Appendix 2C.

#### **3.4 Other Sustrans Community Links (2018/19) funded schemes**

- 3.4.1 In addition to those which are matched with NESTRANS funding, Aberdeen City Council intends to apply to the Sustrans Community links Fund (2018/19) to fund additional schemes. Successful Community Links projects require 50% match-funding. The Council has proposed using Aberdeen Western Peripheral Route Non-Motorised User (AWPR NMU) Offset Mitigation funds for the remaining 50% required for three of the projects, and already approved

Council Capital funds and Developer Contributions for the fourth, which Sustrans has accepted as suitable match in the past.

3.4.2 Full details of these schemes can be found in Appendix 3.

### **3.5 Smarter Choices Smarter Places**

3.5.1 Aberdeen City Council has been awarded £210,618 from Paths for All, who administer the National Smarter Choices, Smarter Places (SCSP) programme on behalf of the Scottish Government. The funding is to be used for revenue projects to promote behaviour change and increase the number of people using active and sustainable modes of transport as an alternative to the private car. Although the funding is awarded to Local Authorities, they are encouraged to work with partners to deliver schemes.

3.5.2 In order to use the funding, the Council must provide a match of the same amount which it must evidence that it is spending on sustainable transport projects in 2018/19. The Council has chosen to use the Civitas Portis EU project as the match, where at least £210,618 will be spent in 2018/19.

3.5.3 As with previous years, Aberdeen City Council will be delivering the Smarter Choices Smarter Places projects under Getabout, the sustainable transport brand for the North east of Scotland, as part of the following four projects

- Getabout in the City
- Getabout for Education
- Getabout by Active Travel
- Getabout by Sustainable and Environmentally-Friendly Vehicle

3.5.4 Aberdeen City Council has been informed that its bid has been successful with written confirmation supplied to the Council at the end of March 2018.

3.5.5 Full details of the SCSP programme can be found in Appendix 1.

### **3.6 NESTRANS Revenue funded schemes (2018/19) already approved by the NESTRANS board**

3.6.1 Aberdeen City Council has been successful in gaining funds from the NESTRANS Revenue Budget (2018/19) to deliver three schemes. These schemes will be 100% funded by this budget and were approved at the Nestrans Board meeting in February 2018.

3.6.2 Full details of NESTRANS Revenue schemes can be found in Appendix 2A.

## **4. FINANCIAL IMPLICATIONS**

4.1 The Council's Smarter Choices Smarter Places (SCSP) allocation requires 50% match-funding. The 50% match will come from the CIVITAS PORTIS European project.

- 4.2 Nestrans provides 100% grant funding for some projects therefore no match funding is required in those instances.
- 4.3 Sustrans typically match-funds projects on a 50/50 basis. We will only undertake projects with Sustrans funding where there is available match funding through the Aberdeen Western Peripheral Route Non-Motorised User (AWPR NMU), Nestrans funding and Developer Contributions.
- 4.4 There will be maintenance implications of any new infrastructure installed in the City which will have to be accounted for in future maintenance budgets.

**5. LEGAL IMPLICATIONS**

- 5.1 The funding will have to be spent in accordance with any grant funding conditions and legal agreements which are attached to it.
- 5.2 Any procurement will be undertaken in line with the Council’s Procurement Regulations.
- 5.3 All bids have complied with internal governance procedures.

**6. MANAGEMENT OF RISK**

	Risk	Low (L), Medium (M),High (H)	Mitigation
<b>Financial</b>	Projects come in over or under budget	M	<p>Monthly monitoring of projects using Project Status Reviews (PSRs) which are subject to scrutiny by Transport Programme Board</p> <p>Where possible, procurement of maintenance and warranty agreements alongside goods and services and through the use of high-quality design and construction materials to ensure the longevity of new infrastructure. External funding will be sought for maintenance in the first instance to minimise reliance on Council budgets</p>
<b>Legal</b>	Officers breach grant conditions or terms of financial standing orders	L	Work closely with legal and procurement colleagues from the application stage to minimise this

<b>Employee</b>	Insufficient staff to undertake the full programme	M	Monthly monitoring of projects using Project Status Reviews (PSRs) will reflect changes to project at earliest possible point.
<b>Customer</b>	Infrastructure/ goods not fit for purpose	L	National design guidance followed and feedback information from previous projects used to inform delivery. Where possible, Stakeholder and Public Engagement will inform the design.
<b>Environment</b>	The projects funded work towards improving sustainable and active travel and resolving pinch points so contribute towards environmental benefits.		
<b>Technology</b>	There are no technological risks		
<b>Reputational</b>	Committee decides not to approve the expenditure of external funding and is able to deliver less for the residents of the city and it more reliant on its own reducing funding	L	Maximise external funding opportunities in order to deliver schemes to benefit the city without being wholly reliant on internal/ local budgets

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	In granting officers permission to spend external funding, the Council is able to deliver more of the Local Transport Strategy objectives thereby limiting the need to use internal Council budgets. Many schemes will lead to the more efficient movement of goods and people.
<b>Prosperous People</b>	The subsequent schemes which result from the spending of the external funding will assist with the development of a sustainable transport network. Given that particular emphasis is given to walking and cycling and that around

	30% of city residents do not have access to a car, these schemes will help improve the mobility of most city residents.
<b>Prosperous Place</b>	The subsequent schemes which result from the spending of the external funding will improve the attractiveness of a greater range of mobility options for those travelling in the city area, enabling them to be less reliant on the private car.
<b>Enabling Technology</b>	The SCSP bid contains actions relating to the promotion of electric vehicles, which is an emerging and developing low carbon vehicle technology.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	Using external funding allows the Council to undertake work for the benefit of the residents of Aberdeen without being solely reliant on internal funds.
<b>Governance</b>	All projects have been subject to internal governance.
<b>Workforce</b>	By bringing in external funding, the workforce are able to get involved with a greater range of tasks and form new working arrangements with funders.
<b>Partnerships and Alliances</b>	The securing of external funding demonstrates not only good partnership working with funders but a vote of confidence from them that Aberdeen City is a Council worth funding. Many projects in the SCSP programme will also rely on partnership working in their delivery.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required
<b>Privacy Impact Assessment</b>	Not required
<b><a href="#">Children's Rights Impact Assessment/Duty of Due Regard</a></b>	Not applicable

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES (if applicable)

Appendix 1 – Smarter Choices, Smarter Places Programme 2018/19

Appendix 2A - NESTRANS Revenue funded Schemes 18/19 already approved by the NESTRANS board

Appendix 2B – Shortlisted NESTRANS Capital funded Schemes 18/19 (To go to NESTRANS Board in April 2018)

Appendix 2C - NESTRANS Capital funded Schemes 18/19 Reserve List (To go to NESTRANS Board in April 2018)

Appendix 3 – Sustrans Community Links 2018/19 Bids, matched with Aberdeen Western Peripheral Route Non-Motorised User (AWPR NMU) funding

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**Appendix 1 – Smarter Choices, Smarter Places Programme 2018/19**

<b>Aberdeen City Smarter Choices Smarter Places Programme 2018/19</b>			
<b>Project</b>	<b>Budget</b>	<b>Partner(s)</b>	<b>Initiatives</b>
Getabout in the City	£87,982	NESTRANS, Energy saving Trust, Co-wheels, bus operators, Aberdeen Inspired, Aberdeen Harbour, Cycling Scotland, AECOM	In town without my car day, Street reclaim project, Getabout marketing, Wayfinding, Information screen, Cycle storage (Marischal)
Getabout for Education	£58,536	Living Streets, Sustrans, RGU, University of Aberdeen, Adventure Aberdeen	Living Streets Travel Tracker, Road safety education to schools, School Travel Planning, I-Bike Support, University Travel Planning Initiatives, Go Mountain Bike,
Getabout by Active Travel	£33,000	Aberdeenshire Council, Adventure Aberdeen, Aberdeen Cycle Forum	Cycle challenge, Bike Roadshows, Cycle Counters, Aberdeen and Bridge of Don Cycle map reprints, Walking routes,
Getabout by Sustainable and environmentally-friendly vehicle	£31,100	Co-wheels, Energy Saving Trust (Scotland)	Bus publicity, Car Club marketing, subsidised car into Tillydrone, Electric Vehicle awareness event

**Appendix 2A - NESTRANS Revenue funded Schemes 18/19 already approved  
by the NESTRANS board**

<b>NESTRANS Revenue funded schemes 2018/19 for Aberdeen City</b>			
<b>Project</b>	<b>Budget (2018/19)</b>	<b>Partner(s)</b>	<b>Initiatives</b>
Aberdeen Cross City Connections – STAG Part 2	£100,000	NESTRANS	Continue ongoing feasibility study, investigating ways to maximise connectivity between new developments arising from the Local Development Plan.
Bridge of Dee – River Crossing Capacity	£100,000	NESTRANS	Members agreed that a review of the concepts under consideration should be carried out at a suitable period after the opening of the Aberdeen Western Peripheral Route to enable any changes in traffic patterns to be accurately assessed. This bid is for funds to enable this review to be carried out.
Wellington Road Multi Modal study STAG Part 2	£100,000	NESTRANS	STAG Part 2 appraisal of options for improvements to the Wellington Road corridor to benefit all modes of transport

**Appendix 2B – Shortlisted NESTRANS Capital funded Schemes 18/19 (To go to NESTRANS Board in April 2018)**

<b>Project</b>	<b>Budget (2018/19)</b>	<b>Partner(s)</b>	<b>Initiatives</b>
A90 Trunk Road Cycle Route – Parkway Phase 4	£80,000	NESTRANS (50% funding) Sustrans (50% funding)	Land acquisition, planning permission and road safety audit for future construction of a shared use cycle route connecting the existing facilities on the Parkway (A90) at Balgownie Road to the Third Don Cycle Facilities at Fairview St.
Craigshaw Drive - Cycle Lanes	£50,000	NESTRANS (50% funding) Sustrans (50% funding)	Design of cycle route on Craigshaw Road to create a designated cycle link between the Shell path and Wellington Road. Preferred option proposes 1.5m cycle lane with 0.5m segregation strip in each direction with relocation of kerblines on both sides and reduction in footways/ carriageway to accommodate cycle lanes
LiB Junction Alterations (Lang Stracht/Anderson Drive)	£56,000	NESTRANS (50% funding) Sustrans (50% funding)	Detailed design of options for alterations to Westburn/Lang Stracht - Anderson Drive with a focus on improvements for Active travel.
Bridge of Dee to RGU – Cycle path	£46,000	NESTRANS (50% funding) Sustrans (50% funding)	Design and development of a shared use cycle path along the north bank of the River Dee linking the existing cycle facilities at the Bridge of Dee with RGU Garthdee campus.
Wellheads Cycle Link (Design)	£60,000	NESTRANS (50% funding) Sustrans (50% funding)	Completion of design of an extension to the Welheads Cycle route to Farburn Terrace.
River Don paths- Arjo Wiggins	£161,500	NESTRANS (£54,900), Sustrans (£80,750), Developer Contributions	Construction of a ped cycle link path from Stoneywood Terrace to a recent section of path put in by the developer at Stoneywood and provision of security fence.

		(£25,850)	
River Don paths- Farburn	£89,872	NESTRANS (£34,000), Sustrans (£53,500), Developer Contributions (£20,400)	Providing a 3m bridge across the Farburn and the formalising and widening of existing narrow dust paths to improve a section of the River Don path in Dyce.
River Don Paths – Mugiemoss Link	£107,000	NESTRANS (£33,100), Sustrans (£53,500), Developer Contributions (£20,400)	Create a link from the pavement beside the A947 down to the pedestrian/ cycle path put in by the developer at Stoneywood.
River Don Paths – Seaton Park Entrance	£27,400	NESTRANS (50% funding) Sustrans (50% funding)	Creation of a new Ped - Cycle Entrance opposite Lord Hay's Grove to provide an active link between the Seaton Park paths and through to the Beach Esplanade. Possible promotion of 20mph on Don St.
Dyce Station Car Park extension	£20,000	NESTRANS	Preparation of bid to Scottish Stations Fund
Traffic Signal Monitoring and Control upgrade	£305,000	NESTRANS	Replacement of Remote Monitoring System, enhanced SCOOT/ UTC control and replacement of 155 units (Further work on reserve list)
Queen's Road SCOOT Corridor	£125,000	NESTRANS	Commissioning a consultant to upgrade some traffic signals to put them on SCOOT/UTC control
Digital Communications Migration	£50,000	NESTRANS	Completion of the final stage of the UTC communication upgrades to allow the removal of the obsolete Tele12 module from Woodhill House
Dyce Drive	£112,329	NESTRANS	Various locations – resurface carriageway - Patching
Union Street Strategic Bus Lanes	£60,000	NESTRANS	Various Locations partial reconstruction (Further work on reserve list)
Bus Stop Improvements	£100,000	NESTRANS	Raised kerbs at 60 bus stops and 5 new shelters (Further work on reserve list)
Roads Hierarchy	£200,000	NESTRANS	Development of options and public and stakeholder engagement



**Appendix 2C - NESTRANS Capital funded Schemes 18/19 Reserve List (To go to NESTRANS Board in April 2018)**

<b>Project</b>	<b>Budget (2018/19)</b>	<b>Partner(s)</b>	<b>Initiatives</b>
Queens Road bus corridor design	£95,000	NESTRANS	Develop a detailed design for a bus lane on the westbound lane on Queens Road between Viewfield Road and the Kings Gate roundabout
Traffic Signal Monitoring and Control upgrade	£345,000	NESTRANS	Replacement of the Remote Monitoring System (RMS) to upgrade the remaining sites on this architecture,
Strategic network monitoring Ph4 - additional sites	£150,000	NESTRANS	The Fourth phased deployment of an Internet Protocol closed-circuit television (IPCCTV) equipment at traffic signals, along strategic transport corridors.
Anderson Drive Pedestrian and Cycle Route Phase 1(further Design)	£20,000	NESTRANS (50% funding) Sustrans (50% funding)	Continuation of design and development of a shared use cycle route between Deeside way and Riverside Cycle Route along the western side of Anderson Drive (A90).
Bus Stop Improvements	£100,000	NESTRANS	Raised kerbs at bus stops and new shelters
Cults Square Bridge	£50,000	NESTRANS	Design for reconstruction of bridge
Milton of Drum Bridge	£20,000	NESTRANS	Deck reconstruction design
George Street	£66,000	NESTRANS	Various Locations Patching
North Deeside Road	£104,000	NESTRANS	South side - Coronation Road westwards - for 800m, Reconstruction 2m wide
Great Northern Road	£135,000	NESTRANS	Number 591 - 723 northbound Carriageway and area at Shell Garage, Resurface Carriageway
Mastrick Road	£28,380	NESTRANS	New Park Road to Upper Mastrick Way, Resurface Carriageway
Union Street Strategic Bus Lanes	£74,000	NESTRANS	Various Locations partial reconstruction (further work on shortlist)
Holburn Street Strategic Bus Lanes	£88,000	NESTRANS	Various Locations partial reconstruction

King George VI	£250,000	NESTRANS	Resurfacing and joint replacement
Queen Elizabeth Bridge	£100,000	NESTRANS	Joint replacement
Victoria Bridge	£200,000	NESTRANS	Sett replacement
Motorcycles in Bus Lanes	£10,000	NESTRANS	Review of policy in light of Powered 2-Wheelers in bus lanes experience elsewhere
Additional Automatic Count Sites	£80,000	NESTRANS	Provision of additional automatic traffic count sites to align with the change in traffic patterns associated with the opening of the AWPR
Environmental Module for Osprey Common Database	£50,000	NESTRANS	Provision of an environmental module for the Osprey UTMC Common Database to allow for the integration of ice monitoring sensors and MET Office data
Air Pollution Adapter	£30,000	NESTRANS	Provision of an air pollution adapter for the UTMC Osprey Common Database to allow strategies to be created for pollution-related warning to be published on the VMS.
Contribution to Sth College Street	50,000.00	NESTRANS/ ACC NHCP	Revision of business case and technical standards
Improvements on the link from Wellington Bridge to Wellington Brae	50,000.00	NESTRANS	Fixing uneven road surface from W Brae to the bridge
A proper drainage system on parts of the Deeside Line	TBC	NESTRANS	Study to investigate requirements for a proper drainage system on parts of the route.
Guild Street Bridge	50,000.00	NESTRANS	Surface repairs
Wellheads Drive Cycle Link	£7,000	NESTRANS (50% funding) Sustrans (50% funding)	Completion of design of an extension to the Welheads Cycle route to Farburn Terrace.

**Appendix 3 – Sustrans Community Links 2018/19 Bids, matched with Aberdeen Western Peripheral Route Non-Motorised User (AWPR NMU) funding**

<b>Project</b>	<b>Budget (2018/19)</b>	<b>Partner(s)</b>	<b>Initiatives</b>
A96 Cycle Route	£30,000	AWPR NMU (50% funding) Sustrans (50% funding)	Design of section from Dyce Drive to Craibstone
A90 Trunk Road connections Cycle Routes	£180,000	AWPR NMU (50% funding) Sustrans (50% funding)	Design and construction of various small links connecting to Ellon Road and Parkway cycle routes
A90 Murcar North Cycle Route	£40,000	AWPR (50% funding) Sustrans (50% funding)	Design of cycle route between Murcar Roundabout and Blackdog
Maidencraig Flood Management and Wetland Scheme Phase 2	£539,000	Sustrans (£215,000), Capital Funding (£249,000), Developer Contributions (£75,000)	<ol style="list-style-type: none"> <li>1. Upgrade the paths between Eday Road and the new flood scheme to 3m wide where possible, install appropriate signage and rest points and improve lighting where applicable</li> <li>2. Upgrade and improve the path between the flood bund and Skene Road, along with lighting improvements and insertion of a rest area and stop off point</li> <li>3. Upgrade signage and interpretation board</li> <li>4. Upgrade of Nature Reserve paths, including better drainage</li> </ol>



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	Inward investment and trade priorities
<b>REPORT NUMBER</b>	PLA/18/006
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Matt Lockley
<b>TERMS OF REFERENCE</b>	2.3

### 1. PURPOSE OF REPORT

- 1.1 To present international trade and inward investment priorities for the year ahead.

### 2. RECOMMENDATION(S)

That Committee:-

- 2.1 Approve the international trade and inward investment priorities for 2018-19;
- 2.2 Delegate authority to the Chief Officer - City Growth (in consultation with the Co-Leaders and Lord Provost) to authorise only necessary and appropriate travel to markets approved by Council/Committee as international trade and inward investment priorities for 2018 – 2019 as opportunities arise, provided the cost of such travel is reasonable and does not exceed the budget envelope set out in the report;
- 2.3 Instruct the Chief Officer – Customer Experience to update the Travel Policy in line with approved Scheme of Governance
- 2.4 Instruct the Chief Officer - City Growth to submit an annual service update to the City Growth and Resources Committee on international travel outlining the economic benefits achieved;
- 2.5 Approve the submission of the bid for Aberdeen to host the World Energy Cities Partnership Annual General Meeting in 2019;
- 2.6 Note progress with the Invest Aberdeen initiative and current priorities

### 3. BACKGROUND

#### INTERNATIONAL TRADE

- 3.1 The North East of Scotland has seen significant growth in exports from the region over the last 5 years. Between 2013 and 2015 (latest available data),

exports increased by just over 20%. In 2015, exports to international markets from the city region stood at £7.375 billion, some 21% of the Scottish total. Over 28% of these exports related to oil and gas with nearly 25% relating to legal, accounting, management and engineering services.

- 3.2 Aberdeen City Council takes an active role in international trade as a result of its global profile and the reach and status of its civic, business and academic networks. This is supported by membership of a number of key European and global partnerships and the leadership shown by the Council in transnational projects such as those related to hydrogen and renewable energy.
- 3.3 Council approved activity related to the World Energy Cities Partnership and Offshore Northern Seas at its meeting on 5<sup>th</sup> March 2018. This report brings forward further proposals on international trade priorities for 2018-19.
- 3.4 Officers from the City Growth service maintain an active watching brief on UK and wider intelligence to ensure that market opportunities for Aberdeen companies are understood and promoted. This work focuses on those countries where the Council can play an active role in facilitating market access, usually alongside UK and/or Scottish Government agencies. The Council also has five memoranda of understanding (MoU) with cities around the world (Barranquilla, Halifax, Mokpo, Pemba and Villahermosa) that support more direct and structured bilateral activity. Further development of the MoU model is anticipated during 2018-19 and is reflected in the priorities outlined in this report.
- 3.5 In terms of international trade priorities for 2018-19, the following markets have been identified:
  - 3.5.1 Canada

Aberdeen's MoU with Halifax, Nova Scotia was extended for a further year in 2017. An inbound delegation headed by Mayor Savage of Halifax (who is also President of the World Energy Cities Partnership) is being planned for summer 2018. The International Trade team continues to work closely with Scottish Development International (SDI) on opportunities in Canada, particularly on the back of the CETA agreement with the EU which remains open to UK businesses during the Brexit transition.
  - 3.5.2 China

Three Chinese cities are members of the WECF (Daqing, Dongying and Karamay). Aberdeen hosted an inbound delegation from Karamay in 2017 and work continues, with the support of the Foreign and Commonwealth Office in Beijing, on a proposed MoU between Aberdeen and Karamay. A bilateral meeting with Karamay is planned for the WECF Working Group meeting in Houston and this should form the basis of more detailed plans for an MoU between the two cities. Outbound trip likely during 2018-19.
  - 3.5.3 Colombia

An MoU between Aberdeen and the local and regional government in Barranquilla, Colombia was signed in Barranquilla in 2017. Subsequently a

trade delegation from Barranquilla attended Offshore Europe in the city. Aberdeen has supported Barranquilla's application to join the World Energy Cities Partnership, which should be approved at the WECP Working Group meeting in May. The MoU commits each party to alternate year visits to the other city, which would mean an outbound trip to Barranquilla in 2019.

#### 3.5.4 Guyana

Aberdeen hosted a visit by the Guyanese High Commissioner to the UK in February 2018. Leading from this, Aberdeen City Council is exploring the opportunities for local companies in the oil and gas industry in Guyana which could lead to a MoU between the cities of Aberdeen and Georgetown.

#### 3.5.5 Japan

Activity with Japan is largely centred around Kobe and the Council's work on hydrogen. In addition, the Thomas Blake Glover connection remains important and drives significant interest to the city. The Lord Provost visited Kobe in 2017 and another outbound trip is not anticipated until 2019, although inbound delegations are expected.

#### 3.5.6 Kazakhstan

Aberdeen City Council previously had an MoU with Atyrau (a fellow WECP member city) and the western province of Kazakhstan. This MoU has been inactive now for several years. Discussions with the UK Government in early 2018 suggest that Kazakhstan remains an important market (particularly for oil and gas and renewable energy). Many Aberdeen companies are active in the market. Further work with the UK and Kazakhstan authorities may result in a refreshed MoU, with the likelihood that an Aberdeen delegation would visit Atyrau this financial year.

#### 3.5.7 Mozambique

The MoU between Aberdeen and Pemba was signed in February 2018, facilitated by the UK Government Foreign and Commonwealth Office and Department for International Trade. Further detailed work with Pemba is now required to set out some key actions and deliverables. The MoU commits each party to alternate year visits to the other city. A delegation from Pemba should therefore visit Aberdeen in 2019 with a return visit pencilled in for 2020.

#### 3.5.8 Mexico

The Council's MoU with Villahermosa, a WECP partner city, was refreshed in 2017 at a ceremony in Mexico. The MoU commits each party to alternate year visits to the other city, and therefore a delegation from Villahermosa would be expected in Aberdeen in 2018, with a reciprocal visit by Aberdeen City Council in 2019. Locally, the International Trade team has supported the Aberdeen and Grampian Chamber of Commerce with their 'Doing Business with Mexico' events. The team continues to engage with SDI and UK Government (Department for International Trade – DIT) experts and in-country leads for Mexico.

### 3.5.9 Qatar

Aberdeen hosted a visit by Her Excellency Dr Sheikha Aisha Bint Faleh Al Thani of Qatar in March 2018. Dr Al Thani extended an invitation to the Lord Provost to visit Qatar later in the year. The University of Aberdeen has also invited the Lord Provost to visit Doha and its campus in the city. Doha is a fellow WECP member city and there are distinct opportunities for Aberdeen and its companies to benefit from stronger ties with the city.

### 3.5.10 South Korea

Aberdeen City Council signed an MoU with Mokpo during the Lord Provost's visit to the city in 2017. The MoU commits each party to alternate year visits to the other city, and a delegation from Mokpo would therefore be expected to visit Aberdeen in 2018 with a reciprocal trip to South Korea in 2019.

### 3.5.11 United States

Opportunities exist, on the back of previous visits, to form alliances with Lafayette, Louisiana and Oklahoma City. The Lord Provost hosted an exploratory meeting with representatives from Louisiana on the eve of Offshore Europe in 2017. Further discussions with both cities will take place during 2018.

3.5.12 Watching briefs remain in place for Chile, Indonesia, Myanmar and Tanzania and intelligence gathered through partner agencies and directly through contacts in SDI and DIT continues to be reviewed in terms of the team's priority markets.

## **WORLD ENERGY CITIES PARTNERSHIP – 2019 AGM BID**

3.6 As noted in reports to the former CH&I Committee (CHI/17/203 – August 2017) and Council (CHI/18/014 – March 2018), officers from the City Growth service have been exploring the potential for Aberdeen to bid to host the Annual General Meeting of the World Energy Cities Partnership in 2019. The WECP operates a competitive bidding process, with a deadline for bids for the 2019 AGM of 1<sup>st</sup> June 2018. A decision on the host city will be made at the 2018 AGM meeting in Kuala Lumpur (October 2018). Approval is sought in this report for a bid to be submitted to meet the 1<sup>st</sup> June deadline, with further details on the proposal (including a fully costed appraisal) to be incorporated into the annual report on the WECP, scheduled for City Growth and Resources Committee in August.

3.7 If successful, Aberdeen would host the WECP AGM to coincide with Offshore Europe at the new arena, thereby maximising the opportunity to raise the city's international profile and support wider trade relationships through the operator, SMG and Offshore Europe organisers, Reed Expo.

## **INVEST ABERDEEN**

3.8 Aberdeen has historically seen high levels of inward investment due to its global status as an energy hub. Foreign Direct Investment (FDI) numbers fell significantly in 2015 as a result of the oil and gas downturn to a low of 9, but subsequently rebounded in 2016 to 18. This equates to 15% of all FDI into

Scotland. Alongside these new investments, there were 620 foreign-owned enterprises with bases in Aberdeen in 2016, supporting 47,000 jobs (26% of total employment) and with a combined turnover in excess of £28 billion.

- 3.9 At its meeting in March 2017, Council approved the inward investment study and plan that had been prepared for the Council by Breeze Strategy. Council also noted that there were no dedicated resources for inward investment at the time and that the reprioritisation of some budgets would be required if the ambitions of the inward investment plan were to be realised.
- 3.10 Subsequent to Council's approval of the approach, work has been ongoing with core partners in the inward investment field - notably Aberdeenshire Council, the Department for International Trade (DIT), Scottish Enterprise (SE) and Scottish Development International (SDI) and the Scottish Cities Alliance to establish a new Invest Aberdeen hub. This work has built on the recommendations in the Breeze study and also enabled the smooth transition of the Energetica programme into the new Invest Aberdeen approach.
- 3.11 This report should be considered as replacing the annual update which was scheduled for Council in May 2018. In terms of progress over the last twelve months, highlights are as follows:
- An operational MoU has been agreed between Aberdeen City Council and Aberdeenshire Council on the implementation of the inward investment plan, focussed on the establishment of a single hub for the city region under the Invest Aberdeen banner
  - This sets out the resources that both parties will contribute to the Invest Aberdeen hub, including financial commitments
  - Alongside this MoU, side agreements are being developed with partners such as SE / SDI and local stakeholders (e.g. universities, Aberdeen and Grampian Chamber of Commerce) which outline working relationships and their direct / indirect financial and other contributions to the Invest Aberdeen hub
  - A new web platform ([www.investaberdeen.co.uk](http://www.investaberdeen.co.uk)) has been established and is currently in the soft launch / testing phase
  - Invest Aberdeen messaging activity is being planned to take place simultaneously at the All Energy expo and Offshore Technology Conference in May
  - Initial target markets and events have been considered and are referenced in this report
- 3.12 Aberdeen City Council's staffing commitment to the new Invest Aberdeen approach is made up of two direct, full-time posts and a number of other post-holders in the City Growth service who will support investment and trade activity on a more ad-hoc basis. Aberdeenshire Council have recruited an Inward Investment Executive and Marketing and Communications Officer who will work directly and solely on Invest Aberdeen activity and be managed as part of the Invest Aberdeen team.
- 3.13 In addition to the staff resources, there is a requirement for web, marketing, events and campaigns budgets to be aligned around the new approach.

Delivery of Invest Aberdeen presents the opportunity to review both councils' investments in these areas and to consider how better value can be driven by more structured and long-term partnerships with organisations such as DIT, SE/SDI and the Scottish Cities Alliance.

- 3.14 Establishing Invest Aberdeen also presents the opportunity to review the city region's participation in and contribution to major international trade events such as Offshore Europe, All Energy, Offshore Northern Seas, MIPIM and ExpoReal. This review has been undertaken across both Aberdeen City Council's and Aberdeenshire Council's investments in major trade events. The active participation of other regional and national partners in trade events has also been considered.
- 3.15 Historically, the two councils have jointly funded a significant presence at major trade shows such as Offshore Europe (OE), All Energy (AE) and Offshore Northern Seas (ONS). For the Offshore Technology Conference in Houston, both councils no longer have a direct presence but use space on the Scotland stand that is led by SDI.
- 3.16 It is intended that this collaborative model will form the basis for future attendance at major shows and that resources previously ring-fenced for large stands and exhibition space will be repurposed to focus on Invest Aberdeen messaging and activity. The rationale for this is to maximise the Invest Aberdeen contribution to the wider collective effort around diversification in support of the Regional Economic Strategy and City Region Deal, both of which target sector development and internationalisation. Aberdeen businesses will still benefit from access to shows and opportunities to take part in exhibitions through Invest Aberdeen collaboration with Scottish and UK partner agencies.
- 3.17 A short-term priority for Invest Aberdeen is to develop and agree, with participating partners a target list of events where Invest Aberdeen and the opportunities within the city region can be promoted. The new collaborative model will mean that partners can act as ambassadors for Invest Aberdeen at some of these events, reducing the direct demand on the council's financial resources.
- 3.18 For property and development shows such as MIPIM and ExpoReal, the Council will continue to engage and participate in these through the Scottish Cities Alliance when priorities and opportunities align. In 2018, it is suggested that Invest Aberdeen could participate in the ExpoReal event in Munich, given the opportunities that exist there to engage with a variety of German and European pension and sovereign wealth funds and property investors.
- 3.19 In summary, it is proposed that Invest Aberdeen participates directly in the following trade and property shows in 2018-19, with a view to a more diverse portfolio in subsequent years:
  - Offshore Technology Conference (Houston - May)
  - All Energy (Glasgow - May)
  - Offshore Northern Seas (Stavanger – August)

- ExpoReal (Munich – September)
- World Energy Cities AGM (Kuala Lumpur – October)

Where these involve international travel, these were agreed (with the exception of ExpoReal) at Council in March 2018.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 A total budget of £53,000 is available to support international trade activity in 2018-19. This includes £29,000 made available from the Common Good to support the Lord Provost's (plus one supporting officer) travel. The remainder will come from City Growth budgets.
- 4.2 Total direct costs of the Invest Aberdeen service are estimated to be £217,000. These will be funded through pooled budgets to be set up by Aberdeen City Council and Aberdeenshire Council. For Aberdeen City Council, this will be met through staffing costs and budgets held within City Growth. Travel costs for the ExpoReal event (if Invest Aberdeen is participating) will be met from the Invest Aberdeen budget, with all other travel costs to be met by the international trade budget.

#### 5. LEGAL IMPLICATIONS

- 5.1 Local authorities are subject to statutory controls and as such are only entitled to defray travelling and other expenses incurred as a result of approved duties as defined in the Local Government (Scotland) Act 1973.

#### 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	None		
<b>Legal</b>	Spend not in line with approved duties.	L	Delegation to Chief Officer – City Growth to administer, implement and approve travel expenses.
<b>Employee</b>	Risks associated with travel outwith the UK are managed on a case-by-case basis following advice from the UK Foreign and Commonwealth Office	M	A thorough risk analysis is undertaken prior to any travel outwith the UK. This forms part of the pre-travel briefing. The Council has sufficient travel insurance in place.

	and in-country contacts.		
<b>Customer</b>	None		
<b>Environment</b>	None		
<b>Technology</b>	None		
<b>Reputational</b>	There are reputational risks for the city if it does not actively participate in international partnerships (WECP) and in developing market relationships. These are vital to ensuring that the city's global profile is maintained. Equally, the lack of a dedicated function to deliver inward investment activity could leave the city region exposed and lead to a drop in inward investment performance.	M	Fulfilling the Council's obligations in terms of WECP membership, with particular reference to the Lord Provost's Vice Presidency and the potential hosting of the 2019 AGM, will ensure continued international profile. Working with the UK Government (DIT) on emerging markets will also ensure that Aberdeen remains at the forefront of international trade activity. The Invest Aberdeen approach will drive a much higher profile for opportunities within the city region.

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	<p>The implementation of the Invest Aberdeen hub, following the recommendations approved by Council in March 2017, is a significant step forward in realising the city region's potential as a major inward investment destination in the UK. Foreign-owned companies already account for over 47,000 jobs in Aberdeen city alone. Whilst this is largely due to the presence of global oil and gas (and related) companies, securing further inward investment in the future is a critical ambition in terms of the Regional Economic Strategy and the focus on economic diversification.</p> <p>The international trade priority markets have been identified following previous inward and outward visits in addition to desktop research on international opportunities for Aberdeen companies. Aberdeen</p>



	<p>City Council has been developing relationships with these markets and the international trade activity within this report will build on existing relationships and provide support for local Aberdeen companies to increase their export turnover in these regions.</p> <p>The primary driver for inward investment activity is to secure and maintain high quality, high skilled jobs for the local economy. Ensuring that local residents are the primary beneficiaries of these new jobs and opportunities is a core Council commitment and is reflected in the Local Outcome Improvement Plan. Work on, for example, community benefit clauses will reinforce the link between new investments and developments and the communities that can benefit the most.</p>
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<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	None
<b>Organisational Design</b>	None
<b>Governance</b>	None
<b>Workforce</b>	None
<b>Process Design</b>	None
<b>Technology</b>	None
<b>Partnerships and Alliances</b>	<p>The report seeks approval for continued work across international partnerships and proposes priority markets for the development of further activity and possibly Memoranda of Understanding.</p> <p>In addition, the proposed new collaborative approach with Scottish Enterprise, Scottish Development International and the Department for International Trade should deliver efficiency benefits.</p>

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required

<b>Privacy Impact Assessment</b>	Not required
<b><u><a href="#">Children's Rights Impact Assessment/Duty of Due Regard</a></u></b>	Not applicable

## 9. BACKGROUND PAPERS

[World Energy Cities Partnership – annual review](#) (CHI/17/203) – report to Communities, Housing and Infrastructure Committee, 29<sup>th</sup> August 2017, recommendations approved.

[Aberdeen Inward Investment Plan](#) (CHI/17/046) – report to Council, 15<sup>th</sup> March 2017, recommendations approved.

[World Energy Cities Partnership and international trade opportunities](#) (CHI/18/014) – report to Council, 5<sup>th</sup> March 2018, recommendations approved.

## 10. APPENDICES (if applicable)

## 11. REPORT AUTHOR CONTACT DETAILS

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	City Growth & Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	External Projects & Partnerships
<b>REPORT NUMBER</b>	PLA/18/007
<b>DIRECTOR</b>	Steven Whyte
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Laura Paterson
<b>TERMS OF REFERENCE</b>	General Delegation 4

### 1. PURPOSE OF REPORT

- 1.1 To seek approval for international travel associated with external partnerships and funding activity.

### 2. RECOMMENDATION(S)

- 2.1 That the Committee:-
- (a) Approve elected member and officer international travel as detailed in the Travel Plan for financial year 2018-19; and
  - (b) Delegate authority to the Chief Officer - City Growth, in consultation with the Chief Officer – Customer Experience, to authorise travel within the allocated budget.

### 3. BACKGROUND

- 3.1 The External Funding and Partnerships team work across several Council services identifying and applying for external funding and support to priority projects of the Council. In supporting this, the Council is a member of a number of European networks that enhance policy knowledge and create opportunities for external funds that could support implementation of Council priority projects. A presence within these networks contributes to the international promotion of Aberdeen to international funders and key policy makers.
- 3.2 In the context of Brexit, the UK and Scottish Government have confirmed that funds will be available until at least 2020 to support external funding of transnational programmes. In some activities, it is anticipated that this funding

could continue beyond 2020 in relation to research, innovation and cohesion transnational programmes.

### 3.3 EXTERNAL PARTNERSHIPS

#### 3.3.1 Hydrogen & Electro-Mobility in European Regions (HyER)

HyER is a membership-based network which represents the interests of European regions and cities active in the field of hydrogen, fuel cell technologies and electro mobility. The organization is the point of reference for hydrogen and electric mobility in Europe: supporting members with the development of the technology; co-operating with key decision makers at national and international government levels; and providing a network for cities and regions to share knowledge and experience. Membership of the body allows working relationships to be built which develop the city's key low carbon policies. Aberdeen City currently holds Chair of the Board which is due for re-election in May 2019.

#### 3.3.2 Conference of Peripheral Maritime Regions (CPMR)

CPMR is a transnational membership organisation of over 160 regions from Europe. It has an extensive network of contacts within European and national institutions, operating as a think tank and lobby for the Regions. CPMR's primary focus is territorial cohesion and blue growth – namely the development of harbor, coastal and offshore economies - and climate change adaption are also highlighted as key priorities.

#### 3.3.3 North Sea Commission (NSC)

CPMR is the umbrella body of six regional commissions and Aberdeen is aligned to a North Sea strand. The NSC aims to develop partnerships between the areas around the North Sea basin. This is achieved by providing a network for collaboration and lobbying at international level for the region's interests. The NSC successfully lobbied for an Interreg North Sea Region Programme which Aberdeen City Council has benefitted from, receiving significant funds to develop hydrogen transport and flood alleviation projects, such as those at Maidencraig and Stronsay Park. There are four thematic groups within the NSC and Aberdeen City Council holds Chair of the Smart Regions Group and Vice Chair of the Transport Group.

#### 3.3.4 Energy Cities

Energy Cities is the European Association of local authorities in energy transition. It represents more than 1000 towns and cities in 30 countries. It aims to develop and promote sustainable energy initiatives and represent members' interests to national and international bodies. The network has provided several opportunities to utilise external funding, such as the development of the city's district heat network through the Interreg NWE programme.

### 3.4 Table 1: Summary of Groups & Council Representation

<b>Partnership</b>	<b>Nature of role</b>	<b>Link to LOIP Policies</b>
Hydrogen & Electro-	Elected Member	LOIP – Investment in Infrastructure

4.	Mobility in European Regions (HyER)	Chairs Board, Member	
	Conference of Peripheral Maritime Regions (CPMR)	Member	LOIP – internationalisation
	North Sea Commission (NSC)	Elected Member Chairs Thematic Group “Smart Regions”, and Vice Chair of “Transport” group	LOIP – Investment in Infrastructure
	Energy Cities	Member	LOIP – Safe and Resilient Communities

## FINANCIAL IMPLICATIONS

4.1 There is cost associated in participation in these partnerships. This is detailed in Appendix 1 and a summary presented below:

4.2

Details	
Table A – ACC Memberships	£27,500
Table B – ACC Projects	£12,600
Table C – Project Development & Transnational Working	£13,500
<b>TOTAL</b>	<b>£53,600</b>

4.3 Costs proposed in this report are contained within the City Growth budget in the 2018-19 budget setting process. The project costs above also take into account the recoverable costs from projects and programmes including Fuel Cell Hydrogen Joint Undertaking and HyTrEc 2.

4.4 Participation and attendance at external partnership meetings creates opportunities for external funding, such as access to the Interreg North Sea Region Programme, which supports delivery and implementation of key city objectives, such as data innovation.

4.5 Delegation of travel authorisation to the Chief Officer – City Growth, in consultation with Chief Officer – Customer Experience, quickens the travel

approval process. The ability to make travel arrangements earlier will reduce travel costs to Aberdeen City Council.

## 5. LEGAL IMPLICATIONS

- 5.1 Local authorities are subject to statutory controls and as such are only entitled to defray travelling and other expenses incurred as a result of approved duties as defined in the Local Government (Scotland) Act 1973.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Travel approval process in its current form of approvals adds time to the booking process which increases travel costs	H	Delegate authority to approve travel, once approved by Committee, to Chief Officer – City Growth
<b>Legal</b>	Spend not in line with approved duties		Delegation to Chief Officer of Customer Experience to administer, implement and approve travel expenses
<b>Employee</b>	There are no known risks		
<b>Customer</b>	There are no known risks.		
<b>Environment</b>	Travel results in Co2 emissions	L	Public transport is used thereby reducing emission levels
<b>Technology</b>	There are no known risks		
<b>Reputational</b>	Potential risk with regards to personal liability if Elected Member holds a position	L	Appointments are subject to review by Governance in relation to Appointment to Outside Bodies Policy

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	Delivers on LOIP primary drivers of: Investment in infrastructure; innovation; inclusive economic growth; and internationalisation.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Partnerships and Alliances</b>	Participation in external transnational partnerships results in increased external funding and investment to Aberdeen.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required
<b>Privacy Impact Assessment</b>	Not required
<a href="#"><u>Children's Rights Impact Assessment/Duty of Due Regard</u></a>	Not applicable (see page 36 of link for further guidance)

## 9. BACKGROUND PAPERS

Not applicable

## 10. APPENDICES

External Partnership Travel Plan 2018-19

## 11. REPORT AUTHOR CONTACT DETAILS

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## 1. External Partnerships Travel Plan 2018-19

### Summary Table

Details	
Table A – ACC Memberships	£27,500
Table B – ACC Projects	£12,600
Table C – Project Development & Transnational Partnerships	£13,500
<b>TOTAL</b>	<b>£53,600</b>

#### A. Travel 2018/19 relating to ACC memberships - memberships approved by committee

Country	Event	Dates	Justification	Officer Involvement	Member Involvement	Budget
Belgium	HyER Board Meeting	x1 per month 12 Trips	HyER Board meetings and associated meeting with HyER and the various Director Generals. ACC holds Presidency.	One Officer	Yes	£10,000
Netherlands	Clean bus Conference	18-19 March 2018	The Lord Provost is invited to be a key note speaker and all costs are covered by the organisers and the officer costs will be covered by the HyTransit Project	One Officer	Yes	Nil
Belgium	Energy Cities Annual General Meeting	18-19 April 2018	ACC is a Board Member it is therefore compulsory that Board meetings are attended.	One Officer	Yes	£1,000
Europe	North Sea Commission General Assembly	12-14 June 2018	ACC Membership	Two Officers	2 members	£3,000
Europe	North Sea Commission Smart Regions Group	4 meetings per year – likely to be August 2018, November 2018, January 2019, March 19	ACC Membership	One Officer	Yes	£3,000

Country	Event	Dates	Justification	Officer Involvement	Member Involvement	Budget
Europe	CPMR General Assembly 2018	17-19 October 2018	ACC Membership	One Officer	Yes	£1,500
Europe	North Sea Commission Transport Group	4 meetings – likely to be August 2018, September 2018, January 2019, February 2019	ACC membership	One Officer	Yes	£3,000
Europe	CPMR thematic Groups – Brexit, Energy	8 meetings	ACC Membership	One Officer	Yes	£6,000
					<b>Total</b>	<b>£27,500</b>

**B. Project Travel 2018/19 within existing project budgets - approved by Committee**

Country	Event	Dates	Justification	Officer Involvement	Member Involvement	Cost
Europe	Hy V Lo City Project	4 meetings	Project Partner	Two Officers	No	£4,000
Europe	Jive 1	4 meetings	Project Partner	Two Officers	No	£4,000
Europe	HyTrEc 2	8 meetings	Project Lead and as partner	Three officers	Yes but just for 1 annual meeting	£12,800
					<b>Total</b>	<b>£24,800*</b>

\* Note:

- For FCHJU projects 100% of the costs are recovered
- For HyTrEc 2 projects 50% of the costs are recovered for the partner part of the project and 100% of costs on the project lead costs
- Making these estimated adjustments, this represents therefore a cost to the Council of £12,600
- Assuming service base budget remains the same and therefore this would be funded within that

**C. Project Travel 2018/19 relating to partnership/project development - allocated within service budget assuming base budget remains the same**

<b>Country</b>	<b>Event</b>	<b>Dates</b>	<b>Justification</b>	<b>Officer Involvement</b>	<b>Member Involvement</b>	<b>Budget</b>
Europe	Fuel Cell Hydrogen Joint Under Taking (FCHJU)	4 meetings	Hydrogen project development and input in coming EU funding calls by the FCHJU	One Officer	No	£3,000
Europe	Compliance workshops organised by various funding bodies for EU Funded projects	4 meetings	The need to compile with EU funding regulations that are required for the various funding bodies to meet EU Audit rules	One Officer	No	£3,000
Various Venues	Project development and funding (Horizon 2020, Interreg and other EU funding events)	10 meetings	To attend project development workshops throughout the year as necessary to develop future applications	One Officer	No	£7,500
					<b>Total</b>	<b>£13,500</b>

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	City Growth & Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	Low Carbon Travel & Transport Fund
<b>REPORT NUMBER</b>	PLA/18/010
<b>DIRECTOR</b>	Steven Whyte
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Laura Paterson
<b>TERMS OF REFERENCE</b>	General delegation to committees – Items 3, 6

### 1. PURPOSE OF REPORT

- 1.1 This report outlines the outcome of Aberdeen City Council’s funding application to Transport Scotland’s Low Carbon Travel and Transport (LCTT) Challenge Fund to develop a low carbon refuelling station at the city’s new Exhibition Centre and recommends acceptance of the funding as detailed in this report.

### 2. RECOMMENDATION(S)

- 2.1 That the Committee:-

- (a) Notes a business case to support participation in Transport Scotland’s Low Carbon Travel & Transport (LCTT) Challenge Fund which has been approved by Capital Board and Corporate Management Team (CMT);
- (b) Approves Aberdeen City Council’s participation in the programme,
- (c) Approves entering into a legal agreement with Transport Scotland for the purpose of funding the project;
- (d) Approves the creation in the Non-Housing Capital Programme of a new project expenditure budget of £1,479,467 for the low carbon fuelling station at the new AECC, funded by the LCTT grant funding of £1,035,627 and a transfer of £443,840 from the construction inflation budget of the Non-Housing Capital Programme;
- (e) Notes the details of low carbon utilisation in other regions.

### 3. BACKGROUND

- 3.1 Details of the LCTT Challenge Fund were presented to Finance, Policy & Resources Committee on 1 February 2018. Officers were instructed to report back on the outcome of the application and a business case was requested to be presented to committee.

- 3.2 A business case was produced for the project and presented to the Council's capital programme boards and CMT. The business case was approved and queries and comments made during this consultation phase have been incorporated into the attached business case – Appendix 1.
- 3.3 The business case outlines:
- 3.3.1 An announcement by the UK and Scottish Governments which will details their aim for the cessation of the sale of new diesel and petrol cars by 2040 and 2032, respectively;
- 3.3.2 National statistics, based on UK Government and Transport Scotland figures demonstrate that there will be a significant uptake of low carbon vehicles over the next decade. Government predictions and targets that 60% of all new vehicles will be low carbon results in an estimated 29,545 new low carbon vehicles in Aberdeen by 2030;
- 3.3.3 The opportunity to receive external funding of £1,035,627 through Transport Scotland's LCTT Challenge Fund to expand low carbon refuelling infrastructure in the city, which is identified as a priority in several key strategies including the Local Transport Strategy, Aberdeen City & Region Hydrogen Strategy and Action Plan and Regional Economic Strategy;
- 3.3.4 The new refuelling station will be strategically located at the new exhibition centre, expanding the region's low carbon network to include the west of the city which can be readily accessed via the AWPR;
- 3.3.5 The business model for the refuelling station which is anticipated to begin generating income by Year 4 of its operation.
- 3.4 Statistics from the European Commission demonstrate increased low carbon vehicle utilisation in a five year period from 2011-16. In EU Member states, clean vehicles accounted for 3.9% of new vehicle sales in 2011 and 7.1% by 2016. In comparison, Norway - which has a strong Ultra Low Emission Vehicle (ULEV) policy - has increased sales of low carbon vehicles from 2.7% in 2011 to 17% in 2016.

% renewable fuel vehicles	2011	2012	2013	2014	2015	2016
EU (28 countries)	3.9	5.6	5.9	6.5	6.6	7.1
Norway	2.7	3.0	3.3	6.6	8.8	17.0

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

- 4.1 This project will have a capital budget of £1,479,467.
- 4.2 The maximum intervention rate of the LCTT Fund is 70%. This rate has been submitted in the application and a grant of £1,035,627 requested from Transport Scotland.

- 4.3 The remaining £443,840 required, representing 30% of the estimated capital costs, would be funded from the construction inflation budget of the Non-Housing Capital programme
- 4.4 Costs of the Refuelling Station were calculated from a feasibility study completed at the end of 2016 by Urban Foresight consultants.
- 4.5 The first five years of operation of the new facility are summarised in the table below that indicates a budget surplus by Year 4:

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

- 4.6 It is anticipated that operating the site will result in a deficit in the first three years and surpluses generated from Year 4 onwards. The new AECC financial model has been through a rigorous due diligence process with internal and external teams, including independent financial advisors, who stated the financial model for the new AECC redevelopment was robust, realistic and achievable. It indicates that there will be sufficient revenue generated on site to offset any funding shortfall in the first three years of the low carbon fuelling station proposal.
- 4.7 The Business Model for this project is similar to the existing station at Langdykes Road, Cove. The AECC Refuelling Station will have lower revenue costs than the Langdykes Road model as hydrogen will be produced from the onsite AD Plant rather than bought from the electricity grid. Demand for this new site, as identified in the five year plan, will be generated by a car fleet which is expected to be in place by the time the facility opens. There is investment in new low carbon cars by public partners which will increase the city's fleet by the end of the year. In addition, an application to introduce low carbon pedelecs (bicycles with electric motors) is being developed. Potentially more funding can be applied for this year, including to the Office of Low Emission Vehicles (OLEV) and Interreg NWE programmes, to increase the city's low carbon vehicle fleet thus generating demand.

## 5. LEGAL IMPLICATIONS

- 5.1 In terms of the General Powers Delegated to Chief Officers, Power "23) Following consultation with the Convener of the City Growth and Resources Committee, to approve applications for, and to accept, grant funding, provided that the terms and conditions of such funding have been approved by the Chief Officer - Finance and the Head of Commercial and Procurement

Services before acceptance.” Therefore the Chief Officer - Finance and the Head of Commercial and Procurement Services will be required to review the Financial and Legal Terms & Conditions of the Transport Scotland funding agreement.

- 5.2 The terms of a legal agreement with Transport Scotland will obligate Aberdeen City Council to implement the funds by December 2019. Failure to achieve this target would result in potential reduction in the grant offered.
- 5.3 Whether Parliament will enact legislation and what that legislation might do to incentivise the purchase of ULEV vehicles or deter the purchase of petrol or diesel engine vehicles is purely speculative at this point. The announcements are not binding on the current government or successive governments.
- 5.4 It should be noted that the funding is EU based (from the European Regional Development Fund (ERDF)) and the implementation period for the proposal will start before the UK's exit from the EU on 29 March 2019 and will continue during the transitional period. A draft of the Withdrawal Agreement was published on 19 March 2018 with a final Withdrawal Agreement for the transitional period being anticipated for October 2018. The Withdrawal Agreement will govern the UK's position in relation to the EU during the period from 29 March 2019 to 31 December 2020, the transitional period. The current draft does not appear to provide specifically for the ERDF and whether it will continue to apply. There is a general provision that if a matter of EU law is not covered by the agreement then EU law will continue to have effect.<sup>1</sup> So it appears that the UK's access to the ERDF will not be affected during the period of implementation during the period of implementation. It should be noted however that although this is an agreed term, nothing is certain until it has been agreed and signed.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Failure for demand to materialise will result in an extended revenue deficit period	H	Continue to access funding and work with private partners to develop the city's low carbon fleet in initial years of this technology  Promote technology to public through events and opportunities, such as through the city's car club

<sup>1</sup> Article 122 : <https://www.gov.uk/government/publications/draft-withdrawal-agreement-19-march-2018>



<b>Legal</b>	Failure to comply with grant agreement – such as inability to meet the project within said timescale	L	Contingencies are in place to ensure project milestones are realistic and will be met
<b>Employee</b>	Demand on resources	M	The application includes funding to support staff costs for managing this project
<b>Customer</b>	Lack of demand from customer may weaken financial sustainability of station	L	Scottish and National Government statistics demonstrate that 60% of new vehicles will be low carbon by 2030
<b>Environment</b>	The Energy Centre may not produce the levels of energy which are anticipated	L	A robust business model and plan has been developed to ensure the Energy Centre will meet demand.
<b>Technology</b>	There may be issues with equipment on station opening	L	A testing period is allowed for in the key project milestones
<b>Reputational</b>	Failure to deliver project could result in a loss of the city's reputation as a world leader in hydrogen technology	L	Project team have already successfully delivered hydrogen refuelling stations.

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	Delivers on LOIP primary drivers of: Investment in infrastructure; innovation; inclusive economic growth; and internationalisation.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required
<b>Privacy Impact</b>	Not required

<b>Assessment</b>	
<a href="#"><u>Children's Rights Impact Assessment/Duty of Due Regard</u></a>	Not applicable

## 9. BACKGROUND PAPERS

Aberdeen City Council:

CHI.17.135 – Low Carbon Travel & Transport Fund  
 CHI.17.303 – Aberdeen City Region Hydrogen Strategy 2015-2025 Update  
 Local Transport Strategy 2016-2021  
 Aberdeen City & Region Hydrogen Strategy and Action Plan 2015-2025  
 Powering Aberdeen Regional Economic Strategy

Scottish Government:

Draft Scottish Energy Strategy

European Commission:

[http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nrg\\_ind\\_335a&lang=en](http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nrg_ind_335a&lang=en)

## 10. APPENDICES

LCTT Business Case

## 11. REPORT AUTHOR CONTACT DETAILS

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<b>Project Name</b>	AECC Low Carbon Refuelling Station	<b>Date</b>	12/02/18
<b>Author</b>	Laura Paterson	<b>Version</b>	1

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# Business Case

**1. Business Need**

The UK Government has announced that the sale of new diesel and petrol vehicles will be banned from 2040, with the Scottish Government reducing this deadline further to 2032. The upscaling of Ultra-Low Emission Vehicles (ULEVs) needs to be supported through the promotion of the technology to the public and business sectors and development of the infrastructure to support the vehicle deployment.

National statistics demonstrate that there will be a significant increase in ULEVs. The UK Committee on Climate Change states that ULEVs will need to account for 16% of total car sales by 2020, 60% by 2030 and 100% by 2040 to meet low emission targets. Transport Scotland’s Annual Transport Statistics Reports estimate levels of growth for car sales and total vehicle numbers across Scotland. Since, 2013, there has been an annual increase in ULEVs with numbers in the city doubling year-on-year. Based on these government figures, it is estimated that Aberdeen will have 29,545 low carbon vehicles by 2030. Infrastructure needs to be in place by this date to support refuelling demand.

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

Participation in this project will facilitate the development of a Low Carbon Refuelling Station at the site of the new AECC. The AECC Refuelling Station will provide refuelling facilities for low carbon vehicles. This infrastructure will consist of rapid recharging points, akin to traditional fuel dispensers, for electric vehicles and hydrogen refuelling facilities similar to the existing site at Langdykes Road in Cove for hydrogen vehicles.

This project will have a capital budget of £1,479,467. The maximum intervention rate of the LCTT Challenge Fund is 70%. This rate has been applied in the application and a grant of £1,035,627 requested from Transport Scotland. The remaining £443,840, representing 30% of the estimated capital costs is required to be provided by Aberdeen City Council.

The AECC design incorporates an Energy Centre which is an onsite testing and demonstration facility for renewable energy technologies. This includes an onsite electrolyser which can produce high grade hydrogen which could be used as a transport fuel with the correct supporting infrastructure. The development of a new hub at the AECC site will enable this hydrogen to be used, including for vehicle refuelling. There will also be facilities for refuelling of electric vehicles. This will be designed as a traditional refuelling station, with rapid electric charging dispensers instead of plug-in infrastructure. This will be a first in the city.

The success of the AECC Refuelling Station will be dependent on demand for ULEV refuelling infrastructure. There are projects and discussions ongoing to increase hydrogen vehicles in the city, including the introduction of roadsweepers and garbage trucks to ACC Fleets, additional hydrogen buses and working with taxi companies to integrate ULEVs into

existing fleets.

Objectives for this project, as outlined below, have been identified from several local and regional strategies, including the Regional Economic Strategy, Local Transport Strategy 2016-21, Aberdeen City & Region Hydrogen Strategy and Action Plan 2015-25, Powering Aberdeen and the Local Outcome Improvement Plan 2016-26.

## 2. Objectives

List the project's objectives. Make these tangible and clear as they will influence which option is recommended and will be used to monitor project progress and success.

1. Develop low carbon vehicle refuelling infrastructure;
2. Expand production and distribution of renewable hydrogen;
3. Facilitate the uptake of ultra-low and low emission vehicles (ULEVs) as a contribution towards improving air quality in Aberdeen;
4. Maximise the potential of hydrogen and other renewable technologies to develop a medium-long term demand for the transferable skills in the oil and gas sector

## 3. Options Appraisal

### 3.1 Option 1 – Do not accept grant

<b>Description</b>	Do not accept grant, if successful with grant application
<b>Expected Costs</b>	None
<b>Risks Specific to this Option</b>	<p>A successful LCTT Challenge Fund application would result in external funding of £1,035,627 which would contribute to a total project budget of £1,479,467 to deliver a strategically placed low carbon refuelling station in the city.</p> <p>Not accepting a grant would result in a loss of over £1m in external investment to key city infrastructure.</p>
<b>Advantages &amp; Disadvantages</b>	<p>Advantage:</p> <ul style="list-style-type: none"> <li>• No cost at present</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>• Loss of investment of over £1m</li> <li>• May have to implement infrastructure at future date with potential significant increase in delivery costs</li> </ul>

3.2 Option 2 – Accept grant						
<b>Description</b>	Accept LCTT Grant, if successful with grant application					
<b>Expected Costs</b>	<b>Capital Costs</b>					
	Total Costs	£1,479,467				
	Max Grant	£1,036,627				
	Match Funding	£443,840				
	<b>Revenue Costs</b>					
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income</b>						
<b>Refuelling Fees</b>	<b>(19,934)</b>	<b>(29,433)</b>	<b>(42,342)</b>	<b>(57,488)</b>	<b>(74,373)</b>	
<b>Expenditure</b>						
<b>Maintenance</b>	<b>49,500</b>	<b>49,500</b>	<b>49,500</b>	<b>49,500</b>	<b>55,500</b>	
<b>Operating Deficit/ (Surplus)</b>	<b>29,566</b>	<b>20,067</b>	<b>7,158</b>	<b>(7,988)</b>	<b>(18,874)</b>	
<b>Risks Specific to this Option</b>	<p>Match funding of £443,840 is required from ACC to support the development of the AECC Low Carbon Refuelling Hub.</p> <p>The station is likely to run at an operating deficit for the first three years upon completion as the number of ULEV vehicles expands. Revenue costs are presented above. The operating deficit of the site will be required to be met from another source. The Energy Centre is anticipated to make an annual profit of £4m – these profits could be used to subsidise the Refuelling Station in the first three years of its opening at a total cost of £56, 791 in the first three years.</p>					
<b>Advantages &amp; Disadvantages</b>	<p>Advantages:</p> <ul style="list-style-type: none"> <li>• Supports a number of strategic aims within the city;</li> <li>• Leverages 70% of total project costs from external sources;</li> <li>• Budget has been identified as source for capital match funding;</li> <li>• Two profit making projects have potential to contribute to initial revenue deficit;</li> <li>• Continues expansion of low carbon technology, transport and infrastructure in the city</li> </ul>					



## Business Case

Disadvantages:

- Long-term investment as it is anticipated to be three years before the fuelling station reaches capacity and becomes profitable



**3.3 Scoring of Options Against Objectives**

Use the table below to score options against the objectives in order to create a shortlist of options to be considered.

Objectives	Options Scoring Against Objectives							
	1	2	3	4	5	6	7	8
Develop low carbon vehicle refuelling infrastructure	-1	3	0	0	0	0	0	0
Expand production and distribution of renewable hydrogen	-1	3	0	0	0	0	0	0
Facilitate the uptake of ultra-low and low emission vehicles (ULEVs) as a contribution towards improving air quality in Aberdeen	-1	2	0	0	0	0	0	0
Maximise the potential of hydrogen and other renewable technologies to develop a medium-long term demand for the transferable skills in the oil and gas sector	-1	1	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
<b>Total</b>	-4	9	0	0	0	0	0	0
<b>Ranking</b>	2	1						

**Scoring**



## Business Case


Fully Delivers = 3

Mostly Delivers = 2

Delivers to a Limited Extent = 1

Does not Deliver = 0

Will have a negative impact on objective = -1

 <p><b>ABERDEEN</b> CITY COUNCIL</p>	<p>Corporate Project Management Toolkit</p> <p><b>Business Case</b></p>	<p>Project Stage</p> <p><b>Define</b></p>
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<b>3.4 Recommendation</b>
<p>It is recommended that Aberdeen City Council accepts a grant from the LCTT Challenge Fund.</p>

<b>4. Scope</b>
<p>Develop a low carbon refuelling station at the AECC which will provide rapid refuelling for low carbon vehicles with fuelling provided by low carbon energy from the Energy Centre and AD Plant. The uptake of low carbon vehicles will be promoted through engagement with local partners, such as taxi companies and car clubs.</p>

<b>4.1 Out of Scope</b>
<p>Projects to create increased demand and generate financial support to increase low carbon vehicles in the city will run parallel to this project. These include partnership building with the private sector, such as taxi fleets and the airport, to increase vehicles numbers by accessing OLEV (Office for Low Emission Vehicles) funding. Further projects to support city fleets, including refuse trucks and cargo pedelecs are also being developed. Whilst out of scope of this project, their success and implementation will impact financial sustainability of this project.</p>

**5. Benefits**

**5.1 Customer Benefits**

Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Access to a rapid electric vehicle refuelling station, as opposed to relying on finding a charge up point in Aberdeen.	Number of refuels on standard day	Refuelling Station	3 (first six months – expected incrementation)	Continued increased usage	31/12/19	Six monthly
	Number of refuels on busy day	Refuelling Station	6 (first six months – expected incrementation)	Continued increased usage	31/12/19	
Access to a reliable hydrogen refuelling station in a strategically placed area of the city	Number of hydrogen refuels	Refuelling Station	400 (first six months – expected incrementation)	Continued increased usage	31/12/19	
	Amount of hydrogen production per day	Refuelling Station	200kg	Ability to meet demand	31/12/19	
	Operation availability	Refuelling Station	96% (first six months – expected incrementation)	Provision of reliable service	31/12/19	
	Number of people trialling vehicles	Car club	100	Continued increased uptake of	31/12/19	

## Business Case

				vehicles		
	Registered ULEVs in Aberdeen City	Government Licencing Statistics	637	Continued increased uptake	31/12/19	

### 5.2 Staff Benefits

Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Continued expansion of knowledge and experience of developing hydrogen technologies – primarily production of “green” hydrogen						

### 5.3 Resources Benefits (financial)

Benefit	Measures	Source	Capital or Revenue?	Baseline (£'000)	Saving (£'000)	Expected Date	Measure Frequency
External funding to support 70% of construction costs	Level of saving	LCTT Challenge Fund	Capital	£1,479,467	£1,035,627	31/12/19	Quarterly Reports
	Revenue stream through sale of fuel (Measures taken from Y4 when refuelling station expected to start making a surplus)	Refuelling Station	Revenue	£57,488	£7,988	31/07/23	Annual

**6. Costs**

**6.1 Project Capital Expenditure & Income**

(£)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>Staffing Resources</b>	29,792										29,792
<b>Land Acquisitions</b>											
<b>New Vehicles, Plant or Equipment</b>											
<b>Construction Costs</b>	£1,449,675										1,449,675
<b>Capital Receipts and Grants</b>	(£1,035,627)										(1,035,627)
<b>Sub-Total</b>	<b>£443,840</b>										<b>443,840</b>

**6.2 Project Revenue Expenditure & Income**

(£)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>Staffing Resources</b>											



**Business Case**

Project Stage  
**Define**

<b>Non Staffing Resources</b>											
<b>Revenue Receipts and Grants</b>											
<b>Sub-Total</b>											

<b>6.3 Post- Project Capital Expenditure &amp; Income</b>											
(£)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>Staffing Resources</b>											
<b>Land Acquisitions</b>											
<b>New Vehicles, Plant or Equipment</b>											
Equipment					12,450					10,700	23,150
<b>Construction Costs</b>											
<b>Capital Receipts and Grants</b>											
<b>Sub-Total</b>					<b>12,450</b>					<b>10,700</b>	<b>23,150</b>


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## Business Case

### 6.4 Post- Project Revenue Expenditure & Income

(£)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>Staffing Resources</b>											
Management		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
<b>Non Staffing Resources</b>											
Maintenance of the station	49,500	49,500	49,500	49,500	55,500	49,500	49,500	49,500	49,500	66,200	517,700
<b>Revenue Receipts and Grants</b>											
Income from refuelling	(19,934)	(29,433)	(42,342)	(57,488)	(74,374)	(106,227)	(129,139)	(154,792)	(182,463)	(212,490)	(1,086,682)
<b>Sub-Total</b>	<b>31,066</b>	<b>21,567</b>	<b>8,658</b>	<b>(6,488)</b>	<b>(17,374)</b>	<b>(55,227)</b>	<b>(78,139)</b>	<b>(103,792)</b>	<b>(131,463)</b>	<b>(144,790)</b>	<b>(553,982)</b>



	<p>Corporate Project Management Toolkit</p> <p><b>Business Case</b></p>	<p>Project Stage</p> <p><b>Define</b></p>
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<b>7. Procurement Approach</b>
<p>The Refuelling Station will consist of a single procurement exercise, adhering to ACC and EU Procurement regulations, for delivery of the Station with option to operate for a ten year period.</p>

<b>8. Key Risks</b>	
<b>Description</b>	<b>Mitigation</b>
<p><b>Delay in station delivery</b> Grant funding is dependent on the project being completed by the end of 2019</p>	<p>The AECC Refuelling Station can be treated as a stand-alone project with timescales which allow for the necessary procurement processes to occur. A feasibility study has already been undertaken which will inform the ITQ.</p>
<p><b>Budget</b> Increased costs result in budget overspend</p>	<p>The cost estimates for the project have been developed with the support of Hydrogenics who have an in depth knowledge of the site, so a realistic budget has been created.</p>
<p><b>Demand</b> Underuse of the facility threatens financial sustainability of project</p>	<p>Over 900,000 people are anticipated to visit the new AECC each year providing vast opportunity to promote the hub to audiences. Projects are in development which will increase city fleets of low carbon vehicles in both the private and public sector. A second fuelling station in a strategic location encourages uptake of these vehicles as it enables a fast, reliable and convenient refuelling process. Government statistics anticipate a significant growth of ULEVs in the future in line with Government policy and local government initiatives which encourage low carbon vehicles, such as the introduction of low emission zones.</p>

<b>9. Time</b>
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**9.1 Time Constraints & Aspirations**

The AECC Refuelling Station is anticipated to be completed in July 2019, in line with the AECC timeline. A test period will follow with the station open to the public in August 2019. The project must be complete by December 2019, in line with grant stipulations.

**9.2 Key Milestones**

Description	Target Date
MS1: Prepare bid documentation for lead contractor and submit planning application	May 2018
MS2: Appoint Lead Contractor and obtain planning permission	November 2018
MS3: Building Works Commence	January 2019
MS4: Civil Works Complete	March 2019
MS5: Erection of building canopy complete	June 2019
MS6: Installation of plant	June 2019
MS7: Testing of equipment	July 2019
MS8: Refuelling station opens	August 2019


**10. Governance**

The project approach will be incorporated into the existing AECC Project governance structure.

Role	Name
Project Sponsor	Steve Whyte
Project Manager	Scott Ramsay
Other Project Roles	Laura Paterson

**11. Resources**

Task	Responsible Service/Team	Start Date	End Date
Project Management	Capital, Projects Team	01/05/18	31/12/19
Project Support – Compliance with grant programme	Capital, External Funding Team	Present	31/12/19

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Procurement - Ensuring compliant tenders, contracts, etc in place	CPS	01/05/18	30/11/18
Legal – Review grant agreement	CPS	01/04/18	31/05/18
Planning – Review and approve site plans	Planning	01/05/18	30/11/18
Transport – Identify opportunities for encouraging low carbon transport	Transport	01/06/19	31/12/19

**12. Environmental Management**

The AECC Low Carbon Refuelling Station will have a positive environmental impact. ULEVs significantly reduce air and noise pollution which has a positive impact on public health. The electricity and hydrogen is produced from renewable energy from the Energy Centre – a conversion of waste to biomethane – ensuring a Circular Green Economy onsite.

**13. Stakeholders**

AECC Project Board – Interest in impact of Refuelling Station on wider AECC Project. Kept updated through monthly board meetings

Energy Centre Operator – Provision of a reliable fuel supply for refuelling station

SMG (AECC Operator) – Opportunities to work with Education Space in exhibition centre to promote low carbon vehicles

Co-Wheels – Promotion of low carbon vehicles through trialling opportunities which will contribute to financial sustainability created by demand

Private & Public Companies – Inclusion of low carbon vehicles in fleets will create demand on site and ensure financial sustainability of station

**14. Assumptions**

The AECC development is delivered to time and below budget to allow the current contingency to be used for this project.

It is assumed that Aberdeen City Council will introduce a charge to refuel electric vehicles in future which will contribute to the station’s revenue stream.

**15. Dependencies**

The successful operation of the Energy Centre which will supply the hydrogen to the fuelling

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station.

The successful development of projects which increase ULEVs in the city And thus demand for the refuelling infrastructure.

**16. Constraints**

The project must be completed by December 2019 as per grant stipulations.

**17. ICT Hardware, Software or Network infrastructure**

Description of change to Hardware, Software or Network Infrastructure	EA Approval Required?	Date Approval Received
n/a		

**18. Support Services Consulted**

Service	Name	Sections Checked / Contributed	Their Comments	Date
PMO				
Finance	Helen Sherritt & Scott Paterson	Checked and Contributed to Committee Report	This business case reflects any comments made	16/01/18
Asset Management Estates				
Legal (Conveyancing)	Elena Carlisle & Lisa Christie	Checked and Contributed to Committee Report	This business case reflects any comments made	16/01/18
	Ken Cumming	Checked and contributed to Committee Report		13/03/18
Legal (Procurement)	Elena Carlisle & Lisa Christie	Checked and Contributed to Committee Report	This business case reflects any comments made	16/01/18
Procurement				
ICT				
Architecture and Design Team				



**Business Case**

Grounds Maintenance				
Environmental Policy				
Planning				
Communications				
HR				

19. Document Revision History			
Version	Reason	By	Date

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	CITY GROWTH & RESOURCES
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	CULTURAL STRATEGY FOR ABERDEEN
<b>REPORT NUMBER</b>	PLA/18/015
<b>DIRECTOR</b>	STEVEN WHYTE
<b>CHIEF OFFICER</b>	RICHARD SWEETNAM
<b>REPORT AUTHOR</b>	MARK BREMNER
<b>TERMS OF REFERENCE</b>	2.2; 2.3;

### 1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to inform members on the development of a Cultural Strategy for Aberdeen 2018-2028 and development of a five-year action plan.

### 2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee endorse:

- (a) *Culture Aberdeen*, a Cultural Strategy for the City of Aberdeen 2018-2028 as attached in Appendix 1;
- (b) The steps that have been undertaken to develop the Strategy through *Culture Aberdeen*;
- (c) The five year action plan and priority activities for 2018-19; and
- (d) Note the Council's considerable contribution to realising the strategy ambitions through the existing 2018/19 revenue budget commitments and that any future Council financial commitment towards delivery will require a fully costed business case to be brought to Committee for approval.

### 3. BACKGROUND/MAIN ISSUES

- 3.1 The Council previously approved 'Vibrant Aberdeen', the Cultural Strategy for Aberdeen 2010-15, which informed a number of significant developments including:
- Establishing an annual £710,000 culture programme bringing in £900,000 additional external funding, including SPECTRA, Granite, Granite Noir, Look Again and the Aberdeen Festivals Collective
  - Establishing SPECTRA as the pivotal cultural event in the Aberdeen 365 events plan, with over 90,000 visits across the sites in 2018.
  - Investing in major Capital initiatives such as Aberdeen Treasure Hub, the Aberdeen Art Gallery redevelopment, the Anatomy Rooms and the Music Hall redevelopment.

- Improved cultural leadership and cohesion across the sector – with new leadership at Aberdeen Performing Arts, Citymoves Dance Agency, Robert Gordon University and Peacock Visual Arts
- Recognition of the city’s aspirations and improvement from Creative Scotland and Events Scotland
- Improved collaboration across the local authority in engaging schools with cultural provision and integrating culture and events within the City Centre Masterplan
- Evidence of the economic impacts of the city’s investment in culture, and the Culture Network represented on the Aberdeen Prospers Local Outcome Improvement Plan (LOIP) group.

### **Approach and Methodology**

3.2 In early 2015 initial steps were taken to begin the review of the previous strategy. A working group was set up which , was led by the Director of Planning and Policy Development at the Robert Gordon University, who has recently been designated as the interim Chair of *Culture Aberdeen*, and included the Council’s Cultural Policy and Partnership team. A public consultation exercise was delivered by independent consultants SNOOK. This involved:

- A citizens circle active research model;
- Workshop sessions, public events;
- Pecha kuccha (quick-fire presentations), ‘Dear Aberdeen’ letters, culture conversations, debates and attendance at cultural activities with partners donating tickets led to a proposed set of priorities; and
- Field research and analysis gathered by the University of Manchester as part of its ‘Everyday Participation’ nationwide research programme, focused on Peterculter, provided a focus for understanding community motivations for engaging in locally designed programmes.

3.5 In addition, the Cultural Policy and Partnership team engaged with schools, Pupil Voice Council, the business sector (through Aberdeen and Grampian Chamber of Commerce), the Connected Leaders Group (Ernst and Young), other Council officers, and the cultural sector in a wide range of events and activities. The 35<sup>th</sup> City Voice questionnaire provided feedback on engagement with cultural services. Information and feedback received through all this work was used to form the framework for the strategy. Partnership organisations from the former YACNE (Youth Arts Collective North East) are currently developing a framework for the development of the arts for children and young people.

3.6 A joint action plan was also developed as part of the Strategy and is appended to the Strategy document (see Appendices to this report). This will be reviewed annually with the intention that this becomes a rolling three year action plan and aligns to the LOIP framework.

## **4. THE STRATEGY**

4.1 Aberdeen City’s new Cultural Strategy has five ambitions:

1. Releasing our creativity.
2. Becoming Scotland’s Creative Lab.
3. Making all the city a stage.
4. Connecting us to the world.
5. Shaping our future.



4.2 Within each ambition is a set of priorities to be delivered by the Action Plan.

**Table 1: Culture Aberdeen - Prioritisation**

<b>Cultural Strategy ambition</b>	<b>Sample priority</b>
1. Releasing our creativity	Increasing the range and number of opportunities for engagement with a range of professional, community and volunteer activity across Aberdeen
2. Becoming Scotland's Creative lab	Grow the number of individuals whose main occupation is a creative one by supporting the development, retention and celebration of our city's creative talent
3. Making all the city a stage	Promoting and supporting the use of open and 'non-traditional' spaces for arts and cultural activity by empowering individual artists, residents and communities to bring their creativity to all corners of the city
4. Connecting us to the world	Commissioning new works which enable the city and its people to explore Aberdeen's rich and evolving culture and heritage
5. Shaping our future	Develop a leadership programme, to develop entrepreneurial cultural leadership and succession planning

4.3 The implementation of the Strategy will be driven by the city's culture network which has been renamed *Culture Aberdeen*. The network is made up of more than 30 cultural organisations in Aberdeen as well as officers in the Council's City Growth and Early Intervention and Community Empowerment services. It identifies short and long-term objectives to enhance the international reputation of Aberdeen:

- To ensure access to cultural activity to all within the city and that cultural activity is broadly representative of our communities To develop dedicated living and working spaces for our creative practitioners to enable and increase retention of talent
- To establish a Scottish Centre for a particular art form in Aberdeen
- To create an Aberdeen Biennale of festival activity to celebrate Aberdeen
- To support the City to apply for designation as a UNESCO Creative City
- To recognise the important role culture plays in city development alongside 'environment', 'economy' and 'social inclusion' by signing up to the principles contained within the international 'Agenda 21 for Culture', a non-binding action plan of the United Nations with regard to sustainable development

4.4 The Strategy has not been developed by the Council but its cultural services team are members of Culture Aberdeen, who have facilitated, provided input and have an active role in delivering those actions that support the Council's priorities including:

- Undertaking the application process for the UNESCO Creative City recognition in 2019 including; exploring the designation options, engaging with local, national and international stakeholders, developing campaign and devising costed programme, developing and submitting the application to UNESCO.

- Monitoring the completion of the major refurbishment of the Aberdeen Art Gallery and supporting the development of other feasible infrastructure projects.
- Exploring the development options and models for a work/live space as per The City Centre Masterplan objective
- Contributing and supporting the Regional Economic Strategy and Skills Strategy objectives to increase the number of Creative Industry employment and start-ups.
- Encouraging and implementing career path and employability opportunities within the culture sector, alongside a comprehensive shared CPD programme.
- Continuing to invest in high quality and risk-taking artistic work and practice.
- Maximising the Council's role in the World Energy Cities Partnership and engaging with Calgary, Houston and Stavanger to strengthen cultural links, collectively learning and developing the city's creative industry to support economic diversification and resilience.

### **Next Steps**

- 4.5 The Strategy will act as the basis for further discussion with external stakeholders on its delivery including Aberdeen and Grampian Chamber of Commerce, Visit Aberdeenshire or Opportunity North East (ONE), and ensuring the cultural offer has capacity to capitalise on new opportunities arising from delivery of Aberdeen 365, new tourism opportunities in the city centre (for example, Aberdeen Art Gallery, the new arena and conference centre and/ or the Aberdeen Harbour expansion and the additional tourism impact from the cruise market).
- 4.6 The Council and its Culture Aberdeen partners are finalising an assessment of the economic impact and value of the sector to the city and region. This work will provide a baseline from which the delivery of the new Strategy can be measured. The full findings of the study will be reported to Committee at a future date.
- 4.7 Officers will also undertake a review of funding and service level agreements currently held with organisations to ensure that any new and existing agreements align to both the Council's priorities and the new Strategy, ensuring effective governance to meet Following 'Public Pound' guidelines.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 All activity and actions resulting from the implementation of the plan will be carried out within existing budgetary and staffing resources. Where possible and appropriate, officers will also ensure that any opportunities to lever in external funding (for example from Creative Scotland), are assessed in order to further reduce reliance on the Council.
- 5.2 The Table below summarises the Council's significant investment in Culture for 2018/19 based on the Council budget setting process for existing commitments and new initiatives such as the UNESCO Creative Cities bid. This forms the Council's financial commitment to the delivery of the action plan for year one in addition to current commitments for the delivery of major CCMP cultural and tourism strands such as the Aberdeen Art Gallery redevelopment and Aberdeen 365 events

programme, both of which are highlighted within the plan as key actions towards making the city a more attractive place for investment and visitors.

- 5.3 As noted above, while the Council plays a significant role in supporting the strategy, it is not responsible for implementing the strategy. While funding has been set aside, to support the strategy, the funding will be subject to constant review and scrutiny

**Table 2: Revenue Expenditure – Delivering Culture Aberdeen**

<b>Ambition Priorities</b>	<b>Portfolio</b>	<b>Activity Breakdown</b>	<b>2018/19 Budget/Cost</b>
1.Releasing our creativity. 2.Becoming Scotland's Creative Lab. 3.Making all the city a stage. 4.Connecting us to the world.	<b>Commissioned Development</b>	Castlegate Arts	£48,000
		Peacock Visual Arts	£93,000
		Station House Media Unit	£70,000
		Sound	£24,000
		Jazz Aberdeen	£15,000
			<b>£250,000</b>
1.Releasing our creativity. 2.Becoming Scotland's Creative Lab. 3.Making all the city a stage. 4.Connecting us to the world.	<b>Core Funding</b>	Aberdeen Performing Arts	£975,000
		Belmont Filmhouse (CMI)	£85,000
		CityMoves - Dance Live	£20,000
		CityMoves	£181,500
		Fishing Memorial	£27,500
			<b>£1,289,000</b>
1.Releasing our creativity. 3.Making all the city a stage	<b>Cultural Awards</b>	Creative Funding	£190,000
		Year of Young People Creative Funding	£100,000
			<b>£290,000</b>
1.Releasing our creativity. 2.Becoming Scotland's Creative Lab. 3.Making all the city a stage. 4.Connecting us to the world.	<b>Cultural Programme</b>	SPECTRA	£275,000
		Aberdeen Festivals	£50,000
		Creative Spaces	£35,000
		Look Again	£25,000
		True North	£50,000
		Granite Noir	£60,000
			<b>£495,000</b>
2.Becoming Scotland's Creative Lab. 4.Connecting us to the world.	<b>Cultural Commissions</b>	VACMA (Creative Learning Team)	£8,000
		Partnership Commissions	£22,000
		Culture Aberdeen programme and event support	£10,000
			<b>£40,000</b>
5.Shaping our Future	<b>Place Partnership *</b>	Place Programme	<b>£145,000</b>
1.Releasing our creativity. 2.Becoming Scotland's Creative Lab. 3.Making all the city a stage. 4.Connecting us to the world. 5.Shaping our future.	<b>UNESCO Creative Cities</b>	Development of bid	<b>£250,000</b>
		<b>Total:</b>	<b>£2,759,000</b>

*\*Not Council Money, Grant from Creative Scotland*

## 6. LEGAL IMPLICATIONS

- 6.1 The legal implications arising from this report relate to the outstanding review of Service and Funding agreements which will require to be resourced.

## 7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	The cost of delivery goes over budget.	L	Continuous budget monitoring to ensure activity arising from the implementation of the Cultural Strategy will be managed within existing resources. Having a clear and deliverable Cultural Strategy assists external organisations with raising additional revenue and capital funding.
<b>Legal</b>	Agreements with external service providers do not align to the delivery of the action plan.	L	The proposal to revise Service agreements provides an opportunity to review outstanding legal and governance matters and to ensure best value for the Council's resources and reducing the requirement for ongoing staff commitment towards monitoring.
<b>Employee</b>	Insufficient Council staffing to support the delivery and monitoring off the action plan.	M	The Cultural Strategy action plan will articulate the lead contributing partners for each project/programme of activity. In most cases, these will not be owned but monitored by the Council through the existing Cultural Policy and Partnerships staff resource of 1 Cultural Policy and Partnerships Officer, 1 Cultural Planning Officer and 1 Marketing and Communications Officer
<b>Customer</b>	Lack of a diverse and accessible programme for culture negatively impacting the quality of life for residents and visitors.	L	Culture Aberdeen 10 year plan provides a strategic approach to growing the level and quality of activity, providing more opportunities for culture to enhance lives positively.
<b>Environment</b>	None		
<b>Technology</b>	Insufficient resources within technology to ensure the programmes of activity engage with communities and audiences.	L	Under 'Shaping Our Future' and 'Releasing Our Creativity' the action plan priorities collective approaches to using technology effectively to engage with audiences and hard to

			reach communities, ensuring a joined up approach to maximising resources.
<b>Reputational</b>	Council's reputation is damaged due to events and activities not being supported or delivered, impacting on the quality of the cultural offer and attracting external funding.	M	The Cultural Strategy and action plan demonstrates the Council's commitment and financial support to Culture and the realisation of the aspirations. The action plan sets out a realistic set of development aspirations which takes stock of the current financial climate but also identifies new opportunities for attracting new investment and enhancing Aberdeen's reputation for quality.

## 8. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<b>Prosperous Economy</b>	The Culture Aberdeen Network is part of the Aberdeen Prospers thematic group on the Local Outcome Improvement Plan. The culture programme managed by the Council brings in significant additional investment through partnership working and private sponsorship. Previous research has shown SPECTRA and Aberdeen Festivals combined contributes £2,000,000 to the local economy and the initial findings of the Ekosgen led Cultural Impact study indicates significant returns, with annual core investment supporting 263 equivalent (FTE) posts per annum, which generate up to £6.57 million of gross value added (GVA) per annum.
<b>Prosperous People</b>	<p>The Cultural Strategy has a number of priorities which directly contribute to the engagement of people with protected characteristics, and more widely has a stated intent to increase opportunities for engagement in high quality cultural provision:</p> <ul style="list-style-type: none"> <li>• Reflecting more clearly the increasing cultural diversity of the city.</li> <li>• Developing a collective equality and diversity plan ...with a central aim to improve accessibility and engagement from all protected characteristic groups.</li> <li>• Striving for an equality of access to the city's cultural activities and organisations including exploring the concept of cultural entitlement.</li> <li>• Developing approaches to working with the community planning partnership and locality planning, contributing to city wide strategies for health and wellbeing.</li> </ul> <p>Consultation on the cultural strategy has been extensive and these priorities are a reflection of that engagement.</p>
<b>Prosperous Place</b>	Aberdeen and the wider city region's inward investment and internationalisation offer is enhanced by the development of a strong cultural sector offer – to visitors, business, students and employees – from across the world. The Strategy recognises the opportunities presented through supporting the

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
	<p>diversification objectives in terms of the economy, and within the sector, developing not only enhanced leisure markets but a strong creative industries sector to provide employment and inward investment opportunities which is highlighted within all five ambitions. Furthermore Ambition 3 'Making all The City a Stage' sets out a number of actions which would attract additional footfall to city, supporting the overarching aims of the CCMP.</p> <p>The newly developed evaluation tool kit will be used to monitor progress of the action plan delivery over 2018/19 and will form the evidence base for an annual 'Culture Aberdeen Report'.</p>
<b>Enabling Technology</b>	In particular the use of social media to engage local people in the planning and delivery of events and festivals, and to provide opportunity to engage in collective sharing of their experiences, improves the public's experience of public services.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	The Cultural Programme will align with the Customer Service function for the promotion of events and activities.
<b>Organisational Design</b>	None
<b>Governance</b>	Monitoring of budgets and development of new service agreements.
<b>Workforce</b>	None
<b>Process Design</b>	None
<b>Technology</b>	Linking to the Customer Service function in effective use of technology to deliver engagement and promotion campaigns.
<b>Partnerships and Alliances</b>	The action plan will be delivered through partnership working.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	<i>Completed</i>
<b>Privacy Impact Assessment</b>	<i>Not Required</i>
<b><a href="#">Children's Rights Impact Assessment/Duty of Due Regard</a></b>	<i>Not applicable</i>

## **9. BACKGROUND PAPERS**

9.1 None

## **10. APPENDICES**

10.1 Appendix 1: Culture Aberdeen, A Cultural Strategy for the City of Aberdeen 2018-2028; and the Culture Aberdeen Action Plan

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# Culture Aberdeen

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A Cultural Strategy for the City of Aberdeen 2018-2028



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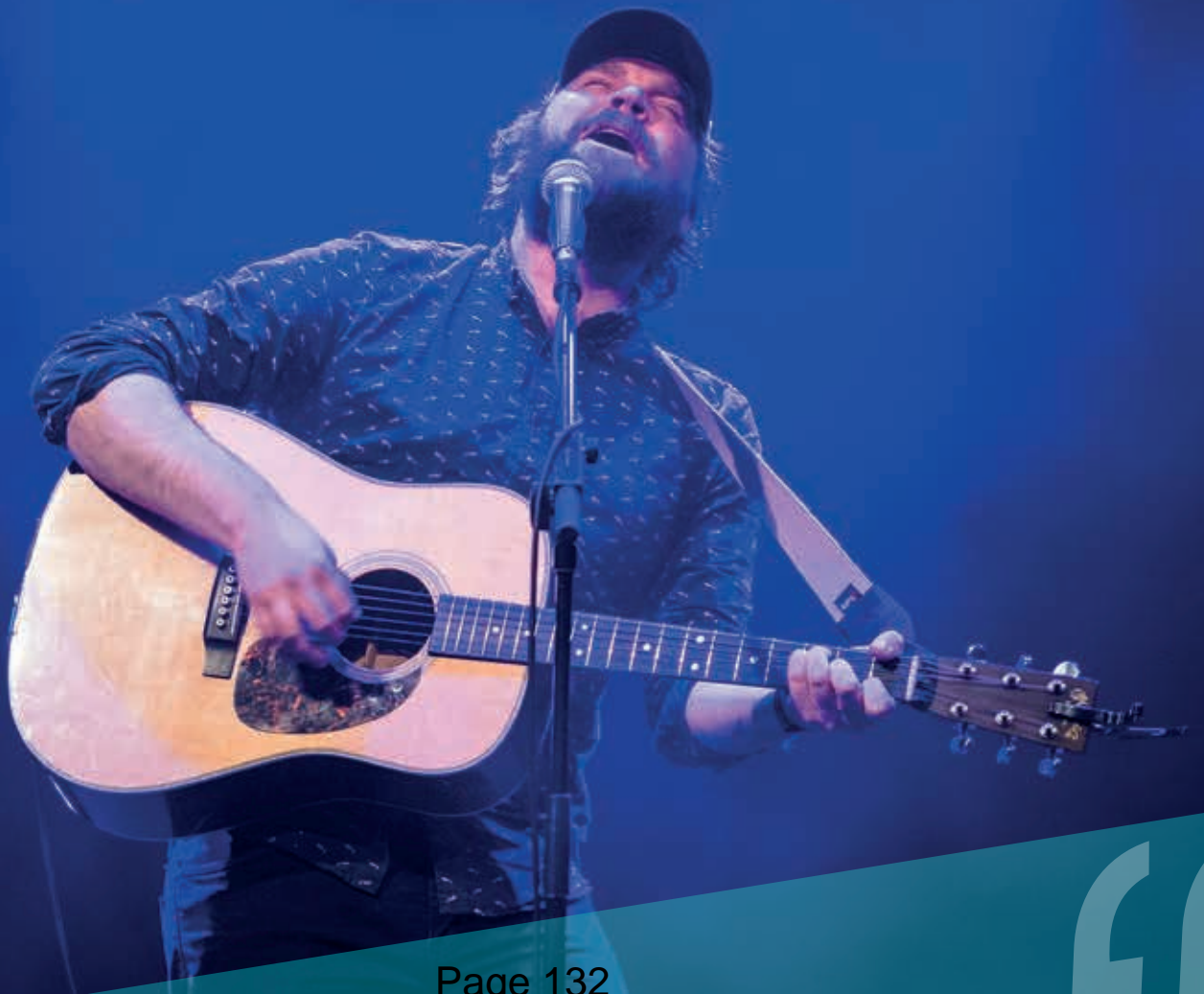


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# Introduction

tru enorth

Albion's Festival of Music and Song



*Culture Aberdeen*, a network of the cultural organisations in Aberdeen and the City Council, has the greatest pleasure in commending the city's new Cultural Strategy.

The title of this strategy, *Culture Aberdeen*, is also shared by the new independent cultural network who played a pivotal role not only in developing this strategy, but will also lead on and deliver the ambitions set out within these pages. It embraces the collaborative spirit and shared responsibility which has been displayed in the development of both the network and this document. Furthermore, it reflects the journey the sector has been on in developing a new strategy, recognising our strengths and unique assets, having the confidence to say Aberdeen is already a city of culture with a strong scene, distinctive identity and creative sector.

Considering the progress to implementing the city's last cultural strategy illustrates the cultural sector's renewed sense of purpose and confidence. Vibrant Aberdeen sought to achieve four ambitions:

- **Improve the quality and impact of the arts, culture and heritage provision in the city:** demonstrated by the development of a City Council supported cultural programme of activity and the creation of the Aberdeen Festivals collective and enhancement of the city's festival offering particularly in the public realm.
- **Prioritise existing financial resources for more effective investment in arts, culture and heritage:** demonstrated by the provision of a significant extra resource to support existing cultural activities and aid the development of new activities.
- **Support and develop new and existing venues throughout the city:** demonstrated by the redevelopment of the Music Hall and the Art Gallery as well as a host of smaller developments.
- **Attract and retain creative and cultural professionals across the sector:** demonstrated by the creative funding for projects and individuals and the support provided to the development of creative spaces, notably the Anatomy Rooms development.

This strategy, formulated upon discussions within and outwith the cultural sector and with extensive consultation, builds upon our achievements to date, identifies areas where we still have room to grow. Within this strategy we are proud to offer a bold ten year vision of the impact of the cultural sector on our city:

Dearest Aberdeen,  
I love your location, your light and your sparkle. I love your generosity and giving nature. I love the air, especially by the sea! You allow me to access so much, from good food, interesting buildings, amazing people and good quality events. You offer so much but could offer so much more. You are an opportunity for the taking and I want to be part of this new Stage! In the future can I please have a day of experiences, unexpected and expected to enrich my quality of life even more.

Our vision for Aberdeen is a city...

- **opening doors:** where everyone can be transformed and inspired through engagement in the arts and culture; a place releasing our creativity
- **to experiment in:** a home, a place, a destination and testing ground for artists, creative enterprises and new ideas; a place which has become Scotland's creative lab
- **which inspires:** where exciting cultural experiences are around each and every corner and where there are no creative boundaries; a place where all the city is a stage
- **like no other:** where we celebrate and promote our culture and heritage, the things we make and create, a place where culture connects us to the world
- **growing in ambition** and confidence with a strong collective of cultural leaders collaborating to realise the city's potential; a place where the arts shape our future

To deliver this bold vision we have developed a series of short-term outputs and longer term ambitions for our sector and the city. These longer term ambitions include:

- Ensuring access to cultural activity to all within the city and that cultural activity is broadly representative of our communities;
- Developing dedicated living and working spaces for our creative practitioners to enable and increase retention of talent;
- Establishing a Scottish Centre for a particular art form in Aberdeen;
- Creating an Aberdeen Biennale of festival activity to celebrate Aberdeen;
- Applying for designation as a UNESCO Creative City;
- Recognising the importance of culture within city development by pledging to follow the principles contained within the international Agenda 21 for Culture.

We recognise that as we articulate our ambitions as a cultural and creative sector for our city we cannot achieve these in isolation. We offer this strategy as a starting point for further conversations and development with interested parties and communities across the breadth of the city.

# How we developed this strategy and how we will implement it



## Development of the strategy

This new cultural strategy for Aberdeen has been developed through a partnership, facilitated by *Aberdeen City Council*, but led by the organisations and groups operating within the city that make up the North East's creative and cultural sector. The process of developing this new strategy has taken a number of years but as a plan and shared vision it is now far richer for this time to truly reflect and consider our future. In developing this strategy we have engaged in a number of activities, including:

- A conference on the approaches to cultural strategies within other oil and gas cities with guest speakers from Stavanger, Houston and Calgary.
- A programme of workshops which examined a series of themes in turn to identify key priorities for the next ten years for the cultural sector in Aberdeen.
- A number of consultation sessions throughout the process with the cultural community and the creative industries sector.
- Consultation events engaging with representatives from communities, business, education and other sectors to consider wider impacts of culture.
- The development of a *Citizens' Circle* to consider the view and standpoints of individuals from a range of backgrounds and prior experience of cultural participation and engagement.

## Our ambitions for Aberdeen

We have taken care that the strategy outlined in the following pages is rooted in the city we live, work and practice in. It is rooted around a sense of pride about our developing and growing cultural offering. We have developed a plan which has considered and responded to our most significant opportunities and challenges in five areas which correspond to the five strategic ambitions:

- **Extending and enriching participating and engagement in culture** (Set out in ambition 1: *releasing our creativity*).
- **Support and development for creative practitioners** (Set out in ambition 2: *becoming Scotland's creative lab*).
- **Uses and develops our cultural infrastructure but also recognises the city as a backdrop to cultural activity** (Set out in ambition 3: *making all the city a stage*).
- **National and international recognition of our creative and cultural sector** (Set out in ambition 4: *connecting us to the world*).
- **Develops the cultural sector** (Set out in ambition 5: *shaping our future*).



Our objectives are ambitious and for this reason we have chosen to develop a ten year strategy. In each of the areas of the strategy we have included ideas and projects of scale and significance to respond to the challenges the cultural sector will face while providing long term benefits for Aberdeen.

The strategy outlines each of our ambitions in turn and includes:

- a vision statement of the Aberdeen we are committed to creating and shaping;
- a brief outline of our assessment of the Cultural offer in relation to the context that exists in Aberdeen;
- a series of short-term outcomes which are developed further in the accompanying three-year action plan; and which we have articulated into short-term actions and longer-term ambitions;
- our ambitions or outcomes which we aim to achieve in ten years.

## Implementing the strategy

This strategy is accompanied by an action plan which captures activity over the next three year period to support the implementation of the strategy. This will be refreshed annually and our intention is that this will become a rolling three year action plan.

Both the strategy and the action plan will be monitored by Culture Aberdeen, a group of cultural organisations operating within the city and facilitated by Aberdeen City Council. This group will take the lead on developing the ideas and projects that will develop and take responsibility for realising the ambitions within this strategy.

# AMBITION 1:

releasing our creativity



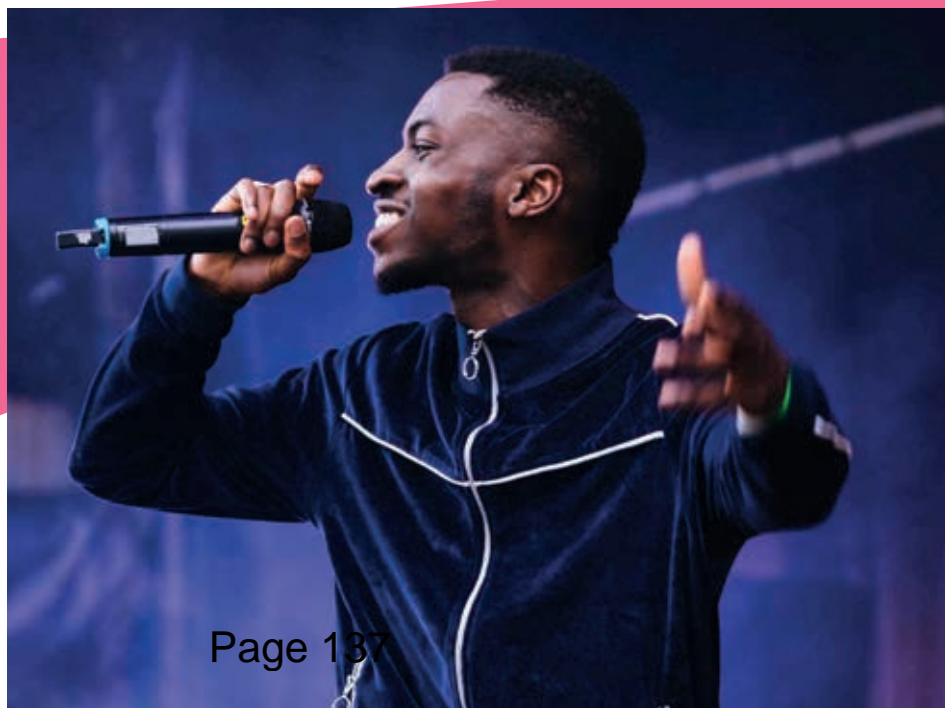


***Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture; a place releasing our creativity***

## Where are we now?

Participation in cultural activity across the whole city is high. All of our city's cultural organisations actively promote and facilitate access to a range of different art forms. Examples of this include the *Station House Media Unit* which supports residents in the city's seven regeneration areas engage in radio and video production as well as traditional and online publications, music production and digital inclusion. The *Big Noise* project works in Torry to widen participation in musical education. The city's non-professional scene is thriving with the opening of the *Tivoli Theatre*. Over 40 professional, amateur and youth companies use *Castlegate Arts'* theatre which has over 100,000 visitors each year. Many cultural organisations run public classes and *Aberdeen Performing Arts* has co-ordinated the city's Youth Arts Strategy as well as running youth theatre, youth music and youth arts learning and development opportunities for children and young people. *Citymoves* and *Gray's School of Art* have run many public classes in recent years. Most of the city's festivals and other cultural organisations have outreach programmes to encourage participation and engagement from different communities and groups.

Aberdeen has had a strong history of community engagement in cultural activity. The City Council's *Creative Learning Team* offers two main strands of work. The first *Artistic Pathways* supports the acquisition and development of artistic skills and knowledge at professional and non-professional levels. The *Creative Partnerships* strand aims to maximise the contribution of the arts, culture and creativity to effect social change. The City Council also makes a significant investment in culture. Following feedback from the city's bid for UK City of Culture status, the cultural budget provided by the Council has been increased by £5.5 million over five years. The Council also runs a creative awards scheme for organisations and individuals with the explicit aim of engaging communities in their cultural offering.





Dearest Aberdeen,  
This city may be granite grey, hewn stone;  
industries on the edge - hard work, hard-earned income,  
but, beneath hard edges  
- cosmopolitan, glittering.

A city that can shine in so many ways;  
a place with so many stories.

A "big village" with so many talents under its "big tent".

Our city, together needs to find the ways to celebrate -  
celebrate all that makes "the who" who live and work here.  
Tell the world what we know, that this place is  
unique, and say what makes it "tick".

## What next?

As our city becomes increasingly more diverse, it is clear we can do more to ensure that our cultural provision and activity reaches a broader range of individuals and communities regardless of their circumstances. We therefore need to understand better the current make-up of our audiences so we can focus our activities. Related to this, one of the themes that has emerged from our discussions with other cities across the world is that of cultural entitlement. We recognise that access to cultural provision can have a profound and significant positive impact on both individual's health and wellbeing and communities' quality of life. As a cultural and creativity sector we acknowledge the wider role that we can play within the Community Planning Partnerships and a range of local improvement plans across the city.



## Short-term outcomes:

1. Improve the accessibility of information available on the range of cultural activities across Aberdeen.
2. Improve accessibility and engagement with individuals from all protected characteristics and ensure that cultural activities reflect more clearly the increasingly cultural diversity of Aberdeen.
3. Increase the opportunities to use cultural engagement as a means of promoting well-being, social cohesion and a tool to support individuals through challenging life transitions and positive destinations.
4. Develop and implement approaches to working within the Community Planning Partnership so cultural activities can contribute to other city-wide strategies.

## In ten year's Aberdeen will be recognised for:

- Our citizens are fully informed and recognise the range and diversity of opportunities available to engage and appreciate Aberdeen's cultural offer.
- Inclusive cultural opportunities are supported, that brings us together to reflect upon, embrace and celebrate our diversity and shared values.
- Our citizen's lives have been transformed by cultural and artistic activity which is celebrated as being central to their quality of life.
- All our citizens have the rights and opportunities to be a cultural confident and creative society through engagement and empowerment, discernible through a strong and robust evidence base of cultural impacts and lasting social legacy.

In order to achieve these ambitions we have to release our creativity; we must work collectively to create an environment that empowers all our citizens to engage in or with cultural activity, recognising the inherent value this brings to all our lives and transforming our city for all.





# AMBITION 2:

becoming Scotland's  
creative lab

***Our vision for Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprises and new ideas; a place which has become Scotland's creative lab***

## Where are we now?

In recent years Aberdeen's cultural organisations have developed their capacity to create a more experimental programme and to sustain and develop local and regional talent in doing so. The annual *Sound Festival* remains Scotland's most significant new music festival and as it has extended to year-round programming it has developed a UK and international reputation. The development programme run by *Citymoves* for professional dancers based in the region receives significant support from *Creative Scotland*. The development of a Producers' Hub through *Aberdeen Performing Arts* has been a catalyst for talent development and retention as well as an opportunity to develop new works. The collaboration between *Citymoves* and *Peacock Visual Arts* in developing a range of performing arts in the city centre as well as the *Spectra* and *Look Again* festivals have pointed to a reconsideration of the public realm as a place for high quality visual arts. The *Anatomy Rooms* based at Marischal College have provided rehearsal and studio space. Both the developments of the Art Gallery and the Music Hall contain spaces for learning suites and rehearsal spaces. In the last couple of years there has been a growth in the number of collectives formed by artists and performers.

Collectively the universities and colleges within Aberdeen produce a significant number of creative graduates each year. This supports a significant creative industries sector within Aberdeen which employs a larger number of individuals than in Dundee and represents a larger share of the city's economy than in Dundee. Nevertheless, the visibility of this sector is often obscured by the fact that much of it is hidden within the oil and gas sector or within the supply chain serving that sector. The emergence of digital fabrication labs in Aberdeen has demonstrated the demand for creative technologies across many economic sectors. This underpins the fact that investment in the creative industries can stimulate development in other economic sectors. Given this, there is a need to reflect whether the North East of Scotland ought to have the smallest number of *Scottish Enterprise* account-managed companies from the creative industries than any other region in Scotland.



## What next?

In order to fulfil our ambition of becoming Scotland's creative laboratory we will not only need to reconsider the support we provide local artists but also how we provide opportunities to those from outside Aberdeen. We will need to continue our reconsideration of creative space within the city. There are huge opportunities in recognising that Aberdeen provides a perfect base for many practitioners to develop in the early stages of their career and gain recognition for their work. We will seek to collaborate to provide more and joined up opportunities for residencies across the city and across organisations. There is also a significant need to nurture the existing talent residing within the city at all stages of their career and studying within our universities and college at the outset of their career. We need to recognise given the relative high cost of living that the provision of commissions may not be enough to aid retention of talent within our city. Demand for affordable artist living and working space has been a recurrent theme throughout the development of this strategy. There are also significant benefits to local artists by ensuring that visiting artists to the city have opportunities to share and develop practices. Appropriate holistic support will enable a larger number of individuals living from creative practice within the city and see a larger number of creative start-ups and businesses present in the city.



## Short-term outcomes:

1. Foster a producing culture through a balanced approach to support and funding, supporting the development of local artists to produce and tour work while attracting high quality artists and work from elsewhere to enrich the city.
2. Ensure funding opportunities empower artists and organisations to undertake and promote bold, experimental, high-quality, risk-taking work.
3. Grow the number of individuals whose main occupation is a creative one by supporting the development, retention and celebration of our city's creative talent.
4. Increase the volume of supported spaces available for creative practitioners to use and grow the numbers of makers in incubation spaces.
5. Grow the number of creative start-ups and businesses in Aberdeen by co-ordinating and enhancing entrepreneurial and business development support across a range of agencies.

## In ten year's Aberdeen will be recognised for:

- Aberdeen is recognised as a destination and testing ground for artists and creative producers to create world quality work.
- Aberdeen has a strong track record for support, development and retention of creative talent. Aberdeen has a more creative and diverse economic workforce through a strong and resourceful independent creative sector.
- Aberdeen has a diversified and prosperous economy through its growing number and variety of innovative artists and creative businesses.

In order to achieve the ambitions we have to become Scotland's creative lab, we will identify and implement a preferred option for developing work and living space for artists and performers as well as developing a Scottish centre in a particular art form.



# AMBITION 3:

making all the city  
a stage





*Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries; a place where all the city is a stage*

## Where are we now?

Aberdeen is fortunate enough to have significant cultural organisations and buildings that animate the city and are known well within Scotland and further afield. Over the last five years the city has made a significant investment in capital developments to support and enhance the city's cultural scene. Most significantly these developments have included the multi-million pound re-developments of two of the city's iconic cultural institutions - the Art Gallery and the Music Hall. Other developments include the re-development of the Station House Media Unit.

In addition to the buildings the cultural sector occupies, the city's festivals and other programming activity have, in recent years, made much greater use of the city's spaces. This includes new initiatives such as *Spectra* (Aberdeen's festival of light), the *Look Again* visual arts and design festival, the *Nuart* intervention from Stavanger in the city centre, as well as *Aberdeen Performing Arts' Artist in the City* and *Stepping Out* programmes. These activities have increased audiences to high quality activity and unique experiences, as well as brought national and international artists to work in the city and showcased local talent often through the same platforms. Above all it has promoted debate and discussion by the public on the city centre and encouraged thousands to explore and see their city through new eyes by '*becoming a tourist in their own city*'. Beyond the city centre other activity has encouraged individuals to celebrate their own local communities. Station House Media Unit works across many of the city's regeneration areas; our universities' public engagement programmes engage many different individuals and communities across the city. This enhances the daily creative activity in our schools, community centres, libraries and parks across the whole city. By continuing a dual approach to cultural programming using both cultural space and other space we can ensure that arts and culture transform the entire city.



## What next?

Both the city's recently approved City Centre Masterplan and the 365 Events Strategy afford opportunities to develop further projects, opening other areas in the city to cultural activity. From our discussions we have a much clearer understanding that residents and visitors alike enjoy engaging in cultural activity within open, unusual spaces across our city. We will therefore develop this strand of activity within future programming. Equally, we acknowledge that there will be opportunities and needs to develop the existing cultural infrastructure further in the future. We will in the future speak with one voice in support of such ideas and projects.



Dearest Aberdeen,

Our distance from other 'epicentres' of culture should not deter you from encouraging, facilitating, enabling and promoting music, visual art, dance, film and theatre that is not bland and mainstream.

Please try to attract young visionary and explosive minds to the city and encourage those who already live, work or study here to follow their instincts and build a future here to share with all of us! It can happen.



## Short-term outcomes:

1. Investment in Aberdeen's Cultural infrastructure to support the realisations of the strategy ambitions.
2. Animate and promote the heart of Aberdeen as a vibrant cultural centre.
3. Extending the range of locations used for cultural programming across the full range of Aberdeen's neighbourhoods and encourage greater ownership by those communities.
4. Deliver activities and new commissions which enable the city and its people to explore and reflect on Aberdeen's distinctive character and its rich and evolving heritage and culture

## In ten year's Aberdeen will be recognised for:

- Aberdeen continues to develop its cultural infrastructure, ensuring world class visitor experiences, increasing tourism, supporting the local economy and enriching lives of both residents and visitors.
- City centre venues which are thriving and attracting a growing number of residents and visitors alike to high-quality artistic activity
- Cultural activity engages and empowers a wide variety of individuals which is visible across the whole city.

In order to achieve the ambitions we have to make all the city a stage, we will commence planning a Biennale of festival activity drawing upon the experiences and strengths of our existing festivals and events.



# AMBITION 4:

connecting us to  
the world



*Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create, a place where culture connects us to the world*

## Where are we now?

One of the key themes that has emerged from consultation and discussion with the citizens' circle has been the importance of the city as a means of celebrating what is distinct about Aberdeen and the people who live, work and study here. Aberdeen has a rich and long history of international connections and these have shaped the economy, society, people and traditions of the region. Aberdeen was exporting natural resources to all corners of the world long before the arrival of oil and gas. Aberdeen Harbour Board is Britain's oldest business. The city was renowned as a major maritime centre with a substantial fishing and shipbuilding industry. The fastest sailing ship ever, The Thermopylae was built in Aberdeen. Local quarried granite from the famous Rubislaw Quarry was used to build the terraces of the Houses of Parliament and Waterloo Bridge. Over the centuries, trade has both been stimulated by and encouraged diaspora of the region's people while welcoming folk to the city. This has resulted in our city sharing its name with 34 Aberdeens in 8 countries and to our city being one of the most internationally diverse places in Scotland.

Our cultural activity can both tell these and other stories to ourselves and to others across the world. Equally, the commissions and productions developed here in Aberdeen can present a richer image and brand of the city and the region to other areas of the UK and the rest of the world. This is visible in recent commissions such as 'Belongings', a Sound festival co-commission with London's Tête à Tête, which was premiered on the sleeper from Aberdeen to London, as well as 'Spiders' light installation by art agency Groupe Laps, commissioned and premiered at Spectra 2017 before going on to be presented around the world through the global network of light festivals. This is further reflected in the success by grassroots artist, in particular Aberdeen musicians such as Best Girl Athlete and Clype who are gaining wider recognition and success while remaining intrinsically rooted in the North East. It is important to continue to support such activity, recognising that the success and benefits of this activity go beyond those organisations and individuals, in turn promoting the city as an attractive place to live, work and visit.



## What next?

We believe that the cultural sector in Aberdeen has a powerful role to play in the story-telling of Aberdeen and its people. We can have a powerful effect in creating an inclusive and vibrant image and brand of city that has given much to the world and will continue to do so. The cultural experiences provided within Aberdeen by cultural organisations and practitioners based within the city have the potential to be more widely shared across the UK and the world. This will increase people's knowledge and understanding of Aberdeen. As our economy diversifies and our society undergoes further social transformation we can make a critical contribution to how the wider world views Aberdeen in the future.





## Short-term outcomes:

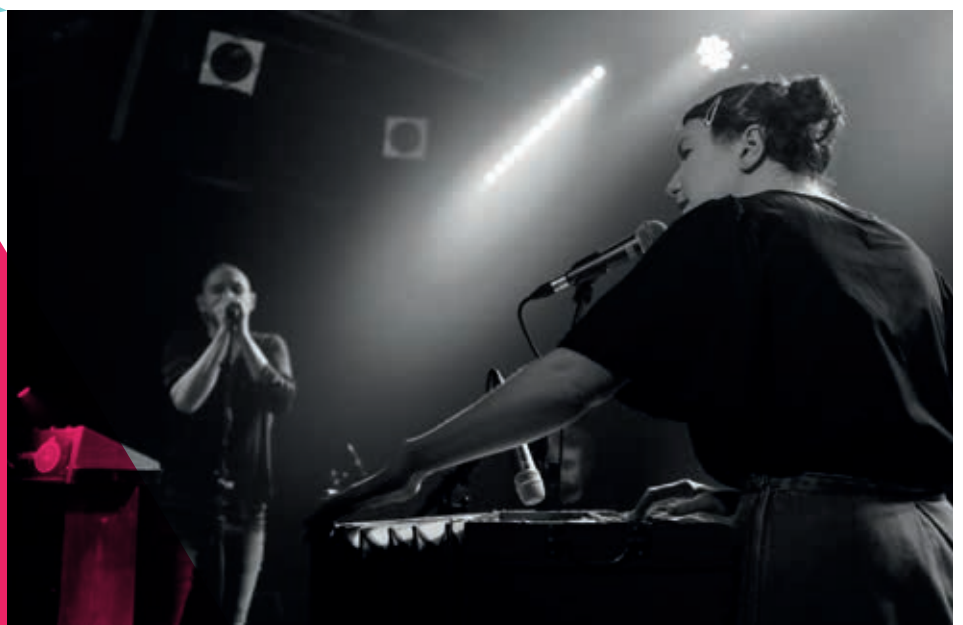
1. Increase the amount of individual and organisational work created in Aberdeen shown nationally and internationally.
2. Create and implement a plan which priorities the cultural sector's international links and sustains existing European partnerships.
3. Increase the number of organisations with international partnerships and events which have an explicit international element in their programming.
4. Build stronger and deeper Aberdeen-wide national and international exchange programmes benefitting artists and organisations.



## In ten year's Aberdeen will be recognised for:

- Aberdeen uses cultural activity to confidently tell its story to the world and has been recognised internationally as a creative city, producing unique and high quality work.
- Aberdeen and its arts organisations develop strategic partnerships and shared best practice values with international organisations and leading global cultural institutions.
- Aberdeen is a home for international dialogue between artists and organisations, routed in a spirit of cultural exchange widening practise and cultural understanding.

In order to achieve the ambitions we have to connect us with the world, we will start work on developing an application to become one of the UNESCO Creative Cities. We will also consider what other international recognition the city and the wider region may attain through the strength of its cultural organisations and activities.



# AMBITION 5: shaping our future





*Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a strong collective of cultural leaders collaborating to realise the city's potential; a place where the arts shape our future*

## Where are we now?

The region's cultural organisations have a strong collaborative tradition and encourage partnership working. The development of the *Aberdeen Festivals' Collective* as a vehicle for sharing good practice and pooling expertise and resource, has been significant in enhancing the profile and quality of Aberdeen's festival offering. The creation of AB+ as a forum for professional development of individual practitioners has been a significant step forward in articulating the confidence of the sector. The recent creation of *Culture Aberdeen* as the new network of cultural organisations across the city provides an opportunity to advocate for the sector and further develop collaborative and new approaches. Through the process of developing this strategy, the sector has developed and is now looking forward to playing a wider role in the formation, development and implementation of our city strategies within the city. These include the City Centre Masterplan, the regional Economic Strategy and through playing an active role in the *Community Planning Partnership*.



## What next?

One of the challenges we face is that over the next decade there will be continued pressure on public sources of funding. This may present challenges to the cultural sector and its ability to contribute to wider discussions within the city. Given the relatively low share of funding the city receives from national bodies and foundations, there are opportunities to increase funding from these sources in the future. There are large opportunities for ever greater collaboration and sharing of resource between organisations. Equally, given the role that cultural provision will have in the development of the city's image in the future, we look forward to more opportunities to develop meaningful partnerships with other sectors, including the business sector, in future years. We will therefore continue to make a strong case for the necessity of investment in the cultural sector.

In this environment, the quality of the city's cultural leadership will, more so than ever before, be instrumental to developing the ambitions outlined within this strategy. Collectively, we all can continue to learn from activities in other places, but for culture to create the biggest economic and social impact we must be mindful of getting the balance right between inviting activities to the city and supporting local practitioners. As a sector, we need to articulate the role that culture and creativity has in the economic development and sustainability of any city well beyond measures of quality of life. To do this we will seek to develop entrepreneurial leaders at all levels within our sector, and thereby nurture the next generation of leaders, to rise to the challenges and opportunities outlined in this document.



## Short-term outcomes:

1. Diversify the income of cultural organisations within Aberdeen to attract more external investment to the region.
2. Develop and deliver a leadership programme to grow entrepreneurial cultural leadership and succession planning.
3. Establish Culture Aberdeen as the regional independent Cultural Sector development body.
4. Develop and implement a system of peer evaluation of Aberdeen's cultural organisations.
5. Improve mechanisms for collecting, sharing and analysing information amongst different organisations.

## In ten year's Aberdeen will be recognised for:

- Cultural organisations that have creative, collaborative and entrepreneurial approaches with a quality and depth of leadership talent.
- A cultural sector that plays a pivotal role in the development and implementation of major city developments and regional strategies.
- The sector develops its infrastructure to better support the realisation of the Cultural Strategy ambitions.
- Cultural organisations across the city develop their individual and collective capacity for developing robust evaluation.
- A rich and in-depth range of information on cultural activity within Aberdeen is readily accessible to plan and allocate resources more effectively.

In order to achieve the ambitions we have to shape our future, we will join and fully participate in international networks such as Agenda 21 for culture, the charter of which views culture as being one of the central elements of a city's development.





## Culture Aberdeen Action Plan

The action plan that follows has been developed to demonstrate how the various members of Culture Aberdeen are contributing towards the implementation of the cultural strategy. By its very nature this action plan presents a high level view of the range of activity that around 30 different organisations are undertaking to support the cultural strategy. It should be noted that this action plan has been developed from a series of strategic and operational plans of a number of organisations. As such rich detail is not repeated in this plan but rather common themes and threads have been identified and presented. This approach has also had the advantage of identifying current gaps in current or planned activity by the sector to address several aspects of the strategy. A key priority of the coming year will be consideration by Culture Aberdeen of key actions that can be taken collectively to address these gaps.

This is the first time that a collective action plan across the cultural sector in Aberdeen has been developed. We acknowledge that over the coming few years the plan, as well as the process for developing it, will develop further. As such it is proposed that the action plan will be reviewed and refreshed on an annual basis to take account of progress undertaken and the development of new initiatives across the cultural sector in Aberdeen.

One aspect of the cultural strategy is the acknowledgement that both individually and collectively more work is required to develop an evidence base of impact. We therefore anticipate that future versions of the action plan will include more detail in measuring both the baseline performance of the sector and the distance travelled by subsequent actions, it should be noted that at this time some of the baselines laid out in the action plan are still to be confirmed. Should funding allow we would propose a wider evaluative exercise examining the impacts of the strategy and that this action plan is undertaken on a periodic basis.

Culture Aberdeen have agreed that each of the ambitions will be publicly led by a number of its members - facilitated by officers of Aberdeen City Council - who will be responsible for coordinating the most significant activities across the Culture Aberdeen membership. Additionally one meeting of Culture Aberdeen each year will be devoted to the consideration of an annual review of activity and the refresh of the action plan for the subsequent year.

Finally it is recognised that the full ambitions of the cultural strategy for the city can only be realised by the cultural sector working in partnership with a range of different organisations and agencies across the city. This is acknowledged by demonstrating the linkages between the cultural strategy and other significant strategies at Scottish and local levels at the front of the action plan. Culture Aberdeen will also play an integral role within Aberdeen Community Planning aspirations through contribution to the delivery of the Local Outcome Improvement Plan and active participation within the Aberdeen Prospers Group. As we commence our implementation of the strategy we welcome the future dialogue to further develop our plans for implementing the strategy.

## The Strategic Context.

### 1. ACC Strategic Business Plan Objective

Inclusive economic growth: 'Work with partners and the community to develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate creative and cultural offerings.'

### 2. E&CS Improvement Change Activity

Increase opportunities for creating and participating in high quality cultural experiences by further development of the infrastructure required to develop it.

Cultural Strategy Theme	Local Outcome Improvement Plan	Creative Scotland 'unlocking potential, embracing ambition'	National Policy & Strategy
1. Releasing our creativity	<u>Prosperous People</u> People in Aberdeen are happy and enjoy positive life outcomes.	<u>Ambition 2</u> Everyone can access and enjoy artistic & creative experiences.	<u>Going Further – the national strategy for Scotland’s museums &amp; galleries</u> Aim 2 – strengthen connections between museums, people and places.
2. Becoming Scotland's creative lab	<u>Prosperous Economy</u> Aberdeen has a flourishing, thriving and successful local economy.	<u>Ambition 1</u> Excellence and experimentation across the arts, screen and creative industries is recognised and valued.	<u>Going Further - the national strategy for Scotland's museums &amp; galleries</u> Aim 3 - empower a diverse workforce to increase their potential for the benefit of the sector and beyond.
3. Making all the city a stage	<u>Prosperous Place</u> People experience Aberdeen as the best place to invest, live and visit.	<u>Ambition 3</u> Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity.	<u>Events Scotland - Scotland the perfect stage 2015-2025</u> 'To utilise and develop the assets that Scotland has which make it the perfect stage for events.'
4. Connecting us to the world	<u>Prosperous Place</u> People experience Aberdeen as the best place to invest, live and visit.	<u>Ambition 5</u> Scotland is a distinctive creative nation connected to the world.	<u>Events Scotland - Scotland the perfect stage 2015-2015</u> 'To deliver a portfolio of events which provide world leading authentic experiences for residents and visitors.'
5. Shaping our future	<u>Prosperous economy</u> Aberdeen has a flourishing, thriving and successful local economy.	<u>Ambition 5</u> Ideas are brought to life by a diverse, skilled and connected leadership and workforce.	<u>Going further - the national strategy for Scotland's museums &amp; galleries</u> Aim 4 - forge a sustainable future.

# Action Plan

AMBITION 1 - RELEASING OUR CREATIVITY						
<i>Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture; a place releasing our creativity.</i>						
10 Year Outcome	3-5 Year Priority	Action	Baseline	19/20	23/24	Contributors
<b>Our citizens are fully informed and recognise the range and diversity of opportunities available to engage and appreciate Aberdeen’s cultural offer.</b>	Improve the accessibility of information available on the range of cultural activities across Aberdeen.	Raise awareness cultural opportunities through targeted non-cultural networks (events and virtual).				
		Improve the quality of experience and access of online channels, sites and resources.				
		Support and implement recommendations set out in Aberdeen’s Youth Arts Strategy Action Plan, increasing cultural engagement with young people both within and out with the formal education sector.				
		Support residents across the city to play a meaningful role in decisions about cultural programmes that impact on their communities.				
		Encourage and implement career path and employability opportunities within the culture sector, alongside a comprehensive shared CPD programme.				
		Investigate and implement a Volunteer Development strategy for the sector.				
<b>Inclusive cultural opportunities are supported, which bring us together to reflect upon, embrace and celebrate our diversity and shared values.</b>	Improve accessibility and engagement with individuals from all protected characteristics and ensure that our cultural activities reflect more clearly the increasingly cultural diversity of Aberdeen.	Undertake a review of Equality, Diversity & Inclusion (EDI) strategies within Aberdeen’s cultural organisations and encourage embedding best practice across the sector through policies, employment and programming.				
		Commission research into current barriers to access and engagement for protected characteristic groups.				

		Strengthening links with organisations that represent protected characteristic groups to ensure cultural offer reflects Aberdeen's diversity.				
		Ensure diversity is recognised in the Culture Aberdeen Network and those voices are realised within the development and delivery of the action plan.				
<b>Our citizen's lives have been transformed by cultural and artistic activity which is celebrated as being central to their quality of life.</b>	Increase the opportunities to use cultural engagement as a means of promoting well-being, social cohesion and a tool to support individuals through challenging life transitions and positive destinations.	Undertake an audit of existing provision in this field and identify and roll-out best practice where it exists.				
		Work in partnership across the cultural sector in order to support organisations to develop programmes in this field.				
		Celebrate the impact of these programmes across the sector through an annual awards ceremony.				
<b>All our citizens have the rights and opportunities to be a cultural confident and creative society through engagement and empowerment, discernible through a strong and robust evidence base of cultural impacts and lasting social legacy.</b>	Develop and implement approaches to working within the Community Planning Partnership so cultural activities can contribute to other city-wide strategies.	Recognising, evidencing and profiling Culture as a means to reducing isolation and improving well-being.				
		Culture Aberdeen to explore 'Cultural Access' models to increase engagement and empowerment.				



AMBITION 2 - BECOMING SCOTLAND'S CREATIVE LAB						
<i>Our vision for Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprises and new ideas; a place which has become Scotland's creative lab.</i>						
10 Year Outcome	3-5 Year Priority	Action	Baseline	19/20	23/24	Contributors
<b>Aberdeen is recognised as a destination and testing ground for artists and creative producers to create world quality work.</b>	Foster a producing culture through a balanced approach to support and funding, for the development of local artists to produce and tour work while attracting high quality artists and work from elsewhere to enrich the city.	Local organisations create more commissions and production opportunities through a balanced approach to prioritising funding.				
		Emerging talent is supported collectively through talent development programmes.				
<b>Aberdeen has a strong track record for support, development and retention of creative talent.</b>	Ensure funding opportunities empower artists to undertake and organisations to promote bold, experimental, high-quality, risk-taking work.	Aberdeen City Council invests in high quality and risk-taking artistic work and practice.				
		Culture Aberdeen engages more effectively with the private sector and other non-public funders to develop funding opportunities and partnerships.				
		Raise awareness of apprenticeships within Creative Industries.				
<b>Aberdeen has a more creative and diverse economic workforce through a strong and resourceful independent creative sector.</b>	Grow the number of individuals whose main occupation is a creative one by supporting the development, retention and celebration of our city's creative talent.	Celebrate and profile where talent has been retained through the collective range of development and training programmes.				
		Raise awareness of creative opportunities available in the region through networking and exchange events.				
		Embrace a range of collective programming, resources and assets, where opportunities can be embedded to support retention. I.E. procure and employ local.				
	Increase the volume of supported spaces available for creative practitioners to use and grow the numbers of makers in incubation spaces.	Advocacy and lobbying for empty space to be made available for creative use– supported by the appropriate legislation and incentives.				
		Identifying under-used spaces within current venues and explore how they can be made available for temporary or longer term use as incubators.				
		Pilot an 'Air B&B for Creative's' broker model,				

		to provide affordable accommodation for visiting artists and professionals.				
		Negotiate with property owners and landlords to establish more affordable rents, creating conditions for higher graduate retention.				
		Culture Aberdeen to explore the development options and models for a work/live space.				
<b>Aberdeen has a diversified and prosperous economy through its growing number and variety of innovative artists and creative businesses.</b>	Grow the number of creative start-ups and businesses in Aberdeen by co-ordinating and enhancing entrepreneurial and business development support across a range of agencies.	Engage with partners such as Aberdeen Prospers group to develop entrepreneurial and business support programmes to increase numbers of creative start-ups.				
		Work with Aberdeen and Shire Regional Skills Strategy partners to increase the number of Creative Industry employment and start-ups through prioritised investment in skills development.				

<b>AMBITION 3 – MAKING ALL THE CITY A STAGE</b>						
<i>Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries; a place where all the city is stage.</i>						
<b>10 Year Outcome</b>	<b>3-5 Year Priority</b>	<b>Action</b>	<b>Baseline</b>	<b>19/20</b>	<b>23/24</b>	<b>Contributors</b>
<b>Aberdeen continues to develop its cultural infrastructure, ensuring world class visitor experiences, increasing tourism, supporting the local economy and enriching lives of both residents and visitors.</b>	Investment in Aberdeen’s Cultural infrastructure to support the realisations of the strategy ambitions.	Complete the major refurbishments of the Music Hall and the Art Gallery and support the development of other feasible infrastructure projects.				
		Culture Aberdeen to build upon the Culture Mapping report, towards a 10 year infrastructure plan, with priorities and costings for sustainability and development.				
		Cultural organisations make a significant contribution to the 365 Events strategy and the City Centre Masterplan.				
		Culture Aberdeen to advocate for the establishment of a ‘bed-night levy’ to support investment in Cultural events to attract visitors.				

<b>City Centre venues which are thriving and attracting a growing number of residents and visitors alike to high-quality artistic activity.</b>	Animate and promote the heart of Aberdeen as a vibrant cultural centre.	Cultural organisations make a significant contribution to the 365 Events strategy and the City Centre Masterplan.				
		Culture Aberdeen to advocate for the establishment of a 'bed-night levy' to support investment in cultural events to attract visitors.				
<b>Cultural activity engages and empowers a wide variety of individuals across the whole city.</b>	Extend the range of locations used for cultural programming across the full range of Aberdeen's neighbourhoods and encourage greater ownership by those communities.	Identify where residency and pop up presentation opportunities can be embedded in communities as well as exploring partnership opportunities for community curated activity.				
		Develop community legacy partnerships to ensure sustainability of outreach activity and best practice learning is embedded within the communities.				
	Deliver activities and new commissions which enable the city and its people to explore and reflect on Aberdeen's distinctive character and its rich and evolving heritage and culture.	Profile and celebrate home-grown work being created which is 'distinctively Aberdeen' that is also bold, contemporary and risk taking.				
		Identify opportunities that our tangible and intangible heritage presents for collaboration, new partnerships and new audiences.				
		Explore options for Scotland's Biennale within the city, drawing upon the experiences and strengths of our existing festivals and events.				

#### AMBITION 4 – CONNECTING US TO THE WORLD

*Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create, a place where culture connects us to the world.*

10 Year Outcome	3-5 Year Priority	Action	Baseline	19/20	23/24	Contributors
<b>Aberdeen uses cultural activity to confidently tell its story to the world and is recognised internationally as a creative city, producing unique and high</b>	Increase the amount of individual and organisational work created in Aberdeen shown nationally and internationally.	Organisations are encouraged to develop home-grown productions which are intended to be toured, showcasing both contemporary works and those exploring our North East identity.				

quality work.		Encourage and support local organisations and artists to participate in opportunities to showcase their production in Scotland, the UK and beyond, through opportunities like Creative Scotland's Made in Scotland programme.				
<b>Aberdeen and its arts organisations develop strategic partnerships and shared best practice values with international organisations and leading global cultural institutions.</b>	Create and implement a plan which priorities the cultural sector's international links and sustains existing European partnerships.	Map existing international networks across the city's cultural organisations and develop more strategic sector led partnerships and exchanges.				
		Establish and embed international partnerships with key cultural organisations to help inform programming and organisational development.				
		Use existing resources and established programmes as platforms to develop new exchange and collaborations with international institutions and organisations.				
		Develop events and cultural activity which celebrates Aberdeen unique International links and relationships.				
		Culture Aberdeen to explore with partners the designation options for Aberdeen to apply for UNESCO Creative City recognition in 2019.				
<b>Aberdeen is a home for international dialogue between artists and organisations, routed in a spirit of cultural exchange widening practise and cultural understanding.</b>	Increase the number of organisations with international partnerships and events which have an explicit international element in their programming.	Develop International programming with benefits for the North East and opportunities for exchange for artists and organisations.				
		Develop approaches to co-commissioning work and attracting international cultural events through, amongst other mechanisms, the Creative Europe funding opportunities.				
	Build stronger and deeper Aberdeen-wide national and international exchange programmes benefitting artists and organisations.	Explore international exchange or learning programmes available to artists and organisations, and facilitate the participation of Aberdeen organisations and artists to take part.				

<b>AMBITION 5 – SHAPING OUR FUTURE</b>						
<i>Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a strong collective of cultural leaders collaborating to realise the city's potential; a place where the arts shape our future.</i>						
<b>10 Year Outcome</b>	<b>3-5 Year Priority</b>	<b>Action</b>	<b>Baseline</b>	<b>19/20</b>	<b>23/24</b>	<b>Contributors</b>
<b>Cultural organisations that have creative, collaborative and entrepreneurial approaches with quality and depth of leadership talent.</b>	Diversify the income of cultural organisations within Aberdeen to attract more external investment to the region.	Build stronger relationships with key funders and targeted funding bodies.				
		Ensure collective strategy to increase successful funding applications to Creative Scotland and other key funders leading to more funding received by cultural organisations in the region.				
		Develop new Sponsorship and income generation models.				
<b>A cultural sector that plays a pivotal role in the development and implementation of major city developments and regional strategies.</b>	Develop and deliver a leadership programme to develop entrepreneurial cultural leadership and succession planning.	Utilise the Creative Scotland place partnership to develop and deliver a managed programme of sector development.				
		Develop support and mentoring network for cultural group leaders which can be shared and disseminated throughout the community.				
		Culture Aberdeen to explore Agenda 21 Charter and to advocate for ACC to adopt in order to build towards principles of sustainable development.				
<b>The sector develops its infrastructure to better support the realisation of the Cultural Strategy ambitions.</b>	Establish Culture Aberdeen as the city's independent Cultural Sector development body.	Culture Aberdeen to establish as a legal entity with appropriate governance and structure model to led, support and realise the Cultural Strategy.				

		Development of a 'Culture Aberdeen' marketing and communication strategy. An overarching plan, with a collective brand and messaging for all 5 ambitions.				
		Engage with Calgary, Houston and Stavanger to establish a global cultural 'Energy' Cities network, collectively learning and developing the city's creative industry to support economic diversification and resilience.				
<b>Cultural organisations across the city develop their individual and collective capacity for developing robust evaluation.</b>	Develop and implement a system of peer evaluation of Aberdeen's cultural organisations.	Staff visits to other organisations to support better practice supported through Place Partnership.				
		Implement agreed annual peer evaluation through the Culture Aberdeen Ambition leads.				
<b>A rich and in-depth range of information on cultural activity within Aberdeen is readily accessible to plan and allocate resources more effectively.</b>	Improve mechanisms for collecting, sharing and analysing information amongst different organisations.	Work collectively to develop and exploit simple and effective feedback mechanisms, comprising unique organisational data as well as common data to input jointly and analyse both locally and globally.				
		Development of measurements and research which supports culture sector development and articulates impacts to wider audiences.				

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	City Growth and Resources
<b>DATE</b>	24 April 2018
<b>REPORT TITLE</b>	Aberdeen City Council ownership - Local Development Plan Review Bids
<b>REPORT NUMBER</b>	RES/18/002
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Stephen Booth
<b>REPORT AUTHOR</b>	Neil Strachan
<b>TERMS OF REFERENCE</b>	3.3

### 1. PURPOSE OF REPORT

The purpose of the report is to seek Committee authority to submit appropriate submissions in relation to the Local Development Plan review.

### 2. RECOMMENDATION(S)

That Council / the Committee (delete as appropriate):-

- 2.1 Instruct the Chief Officer – Corporate Landlord to submit appropriate submissions for any site within Council ownership in relation to the Local Development Plan review.

### 3. BACKGROUND

- 3.1 The Planning Authority has commenced the process of reviewing and updating the Local Development Plan (LDP). As part of this process owners of property within the city have been asked to submit any bids for sites that should be considered for alternative designation in the next local plan.

- 3.2 The Council as a significant land owner in the city is currently undertaking a review of our landholding to establish if there are any sites that a LDP bid should be submitted in relation to. The deadline for submitting bids is 28 May 2018 and therefore there is not sufficient time to review and provide a list of the sites to Committee prior to submitting the bids. Therefore, it is recommended that this committee instruct the Chief Officer – Corporate Landlord to complete the review of the land holding and submit such bids that are appropriate by the deadline of 28 May 2018.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no immediate financial implications however by successfully achieving the rezoning of any site in the local plan this may increase its market value and its attractiveness to the open market which could result in the Council receiving a capital receipt for a site which previously this would not have been possible.

#### 5. LEGAL IMPLICATIONS

5.1 There are no legal implications of this report.

#### 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	By not reviewing and submitting bids in the LDP the Council is potentially missing the opportunity to maximise the value of its property assets by establishing development opportunities for land within the Council's ownership.	M	Submit appropriate bids for the next LDP
<b>Legal</b>	None		
<b>Employee</b>	None		
<b>Customer</b>	None		
<b>Environment</b>	None		
<b>Technology</b>	None		
<b>Reputational</b>	None		

#### 7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<b>Prosperous Economy</b>	The report contributes to the primary driver of investment in infrastructure by managing the



	Council's property assets in a fashion which will assist in providing a vibrant built environment.
<b>Prosperous Place</b>	The report contributes to the primary driver of a people friendly city by ensuring the Council's property assets are managed in order to encourage people to invest, live and visit the city.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	None
<b>Organisational Design</b>	None
<b>Governance</b>	None
<b>Workforce</b>	None
<b>Process Design</b>	None
<b>Technology</b>	None
<b>Partnerships and Alliances</b>	None

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	not required
<b>Privacy Impact Assessment</b>	not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	not applicable

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES (if applicable)

None

## 11. REPORT AUTHOR CONTACT DETAILS

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