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

Town House,
ABERDEEN 20 November 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, 27 NOVEMBER 2018 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

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DETERMINATION OF EXEMPT BUSINESS

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- 7.1 Notices of Motion

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EHRAs related to reports on this agenda can be viewed [here](#)

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CITY GROWTH AND RESOURCES COMMITTEE

ABERDEEN, 18 September 2018. Minute of Meeting of the CITY GROWTH AND RESOURCES COMMITTEE. Present:- Councillor Lumsden, Convener; Councillor Graham, Vice-Convener; and Councillors Donnelly, the Depute Provost, Boulton, Flynn, Houghton (as substitute for Councillor Laing for articles 7 and 8), Laing, Catriona Mackenzie, McLennan (as substitute for Councillor Catriona Mackenzie for articles 23 to 26), Nicoll, Townson (as substitute for Councillor Flynn for articles 11 and 12) and Yuill.

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

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=618&MId=6192&Ver=4>

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

DETERMINATION OF EXEMPT BUSINESS

1. The Convener proposed that the Committee consider items 11.1 (Christmas Village 2017 Feedback - Exempt Appendix), 11.2 (Unrecoverable Debt - Exempt Appendix), 11.3 (Condition and Suitability 3 Year Programme - Exempt Appendices), 11.4 (UNESCO Creative Cities Designation), 11.5 (Creative Funding Grants Programme), 11.6 (Site at King Street/Beach Esplanade (OP85)), 11.7 (Community Asset Transfer – Seaton Huts and Depot), 11.8 (Disposal of Land, Devil's Den, Woodside), 11.9 (New Schools Development Programme 2018 – Appendices), 11.10 (Disposal of Former Victoria Road School) and 11.12 (Middlefield Regeneration) with the press and public excluded.

Councillor Yuill moved as a procedural motion:-

that the Committee consider the non-exempt information in the report at item 11.10 (Disposal of Former Victoria Road School) in public and to refrain from referring to any of the exempt information during its consideration.

As Councillor Yuill did not have a seconder, in terms of Standing Order 27.4, the procedural motion fell and was therefore not put to the vote.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting from item 11.1 of the agenda so as to avoid disclosure of information of the classes described in the following paragraphs of Schedule 7(A) to the Act:- articles 23 and 24 (paragraph 6), articles 25 and 26 (paragraph 8), article 27 (paragraph 4), articles 28, 29, 30, 32 and 34 (paragraphs 6 and 9) and article 31 (paragraphs 6 and 12).

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DECLARATIONS OF INTEREST

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

- (1) Councillor Laing declared an interest in items 10.1 (VisitAberdeenshire Destination Aberdeen and Aberdeenshire Tourism Strategy 2018 – 2023) and 10.2 (Christmas Village 2017 Feedback) by virtue of her being a Council appointed members of VisitAberdeenshire Board and Aberdeen Inspired Board respectively. She considered that the nature of her interest required her to leave the meeting and she therefore took no part in the consideration of these items;
- (2) Councillor Flynn declared an interest in items 10.5 (Aberdeen City Local Housing Strategy 2018 – 2023) and 10.6 (Aberdeen City's Strategic Housing Investment Plan 2019/20) by virtue of him being a Council appointed Board member of Shaping Aberdeen Housing LLP. He considered that the nature of his interest required him to leave the meeting and he therefore took no part in the consideration of these items;
- (3) Councillor Nicoll declared an interest in item 10.10 (Wellington Road Multimodal Corridor Study) by virtue of him being a Council appointed member of Nestrans Board. He considered the nature of his interest did not require him to leave the meeting and therefore chose to remain in the meeting for consideration of the item;
- (4) Councillor Boulton declared an interest in items 10.5 (Aberdeen City Local Housing Strategy 2018 – 2023) and 10.6 (Aberdeen City's Strategic Housing Investment Plan 2019/20) by virtue of her being a Council appointed Board member of Shaping Aberdeen Housing LLP. She considered the nature of her interest did not require her to leave the meeting and therefore chose to remain in the meeting for consideration of these items; and
- (5) Councillor Yuill declared an interest in item 10.10 (Wellington Road Multimodal Corridor Study) by virtue of him being a Council appointed substitute member of Nestrans Board. He considered the nature of his interest did not require him to leave the meeting and therefore chose to remain in the meeting for consideration of the item.

MINUTES OF PREVIOUS MEETING OF 19 JUNE AND SPECIAL MEETING OF 1 AUGUST 2018 - FOR APPROVAL

3. The Committee had before it the minute of its previous meeting of 19 June and Special meeting of 1 August 2018 for approval.

The Committee resolved:-

to approve both minutes as correct records.

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COMMITTEE PLANNER

4. The Committee had before it the Committee Business Planner prepared by the Chief Officer – Governance.

The Committee resolved:-

- (i) to remove item 6 (Strategic Car Parking Review), item 10 (Property Asset Management Policy and Framework), item 45 (Joint Initiative for Vehicle Emissions (Jive 2) Report), item 86 (Community Planning Aberdeen - Local Outcome Improvement Plan Annual Report) and item 102 (Ferryhill Engine Shed Lease) from the Planner;
- (ii) to transfer item 54 (Citizens Using Non-Digital Platforms – Options Appraisal) to the Strategic Commissioning Committee Planner; and
- (iii) to note the reasons for the reporting delays in terms of item 7 (Capacities of Junctions Associated with the AWPR/B-T - NOM Cllr Boulton), item 9 (Annual Report on Economic Panel), item 11 (Service Income Policy), item 13 (Aberdeen Art Gallery - Visitor and Economic Impacts), item 15 (Building Performance Policy), item 19 (Balnagask Motte Regeneration), item 26 (City Centre Masterplan Project EN10: Union Terrace Gardens – Outline Design, Business Case, Development Costs and Procurement Strategy), item 49 (Credit Review Rating Annual Report), and item 51 (Reserves Strategy).

MOTION BY COUNCILLOR REYNOLDS - EU FUNDING FOR HYDROGEN TRAINS

5. The Committee had before it a Notice of Motion by Councillor Reynolds in the following terms:-

Following decades of campaigning for electrification of the rail line to the North East and the understandable financial difficulties, Aberdeen City Council calls upon the Scottish Government, Abellio, Transport Scotland and any other interested party to investigate, as a matter of urgency whilst EU funding is still available, to replace existing rolling stock with environmentally friendly hydrogen trains.

Subject to Council agreement with the above, that the Chief Executive write to local authorities on the route to gain their support.

In terms of Standing Order 12.14, Councillor Reynolds spoke in support of his motion and explained the rationale behind his request. Councillor Reynolds was seconded by Councillor Boulton.

Councillor Nicoll, seconded by Councillor Catriona Mackenzie moved as an amendment:-

That the Committee:-

- (1) agree that the EU has been an invaluable source of funding for Aberdeen City Council and, through partnership with bus operators and the Scottish

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- Government, has helped enable our local authority to pursue the deployment of hydrogen buses and associated infrastructure in Aberdeen;
- (2) understand that there are substantial practical and financial challenges associated with the electrification of the rail line from the North East;
 - (3) nevertheless, agree that, where viable, every effort should be made to electrify the existing rail network;
 - (4) note that alternative environmentally friendly energy sources do also exist, including hybrid and hydrogen trains, and therefore instructs the Chief Executive to write to the Scottish Government, Network Rail, Abellio and Transport Scotland to express our view that every attempt should immediately be made by these agencies to apply for EU funding sources which would facilitate implementing environmentally friendly rail travel, and related infrastructure, to serve the North East; and
 - (5) further instruct the Chief Executive to write to the UK Government to express our view that should any funding application not be agreed prior to the UK leaving the EU, that the UK Government must commit to replace the funding source.

On a division, there voted:- for the motion (5) – The Convener, the Vice Convener and Councillors Boulton, Donnelly and Laing; for the amendment (4) – Councillors Flynn, Catriona Mackenzie, Nicoll and Yuill.

The Committee resolved:-

to adopt the motion.

CITY GROWTH AND RESOURCES PERFORMANCE REPORT - COM/18/146

6. The Committee had before it a report by the Chief Officer - Business Intelligence and Performance Management which outlined the status of key performance measures relating to the City Growth, Resources and Governance functions.

The report recommended:-

that the Committee –

- (a) note the performance and improvement measures contained in the report at Appendices A and B; and
- (b) note the continued progress in aligning performance reporting with the Council structures.

The Committee resolved:-

- (i) to approve the recommendations;
- (ii) that officers amend future performance reports to ensure (1) that actual numbers are included as well as percentage figures; and (2) that each row in the tables be numbered for ease of reference;

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- (iii) that in relation to Appendix A, that the number of MP/MSP enquiries dealt with on time be circulated to members;
- (iv) that in relation to Appendix B, that the methodology used to provide the Corporate Landlord information be circulated to members; and
- (v) that in relation to Appendix B (Required Maintenance Cost of Operational Assets per square metre), that clarification on why the target was set at £86 sqm for next year be circulated to members.

DECLARATION OF INTEREST

In accordance with article 2 of this minute, Councillor Laing withdrew from the meeting prior to consideration of the following item of business. Councillor Houghton substituted for Councillor Laing for this item of business.

VISITABERDEENSHIRE DESTINATION ABERDEEN & ABERDEENSHIRE TOURISM STRATEGY 2018 - 2023 - PLA/18/137

7. With reference to article 15 of the minute of meeting of the Finance, Policy and Resources Committee of 1 February 2018, the Committee had before it a report by the Chief Officer – City Growth which provided details of the development of the VisitAberdeenshire Aberdeen and Aberdeenshire Destination Tourism Strategy 2018-2023, and associated tourism action plans.

The report recommended:-

that the Committee –

- (a) endorse the VisitAberdeenshire Aberdeen & Aberdeenshire Destination Tourism Strategy 2018 – 2023 as attached in Appendix 1;
- (b) endorse the action plans and priority activities detailed in the Tourism Strategy for 2018 – 2021; and
- (c) instruct the Chief Officer City Growth, following consultation with the Chief Officer Finance and the Head of Commercial and Procurement Service to enter into negotiation with VisitAberdeenshire on a new Service Level Agreement for the 2019 – 2022 period to promote the city, subject to the Councils annual budget setting process.

Mr Chris Foy, Chief Executive of VisitAberdeenshire was in attendance and answered questions from members.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) that officers circulate details to members of benchmark information against KPIs including current data against future statistics so that impact could be measured.

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DECLARATION OF INTEREST

In accordance with article 2 of this minute, Councillor Laing withdrew from the meeting prior to consideration of the following item of business. Councillor Houghton substituted for Councillor Laing for this item of business.

CHRISTMAS VILLAGE 2017 FEEDBACK - PLA/18/136

8. The Committee had before it a report by the Chief Officer – City Growth which provided feedback on the Christmas Village 2017 as set out in the Council’s Funding and Service Provision Agreement 2016-2019 with Aberdeen BID Company Limited trading as Aberdeen Inspired which runs from 1 August 2016 to 30 January 2019.

The report recommended:-

that the Committee –

- (a) note the evaluation of the Christmas Village 2017;
- (b) seek annual feedback in the form of a committee report from Aberdeen Inspired annually in line with the Funding and Service Provision Agreement from August 2016-January 2019; and
- (c) note that this is the final year of the Christmas Village Funding and Service Provision Agreement with Aberdeen Inspired. This is the penultimate report relating to the feedback for the Christmas Village as requested by the Finance Policy and Resources Committee. Future delivery of the Christmas Village to be discussed by Aberdeen City Council as part of the budget setting process in 2019.

Ms Kate Timperley, Project Executive, Aberdeen Inspired was in attendance and answered questions from members.

The Committee resolved:-

- (i) to approve the recommendations;
- (ii) that reasons why so few visitors out with the city were travelling to visit the Christmas Village be circulated to members of the Committee; and
- (iii) that details of the Aberdeen and Grampian Chamber of Commerce survey dates from previous years compared to survey dates from 2017 and a copy of the survey instruments be circulated to Committee members.

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REVIEW ON THE GOVERNANCE OF THE 365 ADVISORY GROUP AND ABERDEEN FESTIVALS - PLA/18/147

9. With reference to article 13 of the minute of meeting of 24 April 2018, the Committee had before it a report by the Chief Officer – City Growth which sought approval on the proposed delivery and oversight model for Events 365 Advisory Group and Aberdeen Festivals.

The report recommended:-

that the Committee –

- (a) approve the proposed model to contribute to the delivery of Aberdeen 365 Events Plan;
- (b) note the formation of a new informal Aberdeen 365 Advisory Group;
- (c) note the composition of the new Group and agrees to appoint the Chief Officer – City Growth and Councillor Boulton as the City Council’s representatives on the group;
- (d) note the terms of reference for the new Group; and
- (e) note the secondment of a Council officer to VisitAberdeenshire to fulfil the new city-centric events development and supporting delivery role.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to recommend to the first meeting of the group referred to in the report that Councillor Boulton be appointed as Chair.

UNRECOVERABLE DEBT - CUS/18/134

10. With reference to article 24 of the minute of meeting of the Finance, Policy and Resources Committee of 20 September 2017, the Committee had before it a report by the Director of Customer Services which outlined details in relation to the numbers and values of Council Tax, Non-Domestic Rates and Housing Benefit Overpayments made unrecoverable during 2017/18 as required in terms of Financial Regulations.

The report recommended:-

that the Committee –

- (a) note the value of Council Tax, Non-Domestic Rates and Housing Benefit Overpayments deemed by the Chief Officer - Finance as unrecoverable and shown in Appendices 1 to 4 of the report; and
- (b) approve the Non-Domestic Rates debts in excess of £25,000 shown in Appendix 4 of the report are unrecoverable and be written off.

The Committee resolved:-

to approve the recommendations.

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DECLARATION OF INTEREST

In accordance with article 2 of this minute, Councillor Flynn withdrew from the meeting prior to consideration of the following item of business. Councillor Townson substituted for Councillor Flynn for this item of business.

ABERDEEN CITY LOCAL HOUSING STRATEGY 2018 - 2023 - PLA/18/037

11. The Committee had before it a report by the Chief Officer – Strategic Place Planning which sought approval of the Aberdeen City Local Housing Strategy 2018 – 2023.

The report recommended:-

that the Committee –

- (a) approve the Aberdeen City Local Housing Strategy 2018 – 2023 (Appendix 1 of the report); and
- (b) instruct Chief Officer - Strategic Place Planning to produce an annual update report on progress for each of the strategic outcomes to allow progress to be monitored and evaluated and to report back to City Growth & Resources Committee in June each year.

The Committee resolved:-

to approve the recommendations.

DECLARATION OF INTEREST

In accordance with article 2 of this minute, Councillor Flynn withdrew from the meeting prior to consideration of the following item of business. Councillor Townson substituted for Councillor Flynn for this item of business.

**ABERDEEN CITY'S STRATEGIC HOUSING INVESTMENT PLAN 2019/20 - 2023/2024
- PLA/18/060**

12. The Committee had before it a report by the Chief Officer – Strategic Place Planning which sought approval of the Strategic Housing Investment Plan for the period 2019/20 to 2023/24 which was due to be submitted to the Scottish Government by 26 October 2018.

The report recommended:-

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that the Committee approve the Strategic Housing Investment Plan and its submission to the Scottish Government.

The Committee resolved:-

to approve the recommendation.

ABERDEEN CITY'S AFFORDABLE HOUSING DELIVERY PROGRAMME - PLA/18/061

13. The Committee had before it a report by the Chief Officer – Strategic Place Planning which provided an update on the Aberdeen City Affordable Housing delivery programme.

The report recommended:-

that the Committee –

- (a) note progress made at section 3.1 of the report in relation to the number of affordable houses completed in 2017/2018 through the affordable housing supply programme;
- (b) to note the current financial position at sections 3.2 & 3.3 of the report in relation to contributions for affordable housing obtained through Section 75 arrangements with developers and funds received through the reduction in the Council Tax Discount for Second Homes and Long Term Empty Properties for the delivery of affordable housing; and
- (c) approve the allocation of the Section 75 and Council Tax monies detailed at section 3.4 of the report for the future delivery of affordable housing.

The Committee resolved:-

- (i) to approve recommendations (a) and (b) above;
- (ii) to approve the allocation of the Section 75 and Council Tax monies as detailed below noting that £13,381,560 has been allocated to help finance the building of 2,000 new social rent Council Houses for Aberdeen:-

Project	Funds (£)
Council house new build programme	13,381,560
Top up funding for Empty Homes Officer post – 2-year costs	7,350
Empty Homes Loan Fund	50,000
Advertising Low Cost Homes for Sale	5,000
Total	13,443,910

- and
- (iii) that future tables outlined at 3.1.3 of the report, identify who funded the affordable homes.

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EMPLOYABILITY ONE-STOP SHOP - PLA/18/148

14. With reference to article 15 of the minute of the previous meeting of 19 June 2018, the Committee had before it a report by the Chief Officer – City Growth which provided an update on the previously proposed employability one-stop shop.

The report recommended:-

that the Committee note the update on the proposed employability one-stop shop.

The Committee resolved:-

to agree that a cost-effective solution for the employability one-stop shop should continue to be investigated, and should any additional resource be required, a report will be brought back by the Chief Officer - City Growth to this Committee requesting such.

ALIVE AT 5 - OPE/18/097

15. With reference to article 18 of the minute of meeting of the Operational Delivery Committee of 6 September 2018, the Committee had before it a report by the Chief Operating Officer which sought approval to vary the off-street parking payment structure of four off-street car parks in line with the Alive@5 scheme, resulting in an estimated reduction in parking income.

The report recommended:-

that the Committee instruct the Chief Officer - Operations and Protective Services to submit the full year financial implications of continuing the Alive@5 scheme for consideration in the 2019/20 budget process.

The Convener, seconded by Councillor Donnelly moved:-

that the Committee approve recommendation 2.4 contained within the report.

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

that the Committee –

- (1) approve recommendation 2.4 contained within the report; and
- (2) instruct the Chief Officer - City Growth with the support of the Chief Officer - Operations and Protective Services to engage with partner organisations working in the night time economy in Aberdeen to identify and report on the Key Performance Indicators they consider appropriate that show the economic impact of the scheme on the city centre night time economy.

On a division, there voted:- for the motion (5) – The Convener, the Vice Convener and Councillors Boulton, Donnelly and Laing; for the amendment (4) – Councillors Flynn, Catriona Mackenzie, Nicoll and Yuill.

The Committee resolved:-

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to adopt the motion.

WELLINGTON ROAD MULTIMODAL CORRIDOR STUDY - PLA/18/132

16. The Committee had before it a report by the Chief Officer – Strategic Place Planning on the outcomes of the Wellington Road Multimodal Corridor Study Scottish Transport Appraisal Guidance (STAG) Part 1 Report and to gain approval to proceed to STAG Part 2 Appraisal.

The report recommended:-

that the Committee –

- (a) agree the outcomes of the Wellington Road Multimodal Corridor Study STAG Part 1 Report and approve the publication of the final report on the Council website; and
- (b) Instruct the Chief Officer – Strategic Place Planning to conduct a STAG Part 2 Appraisal, to consider the eight options identified in the STAG Part 1 report, as detailed in section 3.4, and to report the outcomes to this Committee upon completion of the work.

The Committee resolved:-

- (i) to approve recommendation (a) above; and
- (ii) to instruct the Chief Officer – Strategic Place Planning to conduct a STAG Part 2 Appraisal, to consider the eight options identified in the STAG Part 1 report, as detailed in section 3.4, and that consideration be given to the emerging options from the STAG Part 1 External Transportation Links to Aberdeen South Harbour and ensure that both STAG Part 2 reports are submitted to this committee for consideration at the same time.

2018-2048 HOUSING REVENUE ACCOUNT BUSINESS PLAN - CUS/18/145

17. The Committee had before it a report by the Director of Customer Services which provided details of the strategic review of service delivery in relation to the Housing Revenue Account.

The report recommended:-

that the Committee approve the Housing Revenue Account Business Plan appended to the report.

The Convener, seconded by the Vice Convener moved:-

that the Committee approve the recommendation contained within the report.

Councillor Nicoll, seconded by Councillor Catriona Mackenzie moved as an amendment:-
that the Committee –

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- (a) note with regret the decision of Aberdeen Labour, Conservative and Independent Councillors during the 2017/18 budget process to depart from the previously agreed financial modelling which underpins the business plan to ensure that the HRA can be sustained over a 30 year period and that setting a rent freeze has had the impact of removing £107M over the 30 years of the business plan as this cannot be built back into future years;
- (b) further note the decision of Aberdeen Labour, Conservative and Independent Councillors during the 2018/19 budget process to restrict the financial model from the recommended 4.6% increase to 2.6% has had the impact of removing £47M over the 30 years of the business plan and this cannot be built back into future years;
- (c) approve the HRA business plan appended to the report; and
- (d) reaffirm its commitment to the financial strategy contained within the Aberdeen City Council Housing Revenue Account Business Plan 2018 -2048.

On a division, there voted:- for the motion (5) – The Convener, the Vice Convener and Councillors Boulton, Donnelly and Laing; for the amendment (4) – Councillors Flynn, Catriona Mackenzie, Nicoll and Yuill.

The Committee resolved:-
to adopt the motion.

CONDITION AND SUITABILITY 3 YEAR PROGRAMME - RES/18/151

18. With reference to article 27 of the minute of meeting of Finance, Policy and Resources Committee of 20 September 2017, the Committee had before it a report by the Director of Resources which sought approval of an updated three-year Condition and Suitability (C&S) Programme.

The report recommended:-
that the Committee –

- (a) note the projects completed or legally committed to date in 2018/19 as shown in Appendix A;
- (b) note the currently approved projects and approves the amended estimated budgets for each project as shown in Appendix B;
- (c) approve the new Condition & Suitability Programme projects listed in Appendix C for inclusion in the 3-year Condition & Suitability Programme and approves the estimated budget for each project;
- (d) approve the removal of the projects listed in Appendix D;
- (e) instruct the Chief Officers for Capital and Corporate Landlord to implement the detailed 3-year C&S Programme;
- (f) delegate authority to the Chief Officer Corporate Landlord, following consultation with the Capital Board and the Convener and Vice-Convener of this Committee, to amend the C&S Programme should priorities change due to unforeseen

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- circumstances during the year, with such changes to be reported retrospectively to the Committee;
- (g) delegate authority to the Chief Officer Corporate Landlord, following consultation with the Capital Board and the Convener and Vice-Convener of this Committee, to allocate projects or additional budgets to/from a £500k reserve fund, with such allocations to be reported retrospectively to the Committee; and
 - (h) note the future C&S projects listed in Appendix E.

The Committee resolved:-

- (i) to agree recommendations (a) and (c) to (g);
- (ii) to note the currently approved projects and approves the amended estimated budgets for each project as shown in Appendix B;
 - (a) Notes in particular the projects to refurbish the toilet facilities at Kincorth Community Centre and Rosemount Community Centre;
 - (b) Notes the shortage of suitable adult changing facilities, which meet the 'changing places' standards (www.changing-places.org) that exist in publicly accessible buildings in the city;
 - (c) Instructs the Chief Officer, Corporate Landlord to investigate the potential financial and practical implications of upgrading these facilities (at 2.2(a)) to include adult changing facilities to 'changing places' standard, that would be accessible to the public during normal opening hours for these premises and bring back a brief report within two cycles of the committee; and
- (iii) to note the future Condition and Suitability projects listed in Appendix E of the report and instruct the Chief Officer – Corporate Landlord to consider 'changing places' provision in future projects.

FINANCE FOR BUSINESS - PLA/18/149

19. The Committee had before it a report by the Chief – Officer City Growth which provided information on Business Loans Scotland and sought approval for the implementation of the Co-operative Business Development Fund.

The report recommended:-

that the Committee –

- (a) note that the Council's investment in Business Loans Scotland of £225,000 will be repaid when the loan fund is closed;
- (b) approve the Council's continued participation in a new national loan fund model whereby appropriate council officers will only be required to carry out initial verification of local businesses with all due diligence being carried out by a specialist team. As the Scottish Government is providing all the loan funding there will be no direct financial implications to the Council; and
- (c) approve the implementation of the Co-operative Business Development Fund to support local businesses to deliver pilot projects and events designed to increase their business prospects per the proposals at 3.8 to 3.13 of the report.

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The Committee resolved:-

to approve the recommendations.

EXTERNAL FUNDING AND PARTNERSHIPS - PLA/18/143

20. The Committee had before it a report by the Chief Officer – City Growth which sought approval to apply for and, if successful, enter into a grant agreement for external funding opportunities through the Interreg North West Europe (NEW) programme and to nominate an elected member to be the UK representative for the Conference of Peripheral Maritime Regions' Political Bureau.

The report recommended:-

that the Committee –

- (a) note submission of an application to Interreg NWE's Hydrogen Waste Vehicles in North West Europe (HyWAVE) project, and pursuant to a successful application:-
 - (1) Note the making by the Council of an application to Interreg North West Europe for grant funding of €650,955 (£576,066);
 - (2) Note that entry into a grant agreement is subject to approval by the Head of Commercial & Procurement Services, following consultation with the Convener of City Growth & Resources Committee and the Chief Officer – Finance;
 - (3) Approve expenditure by the Council of that grant funding and the additional sum of €433,970 (£383,864) from existing Fleet Services budget over a three-year period towards the abovementioned project;
 - (4) Approve overseas travel for two officers to attend two partner meetings and annual conferences per year connected with this project, costs of which are included in the above budget and recoverable from the Interreg NWE programme;
- (b) nominate an elected member to the role of either substantive or alternate UK Representative to the Conference of Peripheral Maritime Regions' (CPMR) Political Bureau and, subject to successful nomination:-
 - (1) Approve international travel for the Elected Member and an Officer to attend up to three CPMR meetings per year in this role, subject to Aberdeen City Council's 2019/20 budget setting process.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to nominate Councillor Reynolds as the elected member in terms of (b) above.

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NEW SCHOOLS DEVELOPMENT PROGRAMME 2018 - RES/18/174

21. With reference to article 17 of the minute of meeting of the Strategic Commissioning Committee of 13 September 2018, the Committee had before it a report by the Director of Resources which sought approval for the submission of planning applications for each site, detailed discussion with landowners to transfer or purchase title as required and to allocate funding from Capital Funding/Developers Contributions to undertake detailed design works to pre-tender stage.

The report recommended:-

that the Committee –

- (a) instruct the Chief Officer - Corporate Landlord to submit fully costed Business Cases to the appropriate Committee(s) during 2019 for the proposed establishment of new schools at Countesswells, Milltimber, Tillydrone (Riverbank replacement) and Torry (including Community Hub) for approval of the allocation of the required funding;
- (b) agree to allocate a combined £7,500,000 from Capital Funding/ Developers Contributions to undertake detailed design and development works for the four projects;
- (c) instruct the Chief Officer Corporate Landlord to submit planning applications as may be required to deliver the new Schools;
- (d) instruct the Chief Officer Corporate Landlord to formally initiate the process and take title to the land at Countesswells identified for education uses; and
- (e) instruct the Chief Officer Corporate Landlord to enter into detailed negotiations for the purchase of land for a new Milltimber School and to report back to the Committee on the outcome of these discussions on 7 February 2019.

The Committee resolved:-

to approve the recommendations.

PHASE 2 OF THE CITY CENTRE MASTERPLAN QUEEN STREET DEVELOPMENT OPPORTUNITY - RES/18/176

22. With reference to article 16 of the minute of the previous meeting of 19 June 2018, the Committee had before it a report by the Director of Resources which outlined the next stage of the delivery of the City Centre Masterplan and (1) incorporated proposals contained in the approved City Centre Living Study as they related to the defined city centre boundary; and (2) contained proposals for progressing the development of the Queen Street project contained within the masterplan and proposed the pursuit of a service integration agenda across public partners as a result of the opportunity to co-locate.

The report recommended:-

that the Committee –

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- (a) implement the recommendation of the City Centre Living Study to create a dedicated resource to move forward City Centre Living;
- (b) delegate authority to the Director of Resources to take such action as is required to create the necessary project teams to move forward the proposals outlined in the City Centre Living Study (these will be a mixture of internal and external resource) through the use of £500,000 from the Non-Housing and Housing Capital Programmes;
- (c) note that the property co-location opportunities being proposed afford the opportunity to integrate multi agency services as envisaged by the council's target operating model and thereby instructs the Chief Executive to progress these opportunities;
- (d) instruct the Chief Officer (Corporate Landlord) to enter into appropriate agreements with Police Scotland and other Public Sector Partners on the colocation of services within the council's property estate; and
- (e) recommend that the Planning Management Development Committee at their meeting on 20 September 2018 approves the proposal for an Affordable Housing contributions waiver as outlined in paragraph 3.27 of the report.

The Convener, seconded by Councillor Boulton moved:-

that the Committee approve the recommendations contained within the report.

Councillor Nicoll, seconded by Councillor Catriona Mackenzie moved as an amendment:-

that the Committee approve recommendations (a) to (d) only.

On a division, there voted:- for the motion (5) – The Convener, the Vice Convener and Councillors Boulton, Donnelly and Laing; for the amendment (4) – Councillors Flynn, Catriona Mackenzie, Nicoll and Yuill.

The Committee resolved:-

to adopt the motion.

In accordance with the decision recorded under article 1 of this minute, the following items of business were considered with the press and public excluded.

CHRISTMAS VILLAGE 2017 FEEDBACK - EXEMPT APPENDIX 1

23. The Committee had before it an exempt appendix relating to the Christmas Village 2017 Feedback report, referred to at article 8 of this minute.

The Committee resolved:-

to note the exempt appendix.

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UNRECOVERABLE DEBT - EXEMPT APPENDIX

24. The Committee had before it an exempt appendix relating to the Unrecoverable Debt report, referred to at article 10 of this minute.

The Committee resolved:-
to note the exempt appendix.

CONDITION AND SUITABILITY 3 YEAR PROGRAMME - EXEMPT APPENDICES

25. The Committee had before it exempt appendices relating to the Condition and Suitability 3 Year Programme report, referred to at article 18 of this minute.

The Committee resolved:-
to note the exempt appendices.

UNESCO CREATIVE CITIES DESIGNATION - PLA/18/140

26. With reference to article 13 of the minute of meeting of 24 April 2018, the Committee had before it a report by the Chief Officer- City Growth which sought approval to proceed with a bid for UNESCO Creative Cities designation.

The report recommended:-
that the Committee –

- (a) note the business cases presented for two UNESCO Creative Cities designations;
- (b) note the consultation and research undertaken; and
- (c) instruct the Chief Officer - City Growth to proceed with developing a bid proposal for an application for the City of Crafts and Folk Art designation and to report back to Committee with the full costings for a submitted bid.

The Committee resolved:-
to approve the recommendations.

CREATIVE FUNDING GRANTS PROGRAMME - PLA/18/141

27. With reference to article 21 of the minute of the previous meeting of 19 June 2018, the Committee had before it a report by the Chief Officer – City Growth which presented applications to Creative Funding round two to allow a final funding decision to be made.

The report recommended:-

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that the Committee –

- (a) consider the applications that have been recommended for no award, highlighted within the report and agree that no award should be made;
- (b) approve the award for applications over £10,000 that have been recommended for support (from section 3.4.21 of the report) and;
- (c) note the awards under £10,000 that have been made under the Scheme of Delegation (Appendix 3 of the report).

The Committee resolved:-

to approve the recommendations.

SITE AT KING STREET/BEACH ESPLANADE (OP85) - RES/18/138

28. With reference to article 4 of the minute of meeting of the Finance, Policy and Resources Committee of 1 December 2016, the Committee had before it a report by the Director of Resources which provided information on the current status of a site in Council ownership which was zoned for a Mosque.

The report recommended:-

that the Committee

- (a) approve the proposed terms for a new 150 year ground lease incorporating an option to purchase the site at King Street/Beach Esplanade to the Aberdeen Islamic Charitable Trust and;
- (b) instruct the Chief Officer – Governance to conclude missives for the lease and option to purchase the site incorporating various qualifications as are necessary to protect the Council's interest.

The Committee resolved:-

to approve the recommendations.

COMMUNITY ASSET TRANSFER – SEATON HUTS AND DEPOT - RES/18/152

29. The Committee had before it a report by the Director of Resources which detailed the outcome of the request put forward by Seaton Community Church a Scottish Charitable Incorporated Organisation in relation to the Seaton Depot and Seaton Huts.

The report recommended:-

that the Committee –

- (a) approve the Heads of Terms provisionally agreed for the sale of the Seaton Huts and Seaton Depot to Seaton Community Church for the price of £1; and
- (b) instruct the Chief Officer – Governance to conclude missives for the sale of the Property incorporating various qualifications as are necessary to protect the Council's interest.

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The Committee resolved:-

to approve the recommendations.

DISPOSAL OF LAND, DEVIL'S DEN, WOODSIDE - RES/18/153

30. With reference to article 5 of the minute of meeting of the Property Sub Committee of 26 May 2015, the Committee had before it a report by the Director of Resources which provided details in relation to a request from the preferred bidder to amend the purchase price for the land at Devil's Den, Woodside.

The report recommended:-

that the Committee –

- (a) approve the amendment to the price and payment structure for the disposal; and
- (b) that the Chief Officer – Governance be instructed to conclude missives for the sale of the property incorporating various qualifications as are necessary to protect the Council's interest.

The Committee resolved:-

to approve the recommendations.

NEW SCHOOLS DEVELOPMENT PROGRAMME 2018 - RES/18/174 - EXEMPT APPENDICES

31. The Committee had before it exempt appendices relating to the New Schools Development Programme 2018 report, referred to at article 21 of this minute.

The Committee resolved:-

to note the exempt appendices.

DISPOSAL OF FORMER VICTORIA ROAD SCHOOL - RES/18/155

32. With reference to article 14 of the minute of meeting of Council of 5 March 2018, the Committee had before it a report by the Director of Resources which provided details of the outcome of the marketing of the former Victoria Road School site, Victoria Road, Torry.

The report recommended:-

that the Committee –

- (a) accept the offer as set out in paragraph 3.5 of the report, subject to agreement over the date of entry and safeguards to protect the Council's interest; and

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- (b) instruct the Chief Officer – Governance to conclude missives for the sale of the property incorporating various qualifications as are necessary to protect the Council's interest, together with any other matters as are required to complete the sale of the site.

The Committee resolved:-

- (i) to approve recommendation (a) above;
- (ii) to instruct the Chief Officer – Governance to conclude missives for the sale of the property incorporating various qualifications as are necessary to protect the Council's interest, together with any other matters as are required to complete the sale of the site. The missives will specify that the purchaser will be responsible for the total cost of obtaining a Defective Title Indemnity Policy (in the event that such a policy is required by the purchaser) to cover the risk of a title challenge as identified in paragraph 4.2 of the report;
- (iii) to note that officers have determined that:-
- (1) the sale complies with the terms of the Disposal of Land by Local Authorities (Scotland) Regulations 2010 which set out circumstances where the Council may dispose of land for a consideration less than the best that can reasonably be obtained; and
 - (2) the redevelopment of the asset will contribute to the economic development of the wider area and there are clear regeneration outcomes in bringing the property back into economic use; and
- (iv) to agree that the sale will be detailed in a Council press statement but that no financial details will be released.

DISPOSAL OF THE FORMER CORDYCE SCHOOL SITE - RES/18/154

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

MIDDLEFIELD REGENERATION - RES/18/157

34. With reference to article 18 of the minute of meeting of the Communities, Housing and Infrastructure Committee of 16 January 2018 which provided details of the outcome of the marketing of the Middlefield Triangle site created by the Haudagain Improvement Scheme.

The report recommended:-

that the Committee –

- (a) accept in principle the offer which scored the highest as outlined in paragraph 3.5 of the report; and
- (b) instruct the Chief Officer – Governance to conclude missives for the sale of the site incorporating various qualifications as are necessary to protect the Council's interest.

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At this juncture, the Committee were advised that in terms of Standing Order 39.2, a meeting will last no longer than six hours. The Committee agreed unanimously to suspend Standing Order 39.2 and continue with the meeting.

The Committee resolved:-
to approve the recommendations.

OPTION FOR THE OLD AECC

- 35.** The Committee were advised that this report had been withdrawn.
- **COUNCILLOR DOUGLAS LUMSDEN, Convener.**

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CITY GROWTH AND RESOURCES COMMITTEE

ABERDEEN, 31 October 2018. Minute of Meeting of the CITY GROWTH AND RESOURCES COMMITTEE. Present:- Councillor Lumsden, Convener; Councillor Graham, Vice-Convener; and Councillors Councillor Donnelly, the Depute Provost, Flynn, Laing, Catriona Mackenzie, Malik (as a substitute for Councillor Boulton), Nicoll and Yuill.

The agenda and reports associated with this minute can be found at:-
<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=618&MId=6189&Ver=4>

DECLARATION OF INTEREST

During questions on the following item of business Councillor Yuill declared an interest by virtue of him being a Council appointed member of Robert Gordon's College Board of Governors. He considered that the nature of his interest required him to leave the meeting during questions in relation to the Schoolhill public realm project. Councillor Yuill left the meeting for the duration of questions in respect of the aforementioned project.

COUNCIL FINANCIAL PERFORMANCE – QUARTER 2, 2018/19 - RES/18/205

1. With reference to item 2 of the minute of the meeting of the City Growth and Resources Committee of 1 August 2018, the Committee had before it a report by the Director of Resources which provided the financial position of the Council, as at Quarter 2 (September 2018) and the full year forecast position for the financial year 2018/19, including (1) General Fund and Housing Revenue Account (HRA) revenue and capital accounts and the associated Balance Sheet; and (2) Common Good Revenue Account and Balance Sheet.

The report recommended:-

that the Committee –

- (a) note the following
 - a) Progress made in the first half of the year to achieve budgeted savings;
 - b) General Fund and HRA financial performance to the end of Quarter 2 as detailed in Appendix 1;
 - c) Common Good financial performance to the end of Quarter 2 as detailed in Appendix 3;
 - d) General Fund forecast revenue and capital positions as detailed in Appendix 2;
 - e) HRA forecast revenue and capital positions as detailed in Appendix 2;
 - f) Common Good forecast position as detailed in Appendix 2; and
 - g) Group Entities forecast revenue position as detailed in Appendix 4;

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- (b) note the advice provided by the Chief Officer – Finance in paragraphs 3.13 and 3.14 of the report, that the Council must continue to be proactive in its financial planning arrangements and to prepare for and respond to the range of cost pressures and uncertainties described in the report and appendices;
- (c) in respect of the General Fund Revenue account, to instruct the Corporate Management Team to the Corporate Management Team to stop and reduce net expenditure wherever possible with immediate effect.

The Convener, seconded by the Vice Convener moved:-
that the Committee

- (1) approve the recommendation contained within the report; and
- (2) instruct the Director of Resources to write to Transport Scotland to seek clarification on the repairs required to the new River Don Crossing and the timescale for those repairs being completed, within which the Director should reference acknowledgement that the Transport Minister was scheduled to make a statement on 1 November 2018 regarding the AWPR.

Councillor Yuill, seconded by Councillor Nicoll moved as an amendment:-
that the Committee –

- (i) approve recommendation 2.1;
- (ii) approve recommendation 2.2 so as to allow the Corporate Management Team to stop and reduce net expenditure wherever possible with immediate effect with the Chief Officer – Finance submitting a report to the next meeting of the City Growth and Resources on 27 November 2018 detailing the actions taken to date and allowing the Committee to review these actions for the future; and
- (iii) instruct the Director of Resources to write to Transport Scotland to seek clarification on the repairs required to the new River Don Crossing and the timescale for those repairs being completed, within which the Director should reference acknowledgement that the Transport Minister was scheduled to make a statement on 1 November 2018 regarding the AWPR.

On a division, there voted:- for the motion (5) – The Convener, the Vice Convener and Councillors Donnelly, Laing and Malik; for the amendment (4) – Councillors Flynn, Catriona Mackenzie, Nicoll and Yuill.

The Committee resolved:-

- (i) to adopt the motion;
- (ii) to instruct the Chief Officer – Finance to provide the Committee, by way of email, with the exact figure of the additional commissioning costs referenced on P29 of the report, as well as detail on how this additional cost arose following the budget having been set;

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- (iii) to instruct the Chief Officer – Corporate Landlord to advise the Committee, by way of email, of the current figure of the crowdfunding for the Aberdeen Art Gallery redevelopment as well as the total expenditure, including staff resource, of running that campaign; and
 - (iv) to note that the Chief Officer – Governance would review the presentation of the report to ensure consistency and ease of reference.
- **COUNCILLOR DOUGLAS LUMSDEN, Convener.**

CITY GROWTH AND RESOURCES COMMITTEE
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	A	B	C	D	E	F	G	H	I
1	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.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3			27 November 2018						
4	City Events 2019/20	To present the events programme for approval.		Dawn Schultz	City Growth	Place	Purpose 6	D	In line with the budget setting process for 2019/20 the decisions in relation to the events programme for next year will be made by the Council at its Budget meeting in March 2019
5	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.		Gale Beattie	Strategic Place Planning	Place	Purpose 6 and Committee Decision	D	The Energy Plan will be developed in the context of other ongoing energy projects. A report will be submitted after April 2019
6	Fairtrade Resolution	Reporting the biennial review of the Fairtrade Resolution and seeking approval of the Resolution		Sinclair Laing/Olu Fatokun	Strategic Place Planning	Place	Purpose 5		
7	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		D	Conversations are ongoing with partners who are also looking at a living wall. A report will be brought back next cycle

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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
8	Collections Development Policy - Art Gallery and Museums	To approve the Collections Development Policy 2018-2022 for Aberdeen Art Gallery & Museums		Helen Fothergill	City Growth	Place	1.2		
9	Training and Employability Support Services	The CG&R Committee on 19 June 2018 agreed to (1) instruct the Chief Officer – City Growth to work with partner organisations to investigate the feasibility of running regular neighbourhood career and employability support sessions in the regeneration areas as part of the ESF-funded project; and to liaise with other services as to how they may be able to benefit from such activity and build on it to provide support and assistance to people who may no longer be able to return to employment, and report the findings, including cost implications for the non-ESF funded elements, back to a future meeting of this Committee; and (2) to instruct the Chief Officer – City Growth and the Internal and External Communications Manager to work with partner agencies to develop and deliver a marketing strategy to promote the availability of training and employability support services across the city as part of the ESF-funded project; to liaise with other services as to how they may be able to benefit from such activity and build on it to include the support services available to people who may no longer able to return to work; and report back to the November 2018 meeting of this Committee on the cost implications of the non-ESF funded elements of this.		Angela Taylor	City Growth	Place	2.2 & 2.3		
10	Cluster Risk Registers (City Growth, Finance, Governance and Strategic Place Planning)	To present the risk register		Vikki Cuthbert/ Ronnie McKean	Governance		GD 7.4		

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2									
11	Service Income Policy	To seek approval of the Service Income Policy.	The Service Income Policy and Corporate Debt Policy have been combined into a single report.	Carol Smith	Finance	Resources	1.2	D	This was due to be reported to the September meeting, however it was delayed to November committee to allow any relevant findings from the Debtors System internal audit to be incorporated into the policy.
12	Corporate Debt Policy	To seek approval of the Corporate Debt Policy	The Service Income Policy and Corporate Debt Policy have been combined into a single report.	Carol Smith	Finance	Resources	1.2	D	This report was originally due to be presented to the meeting in February 2019 but will now be reported to the meeting in November 2018 instead.
13	External Transportation Links to Aberdeen South Harbour Pre-Appraisal and STAG Part 1 Study	This report will advise Members of the outcomes of the Scottish Transport Appraisal Guidance (STAG) Pre and STAG Part 1 Appraisal that have been submitted by Peter Brett Associates consultants for External Links to Aberdeen South Harbour.	A report was also submitted to the Aberdeen City Region Deal Joint Committee on 9 November 2018.	Nathan Thangaraj/ Ken Neil	Strategic Place Planning	Place	Purpose 2 & Remit 2.3		
14	A96 Collective Travel Study	To inform committee of proposed projects and measures		Kevin Pert	Strategic Place Planning	Place	2.3	R	There are no decisions to be taken, therefore a Service Update will be circulated to members in due course.
15	Extending Employability Provision	To seek approval for an extension to the Progress through Positive Partnerships programme and associated funding requirements until December 2022		Matt Lockley	City Growth	Place	2.2 & 2.3		
16	External Funding Plan	To seek approval of the external funding plan; to note the success of the funding team for 17/18 and to note the implications of Brexit on future funding opportunities	Report now due April 2019	Susan Fraser	City Growth	Place	Purpose 1	D	CMT agreed that it would be prudent to wait to reflect LOIP changes, strategic commissioning plans and the Council's budget prior to submitting a report to Committee

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2									
19	City Centre Masterplan Project EN10: Union Terrace Gardens - Outline Design, Business Case, Development Costs and Procurement Strategy	Council on 15/3/17 agreed to instruct the Head of Economic Development to submit a report to the first available FP&R Committee with recommendations on the preferred contractor from the procurement exercise and the final costs of the scheme. At its meeting of 20 Sept 2017, the FP&R Committee agreed to transfer this item to the Council Business Statement	Following a request from a bidder, officers required to extend the tender period to allow the bidders to finalise their responses. This meant that the final costs and preferred contractor won't be known until mid-October.	Richard Sweetnam/ Andrew Win	City Growth	Place	Council Decision	D	Officers are continuing to assess the outcome of the procurement process and a report will be submitted to a future meeting.
20	Staff Travel Policy	The purpose of this report is to seek Committee approval of the amended travel policy which covers the arranging of travel for staff.	The report will also be considered by the Staff Governance Committee at their meeting in November.	Carol Smith	Finance	Resources	1.2	D	At their meeting in November the Staff Governance Committee deferred consideration of the report until January 2019 as further Trade Union consultation was required. This report will now be submitted to the CG&R Committee in February 2019.
21	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.		Bill Watson	Corporate Landlord	Resources	1.1	D	A report was originally due at the June meeting. A title investigation has confirmed that the motte is in Council ownership. A Report will be brought forward in the next cycle to determine the most appropriate account to hold the property and refer the funding of the proposed works to the budget process.
22	Option for the Old AECC	To provide Committee with an update on the plans for the old AECC site when the venue moves to the new site next year. To seek approval for the potential disposal of part of the site.		Neil Strachan	Corporate Landlord	Resources	3.3	R	Officers are requesting that this be removed from the Planner, a Private Briefing note will be circulated to members prior to the meeting in November.

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2									
23	Disposal of the former Cordyce School site	To advise members of the outcome of the marketing exercise and recommend appropriate offer to accept.		Neil Strachan	Corporate Landlord	Resources	3.3	D	A report was originally due in September 2018. A verbal update will be provided in private session at the meeting in November..
24	Climate Change 2017/18	To approve the mandatory Public Bodies Duties Climate Change report submission to the Scottish Government to ensure compliance with the requirements of Part 4 of the Climate Change (Scotland) Act 2009.	This item was transferred to CG&R Planner from ODC Planner due to its Terms of Reference.	Olu Fatokun	Strategic Place Planning	Place	Purpose 4&5		
25			07 February 2019						
26	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.	To be reported in January 2019 as part of the annual report on the Hydrogen Strategy.	Andrew Win	City Growth	Place	2.2		
27	Council Financial Performance, Quarter 3, 2018/19	To present the Council's financial position for the quarter.		Lesley Fullerton	Finance	Resources	1.3		
28	Developer Obligation Review - Community Asset Plans	Communities, Housing and Infrastructure on 8/11/17 - 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.	To be reported in January 2019 - Service updates will be provided on a bi-annual basis during the development of community asset plans.		Strategic Place Planning	Place	2.2		
29	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.		Richard Sweetnam	City Growth	Place	2.2		
30	Update on Recruitment of Developer Obligations Officer	City Growth and Resources Committee on 24/04/2018 agreed to instruct the Interim Chief Officer - Strategic Place Planning to report back to Committee in 9 months to report on recruitment and operation of the Developer Obligation Service.		Gale Beattie/David Dunne	Strategic Place Planning	Place	1.2		

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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
31	Aberdeen Adapts: Climate Adaptation Strategy	To approve a draft climate adaptation strategy for the city, for public consultation. The strategy supports the management of climate risks and opportunities for Aberdeen.		Alison Leslie	Strategic Place Planning	Place	2.2		
32	A90 Murcar North cycleway	To seek approval from members to construct cycleway between A90 Ellon Road (Murcar roundabout) and Blackdog		Claire Royce	Operations and Protective Services	Operations	2.2		
33	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	D	The report was originally due to be submitted for the meeting in November 2018, however confirmation of the date for the annual assessment meeting with Moody's is in progress with the indications at present being an early November date which will result in this report being delayed.
34	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.	Now due at February 2019 meeting	Sandra Buthlay	Finance	Resources		D	This was originally due to be submitted to the November meeting, however it was delayed to February 2019 or transfer to Council March 2019 to allow closer integration with 2019/20 budget setting.
35	Changing Places	City Growth and Resources Committee on 18 September 2018 agreed to instruct the Chief Officer, Corporate Landlord to investigate the potential financial and practical implications of upgrading these facilities to include adult changing facilities to 'changing places' standard, that would be accessible to the public during normal opening hours for these premises and bring back a brief report within two cycles of the committee	Aim to report to November 2018 meeting	Alastair Reid	Corporate Landlord	Resources			

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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
36	New Milltimber School - Purchase of Land	City Growth and Resources Committee on 18 September 2018 agreed to instruct the Chief Officer Corporate Landlord to enter into detailed negotiations for the purchase of land for a new Milltimber School and to report back to the Committee on the outcome of these discussions on 7 February 2019.		Stephen Booth	Corporate Landlord	Resources	3.3		
37	Aberdeen Renewable Energy Group (AREG) update	To update Committee on the business plan agreed by the AREG Board		Matt Lockley	City Growth		2.2 & 2.3		
38	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	City Growth	Place	1.3.6	D	This report was due in September, however the Council was in discussions with the main contractor on aspects of the works, therefore a report could not be submitted.
39	Staff Travel Policy	The purpose of this report is to seek Committee approval of the amended travel policy which covers the arranging of travel for staff.	The report will also be considered by the Staff Governance Committee at their meeting in November.	Carol Smith	Finance	Resources	1.2	D	At their meeting in November the Staff Governance Committee deferred consideration of the report until January 2019 as further Trade Union consultation was required.
40	Smart City Action Plan	The purpose of this report is to seek approval from the Committee for the implementation of the Smart City Action Plan		Wendy Robertson	City Growth	Place	2.2		
41	World Energy Cities Partnership Annual General Meeting – Aberdeen 2019	To inform Committee of Aberdeen's successful bid to host the World Energy Cities Partnership Annual General Meeting in September 2019 and to confirm associated expenditure.		Matt Lockley	City Growth	Place	2.2 & 2,3		
42			25 April 2019						

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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
43	Council Financial Performance, Quarter 4, 2018/19	To present the Council's financial position for the quarter.		Lesley Fullerton	Finance	Resources	1.3		
44	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Mark Masson	Governance	Governance	GD 7.4		
45	Aberdeen Cross City Transport Connections STAG Part 2 Study	This report will advise Members of the outcomes of the Scottish Transport Appraisal Guidance (STAG) Part 2 Appraisal that have been submitted by Peter Brett Associates consultants for Aberdeen Cross City		Nathan Thangaraj	Strategic Place Planning	Place	2.3		
46	Granite City Growing – Aberdeen Growing Food Together	To advise committee about the requirement to have and implement a Food Growing Strategy under the requirements of the Community Empowerment (Scotland) Act 2015.		Sandy Highton/Amy Gray	Strategic Place Planning	Place	2.2		
47	Consultative Draft Sustainable Urban Mobility Plan (SUMP)	To advise Members of progress to date on developing a SUMP for Aberdeen and gain approval for a draft SUMP to be published for public and stakeholder consultation.		Will Hekelaar	Strategic Place Planning	Place	Purpose 5 and Remit 2.2		
48	Bridge of Dee West – Walking/Cycling Improvements	Approval to begin detailed design		Kevin Pert	Strategic Place Planning	Place	2.2		
49	External Funding Plan	To seek approval of the external funding plan; to note the success of the funding team for 17/18 and to note the implications of Brexit on future funding opportunities		Susan Fraser	City Growth	Place	Purpose 1	D	This report was originally due at the November 2018 meeting, however CMT agreed that it would be prudent to wait to reflect LOIP changes, strategic commissioning plans and the Council's budget prior to submitting a report to Committee.
50			May 2019 onwards						
51	Following the Public Pound	To present the reviewed following the public pound policy.	To be reported September 2019	Sandra Buthlay	Resources	Finance	1.3.7		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
52	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.	A Service Update was circulated on 30 August 2018.	David Dunne	Strategic Place Planning	Place		D	Delayed from September 2018 Meeting as this policy could only be applied to projects at concept stage, projects have not advanced enough to assess the policy's effectiveness. Work is ongoing with services to assess any changes which may be required to the policy.
53	Community Food Growing Spaces	The Capital Programme Committee (12 September 2018) agreed to instruct the Chief Officer Strategic Place Planning to investigate external funding opportunities to extend the Community Food-growing Programme into a self-funded model and to report this to a future meeting of the City Growth and Resources Committee in a years' time		Sandy Highton/Amy Gray	Strategic Place Planning	Place	2.2		
54	Christmas Village 2018 Feedback	City Growth and Resources Committee on 18 September 2018 agreed to seek annual feedback in the form of a committee report from Aberdeen Inspired annually in line with the Funding and Service Provision Agreement from August 2016-January 2019		Dawn Schultz	City Growth	Place	2.3 & 3.2		
55	Aberdeen City Local Housing Strategy 2018 - 2023	City Growth and Resources Committee of 18 September 2018 agreed to instruct Chief Officer - Strategic Place Planning to produce an annual update report on progress for each of the strategic outcomes to allow progress to be monitored and evaluated and to report back to City Growth & Resources Committee in June each year.		Mel Booth	Strategic Place Planning	Place	Purpose 4 & 5		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
56	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.		Mai Muhammad	Strategic Place Planning	Place	Purpose 6 and Committee Decision	D	The report was initially on the Planner for the November 2018 meeting. The Energy Plan will be developed in the context of other ongoing energy projects. A report will be submitted after April 2019
57			DATE TBC						
58	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	R	A report to approve a procedure for carrying out temporary repairs to granite setts/cobbles was considered by the Operational Delivery Committee on 6 November 2018. A further report to outline the permanent repair options and associated costs will be submitted to ythe ODC at a later date
59	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.		Richard Sweetnam	City Growth	Place	1.2		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
60	Wellington Road Multimodal Corridor Study - STAG Part 2	The City Growth and Resources Committee on 18 September 2018 agreed to instruct the Chief Officer – Strategic Place Planning to conduct a STAG Part 2 Appraisal, to consider the eight options identified in the STAG Part 1 report, as detailed in section 3.4, and that consideration be given to the emerging options from the STAG Part 1 External Transportation Links to Aberdeen South Harbour and ensure that both STAG Part 2 reports are submitted to this committee for consideration at the same time.		Will Hekelaar/Gale Beattie	Strategic Place Planning	Place	2.2		
61	External Transportation Links to Aberdeen South Harbour - STAG Part 2	The City Growth and Resources Committee on 18 September 2018 agreed to instruct the Chief Officer – Strategic Place Planning to conduct a STAG Part 2 Appraisal, to consider the eight options identified in the STAG Part 1 report, as detailed in section 3.4, and that consideration be given to the emerging options from the STAG Part 1 External Transportation Links to Aberdeen South Harbour and ensure that both STAG Part 2 reports are submitted to this committee for consideration at the same time.		Gale Beattie	Strategic Place Planning	Place	2.2		
62			AD HOC REPORTS (CYCLE DEPENDENT ON REQUIREMENT TO REPORT)						
63	Pension Fund Guarantee Requests	To consider any pension fund guarantee requests received	To be reported as and when required.	Lesley Fullerton	Finance	Resources	1.3.4		
64	Unit 24 Howemoss Drive, Kirkhill Industrial Estate Dyce	Proposed purchase of Industrial Investment property by City Council		Stephen Booth	Corporate Landlord	Resources	3.3		
65	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		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
66	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			
67	Small Financial Assistance Grants and Gala Funding	To consider any requests not approved under delegated powers.	To be reported as and when required.	Karen Black	Finance	Resources	GD3		
68	Schoolhill Public Realm Enhancement	The Strategic Commissioning Committee on 7/6/18 agreed amongst other things to delegate authority to the Chief Officer – Place to bring forward a comprehensive public realm enhancement design for the wider Schoolhill area as future stages of works and report to appropriate committees.		Gale Beattie	Place	Place			
69	All of the below will recommended to be reported by means of a service 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.								
70	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.	Discussions continue with NHS Grampian regarding the site, however meaningful progress can only be made once the NHS operational use of the site comes to an end.	Stephen Booth	Corporate Landlord	Resources	3.3		
71	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		
72	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		

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ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 th November 2018
REPORT TITLE	Cluster Risk Registers
REPORT NUMBER	GOV/18/058
CHIEF OFFICERS	Fraser Bell, Gale Beattie, Richard Sweetnam, Jonathon Belford
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	General 7.4

1. PURPOSE OF REPORT

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

2. RECOMMENDATION(S)

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

3. BACKGROUND

Committee Roles and Responsibilities

- 3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.
- 3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. These are:-
- Governance
 - Strategic Place Planning
 - City Growth
 - Finance

Risk Registers

- 3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.
- 3.4 The previous "Directorate" risk registers have been replaced with "Cluster" Risk Registers. These are set out in appendices A-D and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.
- 3.5 Chief Officers and Directors have sought to ensure that Cluster Risk Registers meet the following requirements in terms of presentation and content:
1. Reflect the reallocation of responsibilities within the revised organisational structure
 2. Include SMART (Specific, Measurable, Assignable, Realistic, Time-measurable) actions to ensure that risk controls are fully effective;
 3. Link to organisational outcomes as set out in the LOIP and future refreshed version.
- 3.6 Over the coming twelve months, further work will be done to:-
- ensure that actions are SMART and capable of becoming fully effective within a specified timescale
 - identify links between Cluster areas, both in terms of controls and impacts, and
 - identify gaps through assurance mapping.

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

Risk Scoring Process

- 3.7 In order to apply an assessment rating (score) to a risk, the Council implements a 4x6 risk matrix.
- 3.8 The 4 scale represents the impact of a risk and the 6 scale represents likelihood of a risk event occurring.

Impact

Score

Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6

Likelihood

**Almost
Impossible**

Very Low

Low

Significant

High

Very High

- 3.9 Risk registers include an assessment of both current and residual risks. Current risk represents the risk if no controls are in place. Residual risk represents the remaining risk if the controls identified are effective.
- 3.10 The assessment of the risk includes establishing the potential impacts (consequences) of a risk as well as the likelihood of occurrence. The two multipliers produce the score and assessed level of risk.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

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

7. OUTCOMES

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

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

8. IMPACT ASSESSMENTS

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

Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix A – Governance Risk Register

Appendix B – Place Risk Register

Appendix C – Finance Risk Register

11. REPORT AUTHOR CONTACT DETAILS

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Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Risk Owner	Risk Manager	LOIP Theme(s)
Gov-001	Scheme of Governance	12 	8 	Fraser Bell	Roddy MacBeath	Prosperous Place
Gov-002	Bond Governance	12 	8 	Fraser Bell	Vikki Cuthbert	Prosperous Economy

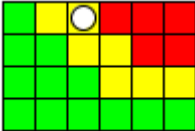
Code	GOV001	Compliance with the Scheme of Governance			
Definition	The Council should work in accordance with the Scheme of Governance to mitigate the risk of financial, reputational and/or legal challenge.				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<p>Legal challenge of decisions taken at Council, Committee or under Powers Delegated to Officers</p> <p>Financial penalties imposed</p> <p>Lowering of Council's credit rating</p> <p>Increase in complaints about decision making failures which is costly and time consuming</p> <p>CIPFA Governance Mark of Excellence accreditation is not achieved</p> <p>Target Operating Model not implemented and LOIP outcomes not realised</p>	<p>Inadequate training and information to officers leading to a lack of understanding of requirements</p>	Effective advice and guidance and consultation arrangements are robust	Partially met	<p>Impact</p> <p>Likelihood</p> <p>Very Serious Low</p>	
		Accurate, effective and timeous reports, decisions and minutes	Partially met		
	<p>Non-compliance through lack of due diligence.</p>	Training Programme in place for Scheme of Governance	Partially met		
		<p>Failure to adhere to consultation requirements</p>	Scheme of Governance in place and regularly reviewed		Fully Effective
	<p>Failure to meet statutory deadlines</p>				
	<p>Failure to follow legal/procedural advice</p> <p>Poor quality Committee reports</p> <p>Failure to adequately resource in Governance</p>				
Risk Owner	Fraser Bell		Risk Manager	Roderick MacBeath	Residual Risk Assessment
Latest Note	Updated for submission to Committee.			15 th November 2018	<p>Impact</p> <p>Likelihood</p> <p>Very serious Very low</p>

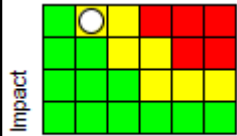
Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Deliver effective advice and guidance and ensure consultation arrangements are robust	95%	31 March 2019	31 March 2019
Description	We will make every effort to ensure that advice and guidance provided in relation to the Scheme of Governance is effective and consultation arrangements are robust. This will be done by putting in place a range of initiatives and control measures which will be reviewed continuously.		
Update	<ul style="list-style-type: none"> • Committee pages on the Zone continuously reviewed, annual survey of officers to be developed and issued (90%). • Engagement with leadership teams – e.g. clerks attend Leadership team meetings or equivalent briefings regularly (100%). • Optional debrief meetings being held with Conveners and Vice Conveners following Committee meetings (100%). • Compliance checked by clerks during consultation and via the committee report checklist, non-compliance challenged, and reports should not be going forward where the relevant consultation has not taken place. Message to be reinforced to report authors and senior officers at training sessions, via the forthcoming OIL course and at Leadership Team and equivalent meetings. (95%) 		
Assigned To	Stephanie Dunsmuir		

Action 2	Progress	Original Due Date	Amended Due Date
Ensure accurate, effective and timeous reports, decisions and minutes	95%	31 March 2019	31 March 2019
Description	We will put in place a range a range of initiatives and control measures to help ensure accurate, effective and timeous reports, decisions and minutes. This will be reviewed continuously and added to as and when required.		
Update	<ul style="list-style-type: none"> • Business Planners on agendas as required and being considered at Leadership Team meetings (100%). • Committee Report template continuously reviewed, annual review to be undertaken (100%). • Guidance for report authors continuously reviewed, annual survey to be developed and issued (90%). • OIL course or suitable alternative currently under development (90%). • Attendance at Committee training delivered quarterly with approximately 20 officers in attendance at each training session. This will be repeated on a rolling basis (100%). • Inaugural Committee cycle review meeting held for officers in Governance held in May 2018, second meeting in August 2018 and meetings to continue indefinitely (100%). • Draft decision sheets issued within 2 working days (100%). • Decision sheets published on Council website within 4 working days (100%). • Draft minutes published on Council website 3 weeks (95%). • Chief Officer – Governance will monitor quarterly statistics and escalate matters to CMT as appropriate, and will provide training to ECMT early in the New Year on processes (90%). 		
Assigned To	Martyn Orchard		

Action 3		Progress	Original Due Date	Amended Due Date
Training programme		95%	31 March 2019	31 March 2019
Description	We will deliver training on all documents within the Scheme of Governance, to elected members and officers. This will be repeated annually, and on a rolling basis, as updates are made to the documents.			
Update	<ul style="list-style-type: none"> • Initial training on the Scheme of Governance was delivered to Councillors and External Members in March 2018 - three sessions were held. 16 out of 45 Councillors attended. 7 out of 7 External Members attended. Follow up training to be developed following Council meeting of 4 March 2019 (100%). • Separate training sessions on the Procurement Regulations and Financial Regulations took place in March/April 2018 - confirmation of attendance required. Follow up training to be developed following Council meeting of 4 March 2019 (100%). • Scheme of Governance session held on 16 March 2018 for ECMT and the Third Tier Network with approximately 50 officers in attendance - feedback was positive. Follow up session to be arranged following Council meeting of 4 March 2019 (100%). • 8 training sessions held to date on Member Officer Relations Protocol. More sessions to be arranged following Council meeting of 4 March 2019 (100%). • OIL course or suitable alternative currently under development (90%). • Attendance at Committee training delivered quarterly with approximately 20 officers in attendance at each training session. This will be repeated on a rolling basis (100%). 			
Assigned To	Allison Swanson			

Code	GOV002	Risk that Bond governance arrangements are ineffective		
Definition	Ineffective governance arrangements may lead to the lowering of the Council's credit rating and / or lead to the Council, members / staff breaking the law.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Financial penalties. Investors may request the full repayment of their investment. The Council would have to identify other sources of funding which may be more expensive. The Council may not have ready access to finance to support its capital projects as and when required resulting in a delay to the delivery of key projects. Legal action against the Council. Reputational damage. Inability to raise additional capital through issue of further bonds Imprisonment 	<ul style="list-style-type: none"> Not maintaining accurate and comprehensive Insider Lists & associated protocol. Failure to notify the London Stock Exchange of major notifiable events. Unauthorised disclosure of inside information. Staff and members not being aware of the Council's statutory duties flowing from the credit rating and bond issue. 	Bond Governance Project Board develops, monitors and implements a Bond Governance Action Plan	Fully Effective	 <p>Likelihood</p>
		Communications Protocol supports active consideration of information disclosure to meet regulation compliance	Fully Effective	
		ALEOs provide quarterly trading accounts in advance of quarterly reporting of group accounts to FP&R Committee	Fully Effective	
		Insider List in place with members and relevant officers aware of responsibilities and restrictions on disclosure.	Fully Effective	
		All relevant members of staff, members and third parties receiving training	Partially Effective	
		Economic Policy Panel who will actively monitor the local and regional economic position, reporting independently in support of annual credit rating review.	Fully Effective	
		Scheme of Governance updated to reflect Bond governance requirements	Fully Effective	
		Contracts with third parties reflective of Bond	Fully Effective	
		Major contracts reflective of Bond	Fully Effective	
		Bond Protocol in place	Fully Effective	
		Deal-specific events insider lists	Partially Effective	
				Low
Risk Owner	Fraser Bell	Risk Manager	Vikki Cuthbert	Residual Risk Assessment

Latest Note	Updated for submission to Committee.	15 th November, 2018	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Very Low</p>
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Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Deal specific events	70%	30-Sept-2018	31-Dec-2018
Description	Preparation of Insider Lists in respect of deal-specific events		
Update	Additional detailed guidance being developed to support officers in developing deal specific insider lists.		
Assigned To	Deirdre Nicolson		

Action 2	Progress	Original Due Date	Amended Due Date
Training	95%	31-Jul-2017	31-Dec-2018
Description	Develop and deliver a training programme for all Insider List staff, elected members and ALEOs to raise awareness of the Council's statutory duties, new policies and procedures.		
Update	All elected members have been trained, and all ALEOs with the exception of Aberdeen Performing Arts. Staff training is ongoing with additional sessions held recently. Will be complete when all ALEOs training has been delivered. Bond video has been completed.		
Assigned To	Dorothy Morrison		

Assurance Actions

Action	Progress	Original Due Date	Amended Due Date
Internal Audit of Bond Trust Deed	40%	14-Feb-2019	14-Feb-2019
Description	To provide assurance that the Bond Trust Deed is sufficiently robust.		
Update	Audit to be submitted to the Audit, Risk and Scrutiny Committee on 14 th February 2019. Report deadline is 14 th January. Report will be circulated for management responses in Nov/Dec. Meeting held with Internal Audit to begin to scope the work. Trust Deed terms and conditions have been categorised and Internal Audit will confirm scope over the coming weeks.		
Assigned To	Deirdre Nicholson		

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Place Risk Register

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

Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Cluster	Risk Owner	Risk Manager	LOIP Themes
SPP001	Risk that key strategic plans are not delivered due to staff and process restructuring risks	8	6	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
SPP002	Risk that relationships with partners and stakeholders are not managed effectively	9	6	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
SPP003	Risk that fee income is not achieved and that funding opportunities are not maximised.	12	8	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
CG001	Risk that external funding opportunities are not maximised.	15	12	City Growth	Richard Sweetnam	Yasa Ratnayeke	Prosperous Economy

Code	SPP001	Strategic Place Planning			
Definition	Risk that key strategic plans are not delivered due to staff and process restructuring risks				
Potential Impact	<ul style="list-style-type: none"> - Failure to deliver statutory services - Customers unable to access services - Inability to deliver Key Performance Indicators (KPIs)/ Service Delivery Targets - Loss of income - Reputational damage/loss of trust - System failure and/or breakdown - Failure or delays to delivery of Transport Strategy/Strategic Infrastructure Plan/City Centre Masterplan 	Causes <ul style="list-style-type: none"> - Loss of staff with expertise - Failure to recruit and retain - Competing demands - Poor performance delivery - Delays in consultation - Uncertainty triggered by the Planning Review 	Control Effectiveness		Current Risk Assessment
			Control	Control Assessment	
			1. Review service plan/delivery plans against agreed budget and council priorities and seek approval where changes occur.	Partially Effective	
			2. Identify further opportunity training and development through partners agencies and by setting up a service wide Continuous Professional Development (CPD) programme. Opportunities for secondment service wide to help smooth work pressures.	Partially Effective	
			3. Effective local administration of Strategic Place Planning key systems	Partially Effective	Very Serious Very Low
Risk Owner	Gale Beattie	Risk Manager		Pauline Wilkinson	Residual Risk Assessment
Latest Note	<p>As part of the restructure of Strategic Place Planning, awaiting move of Roads Projects Team to Capital and Public Transport Unit to Education and Children’s Services. Budgets have been moved.</p> <p>Business case for further restructure of teams and recruitment of business-critical posts has been submitted for approval .</p> <p>Local Development Plan (LDP) adopted in January 2017. New development plan scheme published for the 2022 LDP. Timescales are tight because of delays to the Strategic Development Plan (SDP).</p> <p>CPD fully effective but ongoing year on year.</p>				<p>Impact</p> <p>Likelihood</p> <p>Serious Very Low</p>

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Review service plan against agreed budget and council priorities and seek approval where changes occur.		70%	April 2019	
Description	Failure to deliver key strategic plans – staff and process risks			
Update	Service and delivery Plans implemented to introduce changes following the service review. Development Management structural changes introduced. Review of resources and programme undertaken in Transport Strategy team. Reduction in headcount service-wide and budgets. KPIs being monitored including staff capacity and performance, an escalation process is in place. Further changes to team structures have been submitted to the Establish Control Board and its expected a decision will be made.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

Action 2		Progress	Original Due Date	Amended Due Date
Identify further opportunity training and development through partners agencies and by setting up a service wide CPD programme. Opportunities for secondment service wide to help smooth work pressures		50%	April 2019	
Description	Training, Development and Secondment Opportunities			
Update	CPD programme set up service-wide and secondment opportunities identified and offered, underway and on track.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

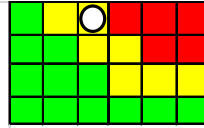
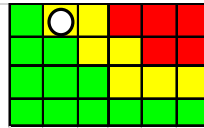
Action 3		Progress	Original Due Date	Amended Due Date
Effective local administration of Strategic Place Planning key systems		30%	July 2018	Feb 2019
Description	Key System support			
Update	Reconfiguring of super user resource has impacted on technical officers by reducing the time spent on applications. Business case following the Service Review aims to provide options from the existing staffing compliment to provide key system support and additional training to be provided to key officers to provide greater resilience, working in partnership with IT.			
Assigned To	Daniel Lewis, Gordon Spence			

Code	SPP002	Strategic Place Planning		
Definition	Risk that relationships with partners and stakeholders are not managed effectively			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Service disruption Impact on consultation feedback Loss of confidence in the Council Missed opportunities for sustainable growth Reputational damage Adverse media coverage Delay in determination of planning applications/building standards warrants 	<ul style="list-style-type: none"> Lack of clarity on how to engage Lack of clarity on timescales 	1.Early engagement with external stakeholders	Partially Effective	
		2.Failure of stakeholder engagement through the development process including pre-application	Partially Effective	
Risk Owner	Gale Beattie	Risk Manager	Pauline Wilkinson	Residual Risk Assessment
Latest Note	<p>Communications plan, community council engagement and mediation underway, continued engagement throughout the year with key stakeholder forums (such as Trinity Group, ACSEF, Agents Forum, Homes for Scotland).</p> <p>Community Council training complete for this year. Next meeting of Agents Forum planned for Spring 2019 Appeals monitored as part of quarterly statutory returns. Lessons learnt are analysed and an improvement plan is in place to introduce stakeholder feedback and address any performance shortfalls.</p>			
				Low
				Very Low

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Early engagement with external stakeholders		70%	April 2019	
Description	Early engagement with external stakeholders to understand and incorporate other processes and timescales			
Update	Well defined structure, services, roles and responsibilities and resources diverted to address delays in Strategic Development Plan (SDP). Communication plan and key engagement activities in place and ongoing.			
Assigned To	Andrew Brownrigg, Daniel Lewis, Gordon Spence, David Dunne			

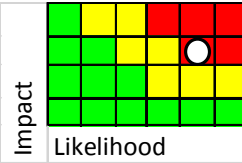
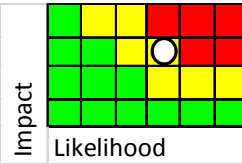
Action 2		Progress	Original Due Date	Amended Due Date
Failure of stakeholder engagement		70%	April 2019	
Description	Failure of stakeholder engagement through the development process, leading to misunderstanding and complaints			
Update	Pre-application advice has been formalised and is being used effectively, developer feedback has been positive. Project plans in place and dedicated major applications team. Defined routes of engagement in place. Changes in the processes are bedding in.			
Assigned To	Daniel Lewis and Gordon Spence			

Code	SPP003	Strategic Place Planning			
Definition	Risk that fee income is not achieved and that funding opportunities are not maximised.				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> Risk that major strategies and projects are not fully delivered Damage to Council reputation Loss of funding and future funding sources 	<ul style="list-style-type: none"> Lack of trained competent staff Conflicting priorities Consultation and engagement ineffective Workload not monitored and controlled effectively Economy does not deliver on planning and building standards projected work volumes 	1. Project planning in place for all projects with milestones, staffing levels and reporting mechanism including Committee approval	Partially Effective	 <p>Impact</p> <p>Likelihood</p>	
		2. Budget monitoring monthly, with KPI and workload monitoring	Partially Effective		
				Very Serious	
				Low	
Risk Owner	Gale Beattie	Risk Manager	Pauline Wilkinson	Residual Risk Assessment	
Latest Note	<p>Consultation and communication with planning teams at regular intervals. Project planning in place periodic review of resources and prioritisation of work load ongoing.</p> <p>Monthly budget monitoring, expenditure and vacancy control.</p>			 <p>Impact</p> <p>Likelihood</p>	
				Very serious	
				Very Low	

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Project planning		50%	April 2019	
Description	Project Planning for all projects			
Update	Project planning in place for all projects with milestones, staffing levels and reporting mechanism including Committee approval. Prioritisation of projects and monitoring of staffing levels and budget per project. Resource review and prioritisation of workload is ongoing. CPD and secondments used to help develop staffing resource for future needs.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

Action 2		Progress	Original Due Date	Amended Due Date
Budget monitoring monthly, with KPI and workload monitoring		50%	April 2019	
Description	Budgets, project finances and fee income			
Update	Budget monitoring monthly, with KPI and workload monitoring. Weekly case-load meetings assist in assessing future work demands. Monthly monitoring of fee income with management of staff vacancies and expenditure. Income projection targets require monthly review because fee income is dependent on the economic activity of the development industry and economy of Aberdeen.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

Code	CG001	City growth		
Definition	Risk that external funding opportunities are not maximised.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> • Risk that the vision for the City of Aberdeen including major strategies and projects and the opening of cultural venues are not fully realised. • Damage to Council reputation. • Loss of funding and future funding sources including European Funding reduces the ability for Aberdeen to compete as a destination of choice for business, tourism, culture and quality of life. • Confidence in the Aberdeen economy declines. 	<ul style="list-style-type: none"> • Loss of key staff • Conflicting priorities • Changes of priority • Lack of investment /reduction in budgets • Lack of partner or leverage funding • Risk that major projects and strategies are not fully delivered • Lack of political support 	1. Project planning and communications plans in place for all projects, with milestones, staffing levels and reporting mechanism including Committee approval and updates.	Partially Effective	
		2. Programme of engagement in place to promote Aberdeen and maximise Aberdeen's profile with investors	Partially Effective	
		3. External Funding Plan agreed by Committee which sets out priorities for external funding team going forward.	Partially Effective	
				Serious
				High
Risk Owner	Richard Sweetnam	Risk Manager	Yasa Ratnayeke	Residual Risk Assessment
Latest Note	External Funding plan due to be considered by City Growth and Resources Committee.			
	Project planning in place, periodic review of resources and prioritisation of work load ongoing. Council-wide co-operation across functions. Monthly budget monitoring, expenditure and vacancy control. Committee approval at key stages as required.			
				Serious
				Significant

Control Actions

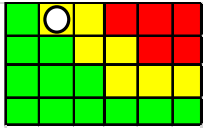
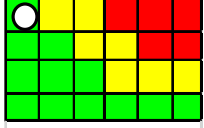
Action 1		Progress	Original Due Date	Amended Due Date
Project planning and communications plans		70%	April 2019	
Description	Project planning and communications plans			
Update	Project planning in place for all projects with milestones, staffing levels, financial monitoring and reporting mechanism including Committee approval and updates. Prioritisation of projects and monitoring of staffing levels and budget per project. Resource review and prioritisation of workload is ongoing.			
Assigned To	Yasa Ratnayeke, project sponsors			

Action 2		Progress	Original Due Date	Amended Due Date
Programme of engagement in place		50%	April 2019 onwards	
Description	Programme of engagement in place to promote Aberdeen as a tourist destination and maximise Aberdeen's profile with investors			
Update	Programmes underway throughout the year looking to maximise the potential to promote Aberdeen and attract investment and footfall to the City Centre.			
Assigned To	Dawn Schultz, Matt Lockley, Yasa Ratnayeke, Christine Rew			

Action 3		Progress	Original Due Date	Amended Due Date
External Funding plan in place		75%	Nov 2018	
Description	External Funding plan to be agreed by Committee, setting out principles and priorities for the External Funding team going forward.			
Update	Being considered at CG&R Committee in early 2019.			
Assigned To	Yasa Ratnayeke			

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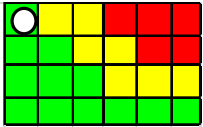
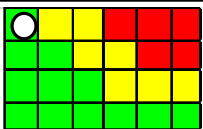
Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Risk Owner	Risk Manager	LOIP Themes
Fin001	Financial Compliance	8	4	Jonathan Belford	Carol Smith	Prosperous Economy
Fin002	NESPF Administration	4	4	Jonathan Belford	Laura Colliss	Prosperous Economy

Code	Fin001	Risk of poor financial compliance				
Definition	The Council is bound to comply with financial stewardship requirements and is subject to regular scrutiny.					
Potential Impact	<ul style="list-style-type: none"> Negative financial impact Inability to deliver essential services Government censure/special measures Credit Rating downgrade Qualified annual accounts Reputational damage 	Causes	Control Effectiveness		Current Risk Assessment	
			Control			Control Assessment
			Key financial procedures adhered to	Partially Effective		
			Annual corporate budget-setting process.	Fully Effective		
			Internal and external audit assurance	Fully Effective		
			Governance – assurance framework / robust delegated powers framework	Partially Effective		
			Financial reporting framework with Quarterly reporting to senior management and City Growth and Resources Committee	Fully Effective		
LSE reporting arrangements and training	Fully Effective					
				 <p>Very Serious Very Low</p>		
Risk Owner	Jonathan Belford	Risk Manager	Carol Smith	Residual Risk Assessment		
Latest Note	<ul style="list-style-type: none"> Reviewed and embedded Scheme of Delegation in place Reviewed and embedded Financial Regulations in place The revised Scheme of Delegation and Financial Regulations were approved by Council in March 2018. 		2 November 2018	 <p>Very Serious Almost Impossible</p>		

Assurance Actions

Action	Progress	Original Due Date	Amended Due Date
Key financial procedures adhered to - 18/19 Financial Management Plan	60%	30-April-2018	
Description	Ensuring that our key financial procedures are followed will result in our 18/19 financial out-turn position being as predicted at the Q2 monitoring position to Committee as at 31/10/2018 and maintaining sustainable finances for the council.		
Update	Complete - communications provided to budget holders; purchasing controls put in place; initial actions taken place in Accounting and Business Services Transactions team e.g. escalation of debt; monitoring arrangements put in place with CMT. To be Completed: Continuous review and reduction of forecast out-turns to meet essential spend criteria Review of areas of budget pressure Additional actions council-wide to adapt to meet financial position and monitor position		
Assigned To	Jonathan Belford		

Action	Progress	Original Due Date	Amended Due Date
Governance – assurance framework / robust delegated powers framework	30%	31-December-2019	
Description	Ensuring that our governance and assurance framework is fully understood by all staff and Members with a financial role (budget holders, administrators, project managers) will result in assurance that standing orders, delegated powers and financial regulations are competently applied.		
Update	Initial Member and budget holder training has been undertaken; systems and specific financial responsibility training (e.g. FPP) has been rolled out. Rolling out the remainder of the training and applying the competency framework in practice with regular updates through PRD and team meetings is yet to have been implemented. Recording of competencies and actions to manage knowledge and competency gaps is yet to be implemented.		
Assigned To	Jonathan Belford		

Code	Fin002	Risk of poor Administration of the North East Pension Fund (NESPF)		
Definition	The Council is Administering Authority for the NESPF and therefore accountable for its performance.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Negative financial performance Poor service delivery Reputational damage Loss of confidence by Members / Employers 	<ul style="list-style-type: none"> Lack of effective risk management Poor governance including effectiveness of Pensions Committee and Pensions Board Lack of performance measures Operational disaster, unable to access workplace Failure to recruit and develop staff Inappropriate or failure to follow agreed Investment Strategy 	Annual review of governance including Pensions Committee and Board	Fully Effective	 Very Serious Almost Impossible
		Statutory and local KPI's in place	Fully Effective	
		Disaster Recovery Policy in place, incorporated into ACC	Fully Effective	
		Ongoing review of staffing requirements and annual review of staff training plans	Fully Effective	
		Specific investment team and systems team in place	Fully Effective	
		Specific governance and employer relationship teams to provide focus and dedicated time to ensuring confidence in decision making and relationships	Fully Effective	
		Training programme for benefits officers to develop skilled staff	Fully Effective	
Risk Owner	Jonathan Belford	Risk Manager	Laura Colliss	Residual Risk Assessment
Latest Note	<ul style="list-style-type: none"> Management structure fit for purpose and reviewed regularly Training and development scheme for benefit officers Governance arrangements embedded in the Council Constitution Pension Board established and working with the Council Diversified investment strategy and multiple fund managers Risk register reviewed and updated quarterly <p>Updated for submission to Committee. As all the necessary controls have been identified and are fully effective, this risk will be removed from the register and be monitored as part of business as usual for the Finance Function.</p>		2 November 2018	 Very Serious Almost Impossible

ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources Committee
DATE	27 November 2018
REPORT TITLE	Corporate Debt Recovery and Service Income Policies
REPORT NUMBER	RES/18/259
DIRECTOR	Steven Whyte
CHIEF OFFICER	Jonathan Belford
REPORT AUTHOR	Carol Smith
TERMS OF REFERENCE	1.2

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek Committee approval of the Corporate Debt Recovery Policy that clarifies the approach to overall debt management in the council and the Service Income Policy that covers statutory and discretionary income (fees and charges) received for goods and services provided by the council.

2. RECOMMENDATION(S)

It is recommended that the City Growth and Resources Committee:-

- 2.1 Approve the Corporate Debt Recovery Policy in Appendix 1 to this report;
- 2.2 Approve the Service Income Policy in Appendix 2 to this report; and
- 2.3 Approve that the policies be implemented from 1st January 2019.

3. BACKGROUND

- 3.1 Best practice shows that a Corporate Debt Recovery Policy helps to clarify the approach to overall debt management in the council. Within that policy, Council Tax, Rent and Business Rate debt are covered by specialist legislation and guidance, and Service Income requirements are less prescriptive. Therefore, it has been considered due to the variety and autonomy afforded the council over setting and recovering charges of this nature, that a separate policy is required.

3.2 Corporate Debt policy

3.2.1 This Policy sets out the general principles to be applied in relation to income collection and corporate debt recovery management across all services provided by the Council. The Council collects income from various streams; recovery of debt such as rent, council tax and NNDR are governed more fully by legislation and other debt by sound principles of financial management.

3.2.2 This policy sets out the following:

- The purpose, objectives and scope of the corporate debt policy
- The detailed principles and hierarchy of debt
- Specific policies relating to bankruptcy, liquidation, refunds and write offs
- Appendices highlighting collection and recovery arrangements in respect of each income stream.

3.3 Service Income policy

3.3.1 The Service Income Policy seeks to clarify existing process and move towards a more consistent evidence-based approach to charging. It sets out additional measures to recover debt such as the principle of moving to up-front payment and the option of stopping services. Due to implementation timescales for technology, legislation and residual debt, collection of service income in arrears will still be required for a minimum of 2-3 years.

3.3.2 These measures are required to support financial stewardship and also as a considered form of inclusion - since non-payers may well be benefitting to the detriment of payers - and non-payers are not always those in most financial hardship.

3.3.3 Charging for local services makes a significant contribution to council finances. Charging also influences individuals' choices and behaviours, that may bring other benefits to local communities.

3.3.4 This policy sets out the following:

- The purpose and objectives of charging for council services
- Responsibilities of officers to comply with the policy
- A more structured approach to setting charges, concessions and subsidies - related to recovering cost of services, and the outcomes/priorities derived from those services
- Specific roles and responsibilities for administering charges
- An Appendix setting out details of the administration of charges including:
 - Raising new charges
 - Collection methods and encouragement of digital payment
 - Record keeping
 - Dealing with specific matters such as dispute, refunds and the option to stop services

- Reporting
- Recovery

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	If the policy is not implemented then there is a risk our reducing financial resources are not directed to outcomes.	M	All staff and Elected Members advised of new policy and given guidance to implement the policy.
Legal	None identified		
Employee	None identified		
Customer	There is a risk that the customer benefit from the council is compromised if resources are misdirected through ineffective charging.	L	All staff and Elected Members advised of new policy and given guidance to implement the policy.
Environment	None identified		
Technology	There is a risk that availability of technology reduces options to maximise effectiveness income collection.	M	Situations of lack of availability of technology are reported and actioned.
Reputational	There is a risk of reputational damage if	M	All staff and Elected Members advised of new

	the charging policy seems ineffective.		policy and given guidance to implement the policy.
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7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Effective decision making in debt recovery and setting charges could impact on the economy of the city.
Prosperous People	Effective decision making in debt recovery and setting charges could impact the prosperity of individuals in the city.
Prosperous Place	Effective decision making in debt recovery and setting charging could impact the place of Aberdeen by encouraging use of facilities and ensuring cost recovery and income generation enables resources to be directed to priority outcomes.
Enabling Technology	Recognising the benefit of digitisation to support efficient effective charging and income collection will improve how technology is enabled for staff and citizens.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Debt recovery and service income policies should be aligned to networking, communication and learning opportunities that support customer service design e.g. early intervention and prevention, data management and are aligned to good customer service.
Organisational Design	Debt recovery and service income collection staff resource should be aligned to effective organisational design e.g. a customer centric approach and ensure accountability of resource use.
Governance	Debt recovery and service income collection should align with principles of good governance.
Workforce	Staff resource for debt recovery and income management should align with workforce principles e.g. flexibility and empowerment.
Process Design	Income recovery processes should be effective in enabling the most cost efficient method to be used.
Technology	Income recovery should maximise effective use of technology.

Partnerships and Alliances	Income recovery should maximise the opportunity benefit of partnering e.g. consultation, shared charging policies
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8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The intention of this policy is to put in place an approach to more consistently consider equalities in respect of service income charges. There are no equalities or human rights implications of this report. Equalities impacts of any changes to charging policy in practice would be identified through the committee reports for budget setting as set out in the principles for charging Appendix 2 section 3.2.
Privacy Impact Assessment	Not Required
Duty of Due Regard / Fairer Scotland Duty	The intention of this policy is to put in place an approach to more consistently consider the Duty of Due Regard and Fairer Scotland Duty in respect of service income charges. There are no direct implications in this report. Duty of Due Regard/Fairer Scotland duty impacts of any changes to charging policy in practice would be identified through the committee reports for budget setting as set out in the principles for charging Appendix 2 section 3.2.

9. BACKGROUND PAPERS

10. APPENDICES (if applicable)

Appendix 1 – Debt Recovery Policy
Appendix 2 – Service Income Policy

11. REPORT AUTHOR CONTACT DETAILS

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CORPORATE DEBT RECOVERY POLICY

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ABERDEEN CITY COUNCIL

Corporate Debt Recovery Policy

1. INTRODUCTION

1.1 This document details the Council's policies on Corporate Debt Recovery of monies due to the Council.

1.2 This Policy sets out the general principles to be applied in relation to income collection and corporate debt recovery management across all services provided by the Council. The Council collects income from various streams; some of this activity is governed by legislation and others by sound principles of financial management.

1.3 The policy will apply to all Council Services and seeks to be fair but firm; it is essential that all monies due are collected effectively by the Council, and that debt owed to the Council is kept to a minimum. This is because the Council has both a legal duty and a responsibility to its' customers to ensure that income due is received promptly, and to allow for the re-investment of our income in Council Services.

1.4 Sums due to the Council can be a mixture of statutory and non-statutory charges. The methods for billing, collection and recovery of the statutory debts are tightly prescribed by statute. Our recovery practices take account of this diversity.

1.5 An effective debt management process is critical to the delivery of the Council objectives. This policy will be underpinned by the creation and maintenance of a clear framework setting out a consistent and sensitive approach to collecting debt, whilst at the same time ensuring the Council continues to maximise collection performance. A full range of recovery methods will be used as appropriate if debts are not paid.

1.6 It is inevitable that the Council will be required to pursue the recovery of debts from people and or businesses experiencing difficulty in paying such accounts. An agreed policy of how the Council manages and collects debts is therefore essential to ensuring consistency and best practice in such situations.

1.7 A customer may appeal against any decision on liability only, and must continue to pay the amount due without prejudice pending a decision.

2. AIMS AND OBJECTIVES

2.1 The aim is to maximise income collection to Aberdeen City Council and to minimise the cost of collection, while maintaining and improving the customer experience through collection and recovery.

2.2 The objectives of the integrated income collection and corporate debt recovery policy in achieving that aim are to:

- (a) Bill, collect and recover charges in an economic, effective and efficient manner that meets with legislation.
- (b) Encourage people to pay regularly; using the most cost-effective method.
- (c) Promote early personal contact across all income streams, recognising the need to prevent debts escalating.

- (d) Identify, where appropriate, support which may be required to those owing money to the Council, and ensure individual circumstances are taken into consideration promoting income maximisation.
- (e) Facilitate a co-ordinated approach to managing multiple debts owed to the Council, including a single assessment of the ability to pay, where required.
- (f) Standardise the approach to debt collection to ensure consistency of approach whilst complying with relevant legal frameworks applying to the different categories of debt.
- (g) Seek satisfactory arrangements for payment of debts at all stages of recovery. Where this cannot be achieved; we will take recovery action using the appropriate legal remedies.
- (h) Apply best practice to debt collection, to ensure all debtors are treated fairly and objectively.
- (i) Have regard to the requirements of client services within the Council including the need to protect vulnerable people and sustain persons in their homes taking account of Council Policies in relation to poverty.
- (j) The Council will educate customers on the impacts of both Universal Credit and wider Welfare Reform.
- (k) The Council aims to promote equality of opportunity and tackle discrimination.

3. SCOPE

3.1 The policy applies to the collection and debt recovery of all income streams including:

- Rent
- Council Tax including Water and Waste Water
- Non-Domestic Rates
- Housing Benefit Overpayments
- Discretionary Housing Payments
- Former Tenancy Arrears
- Legal Expenses - Rent
- Penalty Charge Notices
- Bus Lanes
- Service Income
- Business Improvement District

3.2 There are specific procedures and legislation which govern the recovery and collection of specific debts. While section 4 below sets out shared, general principles, Appendices 1 - 11 set out the process for collection for each income stream in accordance with the relevant procedures and legislation.

4. GENERAL PRINCIPLES

4.1 Aberdeen City Council's plan, will be followed in implementing this policy, '***A place where all people can prosper***' as detailed below.

"The 10-year plan aims to break the cycle of deprivation which exists for some communities in Aberdeen to create a cycle of prosperity through the delivery of four priorities for partnership working.

- Aberdeen prospers
- Children are our future

- People are resilient, included and supported when in need
- Empowered, resilient and sustainable communities”

4.2 Ensure all customers receive fair and equal treatment regardless of disability, gender, age, race, ethnic or national origin, religious belief, marital status or sexual orientation.

4.3 Ensure that customers are advised of the amounts due and the date(s) by which they should be paid at the earliest opportunity and in a clear and concise fashion.

4.4 Provide information on how to get assistance on every bill or invoice that is issued to afford customers the opportunity to address any potential concerns at the earliest opportunity.

4.5 Where non-payment will/may lead to customer incurring additional charges the customer will be notified.

4.6 When dealing with Income Collection and Debt Recovery, the Council will follow the principles outlined below:

- (a) Our action will be proportionate to the amount and frequency of the debt.
- (b) Our approach will be consistent and transparent.
- (c) We will be firm and fair with each customer.
- (d) Our manner will be courteous.
- (e) We will encourage the customer to make early contact in respect of debt related matters.
- (f) We will take the current economic climate and individual financial circumstances into account.
- (g) We will write in plain English.
- (h) We will provide assistance for people who have language or sensory communication difficulties.
- (i) We provide appropriate support to any customer who requires further assistance.
- (j) Where disputes arise, these will be investigated fairly and timeously with outcomes explained.
- (k) We will respect and protect the customer’s rights throughout the process.

4.7 We will resolve debt problems pro-actively at the earliest opportunity to help customers to maximise their income and alleviate financial hardship.

4.8 We will take a firm but fair approach to recovery and enforcement, offering help and support to all customers experiencing financial difficulties at each stage of the collection and recovery process.

4.9 Wherever possible, we will seek solutions, so the customer is better able to manage their finances and meet future liabilities. We will provide benefit and debt advice where appropriate, and thereafter, if necessary refer the customer to third parties for specialist Money Advice, such as Aberdeen City Council, Financial Inclusion Team, Shelter and Citizens Advice Bureau.

4.10 There may be instances where court action will be taken against the debtor specific to each income stream in terms of legislation.

For Council owned properties, court action may also include eviction proceedings. If necessary the Council will refer the customer to third parties for specialist advice, such as Shelter.

4.11 Aberdeen City Council may appoint Debt Collection and Sheriff Officer Service to assist in recovering outstanding debt where it has been unable to enter into any repayment schedule with the customer. This will be carried out in compliance within the procedure and legislation covering each debt stream.

5. BANKRUPTCY/LIQUIDATION

5.1 In certain circumstances, and if sufficient assets exist to meet the outstanding debt the Council will petition for Bankruptcy or Liquidation. This is usually to be utilised as a last resort, where other methods of recovery are considered inappropriate or have failed.

6. HIERARCHY OF DEBT

6.1 In the first instance an agreement will be sought from the customer to maintain current/future payments for liabilities.

6.2 Where arrears have accrued for more than one income stream then one affordable arrangement will be sought, in the following order:

- Rent
- Council Tax including Water and Waste Water
- Non-Domestic Rates
- Housing Benefit Overpayments
- Discretionary Housing Payments
- Former Tenancy Arrears
- Legal Expenses - Rent
- Penalty Charge Notices
- Bus Lanes
- Service Income
- Business Improvement District

6.3 For Council house tenants, the aim is to support and maintain their tenancy, by prioritisation of rent payments while at the same time allowing other Council debts to be reduced.

6.4 The above hierarchy of debt may be varied depending on the amount of debt for each income stream and where Aberdeen City Council considers the repayments could be more fairly apportioned, as agreed with the customer.

6.5 Where a payment arrangement is in place and only partially paid, Rent and Council Tax will take priority over other debt types.

6.6 Where the payment arrangement is not maintained and where re-negotiation has failed, then Aberdeen City Council will pursue each debt using the recovery methods, procedures and legislation applicable to that income stream.

6.7 If at any stage, the customer enters in to a new payment arrangement with the Council the recovery process will be suspended, but any statutory penalties already applied will remain.

6.8 Housing Benefit overpayments will be recovered in accordance with the relevant statutory provisions operated by the Department for Work and Pensions (DWP).

7. OFFSET OF CREDIT AGAINST DEBT

7.1 The Council will adopt a corporate approach to refunding credits or making payments, in that wherever possible checks will be made for other outstanding debts due to the Council, prior to a refund or payment being made.

7.2 Where these checks identify outstanding debts, we will write to the customer stating that the credit will be offset against debt, unless they object within 7 days.

8. REFUNDS

8.1 Where a customer continues to pay an arrangement which has been paid in full, and no other Council debt is identified, they will receive a refund.

8.2 Refunds will normally be paid by BACS transfer or exceptionally by cheque.

9. WRITE OFFS

9.1 The writing off-of debts should be followed in accordance with the Council's Financial Regulations guidelines and procedures.

9.2 A balance should be struck between protecting the Council's Financial position and ensuring writing off-of debts are in exceptional cases and kept to a minimum.

10. REVIEW OF POLICY

10.1 The Corporate Debt policy will be reviewed in the light of any legislative changes, trends or other factors that impact on the effectiveness of the policy.

10.2 Where there are no changes that would trigger a review it is intended that this be reviewed every two years as a minimum.

11. APPENDICES

11.1 The following appendices highlight collection and recovery methods applicable to the individual income streams which are not already covered in the main Corporate Debt Policy.

- Appendix 1 Rent
- Appendix 2 Council Tax (including Water and Waste Water)
- Appendix 3 Non-Domestic Rates
- Appendix 4 Housing Benefit Overpayments
- Appendix 5 Discretionary Housing Payments
- Appendix 6 Former Tenancy Arrears
- Appendix 7 Legal Expenses - Rent
- Appendix 8 Penalty Charge Notices
- Appendix 9 Bus Lanes
- Appendix 10 Service Income
- Appendix 11 Business Improvement District
- Appendix 12 References

RENT

1. INTRODUCTION

1.1 Aberdeen City Council has a housing stock and levies rentals and other housing charges.

1.2 There is a legal duty placed on the Council and its Officers to administer the management of the Council's Housing stock in accordance with the Housing Scotland Act 2010.

1.3 The Council will support tenants to sustain their tenancy and prevent home loss due to rent arrears. The Council will seek to adopt best practice e.g. through the use of Pre-Action Requirements Service Standards.

1.4 The Council will use eviction as a last resort and prevent homelessness through support and advice.

1.5 The Council will ensure any person who has been either threatened with eviction or evicted for rent arrears is advised of any statutory obligations the Council has towards them in terms of homelessness and receives a Housing Options interview in line with the Council's homeless prevention strategy.

1.6 Legal action will be taken to recover the property if a tenant fails to pay rent or agree and maintain a suitable repayment plan. All evictions will be approved by an Eviction Panel.

1.7 This Policy applies to Council tenants with a Scottish Secure Tenancy.

2. COLLECTION

2.1 Aberdeen City Council will bill and collect Council House Rents and other charges in accordance with policy and legislation.

2.2 Council rents are debited weekly. Tenants can make payments either weekly, fortnightly, 4-weekly or monthly in advance. Direct Debit is the preferred method of payment.

2.3 If the tenant is in receipt of Housing Benefit, then rental payments are credited for the week ahead. If the tenant is in receipt of housing costs through Universal Credit these are payable by DWP monthly in arrears.

3. RECOVERY

3.1 If a tenant has outstanding rental debt; the Council will carry out early intervention and follow the rent procedure ensuring that the tenant has ample opportunity to sustain their tenancy.

3.2 A first intervention task can generate when the outstanding rental debt has reached £150.

3.3 A second intervention task can generate when the outstanding rental debt has reached £250.

3.4 A third intervention task can generate when the outstanding rental debt has reached £400.

3.5 A Notice of Proceedings letter can be issued when the outstanding rental debt has reached £500 and all other recovery avenues have failed.

3.6 A customer can contact Aberdeen City Council, to make a payment arrangement to pay any balance or to query any aspect of the rental charge or debt.

3.7 Aberdeen City Council will seek 3rd party direct deductions from Department of Work and Pensions from the debtors' relevant welfare benefits to pay for outstanding rental charge where the conditions are met, and a voluntary repayment plan has failed.

COUNCIL TAX (including Water and Waste Water)

1. INTRODUCTION

1.1 Council Tax is a tax levied on all eligible domestic dwellings. The amount of Council Tax levied is dependent on the Council Tax band that the property falls into and the amount of tax to be raised.

1.2 Water and Waste Water charge is set by Scottish Water each financial year.

1.3 The full rate of Council Tax including Water and Waste Water is liable to be paid unless the property, owner or occupier is eligible for a reduction or exemption.

1.4 Council Tax including Water and Waste Water is payable in line with a statutory instalment scheme or by agreement. There is a legal duty placed on the Council and its Officers to collect outstanding debts in accordance with The Council Tax (Administration and Enforcement) (Scotland) Regulations 1992.

2. COLLECTION

2.1 Aberdeen City Council will bill and collect Council Tax including Water and Waste Water purposes in accordance with legislation.

2.2 A Council Tax bill is the first step towards collecting monies due to the Council.

2.3 The Bill itemises the Authority Charge (Council Tax Charge), Banding, Water Charge, Waste Water Charge, Amount due, the instalments due date and the payment method, with any reductions.

2.4 Payment instalments are due on or before 1st of the month, unless customer chooses to pay by Direct Debit when the available dates are either 5th, 15th, 20th or 28th of the month.

2.5 Bills and revised notices will be issued in accordance with the applicable legislation.

3. RECOVERY

3.1 Aberdeen City Council will recover all outstanding Council Tax including Water and Waste Water debts in accordance with legislation.

3.2 Where an instalment has not been paid on or before 1st of the month, a reminder notice shall be issued after the payment instalment due date.

3.3 A reminder is sent to each liable person requesting that if they wish to continue paying by instalments they must arrange for the overdue amount to be paid within 7 days from date of issue of the reminder.

Where the overdue amount is not paid, the total amount outstanding must be paid within 14 days of issue of the reminder.

The reminder notice advises that if the total amount outstanding in full is not paid or a payment arrangement made, an application will be made to the Sheriff Court for a Summary Warrant. Once this is granted 10% is immediately added to any outstanding balance.

If the account is brought in line with instalments and falls in arrears a second time, reminders will be issued again although no more than 2 reminders are issued within the same financial year.

3.4 Final notices are issued for terminated accounts for current financial year or terminated previous years with outstanding debt.

A final notice is sent to each liable person requesting that the total outstanding must be paid in full within 14 days of the issue date.

The final notice advises that if the total amount outstanding in full is not paid or a payment arrangement made, an application will be made to the Sheriff Court for a Summary Warrant. Once this is granted 10% is immediately added to any outstanding balance.

3.5 The amount due in terms of the Summary Warrant granted is then passed to the Council's Debt Collection and Sheriff Officer agent. If payment remains outstanding, recovery can be enforced by one of the relevant diligences

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Inhibition Order
- Bankruptcy (sequestration)
- Attachment of Goods

3.6 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

3.7 Aberdeen City Council will seek 3rd party direct deductions from Department of Work and Pensions from the debtors' relevant welfare benefits to pay for outstanding Council Tax including Water and Waste Water debt.

NON-DOMESTIC RATES

1.0 INTRODUCTION

1.1 Non-Domestic Rates is a tax levied on business properties which Aberdeen City Council statutorily administers on behalf of the Scottish Government.

1.2 Non-Domestic Rates will be administered and collected in accordance with the applicable legislation.

2. COLLECTION

2.1 Non-Domestic Rates bills 'demand note' are issued annually in April in accordance with legislation

2.2 Non-Domestic Rates bills, contain the liable occupier, rates poundage, any reliefs, total rates due, instalment amounts and payment method.

2.3 Revised Bills are issued weekly in accordance with the applicable legislation.

3. RECOVERY

3.1 Non-Domestic Rates are payable by 10 instalments and where the equivalent of 5 instalments have not been paid by 30 September, the right to pay by instalments is lost and the balance outstanding becomes payable

3.2 If at any time after 30 September, any ratepayer is in arrears of more than 2 monthly instalments, the balance becomes payable immediately.

3.3 Reminders are issued once a year in August for the current year's charge, as the customer should have paid 4 instalments. Payment arrangements are not made but the customer is advised they should bring their instalments up to date and then continue to pay monthly.

3.4 Final Notices are issued for current year accounts, if two or more instalments remain outstanding on or after 30 September, the amount becomes payable within 14 days and the customer loses the right to pay by instalments.

3.5 Where accounts are terminated, and the customer has not paid in accordance with the bill, a final notice is issued advising that full payment is due immediately.

3.6 If a Final Notice is not paid in full by the due date the Council will apply for a Summary Warrant at Aberdeen City Sheriff Court. Once granted a 10% statutory penalty is added to the outstanding balance.

3.7 The amount due in terms of the Summary Warrant granted is then passed to the Council's Debt Collection and Sheriff Officer agent. If payment remains outstanding, recovery can be enforced by one of the relevant diligences

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Money attachments
- Inhibition Order
- Insolvency
- Attachment of Goods

3.8 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

HOUSING BENEFIT OVERPAYMENT

1. INTRODUCTION

1.1 Aberdeen City Council is responsible for the administration of Housing Benefit in terms of the Housing Benefit Regulations.

1.2 The Council is committed to protecting public funds and will take all possible steps to recover overpayments of these benefits.

1.3 Customers are both required and encouraged to prevent overpayments occurring by notifying the Council as soon as possible of any changes that may affect the amount of benefit that they are entitled to.

2. COLLECTION

2.1 Where it has been identified that a claimant of Housing Benefit has been overpaid, and the overpayment is recoverable in accordance with the relevant statutory provisions, Aberdeen City Council will consider on a case by case basis whether it is reasonable to recover the overpayment, from whom it can be recovered and the appropriate means of recovery.

2.2 A Housing Benefit notification letter is issued advising of the overpayment and how it has been created.

2.3 Invoices are issued 28 days after the date of the Housing Benefit notification letter.

3. RECOVERY

3.1 Aberdeen City Council will recover all outstanding Housing Benefit Overpayments in accordance with legislation.

3.2 Where Housing Benefit is still in payment direct deductions will be made from on-going entitlement to Housing Benefit. Maximum rates are set by the Department of Work and Pensions (DWP) however, Aberdeen City Council may make lower set deductions based on claimant's income, the exception to this being fraudulent overpayments which are recovered at the DWP recommended rate.

3.3 Where direct deductions are not being made from ongoing Housing Benefit and the Housing Benefit Overpayment has not been paid or a payment arrangement made, a reminder is issued. The reminder advises that they must arrange for the outstanding amount to be paid within 7 days from the date of issue of the reminder.

3.4 Where the overdue amount is not paid, or a payment arrangement made, a final reminder is issued.

The final reminder advises that if the total amount outstanding is not paid in full or a payment arrangement made within 7 days from the date of issue of the final reminder, the debt will be passed to the Council's debt collection and Sheriff Officer agent.

3.5 The overdue amount is then passed to the Council's debt collection and Sheriff Officer agent. If payment remains outstanding, recovery can be enforced by one of the relevant diligences.

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings

- Attachment of goods

3.6 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

DISCRETIONARY HOUSING PAYMENT

1. INTRODUCTION

1.1 Aberdeen City Council is responsible for the administration of Discretionary Housing Payments (DHP).

1.2 DHP is an additional sum of money that can be paid if in receipt of housing benefit and additional help is required to meet housing costs.

1.3 DHP is administered and recovered in accordance with the relevant statutory legislation; The Discretionary Financial Assistance Regulations 2001.

2. COLLECTION

2.1 Where it has been identified that a DHP has been overpaid, and the overpayment is recoverable in accordance with the relevant statutory provisions,

2.2 A Housing Benefit notification letter is issued advising of the overpayment and how it has been created.

2.3 Invoices are issued 28 days after the date of the Housing Benefit notification letter.

3. RECOVERY

3.1 Aberdeen City Council will recover all outstanding DHP Overpayments in accordance with legislation.

3.2 Where the DHP Overpayment has not been paid or a payment arrangement made, a reminder is issued. The reminder advises that they must arrange for the outstanding amount to be paid within 7 days from the date of issue of the reminder.

3.3 Where the overdue amount is not paid, or an arrangement made a final reminder is issued.

The final reminder advises that if the total amount outstanding is not paid in full or a payment arrangement made within 7 days from the date of issue of the reminder, the debt will be passed to the Council's Debt Collection and Sheriff Officer agent.

3.4 The overdue amount is then passed to the Council's debt collection and Sheriff Officer agent. If payment remains outstanding, recovery can be enforced by one of the relevant diligences.

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Attachment of goods

3.5 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

FORMER TENANCY ARREARS

1.INTRODUCTION

1.1 Aberdeen City Council are responsible for pursuing rental debts where a tenancy has ended, and the account is not cleared.

1.2 The Council manage a Former Tenancy Arrears recovery escalation process.

1.3 The Council will comply with legislative requirements for pursuing former tenancy arrears.

2. COLLECTION

2.1 Aberdeen City Council will actively pursue all former tenancy debts where it is economically viable to do so.

2.2 Aberdeen City Council will use all means available to trace former tenancy debtors and collect these debts as due, including the use of our external Sheriff Officer partners Scott & Co.

2.3 Where collection attempts are unsuccessful, the debt may be written-off under the terms of Aberdeen City Council's Rents Write-Off Procedures.

3. RECOVERY

3.1 The Former Tenancy Arrears recovery escalation process will commence where the debt is greater than £25.00.

3.2 There are 3 intervention steps, each requiring to make contact with the debtor to discuss repaying the debt.

3.3 Where these 3 intervention steps fail to engage the former tenant and the debt remains unpaid, accounts can be referred to the Council's Debt Collection and Sheriff Officer agents to collect.

3.4 A customer can contact Aberdeen City Council, to make a payment arrangement to pay any balance or to query any aspect of the rental charge or debt.

LEGAL EXPENSES - RENT

1.INTRODUCTION

1.1 Where Aberdeen City Council as the landlord lodge a rent arrears case into Court for a repossession action, legal expenses can be awarded by the Court. These expenses are billed against the debtor/tenant, authorising the Council to pursue them for that debt.

1.2 Aberdeen City Council only seek the lodging fee and any associated Sheriff Officer fees from the Court in order to minimise the financial impact upon the tenant of having to lodge the case.

1.3 The Council will help tenants to sustain their tenancy and prevent home loss by prioritising any on-going rent charges above the repayment of legal expenses.

2. COLLECTION

2.1 Aberdeen City Council refer all new legal expenses awards to Council's Debt Collection and Sheriff Officer agents to collect.

2.2 The Council operates a legal expenses recovery escalation process for debts not held by Debt Collection and Sheriff Officers.

3. RECOVERY

3.1 For legal expenses, debts not with Debt Collection and Sheriff Officers, there are 3 intervention steps, each requiring the responsible officer to make contact with the debtor to discuss repaying the debt.

3.2 A customer can contact Aberdeen City Council, to make a payment arrangement to pay any balance or to query any aspect of the legal expenses charge or debt.

PENALTY CHARGE NOTICES

1. INTRODUCTION

1.1 Penalty Charge Notices are served when a contravention of the parking rules in terms of legislation has been committed.

1.2 Aberdeen City Council have powers under The Road Traffic (Permitted Parking Area and Special Parking Area) (Aberdeen City Council) Designation Order 2003, Road Traffic Regulation Act 1984 and The Removal and Disposal of Vehicles Amendment (Scotland) Regulations 2002.

2. COLLECTION

2.1 A Penalty Charge Notice is due for the full value; however, a 50% discount will be accepted if full payment is received within 14 days of issue.

2.2 Where the discounted amount is received after the 14-day period has expired this is considered as part-payment and the balance will remain due.

2.3 Thereafter, if full payment is received within 28 days of issue, the case is closed.

2.4 Informal representation can be made against a Penalty Charge Notice by contacting the Council within 28 days of receipt of the Penalty Charge Notice being applied to the vehicle.

2.5 Where informal representation is made against a Penalty Charge Notice, then the amount due on the day the appeal is received is frozen until the outcome of the appeal.

3. RECOVERY

3.1 If full payment is not received a 'Notice to Owner' is sent to the registered keeper of the vehicle at the time of the alleged contravention, according to DVLA records. When in receipt of a 'Notice to Owner', payment or representations can be made by the registered keeper.

3.2 Where representation is unsuccessful a Notice of Rejection is issued, the penalty must be paid, or an appeal made to the Independent Parking Adjudicator within 28 days.

3.3 Where payment remains outstanding 28 days after a Notice to Owner has been issued, or after an appeal or representation has been refused, the Council may issue a Charge Certificate increasing the penalty by a further 50% of the original charge.

3.4 After a Charge Certificate has been issued and remains unpaid, it may be passed to the Council's Debt Collection and Sheriff Officers for recovery, which can be enforced by one of the relevant diligences.

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Inhibition Order
- Insolvency
- Attachment of Vehicles

3.5 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

BUS LANES

1. INTRODUCTION

1.1 Bus Lane Charge Notices are served when a contravention of the bus lane rules in terms of legislation has been committed.

1.2 Aberdeen City Council have powers under The Bus Lane Contraventions (Charges, Adjudication and Enforcement) (Scotland) Regulations 2011.

1.3 The Bus Lane Enforcement Charge Notice is sent to the registered keeper of the vehicle according to Driving and Vehicle Licence Agency (DVLA) records.

1.4 Representation can be made within 28 days of receipt of the Bus Lane Enforcement Charge Notice to the Council against one of twelve statutory grounds of appeal.

2. COLLECTION

2.1 A Bus Lane Charge Notice is due for the full value; however, an early payment discount of 50% is offered where a Charge Notice is accepted and paid within 14 days.

2.2 Where the discounted amount is received after the 14-day period has expired this is considered as part-payment and the balance will remain due.

2.3 Thereafter, if full payment is received within 28 days of issue, the case is closed.

2.4 Where representation is unsuccessful then a Notice of Rejection is issued, and the full amount is due. The Penalty must be paid, or an appeal made to the Independent Parking Adjudicator within 28 days.

3. RECOVERY

3.1 If full payment is not received and no representation is made within 28 days then a Charge Certificate is sent to the registered keeper of the vehicle at the time of the alleged contravention, according to DVLA records.

3.2 After a Charge Certificate has been issued and remains unpaid, it may be passed to the Council's Debt Collection and Sheriff Officers for recovery, which can be enforced by one of the relevant diligences.

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Inhibition Order
- Insolvency
- Attachment of Vehicles

3.3 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

SERVICE INCOME

1. INTRODUCTION

1.1 Aberdeen City Council is responsible for collection of charges levied by invoice for services provided.

1.2 The responsibility for charging and invoicing lies with each Service imposing the charge.

1.3 Customers who receive on-going services from the council may have these services suspended or withdrawn if they have unpaid invoices. This decision will be made by the individual Services.

1.4 Where a debt is in dispute, responsibility remains with the Service.

2. COLLECTION

2.1 Aberdeen City Council raises an invoice for the service provided, there is no specific legislation.

2.2 Invoices are issued monthly or quarterly and have a 28-calendar day payment from the date the invoice is raised, in which to pay in full.

2.3 Charging Orders are issued by the Council to owners of properties which have been served with a Serious Disrepair Notices and have a statutory payment term of 30 years.

3. RECOVERY

3.1 Where an invoice for the service has not been paid, a reminder is issued 7 days after the 28-calendar day payment term being reached.

3.2 A final notice is issued 14 days after the reminder. This states that there is, 7 days to make full payment, failing which legal proceedings will commence.

3.3 Debts which remain outstanding are then passed to the Council's Debt Collection and Sheriff Officer agent. After all pre-litigation actions, and as a last resort a Court Decree is applied for, thereafter recovery may be enforced by one of the relevant diligences.

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Inhibition Order
- Insolvency
- Attachment of Goods

3.4 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

BUSINESS IMPROVEMENT DISTRICT

1.0 INTRODUCTION

1.1 Business Improvement District (BID) is a charge levied on business properties which Aberdeen City Council statutorily administers on behalf of Aberdeen Inspired.

1.2 The BID levy is administered and collected in accordance with the Business Improvement Districts (Scotland) Regulations 2007 legislation and local BID Levy Policy which is determined by Aberdeen Inspired.

2. COLLECTION

2.1 The BID account notices are issued annually in April and the levy is payable in one instalment.

2.2 The BID account notices contain the name of the person or company liable to pay the levy, rateable value, any reliefs, total levy due and payment method.

2.3 Revised BID account notices are issued weekly.

3. RECOVERY

3.1 A Reminder Notice is issued, if the BID levy is one month overdue.

The reminder advised that the amount due is required to be paid in full within 7 days.

3.2 A Final Notice is issued one month after the reminder notice, where the overdue amount has not been paid in full or a payment arrangement made.

The final notice advises that if the amount due is not paid in full within 14 days, the Council will apply for a Summary Warrant at Aberdeen City Sheriff Court. Once granted a 10% statutory penalty is added to the outstanding balance.

3.3 The amount due in terms of the Summary Warrant granted is then passed to the Council's Debt Collection and Sheriff Officer agent. If payment remains outstanding, recovery can be enforced by one of the relevant diligences

- Arrestment of Bank/Building Society accounts
- Arrestment of Earnings
- Money attachments
- Inhibition Order
- Insolvency
- Attachment of Goods

3.4 A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

Appendix 12

REFERENCES

The undernoted list of main references is not exhaustive.

Appendix 1 - Rent

Housing Scotland Act (2010)
Rent Management Policy

Appendix 2 - Council Tax, Water and Waste Water Charges

Local Government Finance Act 1975
The Council Tax (Administration and Enforcement) (Scotland) Regulations 1992
Scottish Water
Council Tax, Water and Waste Water charges procedures

Appendix 3 - Non-Domestic Rates

Local Government (Scotland) Act 1947, 1973, 1975
Non-Domestic Rates procedures

Appendix 4 - Housing Benefit Overpayments

The Housing Benefit Regulations 2006
Housing Benefit Overpayment procedures

Appendix 5 - Discretionary Housing Payments

The Housing Benefit Regulations 2006
Discretionary Housing Payments procedures

Appendix 6 - Former Tenancy Arrears

Housing Scotland Act (2010)
Rent Management Policy

Appendix 7 – Legal Expenses – Rent

Housing Scotland Act (2010)
Rent Management Policy

Appendix 8 - Penalty Charge Notices

The Road Traffic (Permitted Parking Area and Special Parking Area) (Aberdeen City Council) Designation Order 2003,
Road Traffic Regulation Act 1984
The Removal and Disposal of Vehicles Amendment (Scotland) Regulations 2002
Penalty Charge Notices procedures

Appendix 9 - Bus Lanes

The Bus Lane Contraventions (Charges, Adjudication and Enforcement) (Scotland) Regulations 2011.
Bus Lane procedures

Appendix 10 - Service Income

Service Income procedures

Appendix 11 - Business Improvement District

Business Improvement Districts (Scotland) Regulations 2007 legislation
Local BID Levy Policy determined by Aberdeen Inspired.
Business Improvement District procedures

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SERVICE INCOME POLICY

SERVICE INCOME POLICY

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SERVICE INCOME POLICY

1. INTRODUCTION

Charging for local services makes a significant contribution to council finances. Charging also influences individuals' choices and behaviours, that may bring other benefits to local communities.

This policy covers all statutory and discretionary income (fees and charges) received for goods and services provided by the council.

1.1 Purpose of Policy

The aim of the policy is to ensure that the council's fees and charges are set within a value for money framework, whereby financial, performance, access and equality are considered fully and appropriately, and decisions taken represent a transparent and balanced approach.

The Council aims to maximise corporate income collection through the efficient and coordinated use of resources, delivered using consistent and well managed processes.

Pre-payment and easy to access payment methods will be encouraged through a range of channels will be a core priority to maximise income, minimise debt management activity and support financial inclusion.

1.2 Objectives of Policy

The objectives of the policy are to provide clarity and consistency in the way that income generation and collection to the Council can be maximised through embedding best practice methods. It supports prompt, effective and efficient billing and debt management. The key objectives are to:

- ensure that charges reflect council's Corporate Strategy, service objectives and priorities and the Local Outcome Improvement Plan;
- calculate fees and charges on a full cost or marginal recovery basis, depending on competition and any other relevant factors;
- consider cost of collection to ensure that fees and charges are economic to collect;
- maximise income for the council;
- offer choice and minimise exclusion;
- protect tax-payers interests by minimising debt and late payment;
- ensure equality and consistency when dealing with customers;
- ensure compliance with legal and statutory requirements;
- implement appropriate debt management.

1.3 Legal Basis for Charging

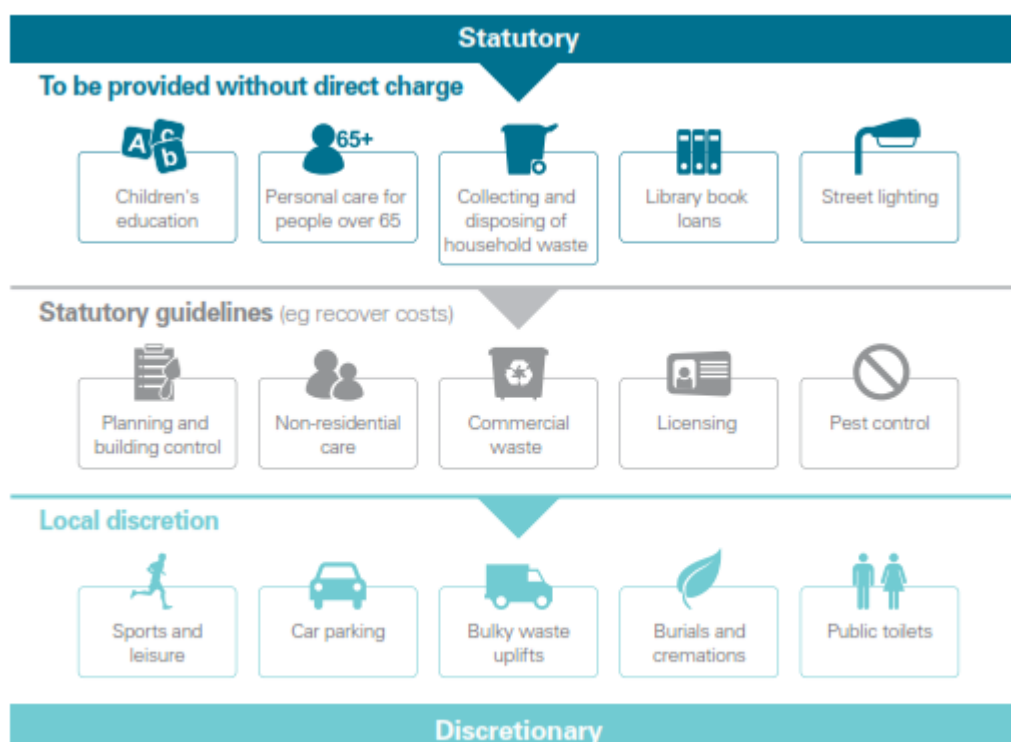
The legal basis for charging is set out in a range of legislation - the Local Government in Scotland Act 2003 specifies areas that must be provided without charge. The Community Care and Health (Scotland) Act 2002 covers areas of charging for social care. The Environmental Protection Act (1990) covers trade refuse. The Civic Government (Scotland) Act 1982 covers licensing.

Councils do not have complete freedom to charge for services. Many council services are provided with no direct charge to the service user. Examples include children's

education and street cleaning. Services such as these are funded through national and local taxes.

Councils do however have discretion to charge for other services. For example, the service user typically pays for services such as planning consents and building control certificates, the use of sports facilities, licensing and burials and cremations. Councils may also offer price concessions to certain service users based on, for example, their age, employment or financial circumstances.

Examples of how charging legislation applies to different services are shown below:



Source: Audit Scotland

Councils have discretion to subsidise services. Where a service is subsidised, public money is used to contribute to part of the costs of providing the service. Subsidy applies to the service as a whole and is not targeted to a particular social group. Councils can also apply concessions through reduced fees and charges to certain groups, for example to encourage equal access to services.

1.4 Application of Policy

The policy applies to all council operations and activities. The key principles arising from the policy should also be applied to arms-length organisations, including schools and partnerships, unless there are alternative regulations that govern these organisations.

The council's financial regulations set out the systems and procedures for managing income and expenditure. This policy sets out in more detail issues relating to income but remains within the compliance suite set out in the financial regulations.

The policy sets out key principles of compliance, purpose and outcome of charging for services, cost recovery, administration of charges and recovery of income.

2. COMPLIANCE

It is the duty of all officers employed by the Council to fully comply with this policy that facilitates the Financial Regulations. Failure to comply with the requirements contained within this policy and the associated guidance and procedures may result in an investigation under the Council's Conditions of Services Disciplinary and Appeals Procedure.

Any breach or non-compliance with this policy must, on discovery, be reported immediately to the Chief Officer – Finance. The Chief Officer - Finance may consult other relevant officers, including the Chief Executive, to determine the appropriate action.

Employees who deliberately obstruct or unreasonably fail to provide information to Auditors or Investigation Officers within the specified period may be subject to disciplinary action.

3. PURPOSE AND PRINCIPLES OF CHARGING FOR SERVICES

3.1 Purpose for Charging

The Council faces continuing financial pressures through increasing costs and demands on services. There is therefore an increasing need for councils to examine potential sources of income, including charging more for their services.

Charges can be a means to sustain and improve services. They can also be used to bring in new sources of income or be used to help a council to improve the services it offers. In setting charges, councils must consider the impact on the service user. They must also understand the contribution charges make to their council's overall financial position.

3.2 Principles for Charging

The Council will be clear on their overall objectives for charging and have guiding principles in place. We should also understand the legislative context, the views of users and other stakeholders, and the likely impact of charges on service uptake and income. The Council will consider how to introduce new or increased charges. It is often prudent to phase in charges over a period.

The framework for setting charges is shown below

- Charges will be set annually as part of the budget process
- Councillors will take a lead role in setting aims and priorities for charges and concessions.
- Clear corporate principles and service objectives will be set out for how charges and concessions are applied.
- Decisions will be made with an understanding the costs of providing services, including unit costs, subsidy, and the costs of collecting charges.
- Services will be kept under review to ensure that charges are appropriate and align with service and corporate objectives.
- Charges will be designed to consider the views of users and the potential impact on uptake and income.
- Charges will be designed to consider the impact of equalities and human rights and the Duty of Due Regard/Fairer Scotland duty.

- Concessions will be designed that target priority groups and are consistently applied across services.
- Charges may consider market research, comparative data, management knowledge, service demand, alternative services (competition) and benchmarking
- Charges will consider the cost of delivering the service and collecting the fee

Overriding principles of applying charging policy are shown below:

1. Fair shares	2. Rationality and prioritisation	3. Stability and predictability
A. Subsidy from taxpayer to service user should be a conscious choice.	A. Fees and charges should reflect key commitments and corporate priorities.	A. The impact of pricing policies should be managed through phasing over time where the impact is high.
B. Concessions for services should follow a logical pattern.	B. Price should be based on added and perceived value as well as cost.	B. Policies should fit with the council's medium-term financial strategy, ie, be affordable to service users and taxpayers.
C. Fees and charges should not be used to provide subsidy to commercial operators from the council taxpayer.	C. There should be some rational scale in the charge for different levels of the same service.	C. Fees and charges should generate income to help develop capacity, deliver efficiency and sustain continuous improvement.
D. A tough stance should be taken on fee dodging.	D. There should be some consistency between charges for similar services.	

The way that income is collected and the timing of income collection both determine how quickly the income is recovered, the extent to which there is scope for non-payment and the costs of collection. Therefore the Council will look to move to electronic payment in advance wherever possible.

The Council will monitor and review the impact of charging decisions. Where pricing aims to achieve a policy aim it is important to monitor whether this has been achieved in practice. This will include identifying any unintended consequences of pricing decisions such as people withdrawing from services. For example, initiatives to increase participation in exercise or to encourage healthy eating for school children could be affected by price increases.

The Council will on a 3-yearly cycle, review its service income policy, charging and concessions. As part of this we will assess the impact of charging arrangements and ensure that service charges comply with corporate guidelines.

3.3 Determining concessions

The council will wish to target certain services or specific groups of residents or visitors and in doing so it may decide to apply discounts or concessions.

The decision about whether and how to apply concessions must be taken with full information about the demand for the service and the contribution that the service

makes to council and service priorities. In other words, there must be a reason why the concessions are relevant, and a positive decision made that the concessions should be offered to specific customer groups. This decision should always be taken with a clear understanding of any budgetary implications.

Examples of customer groups that might be eligible for concessions to satisfy service priorities and objectives are:

- Children (of various age ranges)
- Students (or people in full time education who are not children)
- Young people other than children (of specific age ranges)
- Homeless persons
- People on low incomes (or people in receipt of benefit)
- The over 60s (or other ranges of older customers)
- People with particular disabilities
- Ethnic groups
- Visitors
- Commercial sector / small businesses
- Residents
- Employers
- Staff

The list is not exhaustive, but in every case where a concession is granted, there should be a sound reason why the concession has been made. This will assist the council to achieve consistency, equality and inclusion in the delivery of services.

In some cases, there may be nationally prescriptive concessions and where this is the case, there is often government support to help fund these. However, these concessions should be subject to the same principles as all other concessions.

In other cases, there is comprehensive government guidance on the financial assessments that need to be carried out to determine the contribution that customers should make towards charges.

4. COST RECOVERY AND SUBSIDISATION

4.1 Subsidy

The Council will base its decisions on clear information on service costs and subsidies. They will be based on an understanding of the full costs involved in delivering the service, including overhead costs and the costs of related services.

By identifying the full costs involved in delivering services, the Council can then understand the extent to which charges recover costs. This is important if councils are to demonstrate that charges are reasonable and reflect the actual costs of delivery. It also allows them to understand the extent to which public money is used to subsidise services.

Wherever possible the Council will base its decisions on using unit cost information. Unit costs are particularly useful when setting charges as they can help to identify the costs of the discrete activities the service user is paying for. Calculating unit costs involves identifying a suitable costing basis such as the cost per transaction, or the cost per visit. As part of this, overheads and other 'fixed' costs such as building costs need to be factored in, as do 'variable' costs such as staff time, materials and other expenses. Costs are then apportioned to the activity in question.

In meeting the above principles that:

- Subsidy from taxpayer to service user should be a conscious choice; and
- Fees and charges should reflect key commitments and corporate priorities.

The council will apply the following principles in applying subsidy:

- Services essential for well-being – will be considered for subsidy
- Services that contribute to well-being – will be considered for subsidy balancing the importance of cost recovery
- Other services – will be subject to the principle of full cost recovery
- Trading services – may be subject to the principle of making an appropriate trading surplus for redirection to other priority services

Applicable services in the above categories are set out in appendix A.

4.2 Costing and Pricing Mechanisms

In setting prices, the Council will consider the most effective pricing mechanism to encourage cost recovery with due consideration to the other principles set out in section 3.2.

Pricing can be based on:

- Cost-based pricing – to recover all or a proportion of the costs of providing the service – this can be calculated in advance to provide a fixed fee or retrospectively once the exact cost of service is known. It is generally more effective for recovery to provide services based on a fixed fee.
- Competition-based pricing – to reflect market rates.
- Demand-based pricing – to promote, or to control and limit uptake.

5. ROLES AND RESPONSIBILITIES

5.1 Administration of charging

Council Functions (Relevant Chief Officer)

Relevant Chief Officers are responsible for:

- ensuring staff in their service understand and carry out their roles within this Policy.
- providing costing and performance information for decision making to enable fees and charges for their services to be appropriately levied
- providing information to the budget and financial planning process in respect of service income
- ensuring records are prepared and retained of sales orders, customers, fees and charges levied, outstanding amounts due, VAT and relevant evidence of service or goods provided
- ensuring records of service income reconcile to the council's financial ledger
- aligning records with the Council's single view of the customer and encouraging choice and efficiency in payment methods
- supporting recovery action or liaising with customers to stop service where appropriate
- responding to performance targets for service income within their remit

Chief Officer - Customer

Business Services Transaction Team:

- administering records of sales orders, customers, fees and charges levied, outstanding amounts due, VAT and relevant evidence of service or goods provided
- aligning records with the Council's single view of the customer and encouraging choice and efficiency in payment methods
- administering recovery action and liaising with customers to stop service where appropriate
- responding to performance targets for service income
- monitoring and reviewing customer accounts
- reporting service income information
- customer enquiries

Revenues and Benefits Team:

- administering legal recovery action
- responding to performance targets for legal recovery

Chief Officer – Finance

Accounting Team:

- establish and review service income policy and procedures for the council
- provide advice and set controls to ensure that service income policy and procedures are adhered to
- maintain accounting arrangements to ensure the prompt and proper recording of all money due to the Council.
- administer the council's bank accounts ensuring that all service income is appropriately banked and recorded

Other responsibilities

- auditors will review the systems of control of service income
- external recovery agents may undertake work on the Council's behalf to agreed standards

5.2 Write off of Service Income

The City Growth and Resources Committee is responsible for approving all service income debt write offs over £25,000.

The Chief Officer - Finance is responsible for setting the accounting policy on uncollectable and bad debt. Appropriate provisions for bad debt will be considered when preparing the Annual Accounts.

The Chief Officers named below have the authority to approve write-off in the five categories of:

- (a) insolvency, receivership, liquidation and sequestration;
- (b) ceased trading/defunct company;
- (c) unable to trace or deceased;
- (d) recommendation of sheriff officer; and
- (e) balances that are uneconomic to pursue.

Where the named Chief Officers consider a debt to be uncollectable they must prepare and retain a schedule of debtors showing name, address, amounts due, and reason for the debt.

The Chief Officer - Finance and the Chief Officer – Customer Experience have authority to write off service income debts up to £25,000.

The Chief Officer - Customer Experience may delegate authority, to nominated officers to write off debts up to the value of £10,000 per debtor, in the categories outlined above, on the basis that a schedule of debt so written off is supplied to The Chief Officer - Customer Experience by the nominated officers on a regular basis, no less frequently than 6 monthly.

The Chief Officer - Customer Experience shall also submit reports, no less frequently than annually, to the City Growth and Resources Committee advising of the number and value of debts exceeding the delegated authority outlined above that they

recommend for write off. This report must include individual details of each debt and the reasons for recommending write-off.

6. RECOVERY OF SERVICE INCOME

6.1 Standard recovery process

Where an invoice for the service has not been paid, a reminder is issued 7 days after the 28-calendar day payment term being reached.

A final notice is issued 14 days after the reminder. This states that there is 7 days to make full payment, failing which legal proceedings will commence.

Debts which still remain outstanding are then passed to the Council's debt collection and Sheriff Officer agent. After all pre-litigation actions, and as a last resort a Court Decree is applied for, thereafter recovery may be enforced by one of the relevant diligences.

- * Arrestment of Bank/Building Society accounts
- * Arrestment of Earnings
- * Inhibition Order
- * Insolvency
- * Attachment of Goods

A customer can contact Aberdeen City Council or the Council's Debt Collection and Sheriff Officers to make a payment arrangement to pay any balance or to query any aspect of the charge.

6.2 Sensitive recovery process

In circumstances where the debtor is a vulnerable person or in respect of services essential to well-being, the Business Services Transaction Team leader has discretion to defer further recovery action (see Appendix A).

Such discretionary recovery will be reported on a monthly basis as part of the performance management regime.

The Business Services Transaction Team Leader may authorise extended credit to customers experiencing a temporary cash flow problem. Extended credit can mean:

- Authorise continued service provision to a customer where historic invoices remain due
- Arrange deferred payment terms for existing and historic invoices

6.3 Payment plans

Payment plans are arranged by the Business Services transactions team. Payment plans must be confirmed in writing to the customer with, where necessary, a target date for the resumption of normal terms.

The policy for payment schedules (payment arrangements) is as follows:

- No arrangements for debts < £100
- Debts between £100 and £1000 – arrangement to a maximum of 12 months
- Debts over £1000 – arrangement to a maximum of 24 months
- Debts over £10,000 must be referred to the Business Services Transaction Team Leader before any arrangement is agreed.

6.4 Cessation of service

Monthly performance information for accounts that are overdue will be prepared by the Business Services Transaction Team.

Where there are outstanding invoices in relation to an ongoing, regular service then provision of service may be withheld where there is not a statutory requirement to provide that service (for example for health and safety reasons).

Each service will maintain a policy in respect to withholding chargeable services for each relevant service. Services essential to well-being will not be subject to cessation.

6.5 Bad debt provision

A provision to protect the Council against a prudent estimate of unpaid debt will be kept in reserve and calculated according to the Council's accounting guidelines and Codes of Practice.

This will be based on an estimate of the percentage of debt that will be unrecoverable based on historic information and known changes in the type of debt or economy.

Specific debts can be incorporated within the Provision at the recommendation of the Business Services Transaction Team leader in conjunction with Accountancy staff.

6.6 Barred debts

Barred debts are governed by the Prescription and Limitation (Scotland) Act 1973. Under this Act some unsecured debts become statute barred (or cease to exist) after 5 years.

The Council and its officers will make all attempts to protect tax-payers by ensuring that debts do not become statute barred.

7. ASSOCIATED DOCUMENTS

In applying this policy, compliance is required with all documents contained within the ACC Scheme of Governance, and specifically with the associated documents set out below.

7.1 Financial Regulations

Financial Regulations are an integral part of the stewardship of Council Funds. Adhering to the Regulations ensures that all financial transactions of the Council are conducted in a manner which demonstrates openness, integrity and transparency. They form a significant part of the governance of the Council.

https://committees.aberdeencity.gov.uk/documents/s80098/AppE_FinancialRegs.pdf

7.2 Corporate Debt Policy

The Corporate Debt Policy covers all types of income receivable by Aberdeen City Council, and sets policy and support where a customer owes more than one type of debt.

Appendix A

Type of Charge	Policy category	Recovery category
Adventure Aberdeen	C	ST
Allotments	C	ST
Beach Ballroom	C	ST
Blue badges	C	ST
Building control fees	S	ST
Building works	T	ST
Car parking	T	ST
Child care	C	ST
Children's hearings	E	SE
Commercial waste	S	ST
Community transport	C	ST
Contract cleaning	S	ST
Creative Learning	C	ST
Crematoria and burial services	C	ST
Design work	S	ST
Domestic household waste charges	C	ST
Environmental services purchases (e.g. planters)	S	ST
Events	S	ST
HMO fees	S	ST
Housing Support Services (e.g. sheltered accommodation)	E	SE
Libraries	C	ST
Licencing	S	ST
MOTs	S	ST
Museums and Art galleries	C	ST
Music tuition	C	ST
Planning fees	S	ST
Property and land charges	T	ST
Protective services licences	S	ST
Protective services inspections	S	ST
Registrar fees	S	ST
Roads and Street works fees	S	ST
Roads and street works fines	S	ST
School meals	C	ST
Social Care charges	E	SE
Sports Lets	C	ST
Staff meals	S	ST
Trade missions	S	ST
Policy categories		
Essential for well-being	E	
Contributes to well-being	C	
Standard service	S	
Trading service	T	
Recovery categories		
Sensitive recovery	SE	
Standard recovery	ST	

PROCEDURE FOR ADMINISTRATION OF SERVICE INCOME

- 1 Raising a new type of charge
- 2 Review and revision of charges
- 3 Methods of collecting income
- 4 Customer choice over payment method
- 5 Sales orders and pricing information
- 6 Raising customer accounts for payment in arrears
- 7 Invoicing
- 8 Payment in advance
- 9 Direct debit
- 10 Credit terms
- 11 Payment methods
- 12 Cancellations and refunds
- 13 Late payment
- 14 Dispute
- 15 Targets for service income
- 16 Performance monitoring of service income
- 17 Reporting of service income
- 18 Dormant accounts and GDPR

1. Raising a new type of charge

Exploring charging mechanism

When developing new services or changing service offerings, officers should have consideration of customer need, demand, operating costs and budget impact and the potential to charge for the service.

There may be different considerations if this is a new charge within an existing type of charge, or a completely new charge, particularly if it relates to a new charging method or site.

Officers should seek advice from their accounting contacts at the earliest opportunity to advise in developing the business case for the change to service and consider charging appropriately for that service.

Setting a charge

Development of new services and service offerings will be reported to the relevant service committee. This will include the business case for the change and all relevant implications.

Where there is a financial implication, this will also require approval by the City Growth and Resources Committee in its remit to oversee the financial stewardship of the council.

Administration

Officers should consult with the Chief Officer – Customer and the Chief Officer – Finance regarding the timetable for implementing a new charge to ensure that appropriate administrative arrangements and controls can be put in place in advance of revenue collection.

2. Review and revision of charges

Budget process

All council charges will be reviewed annually as part of the budget setting process.

This review will align with the charging principles set out in section 3 of this policy. The Chief Officer – Finance will be responsible for ensuring that the review of charges provides sufficient evidence for decision making.

Administration

Officers should consult with the Chief Officer – Customer and the Chief Officer – Finance regarding the timetable for implementing changes to charges to ensure that appropriate administrative arrangements and controls can be put in place in advance of revenue collection.

3. Methods of collecting income

Cash and income collection will be in accordance with Financial Regulations section 5.

There are several methods for collecting service income, that determine the administration and recovery process:

Payment on delivery of service – for example cash till collection for food and drink, electronic payments by handheld device.

This collection method will require controls and secure equipment to ensure that cash and card payments are appropriately recorded by the service.

An electronic return will be completed to the council's cash receipting system and there will be appropriate methods for collection and secure delivery of physical cash. The electronic return will be reconciled on site to the cash and payment record and cash delivery record in accordance with cash receipting procedures. Any discrepancies will be appropriately investigated and resolved by the service.

The electronic return will ensure that the revenue is correctly recorded in the council's financial ledger. This will be reconciled to the council's bank account statements by the Accounting team.

Payment in advance – for example use of accord card or electronic payment and booking in advance.

This collection method will require controls to ensure that advance payments are appropriately recorded by the service.

An electronic record will be passed to the council's cash receipting system. Advance payments will be made electronically.

The electronic record will ensure that the revenue is correctly recorded in the council's ledger. This will be reconciled to the council's bank account statements by the Accounting team.

The electronic record will ensure that the booking of the service is recorded in the service operational system so that the service can be delivered as ordered. Any discrepancies between services paid for and delivered will be appropriately investigated and resolved by the service.

Payment in arrears – for example use of invoice to recover amounts due.

All goods and service requests, bookings or delivery of chargeable services will be recorded in the service operational systems so that the service can be delivered as requested. The service will keep sufficient records of goods and services provided to enable recovery of any relevant charges.

Payment may be due through this method either in arrears of the booking of the service or the delivery of service depending on the service under consideration.

A request to charge will be sent to the business services transactions team to enable the charge to be recorded on the service income recovery system and financial ledger. This request will be fully completed with all relevant details to enable the charge to be invoiced to the customer.

The invoice will be processed in accordance with timely and efficient methods and the invoice sent electronically where possible to the customer.

The customer may pay the invoice through various payment methods as set out in section 6.10.

An electronic record of the payment will be passed to the council's cash receipting system.

The electronic record will ensure that the revenue is correctly recorded in the council's ledger. This will be reconciled to the council's bank account statements by the Accounting team.

Any discrepancies between services paid for and delivered will be appropriately investigated and resolved by the service.

4. Customer choice over payment method

In respect of efficient administration and maximising debt recovery payment on service delivery payment in advance and payment on delivery should always be promoted .

It is important to provide service users with a choice about the method of payment, timing and / or the channel of collection, to help avoid inequity or exclusion of any customer group. However, the type of service and the service objectives and priorities will determine the scope of the channels available.

The council is implementing a programme to reduce payment in arrears and reserves the right to stop the option of this method for certain types of charge.

There are instances where certain choices will not be possible because they are uneconomic or because of the need to improve efficiency. In cases where there is a specific individual customer need for an alternative method of payment due to reasons of vulnerability or disability this will be made available.

5. Sales orders and pricing information

The council will aim to provide clear and transparent information about charges in advance of the request for a good or service.

Where the payment is on delivery of service there will be clear information about the price for that service shown on site.

Where the payment is in advance of service delivery there will be a clear statement of the cost of service ordered in advance of payment and a receipt setting out the detail of that service.

Where the payment will be in arrears the customer will be provided with information at the time of booking or requesting the service to advise of the chargeable costs. This will be provided electronically wherever possible.

For certain services it may be necessary to provide an estimate of cost and this will be clearly set out on any sales order, with the contract being clear that there will be a commitment to pay the full charge in relation to the service received once that service provision has been completed. The service will consider charging a deposit or in advance stages before completion of the service provision where the total cost of the service is estimated to be greater than £100.

6. Raising customer accounts for payment in arrears

Wherever possible monies owed should be collected prior to the supply of the goods and services, especially when dealing with companies or persons from outside the UK.

No debtors invoice should be raised for a value less than £25 (excluding VAT), unless prior dispensation has been granted by the Chief Officer - Finance. This circumstance may arise if there is a specific legal obligation for the Council to raise such a charge. If the charge is for a low value, then the relevant service should reduce the frequency of invoicing.

VAT must be applied in compliance with VAT legislation. Advice on the correct VAT treatment may be obtained from the Council's VAT officer.

Where charges between Services require to be applied, advice must be sought from the Chief Officer - Finance on the most suitable process to achieve this and to ensure that appropriate records are maintained.

Where a service or business need exists invoicing in arrears is permitted. The reason why invoicing in arrears is necessary should be clearly documented, with an agreed timescale for raising the invoice, and the decision must be confirmed by the appropriate Chief Officer. The Chief Officer - Finance shall be notified so that appropriate accounting treatment can be applied to that area of service.

Invoices will clearly state the description and relevant details, including cost and VAT where applicable, of the goods and/or services supplied by the Council.

7. Invoicing

Invoices will be clear and precise relating to the service provided and include any relevant period in which that service was provided. Invoices will be quality checked within the Service Income team and incomplete details/narratives will be queried with the Service provider.

When it is known that a customer requires a Purchase Order Number quoted on their invoice, an Invoice must not be raised until such information is available.

All invoices will show the following Terms of Service:

- Payment to be received by date with appropriate date
- Contact details of the service and what to do in case of dispute
- Payment methods
- Where to pay

Where additional enclosures or information are required to be delivered to the customer in respect of the charge due, the service will liaise with the Business Services Transaction Team to ensure that the information is promptly delivered electronically or by post to the customer and can be related to the invoice.

Business Services Transaction team will administer electronic methods of delivering invoices and printing of service invoices and manage any service failures in this respect.

8. Payment in advance

The Council will move to payment in advance for goods and services.

The priority will be one off services where a clear fixed charge is payable and those services where the maximum financial benefit to the council can be achieved by changing the payment system.

9. Direct debit

The Council will move to offering payment by direct debit for goods and services where there is a recurring charge or in respect of payment schedules.

The priority for offering this payment type will be where the maximum financial benefit to the council can be achieved by changing the payment system.

10. Credit terms

The standard terms of payment for all invoices (excluding certain rental invoices) is 28 days. Note: payment is expected within the 28 day period, not on the 28th day.

Late Payment Interest can be applied to all non-consumer debt as laid down in the Late Payment of Commercial Debts Act. Similar interest may be applied to consumer overdue debt providing the consumer has received prior notification of such charge.

Late payment interest will normally be applied when debts are subject to legal action.

11. Payment methods

Preferred Payment Methods:

Credit or debit card via the Aberdeen City Council Website or automated payment line.

BACS – using the following bank details

The bank details to use are:

For UK payments:

Clydesdale Bank plc
Principle Branch, Queens Cross, Aberdeen
Sort Code 82-60-11
Account 30009059

For non-UK payments:

IBAN: GB90CLYD8260 1130 009059
Swift Code: CLYDGB21350

No other account details should be used for payment of invoices to Aberdeen City Council.

Direct Debit

Direct Debit is available for certain categories of service income debt and will be available for any debt subject to a repayment schedule.

The following methods of payment are also acceptable:

Standing Order

It is the customer's responsibility to set up the Standing Order with their bank and to ensure that the standing order is maintained to take account of increases/decreases in amounts due.

Cash/Cheque payment at one of the Council's Customer Access Points (CAP's) via a payment kiosk

In all cases when making a payment, the customer should quote their DCA number (their unique customer reference number) and, where the payment is not being made by Direct Debit or Standing order, the invoice number to which the payment relates.

12. Cancellation and refund

There are occasions when customers need to cancel the service request and a credit note or refund of payment may be required.

Services will advise the Business Services Transaction Team when a credit note or refund is due for significant payment on delivery, any payment in advance or payment in arrears. Services will record the non delivery of goods or receipt of service in their service system.

Credit notes must indicate the invoice number or payment in advance to which the credit relates and state a reason for the credit.

Refunds in respect of immediate payments on delivery will be addressed by the service as part of the cash handling process. (e.g. food not meeting specification)

Refunds must be approved in accordance with the authorised signatory list.

The Council will adopt a corporate approach to refunding credits or making payments, in that wherever possible checks will be made for other outstanding debts due to the Council, prior to a refund or payment being made.

Where these checks identify outstanding debts, we will write to the customer stating that the credit will be offset against debt, unless they object within 7 days.

The Business Services Transaction Team will administer the credit note and refund where applicable ensuring appropriate payment is made to the customer and records are maintained in the financial ledger, cash receipting system and bank account.

13. Late payment

When an invoice or other request for payment is issued it should always contain clear and unambiguous information about the charges made so that the customer can understand the payment due. If payment is required in advance, but this is done by

way of an invoice, the invoice should be sent out in sufficient time to allow payment to be made by the due date or within the timescales specified.

If payment is not received by the due date, it then becomes a late payment. Depending on the type of payment, a recovery process will be put into action once the payment is late by more than a prescribed time.

14. Dispute

All invoices subject to a dispute must be notified to the Business Services Transaction Team by the service. Where the customer disputes the invoice direct with the Business Services Transaction Team that will be notified to the service. Invoices under dispute will not be subject to recovery action.

As part of the Council's commitment to improving service levels, queries and disputes are to be resolved as quickly as possible in conjunction between the Business Services Transaction Team and the service.

Invoices subject to dispute for more than 14 days will be reported to the Business Services Transaction Team leader and Service Manager for review and escalation.

Invoices subject to dispute for more than 28 days will be reported to the relevant Chief Officers for review and escalation.

A resolved dispute is classified as:

- The service accepts the customer is correct and they receive full credit,
- The customer is partly correct and that is agreed with the service and the customer receives partial credit
- The customer accepts they are incorrect and after discussion with the service agrees to pay the full amount of the invoice
- There is no agreement between the service and the customer, however, the service maintains they are correct and the debt is reinstated in the system for further recovery action.

The target is that all disputes will be resolved within 56 days of the dispute being raised.

Appropriate records will be maintained of any communication in respect of dispute by the Business Services Transaction Team and the service.

15. Targets for Service income

In every case where charges are made and income is collected, income targets should be set and monitored and this should be part of the service and budget monitoring process. Targets are set for the total amount of income to be generated each year for each service in the budget setting process. Where income is significant, performance targets should also be set to monitor usage levels, collection information and debt levels.

16. Performance monitoring of Service Income

Monitoring income collection performance is necessary to assess the success of charging for service delivery. The outcomes of this should be compared to council and service income targets, objectives and priorities. A clear distinction should be made in all reports between income that has been invoiced and that which has been collected.

Effective monitoring can only take place if clear targets are set and information is collected and analysed on a regular basis. Better performance monitoring will enable more accurate reporting of income and this in turn will improve the basis on which decisions about income generation, charging and collection are made in future.

Performance will generally be expressed in one or more of the following reports for total debt and type of charge:

- Aged Debt Analysis
- Number and Value of Invoices raised and paid
- Number and Value of Accounts Outstanding
- Overdue Debt against Annual Revenue (12 month average),
- Percentage of unallocated cash when measured against 12 months cash receipts
- Level and age of unresolved disputes
- Debts subject to Payment Arrangements
- Debts subject to Deferred Recovery Action
- Customers subject to a cessation of service

Monthly performance information will be referred to relevant team leaders, service managers and Chief Officers for further decision and escalation.

17. Reporting of Service Income

Where income generation is central to achieving service objectives and priorities, up to date reporting on income performance can help to identify and address related service issues. Finance and performance monitoring reports should include information on current performance against the income targets set for the service in question and identify whether performance has improved or is deteriorating. They should also offer proposals for dealing with poor performance, both short-term measures and longer-term proposals. This may include reviewing charges.

Annual fees and charges reports are a crucial element of income generation and charging policy as they set the level and scope of charges. They should include information about recent performance against targets and how income contributes to service objectives and priorities. This will assist the decision making process, particularly where there are proposals for significant changes to fees and charges.

18. Dormant accounts and GDPR

The requirements of the General Data Protection Regulation will be complied with. Accounts where invoicing has been in abeyance and where there is a zero balance will be regularly identified to the relevant Service. If no further service is anticipated, the account will be closed within the system.

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ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 November 2018
REPORT TITLE	Economic Policy Panel Annual Report 2018
REPORT NUMBER	PLA/18/265
DIRECTOR	N/A
CHIEF OFFICER	Richard Sweetnam
REPORT AUTHOR	Jamie Coventry
TERMS OF REFERENCE	2.1 receive the annual report from the Economic Policy Panel set up to support the annual re-assessment of the Council's credit rating; 2.3 consider reports on key actions by the Council towards the delivery of the Regional Strategy and the Inward Investment Plan.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform Committee of the publication and the main findings of the first annual report by the Economic Policy Panel, an independent panel formed to advise on the city region's economic performance.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Notes the policy panel's first annual report;
- 2.2 Instructs the Chief Officer - City Growth, following consultation with the Panel, to undertake a review of the first annual report with a view to identifying scope for the future development of the report;
- 2.3 Notes the recommendations of the policy panel and to approve the officers proposed response to each recommendation in 3.7 below;
- 2.4 Instructs the Chief Officer - City Growth, following consultation with the other Panel members, to recruit a new member immediately; and
- 2.5 Instructs the Chief Executive to explore how Scottish local government pension funds could invest locally, with specific reference to the strategic infrastructure priorities identified in the Regional Economic Strategy, City Region Deal and City Centre Masterplan.

3. BACKGROUND

- 3.1 In November 2016, Aberdeen City Council became the first Scottish local authority to issue index-linked bonds through the debt capital markets, raising £370m to drive forward an ambitious capital programme supporting vital infrastructure throughout the city.
- 3.2 In October 2016, Aberdeen City Council was awarded an Aa2 rating by Moody's, with a negative outlook. In terms of investor confidence in Aberdeen City Council, it is important that the Council maintains its credit rating level. The rating is reviewed by Moody's on an annual basis. In September 2017, Moody's downgraded the UK's long-term issuer rating to Aa2 from Aa1 and upgraded the outlook from negative to stable. Following this, and in-line with the UK sovereign rating, Moody's also downgraded the rating for Aberdeen City Council to Aa3 and upgraded the outlook from negative to stable.
- 3.3 The annual credit rating assessment involves an analysis of the Council's financial and institutional framework, as well as a detailed assessment of the current and future economic performance of Aberdeen and the North East of Scotland. In terms of the economic analysis, independent economic commentary in this report will be used to support the Moody's annual review, but also provide the city with assurance on the medium-to-long-term economic outlook of Aberdeen and the region to existing and future investors.
- 3.4 With this in mind, in March 2017¹, the Council approved the appointment of an independent Economic Policy Panel to provide independent commentary on the state of the Aberdeen economy in the form of an annual report each year from 2018 to 2020. During 2018 one of the Panel members resigned, and as a result a new member will need to be recruited.
- 3.5 In producing this report, and in making its recommendations, the Panel has monitored and considered all developments in the Aberdeen City Region as data has become available. The Panel has undertaken its own analysis and considered any other detailed research that is relevant to its work. The Panel has provided a forum for discussion of emerging issues in relation to the wellbeing of the Aberdeen and regional economies. Panel members have met with city and regional stakeholders including the two local governments, the universities, Scottish Enterprise, local industry leadership and a sample of businesses from key sectors of the city economy. These consultations informed the data analysis by discussing current thinking on the state of the Aberdeen economy, the outlook for the sectors they represent and views on future opportunities and challenges.
- 3.6 A copy of the whole report can be found at:

<https://www.aberdeencity.gov.uk/sites/default/files/2018-11/Aberdeen%20Economic%20Policy%20Panel%20Report%202018.pdf>

¹ <http://councilcommittees.acc.gov.uk/documents/s67581/Bond%20Financing%20Strategy%20-%20Economic%20Policy%20Panel.pdf>

A report summary can be found in Appendix 1.

- 3.7 The policy panel's recommendations are shown in the table below. This includes a proposed response to each recommendation that officers have produced.

Panel Recommendation		Response
<i>Regional Economic Strategy</i>		
1	Focus on raising productivity outside the oil and gas sector to maximise opportunities for future inclusive growth.	Consider pilot for Productivity Club with SCDI and in consultation with Opportunity North East
2	RES Action Plan needs to set out timelines and key measurable objectives for each action.	Implementation of <i>North East of Scotland Performs</i> framework, and in discussion with the RES working group.
3	Set out an economic performance framework (The NE Economy Performs). This should include further analysis of the type of diversification that will be most conducive to achieving RES objectives.	To be taken forward by officers in City Growth, in consultation with the RES working group, in conjunction with local universities. We will ensure that the framework incorporates a performance tracking mechanism against the city's local development plan.
4	Engage with the centre for regional inclusive growth to define inclusive growth metrics that can be monitored at the regional level within the Performance framework. Such measures could include Change in output over time (growth in GVA), Local workplace productivity (for example, GVA per hour or per job), Local household incomes (such as Gross Disposable Household Income per head), Distribution of earnings, Earning trends in low-pay occupations, growth of quality employment in low and high pay sectors.	Implementation of <i>North East of Scotland Performs</i> framework, and in discussion with the RES working group.
<i>Infrastructure</i>		
5	Prioritise the formation of a strategic utilities or infrastructure group. The group, to be comprised of national and local partners, must oversee a	This reinforces a recommendation contained within the TOM report to establish this group.

Panel Recommendation	Response
	<p>The Chief Officer - City Growth will bring forward terms of reference to council, in conjunction with the Chief Officer – Governance.</p>
<p>6 The group should be tasked with regional coordination, assessment and planning for the future infrastructure needs of the city and region, as well as identifying and working with stakeholders who will be critical to the delivery of the investment and leverage required.</p>	<p>The scope of the existing group, established by planning, will be reviewed and reshaped to meet the requirements of this recommendation and will oversee the delivery of the Local Development Plan.</p> <p>The Chief Officer - Strategic Place Planning will be responsible for taking this forward.</p> <p>Officers, supported by Invest Aberdeen, to explore opportunities to provide local government pension funds with the mechanisms to invest in strategic infrastructure priorities.</p>
<p>7 All infrastructure investment should be monitored through the LDP and the proposed NE Economy Performs Framework.</p>	<p>Addressed through recommendations 3 and 6.</p>
<p>8 Continued close monitoring of progress on the digital programme within the City Region Deal (CRD) through the NE Economy Performs framework.</p>	<p>This is currently undertaken by the CRD joint committee and it is proposed this continues. All the CRD metrics will be included in the <i>NE Economy Performs</i> framework.</p>
<p>9 Region's natural assets and clean environment must be safeguarded to support key sectors such as tourism, food and drink, agriculture and fisheries. Opportunity for Aberdeen to take the lead by developing key actions for applying these principles and monitoring them in the North East Economy Performs framework.</p>	<p>This recommendation will be considered by the Chief Officers (City Growth and Strategic Place Planning) and key stakeholder bodies (e.g. SEPA, Marine Scotland). Opportunities to lead initiatives around renewable energy, the circular economy and plastic free seas will be explored.</p>
<p>10 Develop a region housing strategy and action plan, overseen by a strategic governance group.</p>	<p>This recommendation will be discussed by the Chief Officer - Strategic Place Planning with colleagues in Aberdeenshire Council and if amenable, will progress to implement the recommendation.</p>

Panel Recommendation		Response
<i>Innovation</i>		
11	Implement Scottish Government Economic Action Plan proposals to implement piloting of productivity clubs.	To be taken forward in conjunction with the SCDI North East committee, Chamber of Commerce, Elevator, ONE.
12	Any further barriers to innovation in the economy should be identified and addressed considering such issues as availability of key skills and finance, the spread of knowledge and technology within the local economy, how businesses learn from global best practice in leading international businesses and maximising the opportunities for knowledge transfer.	To be taken forward by RES working group supported by Universities, regional learning and skills partnership, ONE and Scottish Enterprise.
<i>Inclusive Economic Growth</i>		
13	Skills challenges identified in report should be addressed as part of the local skills action plan, which should have clear SMART objectives. This includes actions to raise management and leadership skills.	To be taken forward by Skills Development Scotland (SDS) and through the regional learning and skills partnership.
14	Endorsed a coordinated approach to Developing the Young Workforce	Officers from City Growth & Integrated Children and Family Services (Education) develop ACC response
15	Build on need for life-long learning and ensuring that education provision can adapt to changing trends and that opportunities are provided at the right time for people to train or retrain in the skills of the future.	To be taken forward by the regional learning and skills partnership.
16	Steps are taken to ensure that the combination of existing services from Scottish Enterprise, Business Gateway and ONE combine to support young businesses with high growth potential and facilitate productivity improvements.	To be taken forward by Scottish Enterprise, Business Gateway (Elevator) and ONE.
<i>Internationalisation</i>		
17	A bid for a formal export partnership should be considered.	This reinforces a recommendation contained with the TOM report.

Panel Recommendation		Response
		The Chief Officer - City Growth will bring forward a proposal for such a partnership including draft terms of reference.
18	A programme of engagement by the city region leadership should be extended to the UK government and Scottish government to ensure the impact of Brexit on the flow of key skills to the NE is minimised.	ACC to consider its response, in conjunction with stakeholders
19	Develop a monitoring framework with local metrics against which to assess inward investment performance.	Chief Officer - City Growth to progress this in conjunction with Invest Aberdeen and Aberdeenshire Council (through <i>NE Scotland Performs</i>)
<i>General</i>		
20	ACC should encourage the Scottish government to take the lead in generating a national discussion as to how greater autonomy in economic policy could be created in a way that will improve economic outcomes at the local and national level.	ACC to consider in context of Local Governance Review (Chief Officer Corporate Governance, City Growth and with CoSLA and SCA)

4. FINANCIAL IMPLICATIONS

- 4.1 In March 2017, the Council approved estimated costs of £60-80,000 per annum. This includes allowances to members and travel expenses. Officers anticipate that actual expenditure will be in the region of £55,000 per annum.
- 4.2 If there are any additional budget implications from implementing the recommendations in this report, officers would report back to committee.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Implementing the recommendations could require additional cost (for example any purchasing of new regional data for data monitoring).	L	Close monitoring of spending commitments against project budget, and within existing City Growth budgets
Employee	Implementing the recommendations requires a significant increase in human resources.	M	Monitor the demands on staff throughout the year. Ensure flexible deployment of human resources across ACC is available to help assist with work demands across the year.
Reputational	Not adequately responding to the recommendations of the Economic Policy Panel could damage the reputation of Aberdeen City Council.	M	Develop a plan to respond to the recommendations with named individuals and timescales.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Successful implementation of the recommendations will impact on all 4 primary drivers of Prosperous Economy, Investment in Infrastructure, Inclusive Economic Growth, Innovation and Internationalisation. The recommendations in the appendix are grouped under each of these primary driver headings.

Design Principles of Target Operating Model	
	Impact of Report
Technology	<p>Successful implementation of the North East Economy Performs framework will assist ACC in becoming a data and intelligence led organisation better able to predict and understand the economy of the North East as well as indicate solutions to any underlying economic problems.</p> <p>The data in the framework could sit on a publicly available platform for use from colleagues in ACC and partners externally to be better inform and monitor economic policy.</p>
Partnerships and Alliances	<p>Closer working with partners and the strengthening of existing relationships would support the delivery of the LOIP priority outcome of a Prosperous North East Economy. The proposed officer response includes a number of instances of partnership working across organisations to deliver these recommendations.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The recommendations arising from this report do not require that a full Equality and Human Rights Impact Assessment is completed.
Data Protection Impact Assessment	Not required.
Duty of Due Regard / Fairer Scotland Duty	This report meets the Fairer Scotland Duty.

9. BACKGROUND PAPERS

1. Report CHI/17/052 Bond Financing Strategy – Economic Policy Panel
2. Aberdeen Economic Policy Panel Report 2 November 2018
3. Aberdeen Economic Policy Panel Report Summary 2 November 2018

10. APPENDIX 1

Aberdeen Economic Policy Panel Report Summary 2 November 2018
<https://www.aberdeencity.gov.uk/sites/default/files/2018-11/Aberdeen%20Economic%20Policy%20Panel%20Report%20Summary.pdf>

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ABERDEEN ECONOMIC POLICY PANEL REPORT SUMMARY

2 NOVEMBER 2018

Economic Policy Panel Report Summary

1. The aim of the report is to provide an independent analysis of the Aberdeen City Region economy to support the Council's annual credit rating assessment by Moody's. This is a requirement of the Council's £370m bond issue to support its capital plan.

The outlook for the Aberdeen City Region Economy is becoming more positive

2. Although the IMF revised its global growth forecasts down slightly in October 2018, growth is now expected at 3.7% in 2018 and 2019, and the steady expansion under way since mid-2016 is set to continue. However, the IMF states that downside risks to global growth have risen in the past six months, with particular concerns about rising trade tensions. For the United Kingdom, the IMF projects growth to slow to 1.4% in 2018 and 1.5% in 2019 (from 1.7% in 2017).
3. Despite the increased risks clouding the global economic outlook, the overall picture for the North East economy is one where it is emerging from a difficult economic period, precipitated by the fall in, and fluctuating, global oil prices, with the potential to a return to moderate growth in the coming years.
4. The Panel heard a consistent account during its fact-finding visits from representatives from across the North East economy of cautious optimism and signs that economic conditions were gradually improving. This assessment is supported by the latest data on the performance of the North East economy. In particular, the oil price has averaged \$71 in 2018 so far, compared with \$54 in 2017.

Figure ES1: The Fluctuating Price of a Barrel of Oil Equivalent in US \$ 2013-2018



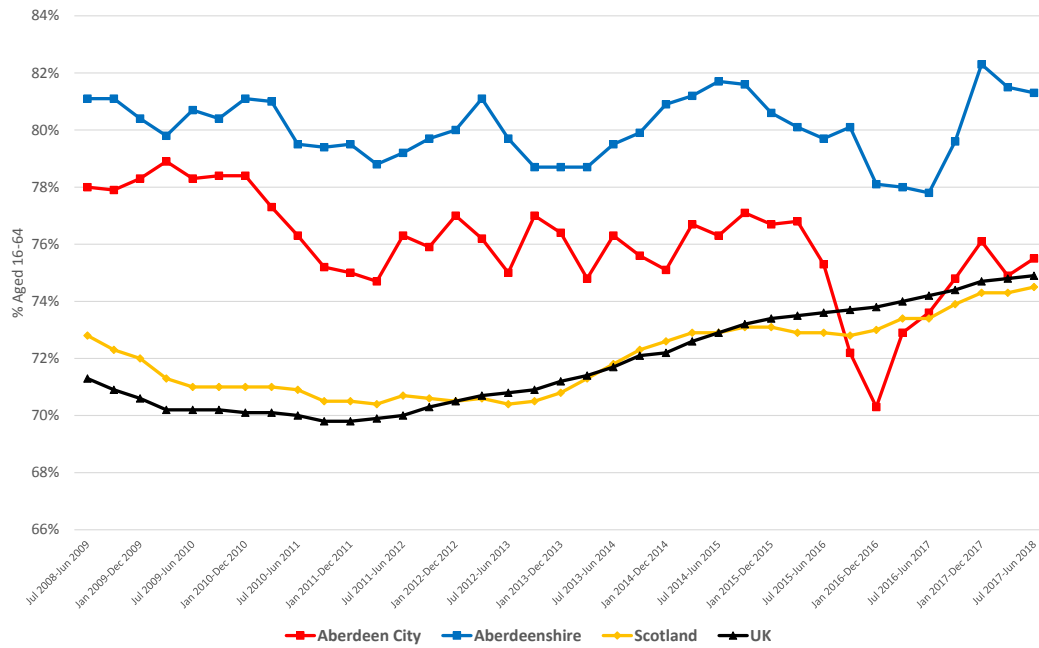
Source: Markets Insider <https://markets.businessinsider.com/commodities/oil-price?type=wti>

5. Oil and Gas UK forecasts predict that capital investment in the UK oil and gas sector will be relatively stable for the rest of the decade, after sharp falls during the downturn. Latest survey data (May 2018) from contractors in the sector also shows increasing levels of business confidence and activity into 2018, with the highest confidence reported since May 2013. More contractors also expect to increase investment (51%) than reduce (8%), while slightly more than a quarter of contractors are forecasting no change to their investment spend.
6. There are also emerging signs of improvement in the labour market with employment rates in Aberdeen City and Aberdeenshire recovering between 2016 to 2018 from 70% to 76%, and 78% to 80% respectively.



- 7. Unemployment rates have also fallen recently from 5.4% to 4.3%, and 3.8% to 2.9% respectively over the same period.

Figure ES2: Aberdeen City, Aberdeenshire, Scotland and UK Employment Rate (2008-2018)

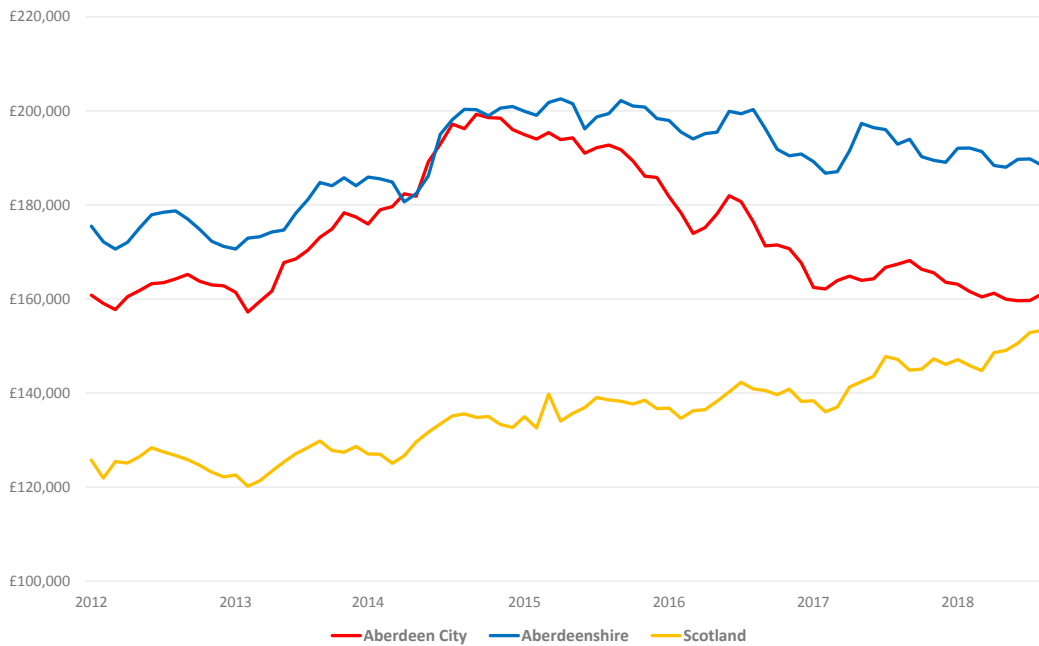


Source: Office for National Statistics. Annual Population Survey.

- 8. The UK offshore oil and gas industry supports more than 282,700 jobs in 2018, up slightly from 280,000 in 2017¹. It is the first rise in the sector’s overall employment since the downturn in 2014.
- 9. Some stability appears to be returning to the local property market. Average monthly house prices in Aberdeen and Aberdeenshire had declined since 2014, but in 2018 the house prices in both local authority areas have been broadly flat, suggesting the decline in house prices may have bottomed out.

¹ Oil and Gas UK, 2018.

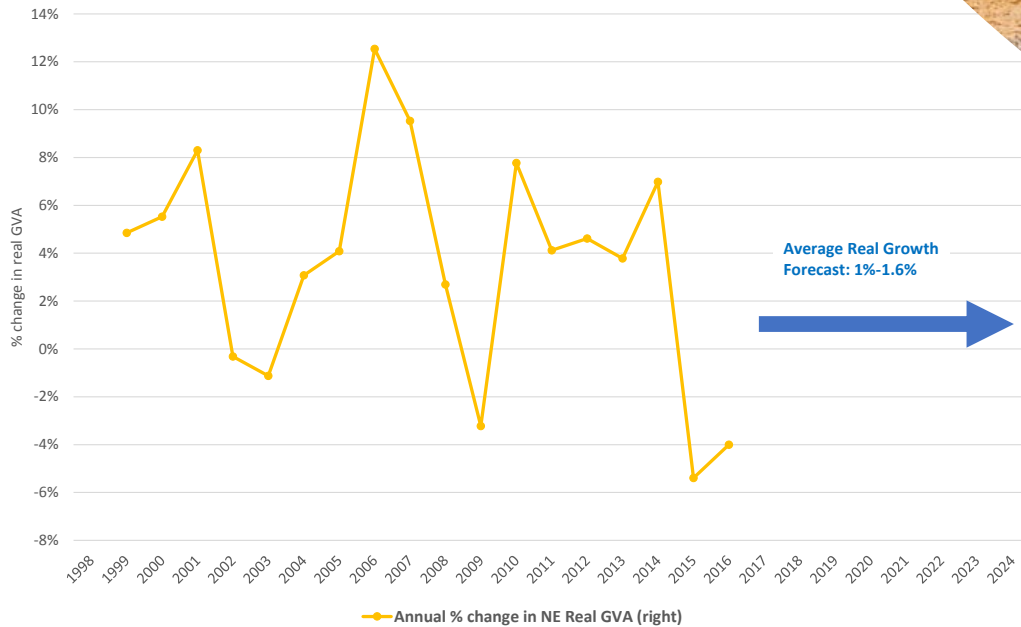
Figure ES3: Average Monthly House Price in the Region



Source: Registers of Scotland. Monthly House Price Index.

10. The commercial office space vacancy rate in Aberdeen reached a historic high with 14.6% of available office space unoccupied in Q4 2017, but has since fallen to 12.0% in Q2 2018, indicating more recent take-up.
11. Business birth rates started to increase in the region in 2016 after two successive years of decline. In 2016, the business birth rate in Aberdeen and Aberdeenshire was 59 and 56 new enterprises per 10,000 adult population respectively, compared to the Scottish national average of 50. Despite some increase in the number of business closures, five-year business survival rates remain significantly higher in the North East than Scotland and the UK.
12. Average hotel room rates have stabilised after a difficult period, falling to about £63 per room in 2017 from about £85 in 2015. Occupancy rates have remained relatively stable at about 63%-66%.
13. The latest independent growth forecasts (Oxford Economics, EY Item Club, Mackay Consultants) show that the North East economy is expected to have returned to growth in 2017 and average growth is forecast to be around 1% to 1.5% per annum until 2020. Growth in Scotland is forecast to be between 0.85% and 1.7% until 2020 and in the UK the range is 1.4% to 2.0%.

Figure ES4: Real North East GVA Annual Change 2017+
(Data is Combined Forecasts*)

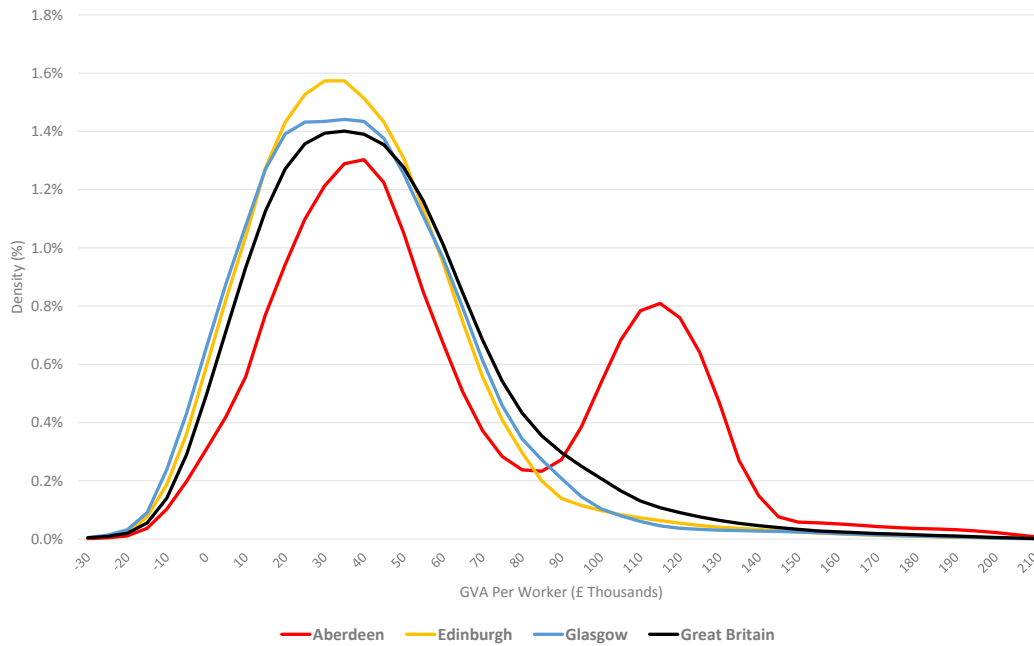


Source: Office for National Statistics; *Forecasts - Oxford Economics, EY Item Club, Mackay Consultants
*2016 Constant Prices

This indicates that the fundamentals of the Aberdeen economy remain strong

- 14. GVA per head in Aberdeen remains the highest in Scotland and GVA per head in Aberdeenshire is fifth highest out of 32 Scottish local authorities.
- 15. 2016 nominal GVA per hour worked for Aberdeen and Aberdeenshire was £36.30, compared to £32.38 for Scotland and £32.58 for the UK. This high productivity is driven by the oil and gas sector and means Aberdeen has a different productivity distribution than other regions of Scotland and the UK.
- 16. Aberdeen has a far higher proportion of workers with a GVA contribution of between £110,000 and £120,000. Regions such as Glasgow and Edinburgh have a higher proportion of workers with a GVA contribution of approximately £20,000 to £50,000 than Aberdeen, although they have a far lower proportion of workers with a higher GVA contribution, indicating the productivity of the North East region.
- 17. The Aberdeen City Region had a larger proportion of workers with a GVA contribution above £100,000 than all other UK regions, demonstrating the high value-adding contribution from the energy sector.

Figure ES5: Distribution of Firm Level Productivity in the Aberdeen City Region



Source: Office for National Statistics. *Regions and City Region Firm-level Productivity Distribution Analysis for the Non-Financial Business Economy 2017*

18. In 2017, workplace-based median gross hourly pay for full-time employees in Aberdeen was £15.33 (second highest in any local authority in Scotland) and in Aberdeenshire was £12.27, compared to the Scottish average of £13.98 and the UK average of £14.00.
19. The region consistently continues to perform strongly in export markets, with about 21% of the value of Scottish exports coming from the North East and an established trend of attracting inward investment into the region.
20. The region hosts a significant number of the Scottish Government’s growth sectors, including food and drink, tourism, life sciences and renewable energy.

Although recent trends in the local economy have been more positive and the fundamentals outlined above remain strong, there is a number of challenges facing the Aberdeen economy, as is the case for Scotland, the UK and many other advanced economies.



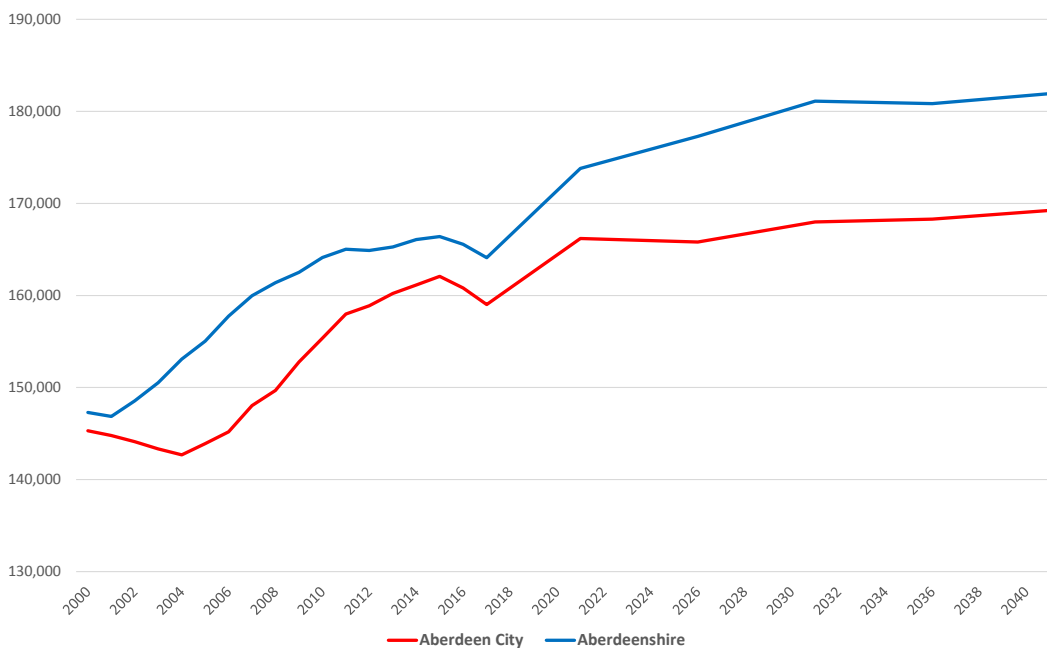
Brexit

21. Brexit poses a number of challenges which may impact on business confidence and investment. These challenges are across sectors and include uncertainty around the ability to recruit EU nationals and future access to EU markets for imports and exports.
22. This uncertainty could see increased volatility in economic data as firms bring forward activity, such as stock purchases, to hedge against disruptions in supply chains, or invest to consolidate their supplies. With respect to employment, this may see increased automation or upward pressure on wages.

An Ageing Population

23. Like the rest of the UK and Scotland, the North East is projected to have an increasingly ageing population in future decades. The number of people living in Scotland of pension age and over is projected to rise by 25.1% by 2041. In Aberdeen this rise is projected to be 12.5%, while in Aberdeenshire it is projected to be 28.7%. The rise is particularly pronounced among the over 75s. There are two key challenges that this demographic profile brings:
 - The demand for health and social care in later life could rise significantly, which has future implications for both the supply of health and social care and the need for social carers in the North East;
 - The growth in the working age population will slow in future years. This will have the potential to act as a drag on future growth prospects unless it can be compensated for by increased participation of those in the older age groups and/or by increased productivity.

Figure ES6: Working Age Population increases will Slow in Future Years



Source: National Records of Scotland. Mid-Year Population Estimates 2017; Sub-National Population Projections.



'Poised' Marischal Square, Aberdeen

Credit: Muse Developments

Technological Change

24. The Centre for Cities has estimated the employment implications for UK cities from technological change reducing demand for some occupations and increasing it for others. Generally those jobs that are made up of routine tasks are at a greater risk of decline, whereas those occupations requiring interpersonal and cognitive skills are well placed to grow. Overall, one in five jobs in cities across the UK is in an occupation that is very likely to shrink by 2030.
25. This means that the labour market will continue to evolve; new occupations will arise and some occupations that already exist will become increasingly important. The Centre for Cities report finds that half of the jobs very likely to experience an increase in demand are in the public sector.
26. The Centre for Cities suggests the policy response to the changing nature of work in recent decades has not prepared those people and places most affected by these changes to adapt to them. Policy needs to focus on giving people the skills required to fill the non-routine occupations that have become, and will continue to be, increasingly common. An important part of this will be to provide them with the skills they need to be successful in a labour market that is likely to be ever more dominated by non-routine work.

Productivity

27. Since the 2008 financial crisis, productivity growth across the G7 countries has been much lower than previously. However, the UK's productivity fall was steeper and its rebound weaker than in comparator countries.
28. It has been difficult to assess the factors that have contributed to the UK's weak productivity performance since the financial crisis. Possible contributing factors have been low capital investment, low skill levels, the high employment rate (and firms hoarding labour as a result), low interest rates (which may have kept some of the least efficient companies afloat) and weaker diffusion of knowledge and practice between firms and problems with measuring productivity, particularly in service companies.
29. Brexit could further hinder Britain's economy. The Office for Budget Responsibility (OBR) noted that while there isn't any meaningful basis on which to predict the outcome of the negotiations over the relationship between the UK and the EU after Brexit for economic forecasting, the economy appears to have weakened since the EU referendum vote. The fall in the pound has squeezed real household incomes and consumption, while providing only a modest boost to net trade. The average quarterly growth rate has slowed from 0.6% between 2013 and 2015 to 0.4% since the beginning of 2016².
30. In the North East of Scotland, productivity has consistently been above the UK average and among the highest of all Scottish regions. The productivity distribution in Aberdeen, outlined in Figure ES5 above, and the future challenges to the oil and gas sector mean that the North East also faces a challenge to raise productivity to the extent required to generate the inclusive and sustainable economic growth at the heart of the Regional Economic Strategy (RES)³.

² <https://cdn.obr.uk/ExecutiveSummary.pdf>

³ https://www.aberdeencity.gov.uk/sites/default/files/Regional_Economic_Strategy_0.pdf



The future of oil and gas/diversification

31. The cornerstone of the North East economy in recent decades has been the oil and gas sector. The sector is diverse and covers a wide range of activities. However, the region cannot rely on the oil and gas industry to deliver the same scale of benefits into the future, as UK oil production is expected to enter a period of decline in the 2020s. The ambition of the RES is to ultimately diversify the North East economy away from oil and gas in particular and towards the North East growth sectors.
32. If the Aberdeen economy is to diversify successfully in the long-term, in a way that supports productivity improvements and economic growth, then it will be critical that new activity in the growth sectors and/or other sectors on focused in high value-added activity. This is particularly vital to diversify away from a sector like oil and gas, which is very high value added and underpins the high productivity of the economy. The analysis in this report shows that productivity in some of the growth sectors in Aberdeen is below the average for the region, emphasising the need for the focus on high value-added activity within these sectors.

Inclusive Economic Growth

33. Enabling as many people as possible to contribute to and benefit from growth brings additional challenges across the UK and in the North East. Despite the relative economic success there are considerable levels of deprivation in the North East. The Inclusive Growth Commission highlights that the required policy response includes: the creation of new institutions to connect business and industry, schools, training providers and universities; that cities become places of life-long learning; and mainstreaming inclusive growth in all public investments including physical infrastructure projects.

Inward Investment

34. Ensuring the city and region retain existing and attract new inward investment is paramount to ensuring a vibrant, inclusive, sustainable, productive and diversified economy that develops and retains its skilled labour. This is core to the RES and City Region Deal and requires continued resources and development of the strategic approach to ensure Aberdeen can attract its share of this mobile and institutional investment.

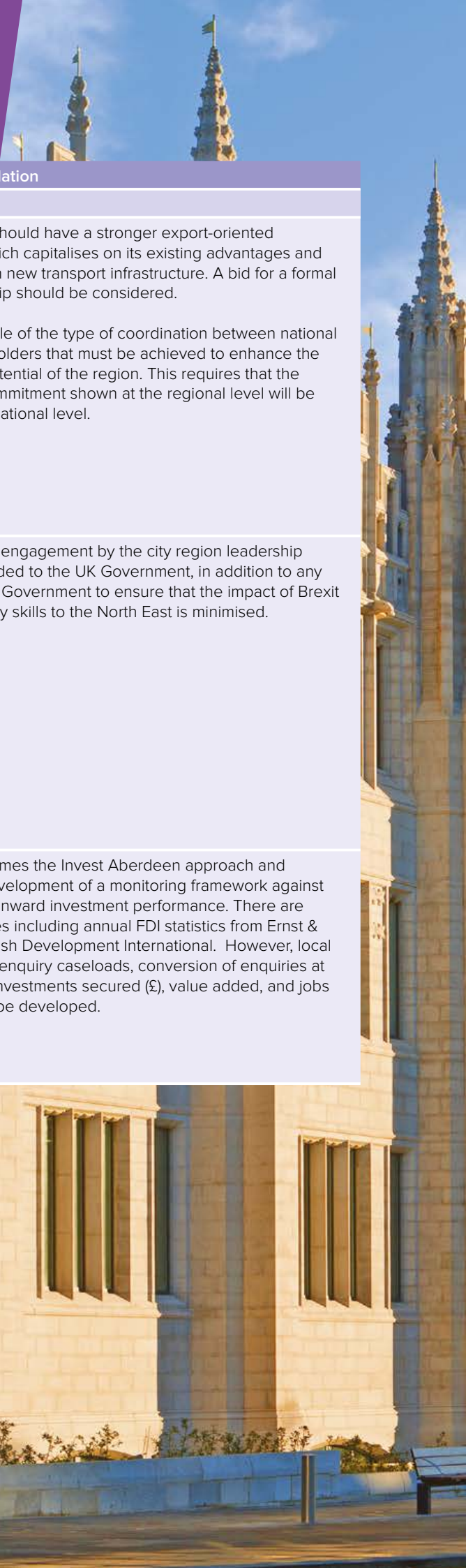
Responding to the challenges

35. The significant economic challenges going forward mean the region must focus on raising productivity across all sectors, including outside the oil and gas sector, to maximise the opportunities for future economic growth that can be both sustainable and inclusive.
36. This challenge has already been recognised in the Regional Economic Strategy agreed by Aberdeen City Council, Aberdeenshire Council and Opportunity North East (ONE). The RES demonstrates the commitment between the two local authorities and ONE to working with all partners across industry, local and national government and the third sector to ensure that the North East continues to build on its economic success. The strength of this commitment and joined-up nature across local government, industry sectors and other stakeholders was notable during the Panel's factfinding visits. The 20-year vision is supported by a range of programmes to regenerate the North East economy, including the City Region Deal, City Centre Masterplan and major infrastructure projects.
37. The Panel welcomes both the ambition and direction of the Regional Economic Strategy, the recently refreshed and accompanying 2018-23 Action Plan and the range of programmes covering investment in infrastructure, innovation, inclusive economic growth and internationalisation. Building on this framework, the Panel recommends that the approach to productivity and regional economic growth is developed further as outlined in the recommendations overleaf.

Table ES1 – Responding to the Challenges

The position	The challenge	The recommendation
Regional Economic Strategy		
The Regional Economic Strategy provides the framework for a collaborative approach and diversification plan for the city and region.	Although there are significant oil and gas reserves, in the longer-term production will decline. There is a dependency on the sector in the short/medium terms.	The Panel endorses the overall approach and recommends the close monitoring of actual progress and implementation, and in particular a focus on raising productivity outside the oil and gas sector to maximise the opportunities for future inclusive growth.
The Panel welcomes the ambition and direction of the Regional Economic Strategy and the accompanying 2018-23 Action Plan Programme areas.	Success will depend on the successful implementation and delivery of the key initiatives.	<p>The Panel will monitor progress and make additional recommendations in future reports depending on how implementation progresses.</p> <p>To make it easier for the Panel to do so, it would be beneficial if the Regional Economic Strategy Action Plan could go further and set out the timeline and key measurable objectives for each action.</p> <p>The Panel recommends setting out an economic performance framework – The North East Economy Performs (similar to the Scottish Government’s National Performance Framework) which should include key economic indicators against which progress can be assessed covering economic, productivity, inclusive and sustainable growth. It should also include further analysis of the type of diversification that will be most conducive to achieving the RES objectives and how it will be monitored going forward.</p> <p>The Council should engage with the Centre for Regional Inclusive Growth to define inclusive growth metrics that can be monitored and reported on at the regional level as part of The North East Economy Performs Framework.</p>
Infrastructure		
The RES is being supported by a number of significant investments by the Councils and industry. These include current transport investments, The Event Complex Aberdeen, the City Region Deal, and the City Centre Masterplan.	<p>Infrastructure – delivery of major investments is, not unusually, lagging the local economic cycle.</p> <p>The coordination of major infrastructure decisions at the local and national level is not aligned.</p>	<p>The discussion around forming a strategic utilities or infrastructure group is welcome. This should be prioritised. That group, comprised of national and local infrastructure partners, must oversee a clear process for assessing the economic, social and environmental impacts of proposed projects and prioritising them accordingly.</p> <p>The Group should also be tasked with regional coordination, assessment and planning for the future infrastructure needs of the city and region, as well as identifying and working with stakeholders who will be critical to the delivery of the investment and leverage required.</p> <p>All infrastructure investments should be monitored through the Local Development Plan and the proposed The North East Economy Performs Framework.</p> <p>Progress on the digital programme within the Aberdeen City Region Deal is critical to the success of the Regional Economic Strategy and the Panel recommends continued close monitoring of progress through the proposed The North East Economy Performs Framework.</p> <p>The RES recognises that the region’s natural assets and clean environment must be safeguarded to support key sectors such as tourism, food, drink, agriculture and fisheries. This is consistent with the approach to maintain and enhance our natural capital in the Scottish Government’s Economic Strategy, but there is an opportunity for Aberdeen to take a lead by developing key actions for applying these principles at the regional level and monitoring them through the proposed The North East Economy Performs Framework.</p>

The position	The challenge	The recommendation
<p>Housing, a key strand of economic growth policy, is not as embedded into the economic planning of the city as it should be.</p>	<p>A region-wide housing strategy and action plan is another aspect which is fundamental to laying strong foundations for sustainable and inclusive growth.</p>	<p>The commitment to develop a housing strategy and action plan should be actioned for 2019 annual reporting overseen by a strategic governance group.</p>
Innovation		
<p>R&D spend levels are among the highest in Scotland, and innovation is a major strand of the City Region Deal.</p>	<p>Successful places are ensuring that barriers to innovation are identified and addressed for businesses across all sectors. The benefits of the investments made by the city region and the two universities need to transfer to other sectors.</p>	<p>The Panel suggests that the delivery of Scottish Government Economic Action Plan proposals for piloting Productivity Clubs are implemented in the city region. Any further barriers to innovation in the regional economy should be identified and addressed for businesses across all sectors, considering such issues as availability of key skills and finance, the spread of knowledge and technology within the local economy, how businesses learn from global best practice in leading international businesses and maximising the opportunities for knowledge transfer.</p>
Inclusive Economic Growth		
<p>There is a focus on inclusive economic growth in the RES, which is welcome. However, it is not as embedded in wider plans.</p>	<p>Skills Development Scotland (SDS) needs to ensure that key actions in the Regional Skills Strategy are accounted for across partners.</p>	<p>The skills challenges identified in this report around Brexit, future technology/automation, the ageing society, and diversification should be addressed as part of the local skills action plan, which should have clear SMART objectives. This should include actions to raise management and leadership skills within the regional economy.</p> <p>The focus on a strategic and coordinated Developing the Young Workforce with reference to future employment opportunities in the Skills Strategy is endorsed, which is particularly important given the potential implications of Brexit for access to key skills and resources in the region.</p> <p>Overall, if inclusive growth outcomes are to be achieved, interventions need to be future-proofed against the changing nature of the labour market, notwithstanding any Brexit effects, as set out in the Centre for Cities report on the employment implications of technological changes, globalisation and demographic change. This must include building on the need for life-long learning and ensuring that education provision can adapt to changing trends and that opportunities are provided at the right time for people to train or retrain in the skills of the future.</p>
<p>The region continues to perform well in terms of business start-up and survival rates.</p>	<p>Part of the city region's inward investment strategy will be to attract and grow new businesses. Part of this includes business births and ensuring their access to venture capital and support.</p>	<p>The Panel recommends that steps are taken to ensure that the combination of existing services from Scottish Enterprise, Business Gateway (Elevator) and ONE combine to support young businesses with high growth potential and facilitate productivity improvements across all business sectors.</p>



The position	The challenge	The recommendation
Internationalisation		
<p>The city region makes a disproportionate positive contribution to UK and Scottish international trade.</p>	<p>Given the challenges posed by Brexit we believe that the export sector needs to be protected and enhanced in terms of its importance in the Regional Economic Strategy. Dialogue is ongoing between AGCC, as the lead partner, and the Scottish Government for funding to establish an export partnership in the North East of Scotland between AGCC, Aberdeen City Council, the universities and other partners.</p>	<p>The city region should have a stronger export-oriented collaboration which capitalises on its existing advantages and the investment in new transport infrastructure. A bid for a formal export partnership should be considered.</p> <p>This is an example of the type of coordination between national and local stakeholders that must be achieved to enhance the future growth potential of the region. This requires that the ambition and commitment shown at the regional level will be matched at the national level.</p>
<p>The report also highlights the important role played by people who come to the North East from within the EU.</p>	<p>The approach to internationalisation must also extend to ensure that the regional economy can continue post-Brexit to access the key skills it requires for future growth from outside the UK. It is vital that the case is clearly made at the local, national and UK level so that whatever Brexit deal is agreed there is minimum impact on the flow of key skills to the North East economy.</p>	<p>A programme of engagement by the city region leadership should be extended to the UK Government, in addition to any with the Scottish Government to ensure that the impact of Brexit on the flow of key skills to the North East is minimised.</p>
<p>Invest Aberdeen has been implemented during the review period.</p>	<p>The city region has, historically, not had to be as active as other city regions in attracting inward investment. That has now changed, as the need to attract a wider range of inward projects, from new sectors, and the institutional investment for the next phase of the City Centre Masterplan grows.</p>	<p>The Panel welcomes the Invest Aberdeen approach and recommends development of a monitoring framework against which to assess inward investment performance. There are existing measures including annual FDI statistics from Ernst & Young and Scottish Development International. However, local metrics, such as enquiry caseloads, conversion of enquiries at various stages, investments secured (£), value added, and jobs created, should be developed.</p>



The position	The challenge	The recommendation
<p>General</p> <p>The region has consistently delivered a higher level of economic growth than other parts of the UK and Scotland, and is a globally competitive location. Achieving the level of investment to deliver its priorities could be enhanced by further devolution of powers locally.</p>	<p>This report confirms that some challenges the North East region faces are specific to the local economy (such as the trends in future oil production/price). Under such circumstances a one-size-fits-all approach to economic policy is not going to be optimum and could risk undermining economic performance at the local and national level.</p> <p>The Aberdeen City Region Deal is the starting point of a long-term improvement programme to build further growth into the regional economy. However, the focus of this programme is on delivery of transformational economic projects and not specific powers or fiscal levers. Additional mechanisms are needed, beyond capital investment, to deliver the regional economic objectives.</p> <p>The Panel notes the ongoing discussion around the introduction of a tourism levy in Scotland. This is just one way in which greater flexibility could be created in economic policy at the local level. Others that could also be considered are Non-Domestic Rates, Air Passenger Duty and powers to vary Council Tax.</p>	<p>It is the Panel's view that greater flexibility to allow local authorities and other stakeholders to adjust policy at the local level to meet different economic trends, priorities and challenges would be beneficial at the local and national level.</p> <p>The Panel recommends that Aberdeen City Council encourages the Scottish Government to take the lead in generating a national discussion as to how greater autonomy in economic policy could be created in a way that will improve economic outcomes at the local and national level. The significant economic challenges facing the regional and national economies in the years ahead, outlined in this report, emphasise the need for a more innovative, flexible and bottom-up approach to developing economic policy in Scotland.</p>



ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 November 2018
REPORT TITLE	Fairtrade Update and Resolution
REPORT NUMBER	PLA/18/241
DIRECTOR	N/A
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Oluwatoyin Fatokun
TERMS OF REFERENCE	5. To oversee and monitor the development, approval and delivery of Council place based strategies to support the City's plans for future economic growth.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to review Aberdeen City Council's (ACC) progress against the Fairtrade Resolution 2017, present an updated Fairtrade Resolution (2018) and seek approval to support renewal of Aberdeen's Fairtrade City Status in collaboration with the Aberdeen Fairtrade Steering Group (AFGS).

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Notes ACC's on –contract spend on fair trade produce;
 2.2 Notes the actions completed by ACC to support the Fairtrade Resolution;
 2.3 Approves the updated Fairtrade Resolution 2018 (Appendix 1); and
 2.4 Approves ACC's support for and input to the renewal application for Fairtrade City Status.

3. BACKGROUND

3.1 The Fairtrade City Status and Resolution

- 3.1.1 Fair trade ensures that farmers and producers mostly located in developing countries get a fair price for their produce to help them support their families and invest in business, social and environmental improvements in their communities. The FAIRTRADE Mark is given to products which meet certain internationally recognised standards. It should be noted that the ACC Fairtrade Resolution and procurement activities includes products which are fairly-traded and ethically sourced, with the Fairtrade Mark or equivalent ("fair trade").
- 3.1.2 Aberdeen was first awarded the Fairtrade City Status in 2004 in recognition of the strong support for fair trade. The Fairtrade City Status is approved for two years and it was successfully renewed on the 18th of December 2016. The next renewal is due

by December 2018. The application process for this is currently being undertaken by the Aberdeen Fairtrade Steering Group (AFSG).

- 3.1.3 The Fairtrade City Status includes a requirement for the local council to be part of the local fair trade campaign, presently led by AFSG and to pass a resolution supporting fair trade. This includes an agreement to serve fair trade products (for example in meetings, offices and canteens). The updated Fairtrade Resolution 2018 sets out how ACC would continue to support and raise awareness of its fair trade commitment.

3.2 Fairtrade on-contract spend 2017 – 2018

- 3.2.1 Table 1 illustrates fair trade produce purchased by ACC over the last four years. ACC established a base year in 2014-2015 and the baseline data is compared with subsequent years. Figures show produce procured in business units over which ACC has direct control. It does not extend to its arms-length external organisations (ALEOs) such as Bon Accord Care and Sport Aberdeen. Only on-contract spend data was collected. It should be noted that from 2015-2016 to 2017–2018 figures exclude those from the Art Gallery because it is closed for refurbishment. The Art Gallery’s fair trade spend was a significant part of the 2014-2015 baseline figures.

Table 1: On-Contract fair trade spend 2014/15 – 2017/18

Fair trade Products	Data Source	2014 – 15	2015 – 16	2016 – 17	2017 – 18
Bananas, coffee, tea, sugar and cocoa	Assets managed by ACC and the Beach Ballroom	£2,344.05	£3,792.10	£3,531.65	£7,238.40
Other products (fruit juice, chocolate and wine)	Assets managed by ACC and Beach Ballroom	£3,839.02	£874.13	£3,458.03	£1,860.72
Total Spend		£6,183.27	£4,666.23	£6,989.68	£9,099.12

- 3.2.2 The above shows an increase in the total expenditure on fair trade produce. However, due to lack of available data, it has not been possible to estimate what percentage of total spend on ACC’s contracts is fair trade produce.

3.3 Notable Actions in support of Fairtrade 2017- 2018

- 3.3.1 This report also lists actions undertaken in support of Fairtrade during the reporting period.
- The Aberdeen Fairtrade Pledge Scheme, hosted by the Council, currently has 21 pledges from local organisations, 8 from schools and 267 from individuals. There were 4 new organisational pledges including Bon Accord Care Ltd, one of ACC’s arms-length external organisations.

- Fairtrade Fortnights 2017 and 2018 were celebrated with displays of fair trade products in both the Town House restaurant and Marischal College canteen.
- A networking and awareness raising event took place on the 5th of October 2017 involving 10 schools from Aberdeen City and Shire on-board a Northlink Ferry, our Fairtrade employer.
- Secretariat support was provided by ACC for some meetings of the Aberdeen Fairtrade Steering Group.
- ACC's Environmental Policy Team formed an Internal Fairtrade Steering Group, made up of representatives from various services within the council including procurement, catering, education and customer services was formed to explore opportunities to increase ACC's spend on fair traded products and share best practice.
- Fair trade stands were present at the Catering Services Open Day event and the Sustainable Food City Partnership Aberdeen (SFCPA) launch.
- Fairtrade Mark tea bags and sugar started being served in the Member's lounge.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report. However, there may be potential financial implications arising from future developments of the fair trade policy of this report such as the cost of time for council officers to support fair trade activities within the council and the AFSG as well as the financial implications of specifying fair trade products.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications has a result of this report.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The increased costs if budget holders and requisitioners choose fair trade products.	L	ACC should continue to ensure that budget is allocated to fair-trade products wherever practicable.
Legal	Fair trade products should not be required without alternative when it may lead to breaches of other legislation.	L	Each party responsible for procuring goods should assess the legal risks in their sourcing decision based on the individual circumstances.
Employee	The risk associated with staff not engaging with ACC's commitment as detailed in the Fairtrade	M	Fairtrade Resolution should be promoted across the council and especially to those who are budget holders and

	Resolution.		requisitioners.
Customer	The Fairtrade City Status is awarded to the city of Aberdeen so there is a potential risk to Aberdeen if it fails to secure the renewal of the Fairtrade City Status.	M	ACC should collaborate with AFSG to renew the city status.
Environment	Fair trade standards seek to ensure that in achieving best value for public money we consider the impact of what we are buying over its lifetime. There could be a potential risk of not verifying the environmental impact of the lifecycle of the products purchased.	L	ACC should put measures in place to consider the impact of what we are buying over its lifetime.
Technology	The risk of not utilising technology to promote our Fairtrade Resolution as well as fair trade products available through our contracts.	None	
Reputational	There is the potential for negative reputational impact if ACC's performance is poor when compared against previous reporting years and if city fails to renew Fairtrade City Status.	M	Collaborative working with AFSG to further promote Aberdeen as a Fairtrade City.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Fair trade provides a more diverse range of products to the people of Aberdeen while helping to support farmers and producers become more income –secure and less vulnerable to poverty. Continued support of fair trade strengthens ACCs' commitment to fight poverty.
Prosperous People	Fair trade helps to reduce gender inequality which aligns with ACC's commitment to tackling inequality.

Prosperous Place	Supporting fair trade reinforces the Councils' commitment to sustainable procurement and enhances the reputation of the city.
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Fairtrade supports collaborative working with internal teams and external organisations to raise awareness and create opportunities for fair trade in Aberdeen.
Governance	The ACC Fairtrade Resolution demonstrates commitment to fair trade and responsibility and accountability in fair trade performance.
Partnerships and Alliances	Collaborating with the AFSG is essential to the retention and renewal of the Fairtrade City Status.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Completed and confirmed a full EHRIA is not required
Data Protection Impact Assessment	Completed and confirmed a full DPIA is not required
Duty of Due Regard / Fairer Scotland Duty	N/A

9. BACKGROUND PAPERS

- Fairtrade Update and Resolution 2017 - CHI/17/003¹

10. APPENDICES (if applicable)

10.1 The appendices are as follows:

- Appendix 1– Fairtrade Resolution 2018

11. REPORT AUTHOR CONTACT DETAILS

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¹ <http://councilcommittees.acc.gov.uk/documents/s67093/CHI.17.003%20-%20Fair%20Trade%20Report.pdf>

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Appendix 1



Fairtrade Resolution 2018

Aberdeen City Council as an important consumer and opinion leader, should research, develop, and support the promotion and purchase of foods, drinks and other items which are **fairly-traded and ethically sourced, with the FAIRTRADE Mark, or equivalent (“fair trade”)**, in pursuit of sustainable development; and to give marginalised producers a fair deal. Aberdeen City Council aims to be recognised by residents, businesses, suppliers, employees as a Council that actively supports and promotes the use of fair trade produce.

Aberdeen City Council, supported through its Commercial and Procurement Shared Service, is committed to the goals of:

- Offering fair trade tea, coffee and sugar in internal meetings and Council hospitality
- Specifying fair trade produce in Council contracts, including office catering, vending machines and public outlets, wherever possible.
- Promoting fair trade produce internally to staff and in refreshment areas; and promote the Fairtrade City initiative in internal and external communications, especially during national Fairtrade Fortnight.
- Supporting the activities of the Aberdeen Fairtrade Steering Group (AFSG) in striving to maintain Fairtrade City status for Aberdeen, including through the implementation of the AFSG Action Plan and Council actions therein.
- Report on the progress of this Fairtrade Resolution annually to committee.

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ABERDEEN CITY COUNCIL

COMMITTEE	City Growth & Resources
DATE	27/11/2018
REPORT TITLE	Museums and Gallery: Collections Development Policy
REPORT NUMBER	PLA/18/255
DIRECTOR	N/A
CHIEF OFFICER	Richard Sweetman
REPORT AUTHOR	Helen Fothergill
TERMS OF REFERENCE	1.2

1. PURPOSE OF REPORT

- 1.1 To seek approval for the reviewed Policy for Collections Development relating to the activities of the Art Gallery and Museums, in line with requirements for Museum Accreditation.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approves the adoption of the updated policy and associated appendices to ensure the council complies with Museum Accreditation requirements (Collections Development Policy 2018-2023; Appendices A-I inclusive).

3. BACKGROUND

- 3.1 Aberdeen Art Gallery and Museums is an Accredited Museum and is designated as a Recognised Collection of National Significance. As such the service is required to comply with the terms of the UK Museum Accreditation Scheme
(<https://www.museumsgalleriesscotland.org.uk/accreditation-recognition/>)
- 3.2 The previous Collections Development Policy has expired. A minute of approval by Committee is required for the Policy to be accepted as a valid under the Accreditation scheme.
- 3.3 The period of the policy is set at a maximum of 5 years under the Accreditation scheme, but may be reviewed prior to that date by Chief Officer direction.

- 3.4 The content of the policy document (Appendix 1) is prescribed by the Accreditation Scheme jointly administered by UK Department of Digital, Culture, Media & Sport and Scottish Arts, Culture & Sport (via Museums Galleries Scotland) and cannot be altered.
- 3.5 The legal terms we are asked to comply with are laid out for all Accredited Museums throughout the UK and prescribed within the Collections Development template.
- 3.6 The Collections Development Policy (CDP) sets out how and why we collect heritage objects, artefacts and works of art; the laws and limitations to what is collected; what is not collected; how collections are managed and rationalised to make best use of available resources.
- 3.7 Accredited status enables Aberdeen City Council to apply for significant grants, and is a requirement to maintain the current funding relationship with the Heritage Lottery Fund (Art Gallery Redevelopment c. £10M)
- 3.8 The Collections Development Policy and associated appendices will be publicly available via www.aagm.co.uk in line with Museum Accreditation guidance.
- 3.9 Acquisitions that fall outwith the policy can be considered in exceptional circumstances. In such cases these will be referred to committee.
- 3.10 Collection reviews (ref Appendix 1 sections 5.1) are carried out during the lifetime of the policy to ensure that the existing collection remains relevant. These reviews adhere to professional standards set out by the Accreditation scheme. Such reviews will often involve museum sector peer support, academic expert advice and engagement with key groups from the community, dependant on specific area of collection under review.
- 3.11 Conditions under which disposal from the collections is considered are bound by the Accreditation Scheme. Deviation from this prescribed course of action would result in loss of Accredited status (ref Appendix 1 sections 1.7 and 16.1-18).

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 The service complies with:
 - the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property which was ratified by the UK with effect from 1/11/2002;

- UK Wildlife and Countryside Act 1981; CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) ratified 1976;
- the laws of *bona vacantia* including Treasure Trove;
- the statement of principles ‘Spoliation of Works of Art during the Nazi, Holocaust and World War II period’, issued for non-national museums in 1999 by the Museums and Galleries Commission;
- *Current Guidance for the Care of Human Remains in Scottish Museums* issued by Museums Galleries Scotland in 2011.

5.2 Valid title is defined under ICOM (International Council of Museums) as “Indisputable right to ownership of property, supported by full provenance of the item from discovery or production.”

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Loss of funding opportunities from sources such as HLF, MGS, NFA and Art Fund due to loss of Accredited status. Loss of ability to borrow significant exhibitions/loans resulting in adverse effect on business plan.	H	Adopt policy as recommended above, to comply with Museum Accreditation scheme
Legal	Non-compliance with key legal terms for collecting cultural assets including but not limited to: CITES; Spoliation; Human Remains; Treasure Trove	L	Qualified staff with experience in researching and understanding provenance of items entering the collection; adherence to Museum Ethics voluntary guidelines issued by the Museums Association
Employee	N/A	N/A	N/A
Customer	N/A	N/A	N/A
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	Non-compliance with national standards leading to loss of Museum Accreditation status would result in reduced ability to borrow from other accredited/national and international museums and galleries	L	Adopt policy as recommended above, to comply with Museum Accreditation scheme

	Risk	Low (L), Medium (M), High (H)	Mitigation
	<p>Aberdeen Art Gallery & Museums and Council's reputation could be affected, including the ability to:</p> <p>accept offers of donations from the public, via bequests and from significant benefactors or grant giving bodies;</p> <p>develop the cultural collection of the city;</p> <p>rationalise collections that are no longer relevant or a drain on the organisation (such as those in extremely poor condition).</p>		<p>Qualified staff with experience in assessing potential acquisitions;</p> <p>Maintaining relationships with potential donors to the collection;</p> <p>Building work programmes with collections development opportunities at their core.</p>

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	<p>Delivers on Regional Economic Strategy and LOIP primary driver of Internationalism</p> <p>Acquiring works of art of national and international status and developing future collecting of key areas of Aberdeen's culture (such as oil & gas), historic international connections (such as TB Glover and Aberdeen-built ships) strengthens the city's international links, raises the profile of the city and its collections and drives tourists to visit as a cultural tourism destination.</p> <p>Delivers on tourism priority for the city within the CCMP.</p>
Prosperous People	<p>Sense of pride for our people as cultural heritage items are acquired for public display, research and preservation.</p>

Local Outcome Improvement Plan Themes	
	Impact of Report
	Inspiring and empowering Aberdonians to “own” and have pride in their cultural heritage and the national & international importance of the collections
Prosperous Place	<p>Enhances Aberdeen and the wider city region’s inward investment and internationalisation offer by presenting the strength of the city’s collections and cultural offer to visitors.</p> <p>Our international place; supports international trade priorities, international exposure to tourism markets etc</p> <p>Maintains the reputation of the city as a cultural hub for the north east.</p> <p>Develops a clear understanding of the city’s heritage and sense of place from both historic and contemporary collecting, ensuring that the collections are seen as a true representation of the culture of the city and the connection of the city to the international art world.</p>

Design Principles of Target Operating Model	
	Impact of Report
Governance	Maintain grant funding relationship with Heritage Lottery Fund (currently £10M for art gallery redevelopment) and other museum specific grant giving bodies, ensuring best use of Council budgets and public monies.
Partnerships and Alliances	National and international partnerships based on Accredited status (including ability to apply for Government Indemnity cover when borrowing high value works; funding for acquisitions to enhance the collection; touring exhibition partnerships; funding for collections care and development)

8. IMPACT ASSESSMENTS

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

9. BACKGROUND PAPERS

Education, Culture and Sport Committee minute 31/1/2013 Art13

10. APPENDICES (if applicable)

Appendix 1 Collections Development Policy 2018-2022

Appendix 2 Appendix A Collection Description
Appendix 3 Appendix B Future Collecting
Appendix 4 Appendix C Review and Rationalisation
Appendix 5 Appendix D Care & Conservation
Appendix 6 Appendix E Collection Documentation
Appendix 7 Appendix F Loans
Appendix 8 Appendix G Definitions
Appendix 9 Appendix H History Collection Classifications
Appendix 10 Appendix I Concordat

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL: MUSEUMS AND GALLERIES COLLECTIONS DEVELOPMENT POLICY

Name of museum:	Aberdeen Art Gallery and Museums
Name of governing body:	Aberdeen City Council City Growth Museums and Galleries
Date on which this policy was approved by governing body:	XX/XX/XXXX
Policy review procedure:	The collections development policy will be published and reviewed from time to time, at least once every five years.
Date at which this policy is due for review:	Nov 2022

Museums Galleries Scotland will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

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ABERDEEN CITY COUNCIL: MUSEUMS AND GALLERIES COLLECTIONS DEVELOPMENT POLICY

This is the Policy Statement regulating the acquisition of items for the Collections of Aberdeen City Council, Aberdeen Art Gallery and Museums (AAGM, hereafter known as 'the Museum'). The adoption and implementation of such a policy by The Council is a requirement of the Accreditation Scheme for Museums in the UK. Accreditation is a set of national standards for UK museums, which all participating museums are required to meet to achieve Accreditation status. The scheme was previously administered by Museums Libraries Archives (MLA) and is now administered by Arts Council England (ACE) following its merger with MLA in 2011. ACE administers the scheme for the entire United Kingdom, in partnership with Museums Galleries Scotland, Northern Ireland Museums Council and CyMAL.

This Policy Statement represents the aims and plans of the Council at the time of its adoption in 2018, and as such will be subject to revision as AAGM develops. It is intended that this policy should be reconsidered at least once every five years and no later than 2021, when a revised statement will be brought before the Council for its agreement.

This Policy Statement supersedes all previous and existing practices and policies, formal or informal, relating to the acquisition of items for the collections of the museum.

The general intention of the policy shall be to strengthen the scope of the existing collections by filling gaps and in some cases by acquiring comparative material. This shall be achieved both by purchase and by adding to the collections by passive means, i.e. accepting gifts. Disposal will be undertaken only for sound curatorial reasons and following procedures in line with Accreditation and Museums Association Ethics.

The Aberdeen Art Gallery and Museums received full Accreditation in 2005 from the

MLA. This has been successfully reviewed on a biennial basis by the MLA.

Aberdeen Art Gallery and Museums re-launched its website in 2009 greatly enhancing online access to the collection.

This Policy recognises the financial restraints that are likely to occur over the period 2018 – 2021. Future collecting by means of purchase will reflect the economic climate and AAGM will continue to seek grant aid avenues in order to maximize our purchasing potential.

REASON AND PURPOSE FOR COLLECTING

Our collection connects Aberdeen's unique past, present and future, inspiring and empowering our communities to love their own culture and sharing that pride with the wider world.

For us connection is key to understanding and developing our collections:

- Connecting audiences with objects, sites and stories
- Connecting objects with people, places and processes
- Connecting the past with the future of Aberdeen and its place in the world
- Connecting the themes and specialisms within our collection

We have exported inspirational people and products to the world; and brought the best of the world to our hearths.

We will continue to create an inspirational collection that reflects our city of Aberdeen and its place in the world as a creative, industrial, social and artistic centre, raising the profile of Aberdeen and north east Scotland.

1. Relationship to other relevant policies/plans of the organisation:

- 1.1. The museum's statement of purpose is: *To maximise the potential of Aberdeen Art Gallery & Museums as an art gallery and museum service that develops and celebrates collections, enlightens, educates and inspires.*
- 1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift or bequest, any object or specimen unless the governing body or responsible officer is satisfied that the

museum can acquire a valid title to the item in question.

- 1.7 In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
 - the disposal will significantly improve the long-term public benefit derived from the remaining collection
 - the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
 - the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
 - extensive prior consultation with sector bodies has been undertaken
 - the item under consideration lies outside the museum's established core collection.

2. History of the collections

- 2.1. The Museums and Galleries Service is part of Aberdeen City Council's City Growth function. It delivers museums and art galleries services across the City of Aberdeen, with a focus on themes of art, heritage, social history and culture. The Service is a key player in the provision of cultural activity and museums in the North East of Scotland and makes an important contribution to the cultural agenda for Scotland. Through partnerships, networks and loans the Service also is a major contributor to UK national museum provision and has an international reputation.
- 2.2. The origins of the Museums and Galleries Service can be traced to 1873 when John Forbes White and a number of local art collectors decided to hold a public exhibition to display their collections. From this developed a plan to establish a public art gallery for the benefit of citizens, an objective that continues to drive the programmes of activity today. Aberdeen's handsome granite Art Gallery, designed by Alexander Marshall Mackenzie, one of the loveliest Victorian galleries in the UK, was opened in 1885. The displays combined industrial exhibitions with exhibitions of art, greatly enhanced by generous gifts, including Aberdeen granite merchant Alexander Macdonald's private collection in 1900. Aberdeen Art Gallery was originally described as a gallery and industrial museum and early exhibitions included industrial exhibitions with contributions from local industry, folk art and "bye-gones".
- 2.3. Twenty years later the building was extended to accommodate the establishment of a plaster cast collection from which art students at the newly established Gray's School of Art, adjacent to the Art Gallery, as well as granite carving apprentices could practice drawing and take inspiration. This light and clean central space is used today to exhibit works by leading contemporary artists.
- 2.4. In 1907 the Town Council assumed responsibility for the building and its growing collections. In the 1920s further development took place with the addition of the City's War Memorial and the Cowdray Hall, opened by King George V and Queen Mary. The cost of the War Memorial was met by public subscription, and that of the Cowdray Hall, a unique recital venue, by Lord and Lady Cowdray "with a view to encouraging the taste for art and music in the City of Aberdeen".
- 2.5. In 1935 a number of key items were transferred from the Town House in preparation for the establishment of the Regional Museum which opened in 1937, in the basement below the Cowdray Hall, with displays of regional history, natural history and geology (closing in the 1970s with the opening of a new display space in James Dun's House). Whilst the museums and galleries service still holds collections from the wider region, the focus of the collection is the City of Aberdeen. Also in the 1930s, plans were made to restore and refurbish "Cumberland House" a fine 16th century town house in Guestrow. Following the war the building was opened in 1953 by HM Queen Elizabeth the Queen Mother as Provost Skene's House. The early 1960s saw further developments at the Art Gallery with the opening of the James McBey Print Room and Art Library in 1961. This fitting tribute to a famous local artist was thanks to the generosity of his widow, Marguerite, who left another substantial bequest when she died in 1999.
- 2.6. In the 1970s James Dun's House, situated on Schoolhill diagonally

- across from the Art Gallery, was acquired as space for exhibiting social and domestic collections, very much at the forefront of museological practice of the time. At this point a Keeper of Social and Domestic History was appointed. This marked a period of significant pro-active collecting in this area. The building continued a programme of small-scale exhibitions ranging in topics from the Spanish Civil War to local archaeology until budgetary restraints led to its closure in the 1990s.
- 2.7. 1984 saw the opening of Aberdeen Maritime Museum in Provost Ross’s House on the Shiprow by HM Queen Elizabeth the Queen Mother. The museum was designed to tell the story of Aberdeen’s maritime history and quickly proved popular with visitors. The building was expanded in 1997 with an innovative award-winning glass link building that joins two historic buildings, Provost Ross’s House and Trinity Church. This transformation facilitated extensive displays of maritime exhibits, including paintings and artefacts telling the story of the North Sea, which for centuries has influenced life in Aberdeen, from fishing to the oil and gas industries. The building has benefited from a number of sponsorship opportunities from oil-related businesses; most recently a new education suite and 3D cinema experience. The next phase – the renovation of the Oil and Gas Galleries – opened in 2013, with sponsorship from Oil and Gas UK.
- 2.8. Over the same time period, the natural history collections were transferred to the University of Aberdeen.
- 2.9. Restricted storage facilities has meant the focus for the development of the collections from the 1980s to 2000s has been on smaller ephemeral and archival material, particularly for industrial history - although Aberdeen also escaped the marked industrial decline in other parts of the UK which spurred on heritage salvage during the later 20th century.
- 2.10. Analogue and digital oral histories have been acquired over the last 30 years.
- 2.11. The Council continued to expand its museum provision when the Tolbooth opened in 1995. One of the oldest buildings in Aberdeen, which includes 17th century gaols, this museum explores stories of crime, punishment and Aberdeen’s civic history.
- 2.12. The Art Gallery closed for redevelopment in 2015 at which point all collections were removed, including those in various storage areas within gallery spaces. At the same time a new publicly accessible storage facility was developed, opening in the Northfield area of Aberdeen in 2016.
- 2.13. Aberdeen Treasure Hub will eventually hold the vast majority of collections not on display, with an additional store holding industrial history, out-sized items, furniture and some smaller domestic history and archaeology collections. A long term aspiration is to relocate this outlying store alongside the Treasure Hub.
- 2.14. Provost Skene’s House was closed to the public in 2013 whilst the surrounding site was demolished and developed. In 2016, when access was possible, a building survey was carried out identifying essential repairs to maintain the historic fabric of the building. Collections were removed and plans for redisplay were commenced. Expected reopening in 2019-2020.
- 2.15. The Art Gallery is expected to reopen in 2019.

3. An overview of current collections

- 3.1. Aberdeen Art Gallery and Museums possesses collections of outstanding importance and quality. The entire collection was awarded Recognised Collection of National Significance status in 2007.
- 3.2. The fine art collections are wide-ranging and are of local, national and international stature, with particularly rich holdings of 19th and 20th century Scottish art, early 20th century English art and a growing collection of 21st century artists of international standing. Artists' portraits and self-portraits form one important collection area. Our holding of work by local artists include George Reid and William Dyce and the world's largest collection by James McBey . We also hold an expansive archive of artists as diverse as William Hogarth and Ian Hamilton Finlay.
- 3.3. The rich and diverse decorative art collection covers all aspects of the discipline, with principal collecting areas of ceramics, glass, metalwork, jewellery, costumes and textiles and a strong presumption towards Scottish work. Strengths include an important group of historic Aberdeen silver, local costume, including the Bill Gibb archive, Chinese lacquer, the Cochrane Collection of ceramics and innovative contemporary metalwork. Participation in the National Collecting Scheme for Scotland has enriched the collection with important acquisitions of contemporary metalwork.
- 3.4. The history collection relates to the social and industrial history of North-East Scotland and beyond. The collection consists of ship models, maritime paintings, shipbuilders' drawings, and artefacts relating to fishing, shipbuilding harbour development and internationally important offshore oil and gas industries. Under the nationally-recognised UK Maritime Collections

Strategy, Aberdeen Maritime Museum is designated "Lead Museum for UK Offshore Oil and Gas Industries". Scotland's industrial and scientific heritage is reflected in the science, industry and local history collection, which focuses on working life in Aberdeen and its environs, with key subject collection areas of medicine, granite, engineering and photography, which are integral to understanding Scotland's national story.

- 3.5. The history collection includes high quality archaeological collections that help to tell the City's history and to reflect the rural and urban identities of Aberdeen and Scotland for many thousands of years from the Mesolithic period, 8000 or more years ago, until medieval times. Their particular strength is in excavated material from the medieval burgh of Aberdeen. This grouping is second to none in Scotland and of European significance.
- 3.6. The large numismatic collection contains examples of coins from most countries of the world and from most periods of history, from Ancient Greece and Rome to the present day.

For more detailed collection descriptions please see **Appendix A: Collection Descriptions**.

4. Themes and priorities for future collecting

4.1. ART: DECORATIVE ART

This is a diverse and comprehensive collection covering all aspects of decorative art: design, craft, costume and textiles. The prime collecting areas are functional ceramics, glass, metalwork, jewellery, costume and textiles which includes Scottish, British and International work. An extensive contemporary craft collection has been developed, and is now recognised as one of the most important of its kind in Britain. We will continue to augment this collection by acquiring work by UK and International makers.

4.2. ART: FINE ART

When choosing works to collect, the founders of Aberdeen Art Gallery looked to their contemporaries. This interest in collecting recent work has been a theme through most of the gallery's history. Without limiting the range of possible acquisitions, a process of prioritisation has taken place in recognition of financial challenges, and Fine Art will continue in their vein and restrict purchases largely, though not exclusively, to contemporary art. Works which explores our four main collecting themes will be prioritized, regardless of which area of the Fine Art Collection they sit in: cross-overs, identity, place, and comparative works. We will seek to enhance other thematic areas of the collection through mainly gifts and bequests.

4.3. HISTORY

The history collections tell the story of the history and development of the city of Aberdeen, through the stories of individuals, communities, trade and industry. Material is collected and preserved to provide opportunities for learning and inspiration but also as a record of local life. Local provenance is

crucial for future development of these collections, although items with no recorded provenance may be retained within the collections in order to illustrate significant aspects of history which are otherwise missing. The majority of these collections have been acquired through gift or bequest and it is anticipated that this will continue to be the case.

For more details on future collecting priorities please see **Appendix B: COLLECTIONS DEVELOPMENT PLAN: Priorities for Future Collecting**

5. Themes and priorities for rationalisation and disposal

- 5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3 Collection reviews will focus on themed groups of material, and where possible, will relate to wider projects such as gallery refurbishment and redisplay, special exhibitions and engagement projects.
- 5.4 Priority areas include: social history (where previously no dedicated curator was identified), costume, furniture, plaster casts, and fine art reproductions.

For more details on collections reviews and rationalisation priorities please see **Appendix C: Collection Review and Rationalisation Plan**

6 Legal and ethical framework for acquisition and disposal of items

- 6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7 Collecting policies of other museums

- 7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

- 7.2 Specific reference is made to the following museum(s)/organisation(s):

- Large museum and heritage services based in the north east of Scotland: particularly in Dundee and Perth.
- Local authority, university, independent and national museums and galleries within Aberdeen city and Aberdeenshire, Angus and Moray.
- Specialist collection related institutions e.g. Scottish National Portrait Gallery, National Trust for Scotland, Scottish National Maritime Museum.

- 7.3 Alphabetical listing of those organisations we routinely consult (not exclusive):

- Aberdeen City Council Library and Information services
 - Aberdeen City and Shire Archives
- The Council's recognised place of deposit for information scheduled for permanent preservation is Aberdeen City & Shire Archive, a service the Council shares with Aberdeenshire Council. The Council has an **Archival Transfer and Acquisition Policy** which sets out the commitment to information

preservation. See the Records Management Plan Public Records (Scotland) Act 2011 published January 2015.

- Aberdeen Football Club Heritage Collection
- Aberdeenshire Museums Service
- Grampian Health Arts Trust
- Grampian Transport Museum
- National Galleries of Scotland
- National Museums Scotland
- National Trust for Scotland (particularly Drum Castle and Crathes Castle)
- Police Scotland Museum
- Robert Gordon's University Historic Collections
- St Peter's Heritage Trust
- The Blairs Museum
- The Gordon Highlanders Museum
- University of Aberdeen Museum Collections
- University of Aberdeen Special Collections

- 7.4 The Museum acknowledges the Concordat **Developing the Collections of Museums in North East Scotland** (see **Appendix I**). The principal purpose of the Concordat is to minimise competition and duplication of collections of the partner museums of Aberdeen City Council, Aberdeenshire Council and the University of Aberdeen, along with those of the Moray Council and Angus Council. The Museum also recognises the North East Museum Partnership, formed by Aberdeen City Council, Aberdeenshire Council and the University of Aberdeen to deliver its Regional Development Challenge Fund-supported project with the aim of augmenting and developing the work of the museums sector in the North East of Scotland.

- 7.5 Acquisitions outside the current stated policy should be made in very exceptional circumstances, and then only after proper consideration by the governing body of the museum itself, having regard to the interests of other museums.
- 7.6 Co-ownership of new acquisitions will be considered. The Museum recognises the advantages that joint acquisitions can provide, such as enabling the purchase of high value works and strengthening links between partners.

8 Archival holdings

As the Museum holds archives, including photographs and printed ephemera, its governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002).

9 Acquisition

- 9.1 The policy for agreeing acquisitions is:
- 9.2 The Art Gallery and Museums Manager, as Aberdeen City Council's senior museum professional, will normally have delegated authority and responsibility for the acceptance or rejection of potential gifts or bequests to the Museum, for soliciting gifts of material for the collections within the terms of this policy, and for making recommendations and taking action on the purchase of material in accordance with this Policy and within Aberdeen City Council's normal standing orders.
- 9.3 Items offered to the Museum as gifts or bequests will not normally be accepted if they are subject to any restrictive covenant or special conditions, such as that they be displayed in a particular way. In exceptional circumstances, if the Art Gallery and Museums Manager feels that the item(s) in question are of overriding importance, the Council may be asked to approve the acquisition of a

specific item to which conditions are attached. A general exception to this rule will be deemed to exist in respect of restrictive covenants or conditions intended only to assure the permanent protection of the item concerned in the Museum's collections, such as restrictions placed upon any legal powers of disposal that the Museum may have; under such circumstances, the Art Gallery and Museums Manager may reasonably recommend that the Council accept the gift or bequest in question.

- 9.4 The Collecting Area for the Museum will be principally the City of Aberdeen and Aberdeenshire. Some specific collecting themes are of national and international artefacts or are governed by association (for example the Bill Gibb archive) and these specific collecting areas are defined in this policy statement.
- 9.5 The period of time to which the collection relates will be from Prehistoric times (archaeological material) to present day.
- 9.6 Items made in, at some point used within, or otherwise provenanced to the Museum's Collecting Area, may be acquired, regardless of their location at the time of acquisition. Where this involves the collection of items from a place within the geographical sphere of influence of another museum, a principle of open actions and good communications will apply.
- 9.7 In an emergency, and to ensure the preservation locally and in public ownership of important material, the Art Gallery and Museums Manager is exceptionally authorised to collect material from outside the museum's stated collecting area, relating to those parts of Aberdeen City not yet covered by any museum service. Such material is acquired on the understanding that it may be transferred to other museums at a future time.

- 9.8 Where the Museum seeks to collect the work of 'local' artists, or to acquire 'local' views, the area defined above will normally be used as the basis for decisions.
- 9.9 Acquisition decisions will be guided by this Collections Development Policy and by the aims set out in Aberdeen City Council strategic plans, such as the Local Outcome Improvement Plan and City Centre Masterplan.
- 9.10 Internally all offers of acquisition will be reviewed by the Acquisition and Disposal Panel comprised of Lead Curators, Learning Manager, Head of Collections and Art Gallery and Museums Manager. Four members of the panel must be present to be quorate.
- 9.11 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.12 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10 Human remains

- 10.1 As the museum holds or intends to acquire human remains from any period, it will follow the guidelines in the 'Guidance for the Care of Human

Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

11 Biological and geological material

- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

12 Archaeological material

- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2 In Scotland, under the laws of *bona vacantia* including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of *bona vacantia*. Scottish material of chance finds and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to Aberdeen Art Gallery and Museums by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, a Curator or other responsible person acting on behalf of Aberdeen City Council can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

13 Exceptions

- 13.1 Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin
- In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

14 Spoliation

- 14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

15 The Repatriation and Restitution of objects and human remains

- 15.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the "*Guidance for the Care of Human Remains in Scottish Museums*" issued by MGS in 2011), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

- 15.2 The disposal of human remains from museums in Scotland will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

16 Disposal procedures

- 16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- 16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale or as a last resort - destruction.
- 16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and

- source communities and others served by the museum will also be sought.
- 16.6 A decision to dispose of a specimen or object, whether by gift, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Museums Galleries Scotland.
- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Disposal by exchange

- 16.13 The museum will not dispose of items by exchange.

Disposal by destruction

- 16.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.18 The destruction of objects should be witnessed by an appropriate

member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Appendix A:

COLLECTIONS DEVELOPMENT PLAN: Collection Descriptions

1. REASON AND PURPOSE FOR COLLECTING

Our collection connects Aberdeen's unique past, present and future, inspiring and empowering our communities to love their own culture and sharing that pride with the wider world.

For us connection is key to understanding and developing our collections:

- Connecting audiences with objects, sites and stories
- Connecting objects with people, places and processes
- Connecting the past with the future of Aberdeen and its place in the world
- Connecting the themes and specialisms within our collection

We have exported inspirational people and products to the world; and brought the best of the world to our hearths.

We will continue to create an inspirational collection that reflects our city of Aberdeen and its place in the world as a creative, industrial, social and artistic centre, raising the profile of Aberdeen and north east Scotland.

2. ART COLLECTION - OVERVIEW

Even in its Victorian beginning, the founders of Aberdeen Art Gallery looked to their contemporaries when choosing works to collect. This interest in collecting recent work has remained true to the intentions of its original benefactors throughout the Gallery's history. The collection has grown thanks to purchases, gifts and bequests as well as external financial support.

Many of the early driving forces behind the creation of Aberdeen Art Gallery helped enrich the collection through financial bequests or by donating works they had collected privately. John Forbes White, a flour mill owner, was central to organising exhibitions in the Gallery in the 1870s and 1880s. He was interested in the Realism of the Barbizon and The Hague schools, and supported Scottish artists who were experimenting with this new style. He generously lent works from his private collection, many of which eventually made their way into the collection. Granite merchant and art collector Alexander Macdonald was instrumental in the creation of Aberdeen's Art Gallery. Sharing White's admiration for their contemporaries, Macdonald only bought works by living artists and strived to establish friendships with them.

Around 1880, he embarked on a project to collect artists' portraits, supplying uniformly sized canvases for the purpose. His wife continued this collection after her husband's death. It contains a total of 93 artists' portraits. Besides bequeathing his impressive collection to the city, Macdonald's will also demanded that the art gallery building should be finished within three years of his death. This accelerated the process so that the first phase of the building opened in 1885. The new chairman of the gallery committee, James Murray, donated some grand Edwardian and late Victorian works to the collection, including one of our star works, John Lavery's *Tennis Party*. A collection of plaster casts assembled at the start of the 20th century was intended to inspire granite carvers and students at Gray's School of Art.

Decorative arts and design have been of interest since the Gallery's beginnings. A significant donation of lace (from one of White's relatives) joined the textile collection in 1927, but the pursuit of decorative arts truly blossomed in the mid-20th century, with a large donation from James Cromar Watt including his own jewellery designs as well as his collection of oriental pieces). The momentum of a move initiated in the 1960s

to acquire local metalwork endures to this day.

The Art Gallery also continued collecting fine art during the Second World War and immediately after. During this time, the art gallery benefited from sizeable donations of British modernist works through the War Artists' Advisory Committee and a purchase of several works from the Sickert Trust. Collector Rex Nan Kivell gave over 200 modern British wood engravings in 1951. The Rt. Hon. Gertrude Forbes-Sempill contributed a collection of significant early 20th-century landscapes in 1955. In 1959 we received two major donations of works by James McBey which have since allowed us to accumulate the world's biggest archive of his work.

Further important donations followed, through the division of Joan Eardley's works by her sister Pat Black and through the collecting efforts of director Ian McKenzie-Smith, who is also an abstract painter. The Scottish Arts Council Bequest from 1997 expanded our collection of contemporary art, particularly prints. The same year, efforts to build up a collection of Fraserburgh-born fashion designer Bill Gibb culminated in the purchase of an archive of his drawings with the support of the National Fund for Acquisitions, the Art Fund and the Friends of Aberdeen Art Gallery & Museums. Several important donations enriched our ceramic collections in the 1990s, including the flat back figures from the Catherine Fleming Collection, or the Cochrane Collection of porcelain which was acquired in 1995 with the assistance of the National Art Collections Fund.

A donation of 10 contemporary artworks by the Saatchi Gallery came in 2000. In 2012, the extensive archive of three dimensional objects including sundial and books, prints and memorabilia by Scottish poet, writer, artist and gardener, Ian Hamilton Finlay was donated to the gallery by Joyce Laing (OBE). Contemporary holdings of decorative and fine art have been enhanced through the National Collecting Scheme for Scotland and the

indispensable support of organisations such as the National Fund for Acquisitions, the Art Fund, the Contemporary Art Society and the Calouste Gulbenkian Foundation as well as the Friends of Aberdeen Art Gallery.

3. DECORATIVE ART

This is a diverse and comprehensive collection covering all aspects of applied and decorative art; design, craft, costume and textiles. The prime collecting areas are ceramics, glass, metalwork, jewellery, costume and textiles which includes Scottish, British and International work. An extensive contemporary craft collection has been developed, and is now recognised as one of the most important of its kind in Britain. Participation in the National Collecting Scheme for Scotland has enriched the collection with important acquisitions of contemporary metalwork.

INTERIOR DECORATION

- 3.1. CLOCKS** - This section comprises of a small collection of timepieces including examples of 17th, 18th and 19th century mantle, wall and longcase clocks. Assistance from the National Fund for Acquisitions has greatly enhanced the representation of 20th century clocks in our holdings.
- 3.2. FURNITURE** - Domestic, ecclesiastical and civic furniture are represented within this section.
- 3.3. MUSICAL INSTRUMENTS** - a very small group of 18th, 19th and 20th century keyboard and stringed instruments are represented within our holdings.

3D DESIGN

3.4. CERAMICS

- 3.4.1. Miscellaneous Domestic Ceramics** - General domestic and commercial wares of local significance are held within this section.

3.4.2. European Ceramics - This section comprises representative examples from the major continental porcelain factories, including Meissen, Vienna Porcelain Factory, Tournai and Sevres.

3.4.3. British Ceramics - This section comprises representative examples from the major English porcelain factories, a group of 1920s and 30s British Studio Pottery presented by the Contemporary Art Society, the Robinson-Young Collection of Art Pottery and the Cochrane Collection of British and Continental porcelain. There is a small group of ceramics designed by artists, which includes work by Scottie Wilson, Eric Ravilious and Bruce McLean. Examples of British 20th century factory wares have been acquired, including pieces designed by Gordon Mitchell Forsyth, Susie Cooper and Clarice Cliff and key factories such as Shelley, Denby and Hornsea. The Scottish historic collection includes examples of transfer print wares, spongeware, hand-painted wares, work from the East Coast (particularly Wemyss) and Glasgow potteries and Aberdeen's Seaton Pottery.

3.5. GLASS

3.5.1. Miscellaneous Domestic Glass - This section includes examples of commercial glassware such as lemonade and ink bottles, and stained glass panels are also acquired.

3.5.2. British and Continental Glass - There is a mixed collection of British and Continental glassware from the 17th century to the present day, illustrating the development of stylistic techniques and decoration. Strengths lie in 18th century British drinking glasses, the Cromar Watt

collection of Venetian glassware and the Vaughan collection of Monart and Vasart glass. There are groups of European Art Nouveau and Art Deco glass and key examples of contemporary Scottish glass.

3.6. JEWELLERY

3.6.1. Jewellery - Jewellery includes a good mixed media group of material including precious metals, resins and plastics, gemstones, cameos, costume and mourning jewellery from 17th century to the present day. There is strong collection of Victorian local and Scottish jewellery, including clan badges, granite brooches and Scottish semi-precious gemstone work. There is a small, but significant group of Arts and Crafts jewellery including enamel and jewellery work by the Aberdeen born James Cromar Watt (1862 – 1940). Aberdeen Art Gallery & Museums now holds the best collection of designer jewellery in Scottish local authority museums, with recent acquisitions of outstanding work by international makers. The jewellery collection includes silversmith drawings and ephemera.

3.6.2. Portable Accessories - This collection includes pill boxes, vinaigrettes, scent bottles, hand mirrors and other accessories.

3.6.3. Watches - We have a small collection of 19th and 20th century pocket watches in the collection. Purchases funded by the National Fund for Acquisitions have allowed us to collect contemporary timepieces by Gordon Burnett and Marianne Forrest.

3.7. METALWORK

3.7.1. Domestic Silver - British domestic hollowware and flatware from the 17th century onwards are included.

Strengths lie in outstanding examples of North East of Scotland silver and the study collection of Aberdeen silversmiths' hallmarks.

- 3.7.2. **20th-21st century Metalwork** - There is a growing collection of early 20th century metalwork and enamelling, featuring important work by Arts and Crafts designers. Participation in the National Collecting Scheme for Scotland has greatly enhanced the representation of contemporary metalwork, making it the strongest collection of its kind in Scotland.

3.8. CRAFT

- 3.8.1. **Historic Asian Craft** - The collection includes a significant group of Asian artworks, including the James Cromar Watt bequest of Chinese lacquer, carvings in ivory, semi-precious stone and wood, bronzes, and cloisonné enamel. Japanese netsuke and okimono are also represented.
- 3.8.2. **Other Craft** - This collection comprises of a broad mixed media collection including leatherwork, papermaking, lapidary, basketry, and woodworking and wood specialities such as marquetry and pyrography. The strength of the collection lies in its high-quality work with a Scottish emphasis.

FASHION AND TEXTILES

3.9. Fashion Design

- 3.10. The collection holds work by eminent designers including Laura Ashley, Marion Donaldson, Kaffe Fassett, Mitzi Lorenz and Bill Gibb. The Bill Gibb Collection is a nationally significant collection of over 100 garments and is complemented by an archive of 2460 fashion sketches, working drawings and notes by the

famous North East born designer, Bill Gibb.

3.11. Historic Costume

- 3.11.1. **Historic Costume** - The Costume collection contains historic dress and accessories for adults and children, from the 1770s to present day. The collection mainly comprises middle class dress, with the emphasis on clothes worn, purchased or retailed in the local area. There is a group of occupational costume relating to local industries and trades, uniforms and regalia from local schools, regiments, societies and clubs, and civic robes. Notable acquisitions include the Peggy Walker Gift, Joan Burnett Collection, Stewart Collection of children's clothing, and two collections of costume and accessories worn locally by Mrs. F. Farquharson of Invercauld and Mrs. Hamilton of Skene.

- 3.11.2. **Costume Accessories** - Costume accessories are well represented in the collection, and include; footwear, bags, shawls, hats, gloves and stockings.

- 3.11.3. **Costume Ephemera** - Catalogues, photographs, magazines, sewing patterns, postcards and press cuttings are included in the collection. Packaging and ephemera connected with local costume, fashion shops, dressmakers, tailors and milliners have also been acquired, along with photographs recording local people in fashionable and occupational dress.

3.12. Textiles

- 3.12.1. **Historic textiles** - This is a relatively small collection comprising Scottish needlework, needlepoint, lace, samplers and beadwork from the early 19th century onwards.

Needlework accessories and tools along with dressmaking and knitting patterns form part of this collection. Notable acquisitions include The Harrower Bequest of Continental and British Lace dating from mid-17th century, examples of local New Pitsligo lace and the collection of dressmaking tools and teaching aids donated by the Robert Gordon University.

3.12.2. **Miscellaneous Domestic**

Textiles - There is a group of household and domestic textiles and furnishings, and a collection of local Trade Union banners.

3.12.3. **Modern and Contemporary**

Textiles – There is an important collection of 20th century textile hangings and Scottish tapestry, which has been significantly enhanced by the Scottish Arts Council Bequest 1997.

4. FINE ART

4.1. 2D WORKS: PAINTINGS

The collection of British paintings dates from the 17th Century to the present day. Amongst the earliest are portraits by the Aberdeen painter George Jamesone. Portraits and a large view of Aberdeen by William Mosman, along with portraits by Cosmo Alexander, represent the early 18th century. From 1750 onwards the collection can count works by Allan Ramsay, William Hogarth, Johan Zoffany, Sir David Wilkie and Sir Henry Raeburn. The mid 19th century is represented through such works as Edwin Landseer's *Flood in the Highlands*, and a group of Pre-Raphaelite works by John Everett Millais, Edward Burne-Jones, William Holman Hunt, J. W. Waterhouse and Dante Gabriel Rossetti. Works also by the Glasgow Boys include John Lavery's *The Tennis Party* and Sir James Guthrie's *To Pastures New*. The Museum owns the major part of William Dyce's known oil paintings, including the Italianate *Lamentation over the Dead Christ*. John "Spanish" Phillip, a favourite artist of Queen Victoria, is equally well represented, both by his earlier Scottish subjects and his later Spanish ones.

Aberdeen Art Gallery is exceptionally rich in paintings of the earlier 20th Century, with works by Walter Richard Sickert and artists of the New English Art Club and the Camden Town Group such as Phillip Wilson Steer, Harold Gilman, Robert Bevan and Lucien Pissarro. The Scottish Colourists, Samuel J. Peploe, F.C.D. Cadell, J.D. Fergusson and Hunter are each well represented as are other notable 20th Century Scottish artists, such as William Gillies, Robin Phillipson, Joan Eardley and Ian Mackenzie Smith.

We hold significant works by major artists of the early modern British avant-garde, including Wyndham Lewis, Edward Wadsworth, William Roberts and David Bomberg. Paintings by the Bloomsbury Group include Vanessa Bell, Roger Fry Duncan Grant. British surrealist Paul Nash

is represented, along with Ben Nicholson and Winifred Nicholson. Some of the best of Stanley Spencer's work is in Aberdeen, including one of the *Resurrection* series. Both Gwen and Augustus John are represented in the collection. We also have an outstanding work by Francis Bacon, *Pope I – study after Pope Innocent X after Velasquez*, and other works by several of his contemporaries, including Frank Auerbach, Keith Vaughan, Josef Herman, Jankel Adler, Robert Colquhoun and Robert MacBryde. All of these artists were observers of the human condition, innovators exploring questions relating to their own identity and belonging in the pivotal post-war period.

There are also works by a number of local artists including James Cowie and James McBey. Indeed, we have the largest collection of James McBey's works in the world.

New and emerging artists, such as Peter Howson, Tim Ollivier, Trevor Sutton, Ken Currie, Alison Watt, Julie Roberts and Kevin Harman, have recently been acquired.

The small but choice collection of French paintings is of international importance, including a portrait of a Scottish sitter on the Grand Tour by Jules Blanchet, a French artist resident in Rome who also painted the Young Pretender and his brother. There are two flower pieces by Henri Fantin Latour, seascapes by Eugène Boudin and works by the Impressionists, Claude Monet, Pierre August Renoir, and Alfred Sisley, in addition to Fernand Léger and Marie Laurencin.

The Gallery has paintings by notable members of the Hague School, including Willem Roelofs, Alexander Gerrit Mollinger, the Maris brothers and Jozef Israëls. The last of these visited Aberdeen and had his portrait painted by Sir George Reid and two other Scottish artists, which are also in our collection.

More recent acquisitions by foreign artists include a watercolour by Jules Bissier and

a collage by the American Abstract Expressionist Robert Motherwell. We have collected, for example, examples of contemporary Japanese art, such as that by Chiho Aoshima, thus allowing comparison with Scottish artists such as Kenny Hunter who have been inspired by contemporary Japanese culture.

4.2. 2D WORKS: DRAWINGS and WATERCOLOURS

Aberdeen has a very fine collection of British watercolours including David Allan, Paul Sandby, JMW Turner, William Blake, Samuel Palmer, Miles Birket Foster, Charles Rennie Mackintosh, Eric Ravilious, Oskar Kokoschka and more recently John Piper and John Bellany.

There are important Pre-Raphaelite works, including examples of the watercolours by J E Millais and Edward Burne-Jones and a drawing by Simeon Solomon. Amongst the drawings is a fine group by William Dyce. There are figure studies by John Phillip and landscape drawings by the Aberdeen born painter James Giles. There are also some 150 drawings by Joan Eardley.

In addition to the works by primarily British artists, there are four exceptional illuminated pages from a Book of Hours, depicting Stations of the Cross. They are thought to be Flemish and to date from the 14th century. The majority of this collection, however, dates from the 18th century or later.

4.3. 2D WORKS: PRINTED MATERIALS

4.3.1. PRINTS

The earliest prints are mostly 18th century engravings including portraits, the moral scenes of William Hogarth and a variety of early views of Aberdeen.

The 19th century prints begin with William Daniell's aquatints of the Scottish coastal towns and landscape, completed

by the end of the first quarter of the century.

The superb collection of French 19th century paintings and sculpture is echoed by a small, but excellent holding of prints by Honoré Daumier, Pierre Auguste Renoir, Henri Matisse, Pablo Picasso, Pierre Bonnard, Marc Chagall and the music hall scenes of Henri Toulouse-Lautrec.

The Etching Revival of the latter part of the century is well represented, with work by Francis Seymour-Haden, James Whistler, Walter Sickert, D. Y. Cameron, Muirhead Bone.

Wood engravings, which saw such popularity in the 1920s and 1930s, are represented with over 250 prints.

Modern movements in printmaking, specifically the rise in popularity of the screenprint, are reflected in work by artists of international standing including Roy Lichtenstein, Andy Warhol and R. B. Kitaj. More recently, Rachel Maclean and Chiho Aoshima are significant representatives of new techniques, particularly digital printing.

4.3.2. PEACOCK ARCHIVE

Aberdeen's own printmaking studio, Peacock Printmakers, is included in our collection with many etchings, screenprints and woodcuts. Since 1987 the Peacock Archive, comprising an example of every print they have produced, has been added to the collections of the Museums.

4.3.3. REPRODUCTIONS

Over the years various reproductions have come into the collections, including sets of reproductions after works by Picasso and Matisse, amongst others.

4.3.4. CREATIVE or ARTIST ARCHIVE

Besides holding in trust artworks, we care for some archives that help to add detail to the artists whose work we collect. This category contains objects collected or owned by an artist. It includes William

Dyce's letters, George Reid's correspondence and a significant holding of John Phillip's writings.

4.4. 2D WORKS: PHOTOGRAPHS

Largely as a result of the Scottish Arts Council Bequest of 1997 we now have a small but significant collection of artist-photographs. Recently this has been enhanced by several notable acquisitions of photopieces by Gilbert and George, Martin Parr, Jenny Saville, Francesca Woodman and Jane and Louise Wilson. Their works present new ways of understanding the changing nature of political and cultural landscape and identity, whether of class, ethnicity or sexuality in our multicultural age

4.5. 2D WORKS: MCBEY ARCHIVE

James McBey (1883-1959) was born in Newburgh near Aberdeen and rose to international fame as an artist despite having received no formal artistic training. Instead, he taught himself etching from a library book and produced his first etchings on a mangle for lack of a printing press. Our collection includes these early works by him, as well as his very first oil painting, an outstanding likeness of his grandmother. He went on to record the First World War as an Official War Artist in the Middle East, and we have in our collection his preparatory sketches as well as key works such as *Dawn. Camel Patrol Setting Out*, which achieved a record price when sold at auction in 1926. A constant traveller, McBey lived in Morocco, London, the USA and regularly visited Scotland, and he recorded his experiences in all of these places with a characteristic immediacy. We have paintings, sketches and prints spanning the artist's entire life and career. While AAGM started collecting works by McBey as early as the 1910s, we have developed the world's largest archive on this artist thanks to the generosity of his friend and patron HH Kynett, and above all his wife Marguerite McBey who made several significant

donations between 1959 and 2000. Beyond his artworks, these have included personal photographs, diaries, letters, newspaper cuttings, memorabilia (such as his easel and etching tools) giving an intimate insight into the artist's personal life.

4.6. 3D WORKS: SCULPTURE

4.6.1. ORIGINAL WORKS

The sculpture collection dates from the 19th and 20th centuries. There are particularly strong examples of Modernists' work from the post-war period, including those by Scottish sculptors Alexander and William Brodie, James Pittendrigh Macgillivray as well as English sculptors Edgar Papworth, Thomas Woolner.

The 20th century collection is stronger, with important examples of the work of Sir Jacob Epstein, Ossip Zadkine, Barbara Hepworth, Henry Moore, Eduardo Paolozzi, Richard Long, Anthony Caro and Gavin Scobie. A small but good holding of sculpture by French artists includes work by Degas, Rodin and Bourdelle.

Recent additions to the collection have enhanced our contemporary collections with notable works by David Batchelor, Michael Wilkinson, Kenny Hunter, Christine Borland, Bryndis Snaeborndottir, Charles Avery, Henry Coombes and Sara Barker.

4.6.2. CASTS

Aberdeen Art Gallery and Museums holds a number of important casts within its collection. In 1905 the sculpture court building opened to the public, showing a large collection of plaster casts from prehistory to the 18th century. These included the most complete series of Parthenon sculptures after the British Museum, Celtic crosses, classical sculpture and sculpture of the Italian renaissance, largely funded by local subscription. Although many of the casts were dismantled in the 1960's, one third

of the original Celtic cross cast collection remains, along with a significant representation of plaster casts of Greek and early medieval sculptures.

4.7. 3D WORKS: INSTALLATIONS

Two installation works by Richard Long and Craig Richardson were acquired through the Scottish Arts Council Bequest in 1997. More recently we have acquired another installation entitled *Head and Shoulders with Conditioner* by Jim Lambie.

4.8. 3D WORKS: MEMORABILIA

Besides holding in trust the artworks produced by artists, we care for memorabilia connected to artists. These often enter the collection as part of an artist's archive and help to add detail to the artists whose work we collect. This category contains objects used or owned by an artist, such as William Hogarth's paintbox, walking stick and the bowl his pug used to drink from, James McBey's easel and etching tools, or Ian Hamilton Finlay's sundial

4.9. INTANGIBLE WORK and NEW MEDIA

Since the dawn of conceptual art, ideas themselves have been able to become artworks in their own right. More recently, artworks have relied on various new technologies to make themselves manifest, such as neon lighting, video projectors and audio equipment. Particular emphasis placed on themes that are revelatory of the human condition such as Dalziel and Scullion's *Another Place*, Julian Opie's *Sparkly Jeans and Top*, Torsten Lauschmann's *Pandora's Ball*, Jacques Coetzera's *Room to Roam*, the digital film by Conor Gault titled *Le Fabuleux Destin*, Rachel Maclean's *The Lion and the Unicorn*, Susan Philipsz's *Two Sisters* and Tracey Emin's neon light piece, *For You*.

5. HISTORY: OVERVIEW

The collections tell the story of the history and development of the city. They encompass personal and domestic life, wider community life such as community and religious groups, civil authorities and infrastructure, and local industrial history. The archaeological collections (which include bulk finds and soil samples) contain items from the Neolithic period, but are particularly strong for medieval period. The strengths of the later collections are drawn from the late 1880s onwards when trading and industrial activity in Aberdeen began to take on the shape that we recognise today. These collections focus on Aberdeen city and the immediate environs but include material from the Aberdeenshire hinterland and Grampian Region (due in part to changing Local Authority boundaries) and extend to the North Sea to encompass the oil and gas industries supported from the City.

The history collections support Aberdeen Art Gallery & Museums' vision to be at the heart of cultural life in north east Scotland, as a record of local life but having also great potential to increase and diversify our audiences. For the purposes of this policy the history collections are divided into the following categories: Personal and domestic life; Community life and wellbeing; Trade, industry and working lives.

Details of how these categories relate to those used in previous copies of the policy and the classifications on our Collections Management System, please see **Appendix H**.

5.1. PERSONAL AND DOMESTIC LIFE

The personal and domestic life collection comprises items used by individuals and small social networks (family or otherwise). For example, domestic items and personal accessories; personal papers, letters, diaries and memorabilia recording local life or of significant Aberdonians.

5.1.1. Archaeology

The archaeological collections contain personal and domestic objects from the Neolithic to Post-medieval periods. Examples of domestic wares include cooking pots and food vessels, Neolithic stone bowls and polished axe heads. Items for personal use include objects such as jewellery, clothing, combs and pipes. Examples include a Bronze Age armlet, medieval brooches, buttons from the 1700s and 1800s, and a copper alloy bracelet on the arm of a body excavated from the church of the Aberdeen Carmelite friary. Organic domestic finds such as leather shoe soles from 1100s to 1400s and wool textile fragments from 1200s to 1300s have been preserved due to waterlogged conditions in the soil.

5.1.2. Personal history

These collections include personal records such as certificates, diaries and scrapbooks compiled and kept by individuals. There are a large number of photographs, papers and objects relating to the personal life of the Duthie family, the owners of one of Aberdeen's most important shipbuilders. It contains items kept as personal mementoes, relics or memorials. There is also a large collection of greetings cards, Christmas cards and postcards. A collection of holiday related items comprises photographs, souvenirs and commemoratives, which also includes memorabilia relating to royalty. A range of personal

accessories also falls within this collection and includes items for writing (in a personal capacity), grooming, toiletries and cosmetics, and the consumption of alcohol (e.g. hip flask) and tobacco. This group includes domestic records which comprise legal documents, accounts, rent books, photograph albums and loose family photographs, mostly as part of wider gifts relating to local individuals.

5.1.3. Domestic life

The domestic life collection includes domestic appliances used for cleaning and maintenance, and cooking. Relating to this is a collection of items for the preparation, serving and storing of food, including recipe and cookery books.

5.1.4. Entertainment and Hobbies

Collections include material related to domestic life especially the electrical trades and home entertainment such as radios, televisions, phonographs, and personal computers. There is a particularly strong collection of mid-1900s valve radios and related ephemera such instruction manuals and magazines. A small collection of televisions, video players, gramophones and related objects supplement the radio collection.

The collections include collecting hobbies such as scrap books, cigarette cards, philately and postcards are represented, alongside a range of dolls, toys and games from the early 1800s to early 2000s. A small group of Far Eastern, Egyptian, Greek and Roman artefacts were collected as a hobby by local travellers in the 1800s and early 1900s. There are also about 150 ancient coins, mostly from Greece and Rome, which include a few rare silver pieces of the Roman Republic, donated by collectors in the early to mid 1900s.

5.2. COMMUNITY LIFE AND WELL BEING

The community life and wellbeing collection represents the experiences of locally based community groups and the services provided for individual wellbeing. This includes organisations such as schools, faith and religion, local government and emergency services, as well as military service and armed conflict. It also includes hobbies, leisure, sport and recreation from local clubs, societies and organisations. The modern history collections are very strong on local community life, cutting across traditional categories.

5.2.1. Archaeology

Collections include a significant of Neolithic Carved Stone Balls, recovered from a number of sites across North east Scotland, these enigmatic objects are rarely found outside Scotland and those from Aberdeenshire tend to be larger than those found elsewhere. A Medieval ice skate, made from horse bone and dated to the 1300s, was recovered from an excavation in the city while other finds from fieldwork include medieval dice and modern golf balls. This also includes a very small collection of human bone from local excavations.

5.2.2. Leisure activities

The health and sporting pursuits of many Aberdonians was fostered by local companies such as Pirie's at Stoneywood and the collections contain good examples of trophies and other memorabilia associated with such organisations. There are examples of sporting equipment and related ephemera, mostly golfing and fishing, and some objects relating to His Majesty's Theatre and the Music Hall. There are examples of tokens used in a range of activities, including a number of 1900s gaming tokens fashioned to imitate contemporary coinage.

5.2.3. Faith groups

This collection includes objects from local Aberdeen faith groups. It is dominated by the ecclesiastical history of Aberdeen, and has been recently supplemented by Buddhist robes and related items. Communion tokens largely relate to specific churches and congregations in the North East and the Highlands of Scotland with a number issued across Scotland by a denomination. Dates range from the late 1600s to late 1800s. There are examples of Maundy money, from the 1600s, and a small number of modern Maundy Money purses.

5.2.4. Health and wellbeing (Medicine and healthcare)

The medical collection has strong North East connections and reflects the way in which medical science and practise impact upon local communities. The collection also includes objects which represent the care of individuals in a domestic setting.

5.2.5. Education

The collection comprises a small group of objects relating to formal and informal education, including school and college certificates of achievement and prizes. Items used in educational settings are also part of this, such as inkwells, blackboards and globes.

5.2.6. Wartime

The collection is a small, but locally significant, collection of objects reflects life during wartime including ration books, gas masks and ephemera and military medals, mostly from the late 1800s to mid 1900s and awarded to Aberdonians. There are also a small number of foreign medals.

5.2.7. Medals

Commemorative medals range from locally-issued medals and badges of various periods to limited-edition Victorian medallions struck by the Royal Mint. There is a small number of Prize Medals, from Aberdonian institutions and organisations or awarded to Aberdonians, dating from the 1800s and 1900s. The medals include those from the fields of education, agriculture and sport.

5.2.8. Utilities and Services

The collections include a broad range of fittings and appliances for the domestic supply of services such as heating, lighting, water, sewage and drainage. Gas production is represented by a range of domestic appliances and such associated with gas are also included.

5.2.9. Societies

Organised labour is represented by an important collection of Trade Union banners associated with the Aberdeen trades including shipbuilders and boilermakers, bakers, carpenters etc. as well as the Offshore Industry Liaison Committee, now the RMT (Rail Maritime and Transport Union).

5.2.10. Civic

This collection includes artefacts relating to the civic history of Aberdeen, especially objects relating to ex-Lord Provosts and Freeman of the City. Material relating to city services, such as fire and police are also included in this section. Civic photographs of local events and photographs which document the development of the city itself are included in this collection.

5.3. TRADE, INDUSTRY and WORKING LIVES

Aberdeen's long industrial and trading history mean we have sizeable holdings which encompass a number of industries and activities based upon exploiting local resources and which still remain significant to the local area. These include fishing and fish processing, granite working, energy, chemical and gas working, as well as ceased activities such as whaling. Other industries that are represented in the collection include papermaking, textile manufacture and engineering.

The collection also includes personal items and oral histories relating to working lives of people in the city of Aberdeen.

5.3.1.Currency

The collection of coins and banknotes is international, with examples of both defunct and in-use currencies, its greatest strength lies in the material relating to Scotland and to Aberdeen and the North-east in particular, a number of historic cheques issued by banks associated with the North East of Scotland.

Aberdeen City is recognised for the large number of medieval coin hoards found within its boundaries. The entire contents of two of these hoards, of medieval silver pennies found in the centre of Aberdeen during the 1980s, together with half the contents of a third hoard unearthed a century earlier, form a unique feature of the currency collection.

Industry and Trade

5.3.2.Harbour

Aberdeen Harbour and Port is the oldest existing business in Britain with the earliest record of it dating from 1136. A large number of archaeological objects in the collection reflect trade and industry due to the importance of Aberdeen

Harbour as a trading port. Examples of imported pottery range from the Roman to Post-medieval periods while locally produced pottery is also well-represented in the collection. The waterlogged conditions near to Aberdeen harbour have meant that organic industrial material such as leather, textiles and wood have been preserved. Examples of earlier trade and industry are reflected in the worked flints and bronze axes and swords within the collection. For the more modern period there are a number of objects including patterns for items such as capstans, and diving equipment of the type used in harbour maintenance. There is also a photographic record and paintings relating to events in the harbour, for example the Royal visit of 1848 by Queen Victoria.

5.3.3.Fishing and Whaling

Fishing was a primary industry of North East Scotland in the 19th and 20th Centuries and models, photographs, company records and paintings in the collection reflects this. The collection includes material relating to life and work in small fishing communities, trawling, fish processing, fisheries research and the environmental impact of fishing. There is a small range of objects related to the Whaling industry, including ship models, harpoons and scrimshaw.

5.3.4.Granite Industry

This important industry is one that defines historic Aberdeen. The collection is extensive but has to date lacked examples of major machinery elements related to the industry due to lack of storage and suitable display space. It also is limited in material directly related to quarrying. There is a good selection of hand tools, images, catalogues and business records, as well as samples and some small items of cut stone. The

collection lacks significant items such as ‘fancy’ work, and robust elements of trade as well as the contemporary scene.

5.3.5. Energy Industries

Beginning in the 1960s, the oil and Gas industry is a key display in Aberdeen Maritime Museum which remains the primary location where the public can learn about its history, development and future. The star exhibit is the 1:33 scale model of the “Murchison” oil platform and the collection also includes documents relating to the industry, industrial equipment, personnel safety equipment, photographs and maritime models. The collection also reflects changes in the industry from production to decommissioning. The collection contains objects relating to the Piper Alpha Oil and Gas Platform Disaster of 6th July 1988, including maquettes produced as part of the production of the Piper Alpha Memorial.

5.3.6. Chemical and Gas Industry

This collection is extensive with an emphasis upon the Aberdeen Gasworks and the Sandilands Chemical works. It contains working notebooks, plans and images as well as a considerable collection of smaller items related to both plants and domestic and commercial items related to chemical production and gas use in the city and beyond.

Other Key Industries

The wide range of engineering industries, the papermaking industry, as well as logistical and transportation based activities (including shipping), has been and remain important contributors to the local and national economy and likewise are sizable constituents of the collections. These industries broadly form two natural groupings under the headings of creative or manufacturing industries and supportive or service industries.

Manufacturing industries:

5.3.7. Shipbuilding

Items related to shipbuilding and its associated activities, once a major element of the local scene, are strongly represented. There is a diverse range of objects, ranging from the oil painting of a Scottish warship of the 1660s through to the bell of the RMS St Helena, the last ship built in Aberdeen. It also contains photographs, paintings, and over 300 models and half-hull models of ships such as trawlers and local ferries as well as navigation equipment. There are also drawings, workmen’s tools, specification books and photographs relating to the shipyards.

5.3.8. Engineering

The extensive engineering collection contains a considerable number of items from various large and small concerns integral to the development of Aberdeen over the past two hundred years. It represents a microcosm of activity that could be headed ‘Made in Aberdeen’ related to the civil, mechanical and electrical trades of the city and beyond. In the past the scale of the machinery utilised has precluded its collection. Notwithstanding that the collections contain numerous engineering drawings, plans, catalogues, images as well as some of the smaller items such as tools.

5.3.9. Textile Manufacture

This industry is represented by several items at present on loan from the former owners of Grandholm Mills. This material is noteworthy as it includes samples of fabrics woven to supply the allied forces in the First World War, as well as the wide range of fabrics that went into the fashion trade in the 1900s. Other notable items include some mid-1700s maps of the River Don, Woodside Works and Grandholm Mills and a significant

body of material associated with Richards' textile mill.

5.3.10. **Paper making**

Aberdeen was once had a large paper making industry and a number of mills operating. Now it is home, at Stoneywood, to one of only two working mills in the country. The collection ranges from photographs and plans of works and machinery, images of workers (and some oral testimonies) to papermaking frames, samples of raw and finished materials, ephemera, to transport tokens and items associated with workers welfare.

5.3.11. **Printing**

A relatively small collection of printing items ranging in date from 1700s to late 1900s includes a number of significant items including a 1700s hand press, and the last hot type edition of the Press and Journal.

5.3.12. **History of Photography**

This is a strong collection with a good balance of professional and amateur equipment but weak pre-1880s and post-1960s items. A highlight of the collection is a major archive of George Washington Wilson photographs, ephemera and a large collection of glass and film negatives, slides and photographs depicting life in work in the city.

Service industries:

5.3.13. **Public Transport Links**

There is a good group of material relating to the early development of the Airport at Dyce as well as material relating to railway travel mainly in the 1800s and early 1900s.

5.3.14. **Metrology**

There is a good collection of official/standard weights and measures from the 1800s and early 1900s. It also includes a number of examples of working measures and such associated with various trades and activities in Aberdeen such as pharmaceuticals.

5.3.15. **Postal Service**

Items relating to the Post Office are centred on the material from the Crown Street Head Office but does include material from other locations and covers the 1800s and 1900s. It includes ephemera, signage, scales and many of the areas of the public interface with the postal service.

5.3.16. **Retail and hospitality**

Items relating to local shops, hotels, restaurants and pubs, predominantly from the late 1800s to about 1980. It includes ephemera, signage, some fixtures and fittings and moveable display accessories.

5.3.17. **MISCELLANEOUS INDUSTRIES**

A number of smaller collections related to industrial activity in Aberdeen such as pottery and brick making, brewing and distilling, woodworking and agriculture are also covered.

5.3.18. **ORAL HISTORY**

Recordings within the collections explore the personal recollections of people living and working in Aberdeen including ex-fishermen, former employees and others associated with Hall Russell Shipbuilders, Richards Plc., and working and living offshore.

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Appendix B

COLLECTIONS DEVELOPMENT PLAN: Priorities for Future Collecting

1. LIMITATIONS to Collecting

- 1.1. Any works covered under the Spoliation Act will not be collected.
- 1.2. We do not collect art that uses human remains or tissue as a material, nor will we collect or display anything that uses live animals.
- 1.3. Artwork that contains material deemed hazardous to health or the collection, unless appropriately protected, will not be acquired.
- 1.4. We require clear information relating to copyright and provenance upon acquisition.
- 1.5. Our acceptance of objects is subject to the condition of objects, their conservation needs, and their impact upon the rest of the collection.
- 1.6. We are unable to collect anything larger than will fit in our stores, the access door to which is currently 3m tall.
- 1.7. We are defining *contemporary* within this document as an object or artwork created in the last 25 years.

2. ART: DECORATIVE ART

- 2.1. This is a diverse and comprehensive collection covering all aspects of applied and decorative art: design, craft, costume and textiles. The prime collecting areas are ceramics, glass, metalwork, jewellery, costume and textiles which includes Scottish, British and International work. An extensive contemporary craft collection has been developed, and is now recognised as one of the most important of its kind in Britain. We will continue to augment this collection by acquiring work by UK and International makers.
- 2.2. We have a particular interest in representing the extensive history of making and contemporary practice in North East Scotland.
- 2.3. We are also keen to collect decorative art relating to political and social change. This theme crosses over with History acquisitions relating to Community Life and

Wellbeing as well as Fine Art acquisitions relating to People (Identity), Place and Comparative Works.

2.4. INTERIOR DESIGN

2.4.1. Clocks

The focus of collecting will be contemporary non-mass-produced clocks. Priority will be given to local makers and additions will be actively sought through contacts with local craft makers.

Clocks by makers from NE Scotland offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.4.2. Furniture

Additions to the furniture collection will not be actively sought. Objects

offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place. Consideration will be given to items with opportunities for public display.

2.4.3. Musical Instruments

Additions to the musical instrument collection will not be actively sought. Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.4.4. Other interior design

Whilst additions to the collection will not be actively sought we are interested in acquiring, through gift or bequest, other interior design items, in particular British contemporary works. Further targeted collecting will be focussed on established artists and designers working with industry. There is a clear crossover with the History collection, and such acquisitions will be considered in relation to the entirety of the collection.

2.5 3D DESIGN

2.5.1 CERAMICS

2.5.1.1 Miscellaneous Domestic Ceramics

Domestic ceramics will not be actively sought, unless specifically identified in any of the following categories. Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place. The focus for any additions to the

collection will be objects made in the city of Aberdeen.

We also recognise a crossover with personalia and artists' tools and may collect domestic items relating to these areas.

2.5.1.2 European Ceramics

The focus for active collecting will be the acquisition of contemporary European ceramics, including Scandinavian ceramics, through purchase, gifts or bequests. Other European ceramics offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.1.3 British Ceramics

The focus for future collecting will be contemporary ceramics designed and/or made by British ceramicists. Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

Exceptional historical British ceramics may be acquired to fill gaps in the existing collection for example a Victorian dinner service in excellent condition.

Further targeted collecting will be focussed on factory produced ceramics of the 1940s to 1960s as comparators for the studio ceramic collection and developing a collection of factory works that loosely represents the range of styles and periods. There is a clear crossover with the History collection, and such acquisitions will be considered

in relation to the entirety of the collection.

2.5.2 GLASS

2.5.2.1 Miscellaneous Domestic Glass

Domestic glass ware will not be actively sought, unless specifically identified in any of the following categories. Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place. The focus for any additions to the collection will be objects made in the city of Aberdeen.

We also recognise a crossover with personalia and artists' tools and may collect domestic items relating to these areas.

2.5.2.2 British and International Glass

The focus for future collecting will be contemporary glass designed and/or made by British and international glass makers. Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

A particular focus will be on collecting comparative material to enhance the story of British design and makers, including Scandinavian glass.

Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.3 JEWELLERY

2.5.3.1 Jewellery

There will be a particular focus on acquiring contemporary jewellery, in particular Scottish makers and those who have inspired Scottish design and

development. We also seek to build on our outstanding collection demonstrating decorative techniques in jewellery making spanning British and international makers.

Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

Due to the interest in local designer and maker James Cromar Watt, we would seek to enhance the current holdings by collecting comparative material from other Arts and Crafts jewellery makers.

New additions to the historic jewellery collection will focus on exceptional pieces from mid-20th century makers and, within a wider time frame, jewellery made in the NE of Scotland, avoiding duplications.

2.5.3.2 Portable Accessories

Collecting will focus on exceptional portable accessories (such as snuff boxes) made and used in the NE of Scotland, avoiding duplications.

2.5.3.3 Watches

There will be a particular focus on acquiring contemporary time pieces that reinvent tradition or provide comparisons to the historic collections. Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

Early pocket watches made by local watchmakers are not actively sought, but objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.4 METALWORK

2.5.4.1 Historic domestic metalwork

Future collecting will focus on NE Scotland hollowware and flatware, paying particular attention to strengthening the collection of 18th and 19th century forks and knives, and unusual pieces of flatware.

Collecting will build on existing strengths of Aberdeen and NE Scotland silversmiths.

Comparative non-precious metalwork items will be considered where already represented in precious metal in the collections.

2.5.4.2 20th-21st century metalwork

Key areas for enhancing the existing collection have been identified with a focus on works that have been significantly influential in the mid- to late-20th century, contemporary metalwork by UK designers, and works by international makers who have influenced British metalwork designers.

Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

2.5.5 CRAFT

2.5.5.1 Historic Asian craft

Additions to the Asian / Oriental craft collection will not be actively sought. Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.5.2 Other craft

Collecting will focus on examples of contemporary craft work, in particular work of Scottish design / local makers

and comparative international pieces that place the work of Scottish makers in a wider context. Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

Objects offered through gift or bequest will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.6 FASHION AND TEXTILES

2.6.1 Fashion Design

A significant focus for collecting will be clothes designed by Bill Gibb that correspond to existing AAGM Gibb drawings.

Acquisitions will be actively sought from local contemporary fashion designers placing NE Scotland in context and expanding the legacy of the Bill Gibb archive.

As the fashion and textile collection is extensive, objects offered through gift or bequest of exceptional garments by designers with innovative approaches to design and materials will be considered for acquisition.

All other offers will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.6.2 Historic Costume Collection

2.6.2.1 Historic Costume

The historic costume collection is extensive. As the collection is already large, we will only collect objects that are in excellent condition, unless they demonstrate revolutionised trends and have a local connection will be considered for acquisition.

Additions to our locally made lace collection will be considered on a case by case basis avoiding duplication.

All such offers will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.2.2 Costume Accessories

Only objects of exceptional quality, and in particular, contemporary innovative accessories with local connections will be considered for acquisition.

All such offers will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.2.3 Costume Ephemera

Only objects of from local designers are likely to be considered for acquisition.

All such offers will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.3 Textiles

2.5.3.1 Historic Textiles

Only objects of exceptional quality (e.g. those that demonstrate creative stitches, unusual materials and uses) will be considered for acquisition.

All such offers will be examined on their individual merits, ensuring that duplication of material in the existing collection does not take place.

2.5.3.2 Misc. Domestic Textiles

Only objects of exceptional quality and those relating to the city Aberdeen will be considered for acquisition.

All such offers will be examined on their individual merits, ensuring that

duplication of material in the existing collection does not take place.

2.5.3.3.1 Contemporary Textiles

Future collecting will focus on highly skilled work by contemporary artists in UK and beyond. The collection will explore the creative use of materials and innovative approaches to design. Opportunities will be identified to acquire new items through direct contact with makers, appropriate grants, commissions and other available means.

3. ART: FINE ART

3.1. In order to give a clear direction to our collecting efforts, we will primarily collect contemporary works that present new and unique perspectives that enhance our collection, around the following overarching themes which apply to all Fine Art collections. These may even be found to interlink in the case of some proposed acquisitions. These themes are also likely to inform expectations for any new commissions intended for the Art Gallery:

3.1.1. CROSS-OVERS

We are interested in exploring the cross-overs between traditional classifications according to subject, form, and material, and the contemporary move towards art without boundaries. These can go beyond traditional categories of fine art, such as painting and sculpture, or even the differences and similarities between decorative and fine art. Through an exploration of cross-overs we can begin conversations with audiences exploring the 'big' questions, such as what constitutes art? We can explore the division between popular and what is traditionally seen as 'high' culture. How do artists engage with modern audiences through experimenting with various media and themes, making art more accessible to the public?

Many contemporary artists and makers are integrating ever more diverse materials in their works, so that traditional understandings like the assumption that all ceramics must be decorative art are no longer clear-cut. In order to keep our collection relevant, we will therefore aim to acquire new works that interrogate familiar classifications.

3.1.2. PEOPLE (IDENTITY)

Art and artists have throughout history been concerned with capturing and portraying human identity. The interrogation of the human element connected to rapid social change, questions of identity and prevalent

political concerns, can take countless different forms. It can range from an exact likeness of an individual to an abstraction of human experience, and artists' interrogations of how we use our bodies to express our sexual, political, cultural and personal identities.

Our main interest remains with portraits of individuals whom we recognise as established artists, that show how they perceive themselves or how they are perceived by others. The starting point for this theme is the set of 93 Victorian artists' portraits which, in many ways, forms the root of our collection: the artists contributed a portrait of themselves, or painted one another, in response to collector Alexander Macdonald's request.

The notion of what constitutes the portrait or identifying features of an individual has been overhauled through the advent of new technologies, as we now portray ourselves in specific ways in reality and online: there is an unprecedented awareness of the way we portray ourselves to a world that is constantly at our finger tips. Our awareness of this transformation, and our application of this to our policy, will ensure our collection remains fresh and relevant.

3.1.3. PLACE

Place is as much a tangible physical space as a personal perception or memory; artists responses to place are constantly evolving, and we aim to reflect this in our collecting.

Traditional forms of landscape and seascape painting feature prominently in our collection as do depictions of public events and private settings. We will look towards works that convey or interrogate a sense of place, works that seek to present compelling visions of this Scotland in all its complexity.

A particular, although not exclusive, focus will be on those works depicting lives and landscapes in and around Aberdeen City

and Shire, or works that illustrate artists' views of foreign places.

Narrative is inextricably linked to place, and we will continue to collect and seek out works which tell stories about people's experience of a place in time.

3.1.4. PROCESS

Art is not produced in a vacuum, and artists continue to develop their practice throughout their lives. Our approach to collecting comparative works will reflect the climate in which artists worked, their influences, and works of peers.

We have a particular interest in Scottish artists and how international schools filtered through the artists in our collection, putting the art in a wider context. Preliminary studies function as snapshot of a specific time and place within their artist's career; they can lend insight into the artistic process and provide a unique illustration of their development.

3.2. The following specific areas of the collection will each be developed and enhanced through the above overarching themes:

3.2.1. 2D WORKS: PAINTINGS

We envisage that future acquisitions of contemporary art will more often be in other media. However this does not preclude our desire to buy challenging contemporary paintings, should they be appropriate additions to the collections.

We intend to collect actively to fill the gaps throughout the collection, giving priority to contemporary British art and works which relate to our four collection priorities. We will however continue to collect historic paintings of outstanding quality and relevance, all the while attempting to redress the imbalance of works by male and female artists in our collection.

Our strategy for active collecting will focus on pursuing and maintaining relationships with artists, purchasing items that arise at auction, and gifts to the collection. We will also ensure curatorial representation at art fairs and, in particular, Gray's School of Art degree shows to ensure we are seeking out local artists. We will also work with organisations such as CAS and art dealers to expand our collection.

We will limit our collecting to fill gaps in the collection or to those works which fulfil one of the four main criteria for acquisition.

3.2.2. 2D WORKS: DRAWINGS and WATERCOLOURS

It is our intention to continue an active collecting policy in order to enhance our current holding and filling obvious gaps.

Current gaps in this collection include Pre-Raphaelites on paper, Modernists such as Stanley Cursiter, Victor Pasmore, Howard Hodgkin, Edward Burra, Bernard Meninsky, and Tristram Hillier, and key representatives of the St Ives School.

We would particularly be interested in works that fall under the 'Comparative Works' category, especially preparatory studies which demonstrate an artist's development.

Our focus for acquiring will be to ensure that the works fall within at least one of our priority collecting areas. We will also seek to fill the aforementioned gaps in this collection.

We will pursue relationships with local artists and, in particular, Gray's School of Art to ensure that we continue to collect locally.

3.2.3. 2D WORKS:

PRINTED MATERIALS

3.2.3.1. Prints

It is intended to continue a limited amount of active collecting although this would principally be in order to fill obvious gaps in our current holding.

Any prospective acquisitions will be checked against existing holdings to avoid multiplication, although it may be acceptable to duplicate holdings where an artist's proof is involved as this would classify as a 'comparative work'.

We will be looking to enhance our collection with prints that reflect new developments, such as C-prints from digitally generated images. We will expand our existing holdings of Pop Art, by focusing particularly on its British representatives. If the opportunity arises, we will enhance the collection by pursuing works that informed the practice of artists whose work is already represented in our print collection.

Our strategy for active collecting will focus on pursuing and maintaining relationships with artists, purchasing items that arise at auction, and gifts to the collection. We will also provide curatorial representation at art fairs and, in particular, Gray's School of Art degree shows to ensure we are seeking out local artists. We will also work with organisations such as CAS and art dealers to expand our collection.

3.2.3.2. PEACOCK ARCHIVE

We will continue to receive material from Peacock Visual Arts, Aberdeen to expand our archival record.

3.2.3.3. REPRODUCTIONS

We do not plan to acquire any more reproductions in the future.

3.2.3.4. CREATIVE or ARTIST ARCHIVES

We will consider archives of artists whose work is represented in our collection, if the archive is offered to us as a gift or bequest.

3.2.4. 2D WORKS:

ART PHOTOGRAPHY

It is intended to supplement and enrich this collection with future acquisitions. We predict that given the increase in status of photography as an art medium, this will be a fast growing area of our collecting for the foreseeable future.

Our collecting will encompass both digital and analogue photography from the past up to the present, to establish an understanding of the directions that art photography is taking and how it examines our aesthetic experience, perception of self, society and landscape.

Collecting will focus on pursuing and maintaining relationships with artists, purchasing items that arise at auction, and gifts to the collection. We will also provide curatorial representation at art fairs and degree shows across Scotland, in particular Gray's School of Art, to ensure we are seeking out artists with a local connection. We will also work with organisations such as CAS and art dealers to expand our collection.

3.2.5. 2D WORKS: MCBEY

We will only add to this collection if an exceptional, rare example becomes available which we do not already have a duplicate of in our collection.

3.2.6. 3D WORKS: SCULPTURE

3.2.6.1. ORIGINALS

Further purchases are likely especially of contemporary works. In addition to the main collecting themes, we will seek out works which continue a dialogue between abstraction and representation /figuration.

Of particular focus would be of contemporary works by internationally recognised artists with an emphasis on new developments in sculpture, featuring a diversity of materials and practices.

Gaps in the current collection include British sculptures from the late 20th century, including Anthony Gormley, Tony Cragg, and Rachel Whiteread. We will also seek out works by Modernist sculptors like Alexander Calder, Henri Gaudier-Brzeska, Leon Underwood, Lynn Chadwick, Kenneth Armitage,.

Our strategy for active collecting will focus on pursuing and maintaining relationships with artists, purchasing items that arise at auction, and gifts to the collection. We will also provide curatorial representation at art fairs and degree shows across Scotland, in particular Gray's School of Art, to ensure we are seeking out artists with a local connection. We will also work with organisations such as CAS and art dealers to expand our collection.

3.2.6.2. CASTS

We do not plan to acquire more casts in the future.

3.2.7. 3D WORKS: INSTALLATIONS

We will continue to actively acquire, whether by gift, purchase or commission, and we will explore relevant works as technology

develops which may include digital art. Further purchases are likely especially of contemporary works which respond to the main collecting themes.

Collecting will focus on pursuing and maintaining relationships with artists and their technicians, by purchasing items, and through gifts to the collection. We will also provide curatorial representation at art fairs and degree shows across Scotland, in particular Gray's School of Art, to ensure we are seeking out artists with a local connection. We will also work with organisations such as CAS and art dealers to expand our collection.

In the case of installations, it is of paramount importance that at least one of the curatorial team is able to travel in order to view the artwork in situ and assess its logistics.

Because we are aware of the need to upgrade technologies, we will not acquire any work of this nature unless the related hardware is readily available and within our means. Due to their relatively easy duplication by people other than the artist her/himself, we will not acquire a work if there are any doubts about its authenticity.

3.2.8. 3D WORKS: MEMORABILIA

We will only consider memorabilia of artists whose work is represented in our collection, if the memorabilia are offered to us as a gift or bequest.

3.2.9. INTANGIBLE WORKS and NEW MEDIA

Given the popularity of new media, we intend to focus on supplementing and enriching this small collection with future acquisitions.

We will seek to acquire works that are primarily concerned with new ways of

understanding place, politics and identity and that offer a link to our own digital age and explores the shifting boundaries between the local and international scope. We will prioritise artworks where we can either utilise equipment which we already own, equipment that will be easily accessible and affordable, or artworks where the specified equipment is an integral part of the purchase price.

Because we are aware of the need to upgrade technologies, we will not acquire any work of this nature unless the related hardware is readily available and within our means. Due to their relatively easy duplication by people other than the artist her/himself, we will not acquire a work if there are any doubts about its authenticity.

Our strategy for active collecting will focus on pursuing and maintaining relationships with artists and their technicians, by purchasing items, and through gifts to the collection. We will also provide curatorial representation at art fairs and degree shows across Scotland, in particular Gray's School of Art, to ensure we are seeking out artists with a local connection. We will also work with organisations such as CAS and art dealers to expand our collection.

In the case of installations, it is of paramount importance that at least one of the curatorial team is able to travel in order to view the artwork in situ and assess its logistics.

4 HISTORY

The history collections tell the story of Aberdeen and we are keen to collect material which reflects the identity of the city. We are particularly interested in contemporary acquisitions which reflect how individuals express their sexual, political, cultural and personal identity and their experience of social, economic and political change.

In many instances this is connected to Aberdeen's sense of place and we wish to record and collect around Aberdeen's physical spaces, both public and private, with a particular interest in working lives and the processes which take place there. This includes recording individual narratives, interpretations and experiences of place and process.

4.1 ASSESSMENT CRITERIA FOR HISTORY ACQUISITIONS

We are keen to acquire items which crossover with the overarching themes of People, Place and Process.

All acquisitions for these collections must meet the following criteria:

- Items must relate to Aberdeen as defined by the current local authority boundary (or previous boundary should the neighbouring museum service agree), with the exception of items acquired under the terms of the UK Maritime Collecting Strategy, which designates Aberdeen Maritime Museum as the lead museum for the UK Offshore Oil Industries. For the purposes of this policy, this is defined as the North Sea.
- The authenticity and provenance of the items can be demonstrated.
- The items are considered to be historically significant or add significantly to existing holdings. This is defined as:
 - There are no (or extremely limited) items relating to the subject currently in the collection.
 - The item(s) allows for a significant change in how the subject is

perceived or interpreted, regardless of current holdings

- Whilst there is already a body of information/group of objects relating to the subject in the collection, the offered material concerns a specific person, organisation/ship, location or incident in detail that adds considerable additional knowledge to the subject.
- Ideally, acquisitions for these collections should also meet the following supplementary criteria:
 - The physical condition will be such that it will not result in excessive conservation costs. This includes the resources and staff knowledge required to preserve and make publicly accessible the original format of digital and audio-visual collections.
 - There is a presumption towards physical material (as opposed to digital), and within that to three dimensional objects.
 - Material acquired for reference – books, copies and digital surrogates of ephemera/photographs - will not form part of the collections but may be retained as part of our library and reference holdings.

4.2 PERSONAL AND DOMESTIC LIFE

4.2.1 Personal History and Domestic Life

Collecting will concentrate on material relating to domestic life as experienced by inhabitants of Aberdeen. Additions will be made of locally significant material and where potential acquisitions do not duplicate existing holdings.

4.2.2 Smoking/ Vaping

The collection is weak in contemporary changes in smoking practice and technologies, particularly the recent advent of vaping. A proactive approach will be taken to collecting in this area through engagement with local

businesses. This proactive approach will be led by a volunteer project. Due to the harmful nature of the chemicals used in vaping to collections only empty containers should be collected.

4.2.3 Hobbies, Crafts and Pastimes; Broadcast and Pre-Recorded Entertainment

Collecting will concentrate on material relating to personal and domestic life as experienced by inhabitants of Aberdeen. An area of interest is the effect the energy industries have had on social life in Aberdeen. Additions will be made of locally significant material and where potential acquisitions do not duplicate existing holdings.

4.2.4 Toys and Games

As the pace of technology makes new games and toys redundant, the policy will focus on adding representative examples of toys and games to the collection. In this instance “representative” is defined as being typical of that class of toy or game, eg Gameboy as representative of handheld electronic gaming devices. The period from the early 2000s is under represented in the collection, especially digital/ electronic toys and games. There is an identified gap for dolls which aim to encourage girls to take interest in science, technology, engineering and maths (STEM) subjects/careers. Examples could include the American K’nex company line of female action figures that has characters such as Industry who can ‘repair anything that is broken’ or Project Mc2 Dolls come with a scientific project to complete.

Collecting into this area will be on a reactive basis.

4.3 COMMUNITY LIFE AND WELL BEING

4.3.1 Leisure

Collecting in the area of sports will be on a reactive basis and focus on clubs and individuals from Aberdeen who have achieved significant goals and on hobbies pursued by Aberdonians.

Coins of an antiquarian nature will not be collected, unless it can be demonstrated there is a significant connection to Aberdeen City, for example can be shown to be coinage from a now-dispersed hoard.

4.3.2 Faith Groups

This policy document recognises the policy of Blairs Museum of Scottish Catholic history to collect moveable items of whatever nature that refers to the history of the Catholic Church in Scotland. Material will be acquired from Aberdeen places of worship of any religion or spiritual belief on a reactive basis. Communion tokens will be collected responsively, where they make a significant addition to the collection, and are from churches that are located, or that were located, within Aberdeen City.

4.3.3 Health and Wellbeing (Medicine and Healthcare)

This policy statement recognises RGU Art and Heritage Collection and the University of Aberdeen Museum collections, who collect items of equipment formerly used in teaching or research, photographs, ephemera and oral history relating to their respective parent organisations. Collecting will be on a reactive basis with a particular emphasis on items with a strong connection to local hospitals, pharmacists and medical practitioners. In keeping with the spirit of the Kenneth A. Webster Nursing Collection, the focus of this collection will continue to be professionals other than qualified doctors. Textbooks will no longer be accepted.

4.3.4 Education

We are **not actively collecting** in this area, however additions of artefacts of local significance will be made to fill gaps in the collection.

4.3.5 Wartime

Collecting will concentrate on objects recording the history of Aberdeen and its inhabitants during wartime. In relation to the

Gallery of Memories particular emphasis will be given to material with a strong Aberdeen link. The collection is particularly weak post-World War Two and every opportunity will be taken to fill these gaps in the collection. Collecting will be on a reactive basis, material may be offered as a result of community events held in relation to the Gallery of Memories. Our policy shall not conflict with the remit of the Gordon Highlanders' Museum.

4.3.6 Medals

Medals will be collected responsively, where there is a relevance to Aberdeen City and they make a significant addition to the collection, bearing in mind the collection development policies of other North East museums, most notably the Gordon Highlanders Museum, to avoid conflicts. Priority will be given to medals whose owners had been born or spent their formative years in Aberdeen, and medals from conflicts that are not currently represented in the collections.

4.3.7 Utilities and Services

We are not actively collecting in this area, however additions of artefacts of local significance will be made to fill gaps in the collection.

4.3.8 Societies

This area is under-represented as regards organised labour within the trades and industries represented within the collections, and community activity associated with them such as Trade Unions, 'benevolent' and 'friendly' societies. Though collecting will be on a responsive basis, every opportunity will be taken to fill these gaps in the collection, bearing in mind the collection policies of the University of Aberdeen Special Collections ("Capturing the Energy" Project and archival holdings related to societies), and collection development policies of other North East museums to avoid conflicts. Items relating to political and social change and unrest, and local reactions to this are of particular interest.

4.3.9 Civic

Material will be added on a reactive basis as the opportunity arises and in consultation with the City Archives and the Lord Provost's Office in relation to the Aberdeen City Council Civic Collection.

4.4 TRADE, INDUSTRY and WORKING LIVES

4.4.1 Currency

We are not actively collecting in this area, however additions will be made to fill gaps in the collection. Areas of particular interest are currencies relating to Aberdeen and north of Scotland banks.

4.4.2 Aberdeen Harbour

The collection is under-represented in regards post-1990 developments of the harbour, including the Nigg Bay development, the training of mariners, the role of female mariners, contemporary ferry operations, and the role of the harbour as a point for emigration and immigration. A proactive approach to be taken in collecting in these areas, through engagement with the Aberdeen harbour board.

4.4.3 Fishing and whaling

The collection is comprehensive in regards the operation of the fishing fleet therefore future acquisitions should only be made when they add significantly to our knowledge of the industry, bearing in mind the collection development policies of other north east museums to avoid conflicts.

Given the short life of the Aberdeen whaling industry, the current holdings are comprehensive therefore future acquisitions should only be made when they add significantly to our knowledge of the industry, bearing in mind the collection development policies of other north east museums to avoid conflicts.

The collection is weak in regards Aberdeen fish market, fish processing in Aberdeen, the Torry Research Station and the decommissioning of the Aberdeen fleet.

Though collecting will be on a responsive basis, every opportunity will be taken to fill these gaps in the collection, bearing in mind the collection development policies of other north east museums to avoid conflicts.

4.4.4 Granite

This is a good and relatively coherent collection however lack of suitable storage and display space have to date precluded AAGM from collecting significant mechanical items related to this prime element of Aberdeen's history.

The collection does not contain many 'finished' examples of granite worked in Aberdeen barring some jewellery items at present under Decorative Art. Should such items become available they should be considered for collection. Likewise smaller items of machinery associated with the industry should also be considered.

Hand tools would not necessarily be collected unless they have a very good local provenance or can be demonstrated to be of high standard of preservation or rarity. Photographs, ephemera, promotional material, drawings, models and papers will continue to be collected and should be considered according to the standard criteria of significance, condition and provenance.

4.4.5 Energy Industries

The collection is strong in regards contemporary offshore oil and gas technical activities, models of ships and oil platforms, and artworks of life and work offshore. The industry continues to evolve and so collecting will need to continue to take cognisance of this.

The collection is under-represented in regards artefacts of life and work offshore, onshore support services for the oil and gas industry, decommissioning, renewable energy and the impact of the oil and gas industry upon the city and how it has changed over time (such as the impact on service industries).

A proactive approach to collecting will be undertaken, including engagement with

offshore support service companies and a public appeal during development of new displays about life offshore. Acquisitions will be considered in light of the collection policies of the "Capturing the Energy" Project and the Kemp's Field Significance.

4.4.6 Chemical and Gas Industry

Collecting in this area will be on a responsive basis. Items with which demonstrate recent development in the chemical industry in the city are of particular interest, such as those related to offshore support chemistry and the emergent technologies such as the Hydrogen Bus Project of which Aberdeen is one of the pioneering cities. In the absence of space to house a hydrogen bus or plant the material that would form the bulk of the collection would be 2D, although machinery linked to the actual conversion process should be accepted should it be offered.

Material relating to organised labour or to the life and work of the employees in the industries is also of particular interest.

4.4.7 Shipping and Shipbuilding

A responsive approach to be taken towards collecting in this field. Due to lack of suitable display and storage facilities, whole or large sections of vessels are not to be acquired.

Given the strength of the collection in regards the operation of Aberdeen shipyards in the 1900s, particularly in regards ship plans and models, material should only be collected if it can be clearly demonstrated the material will add significantly to our knowledge of the operation of the shipyards and the vessels constructed there. Due to the more limited availability of pre-1900s material, it is acknowledged that its significance will be correspondingly greater.

Ship repairing taking place in Aberdeen is under-represented in the collection. Though collecting will be on a responsive basis, every opportunity will be taken to fill this gap in the collection.

4.4.8 Engineering – Local Companies

The collection is extensive and contains material from various large and small concerns integral to the development of Aberdeen over the past two hundred years. The areas that are covered lack the 'larger scale' items due to past limitations upon collecting, and are mainly linked to 'past' industries. This has resulted in a major element of Aberdeen's history being lost to future generations. This is likely still to impinge upon systematic collection in this area.

Material will continue to be collected on a responsive basis as the opportunity presents, especially material related to items manufactured in Aberdeen or which has a strong Aberdeen connection such as repair, installation or service concerns.

4.4.9 Textile Manufacture

This area is weak in the contemporary manufacturing of textiles in Aberdeen as well as the machinery used to produce such. Also a portion of the collection is currently on loan. While we are interested in acquiring representative material in this area, we will take a responsive strategy to collecting.

Material which adds to the coherence of the collection is a priority, for example filling chronological gaps or representing processes where we are currently unable to do so. Hand in hand with this is the continued development of the photographic archive of the activity of the textile industry in Aberdeen and material representing working life.

4.4.10 Papermaking

The collections covered by this heading are small and incomplete largely due to the constraints outlined above for other sections - space and suitable display conditions. This is still likely to be the case in the future. However, papermaking was once an important employer in the area and Aberdeen has one of the last operational mills in the country. Collecting in this area will be on a responsive basis but items relating to this industry should be considered for the

collection when and if they become available and where they meet the criteria above.

Material from the early papermaking industry and contemporary material are particularly sought.

4.4.11 Printing

Items should continue to be represented in the collection, with an emphasis on the evolution and local use of printing machinery.

Printing blocks and ephemera should only be collected where they are of exceptional historical value or add knowledge to the collection.

Collection would have to be responsive in this area and concentrate upon the hardware relating to printing due to the nature of the material and activity of others (such as Aberdeen City Libraries) that have a direct interest. Material relating to the workforce is almost completely absent from the collection and should be accepted if available thus adding to the coherence of the holdings.

Exceptional material would be that relating to printing works in Aberdeen that has a good provenance and actually fills obvious gaps in the collection (such as moveable type box, brothers swear boxes, material relating to the organisation of the industry and religious societies in Aberdeen) should be regarded favourably if offered to the AAGM.

4.4.12 History of Photography

Collecting will continue with gaps being filled where possible, especially important for early technologies and the current move into digitising images. Of particular interest is the G.W. Wilson archive which will be added to when resources allow and when significant items become available.

4.4.13 Service Industries

Collecting will be responsive and focus on adding significant material as described above. Areas of particular interest are major changes in public transport infrastructure,

continuing to represent official/standard weights and measures, new developments in postal and delivery services (such as Deliveroo) and changes in the retail and hospitality sector as a result of the impact of the energy industries.

MISCELLANEOUS INDUSTRIES

4.4.14 Craft Trades

This collection was reviewed in 2014 and considered to be comprehensive. Collecting will therefore be responsive and restricted to the following previously identified gaps:

Millwright/Patternmaker: a good collection of patterns exists within the Engineering collections connected with a significant local firm, George Cassie & Son, makers of granite machinery. These could be enhanced with oral histories.

Sawmilling: no known collections although at least one company (Cordiners) has been in existence since 1870.

Boxmaking: we hold about 14 items relating to box making including some example crates/boxes and some printing plates relating to two local companies (William Fiddes & Son; Andrew Leiper Ltd). These could be enhanced with oral histories.

Cabinetmaker, furniture or shopfitting maker: a few odd items but nothing coherent. This area potentially overlaps with the Applied

Art Furniture collections and should be addressed in collaboration.

4.4.15 Brewing and Distilling

This collection lacks consistency and is very eclectic. It is recommended that only material associated with local microbreweries and micro-distilleries (such as empty containers, equipment) should be accepted along with supporting ephemera, photographs and such like.

However, should good quality historical material with a good connection to Aberdeen present itself this will be considered for acceptance due to the historic importance of this industry to Aberdeen.

4.4.16 Agriculture

This policy statement acknowledges the strength and importance of the collections of Aberdeenshire Museums Services and Pitmedden Gardens (National Trust for Scotland). Material will not be added to this collection.

Appendix C

Collection Review and Rationalisation Plan

1 REVIEWS UNDERTAKEN – ACTIONS PENDING

Aberdeen Art Gallery & Museums value the importance of rationalisation and disposal.

Assessment criteria vary depending on the core purpose of the collection and will be reflected in the description of the collection (**Appendix A**) and priorities for future collecting (**Appendix B**).

Collection reviews will be focussed and may be related to subject specific exhibitions or engagement projects.

Collection reviews will result in a clearer understanding of the scope of the collection, its documentation, storage and conservation needs, and recommend ways to develop that collection further. This could include focussed public consultation, acquisition, disposal, documentation or storage improvements, curatorial research, exhibition or engagement, and conservation.

A programme of collection reviews began in 2014/2015 including:

1.1 ACC Civic collection

(outwith the scope of this Collection Development Policy but part of the service's curatorial care remit)

OUTCOMES

A numbering system using the prefix ABDCC was set up. Recommendations for disposal were made and carried out with the agreement of the Civic Affairs Manager.

1.2 Toys and games (716 items)

OUTCOMES

In 2016 two members of staff were seconded to the History team to improve documentation, review and create a display with the Toys and Games collection. 291 records were enhanced and approximately

40% of the collection was reviewed. The review identified key strengths and gaps in the collection.

KEY RECOMMENDATIONS

Recommendations are made for collecting objects from the 2000s onwards in order to at once address the gap in the collections from this time period, as well as the stated aim above for exploring the role of technology in defining the status of toys and games as obsolete. In accordance with the weaknesses explored in the section above, representative examples can include, although not be limited to:

- electronic/digital toys and games
- best-selling toys and games – their popularity often being denoted because they represented the latest technological innovations

Consideration should also be given to the number of people who have been in contact since the exhibition opened offering loans/donations. They represent a reservoir of knowledge and accepting some of their donations (where applicable) would allow us to at once address gaps in the collection, while also building new and reciprocal relationships with the wider community.

1.3 Ship models

Consisting of over 330 models, including half-hull models, primarily representing vessels built in Aberdeen or operating out of Aberdeen and North East Scotland in the last 300 years.

OUTCOMES

Fuller understanding of range of collection to allow greater use in public exhibitions and for use by researchers

Models for disposal identified and submitted to Acquisition and Disposal Panel for approval

Gaps in the collection identified to help inform future collecting

KEY RECOMMENDATIONS

Whilst the collection contains a significant number of models of oil and gas support vessels, the collection needs to continue to reflect the broad range of number of ships involved and ensure that where possible it obtains models of ships currently supporting the industry that will be familiar as visitors to Aberdeen Harbour. In addition, the collection currently has a small number of ROV models, as these are undergoing constant development and improvements, where models of more modern versions are offered they should be considered a priority for acquisition.

Over 3,000 vessels were built in Aberdeen and many, such as the Clippers “Scottish Maid” and “Thermopylae”, are of national and international significance. Whilst it would be impossible to store and display examples of all Aberdeen Built Ships, where models of significant vessels are offered then if they are not already represented in the collection they should be considered for acquisition.

Status of loaned-in objects reviewed. Programme of contacting owners to be undertaken, with intention of returning loans (unless required for display) or convert to gifts.

1.4 Office (est. 180 items)

OUTCOMES

In 2016 a member of staff was seconded to the History team to improve documentation, review and create a display with the Office collections. 37 records were improved as part of the review. The review identified some key strengths and weaknesses in the collection but has still to be completed.

KEY RECOMMENDATIONS

While the review is incomplete some recommendations were made:

- The collection is lacking in office technology post-1980s
- The collection is lacking in mass produced items which are seen as disposable, e.g. ball point pens
- When new objects are collected the history of the use of the object should be recorded. This will allow meaningful displays to be created using the office collections
- The collection is lacking in material relating to coding

1.5 Woodworking tools (est. 700 items)

OUTCOMES

Between February and September 2014 403 woodworking tools across science and industry and maritime collections were physically reviewed and catalogue records improved. Items were scored for provenance, age/rarity and condition, with provenance being most important.

This review identified a number of key strengths in the collection:

- Cartwright/Wheelwright: A comprehensive large collection relating to J & J Ingram, of 72 Hutcheon St, Aberdeen. The collection includes 12 handtools, 21 photos and a model cart positively identified with further 34 items attributed to the firm (although there is some reconciliation to be done, it seems likely this material sits together). Some interesting ephemera provides evidence of “works days out” to Aberdeenshire, adding a social history element.
- Cooper: A ‘complete’ set of cooper’s tools gifted by George Davidson, of Walker Road, Torry, born in 1890. We have an oral history interview on tape with Mr Davidson (not yet digitised) and 40 hand tools gifted in 1973. These are supplemented by a few handtools from a Mr Warrender (also of Torry) which were not represented in Mr Davidson’s set.

- Joiner: A collection of 7 hand tools belonging to Alex Milne who served his time with his father at the workshop at 46 College Bounds carrying out work for the University. Later he moved to work in Duthie's shipyard and then the Corporations Tramway Department, eventually becoming foreman joiner, and who latterly worked for the Northern Co-op. He retired at the age of 65, died age 89 circa 1977. Whilst a small collection, there is potential to further research this individual.
- Upholsterer: A set of 64 handtools gifted in 1987 belonging to William Brand, who lived at Tarves (was at one time employed on the Haddo estate). He had been originally a blacksmith to trade but due to head wounds received in World War 1 had to look for alternative employment. He set himself in business in Marywell Street Aberdeen as an upholsterer. Could potentially be used in conjunction with the Applied Art Furniture collections in interpretation and learning; scope for partnerships with NTS at Haddo House.

KEY RECOMMENDATIONS

- A number of collections were identified for disposal, either as having a provenance from outside Aberdeen, no provenance or due to excessive duplication.
- It is not recommended at this time that further collections are actively sought but rather that resources are committed to enhance collections knowledge around current holdings, with the exception of a few gaps identified in **Appendix B: 4.4.6**

1.6 North Sea Offshore Energy (1130 items)

OUTCOMES

Between 2016 and 2017 a review of the holdings of AAGM in the area of offshore energy industries took place where an analysis of the strengths and weaknesses of the collection was carried out and where recommendations for future

development of this collection in line with the designation of AMM as "Lead Museum for UK Offshore Oil Industries" took place.

As much of the activity of the North Sea takes place out of sight, and often using very large bits of kit, it presents a challenge to represent this coherently and economically to the public in terms of the resources available. However this activity is integral to Aberdeen and beyond and has formed the economic backbone of the area for forty years representing great technological, social and economic change.

The vast number of artefacts in the collection are in very good condition. The collection is very strong on the technical aspects of life offshore and objects and in particular key developments (eg. Newt Suit that was a breakthrough in deep sea diving, radio from the Sea Quest or Murchison platform model giving some idea of the scale of offshore structures) in the history of the industry and personal material relating to the Piper Alpha disaster which provoked a step change in safety procedures.

Obvious weakness in the collection is the lack of much material directly related to decommissioning, renewables, material from the northern sector of the North Sea, and a large amount of material paper based including duplicates which although interesting offer little interpretative opportunity within the displays.

The collection is made up of a variety of materials and types of objects which can be summarised thus:

- Printed Material: books, booklets, workbooks/ work diaries, leaflets and catalogues, includes material from some of the earliest Offshore Europe conferences in the 1970s.
- Photographs: with over 510 photographs, plus some albums these form the majority of the collection

- Oral Histories: a small number of interviews were undertaken for the redevelopment of the Energy Galleries at AMM in 2012. These have not been catalogued, but are held on an external hard drive, and have been transcribed.
- Films: mostly corporate films and professional footage all on VHS Video tape.
- Personal Ephemera: boarding cards, menus, items relating to non-working life onboard such as Christmas parties, clubs and societies
- Souvenirs: paperweights (including commemorative oil samples), presentation and promotional items (whisky bottles, postal first day covers, etc.)
- Models: principally made to commemorate construction, but notably also the original pipe clash models for the Murchison and Brae Alpha platforms – N.B. models have not been included in this review
- Fine Art: principally the collection of artworks created by Sue Jane Taylor, documenting her response to the works offshore over the past thirty years, including maquette for the Piper Alpha memorial, and works by former Gray's School of Art tutor George McKay.
- Tools and Equipment: work/ team clothing, bags, personal protective equipment, drill bits, oil samples, core samples

KEY RECOMMENDATIONS

The review resulted in the identification of areas for development of the collection:

Areas Identified for Future Acquisition:

- Offshore renewables including wave and tidal power
- Decommissioning material
- Social and economic impact of fluctuations in the industry on Aberdeen/UK

It also resulted in the identification of items which could be more appropriately housed

elsewhere. The majority of items identified for disposals are printed ephemera, and duplicates. In the first instance it is recommended to offer this material to the University of Aberdeen's Capturing the Energy project.

Of the non-archival material recommended for disposal the majority are identified for reasons of relevance and provenance, mostly generic items not unique to the industry

1.7 Dolls (48 items to date)

OUTCOMES

In 2017, an Aberdeen University placement student reviewed the peg dolls and some of the foreign costume dolls in the collection. 48 records were enhanced, 162 dolls were photographed and a number of items requiring minor repairs were identified. The project also made recommendations for future collecting.

KEY RECOMMENDATIONS

Recommendations are made for collecting objects from the 2000s onwards, focussing on dolls which aim to encourage girls to take interest in science, technology, engineering and maths subjects/careers. Examples could include the American K'nex company line of female action figures that has characters such as *Industry* who can 'repair anything that is broken' or Project Mc2 Dolls come with a scientific project to complete.

2 FUTURE PROGRAMME: ACTION PLAN

PROCESS FOR COLLECTION REVIEWS:

Set up review team to include:

- Curator
- Internal peer (not from same curatorial discipline)
- Peer/expert (e.g. another museum)
- Lay person (volunteer/Friends/student as appropriate)

Introduce team to process of review

With team, select and agree assessment criteria and scoring

Undertake review:

- Curator
- Peer/expert

Following review, discuss findings with wider review team.

Make recommendations to appropriate Lead Curator/Head of Collections (for work programming) and/or A&D panel (for disposals/acquisition focus).

It is intended that the following collections will be reviewed within the timeframe of this policy:

2.1 Christening costume: robes, shawls, bonnets, petticoats, capes and jacket (est. 67 items)

Expected start date: 2020

Expected end date: 2021

BROAD ASSESSMENT CRITERIA / APPROACH

- Check provenance of christening costume.
- Ensure transparency in the decision-making process and identify duplication (assess if it is unnecessary duplication).
- Identify christening costume in poor condition and assess the feasibility of meeting the conservation costs.
- Identify christening costume that could be better cared for by another museum or public body.

- Consider whether any christening costume would better fit in with the collections of another museum or public body.
- Consider whether another museum or public body could give better access to the christening costume
- Consider whether the christening costume fit in with the current collecting policy.
- Identify christening costume not in use and unlikely to go on display in AAGM.

CONSULTATION

The following may be consulted if required:

Expert advice Dr Sally-Anne Huxtable, Principal Curator, Modern and Contemporary Design at National Museums Scotland; Donors; Other stakeholders; Relevant AAGM staff

Appropriate funding bodies if the christening costume was acquired or conserved with external funding

Relevant Subject Specialist Networks e.g. Society of Decorative Art Collections.

SHORT TERM OBJECTIVES

- Increase Curator's knowledge of the christening costume collection.
- Eliminate any unnecessary duplication.
- Improve care of the christening costume.

LONG TERM OBJECTIVES

- Improve the context of the christening costume by undertaking research and adding information to the TMS records.

Create a conservation programme for christening costume in poor condition with the costs spread over the longer term.

2.2 Textiles: Wedding Dresses (est. 150 items)

Expected start date: 2019

Expected end date: 2020

BROAD ASSESSMENT CRITERIA / APPROACH

The wedding dress collection in its entirety is in need of an in-depth review. A scoring system will be used to assess the wedding dresses against set criteria. The criteria will cover the following areas:

- Provenance/acquisition will be identified
- Condition will be assessed
- Importance, both historically and to the story of fashion will be gauged
- Usage, both previous and potential, will be identified
- Duplicates of wedding dresses from the same era, or with the same style, will be identified
- Assessment against the Collections Development Policy will be made

CONSULTATION

If appropriate, we will consult with other accredited museums, donors, other stakeholders, funding bodies and with subject specialist networks. We will liaise with in-house teams where relevant. We expect that a Decorative Art curator will work closely with a representative from the history team.

SHORT TERM OBJECTIVES

- Increase Curators' knowledge of the wedding dress collection
- Improve care of the wedding dresses
- Identify relevant collections
- Research wider historical context
- Improve catalogue records and digitise for online access
- Identify priorities for future collections development
- Improve storage of the wedding dresses

LONG TERM OBJECTIVES

- Discover and highlight strengths in the collections.
- The review will aid future collecting plans.

2.3 Plaster casts (est. 100 items)

Expected start date: 2020

Expected end date: 2022

BROAD ASSESSMENT CRITERIA / APPROACH

The collection of plaster casts is an important part of the history of Aberdeen Art Gallery. Further research is required to fully understand their place within the wider collection as well as their potential for future display and public engagement.

The condition of the casts requires assessment. It is likely that issues will have arisen as a result of storage environment, object age and movement. It is suspected questions relating to the retention of damaged casts and selection criteria for conservation will need to be explored.

CONSULTATION

If appropriate, we will consult with other accredited museums that hold similar collections. We will also liaise with the AAGM History team in relation to the archaeological components of the collections. Specialist advice and skills will be sought from recognised conservators.

SHORT TERM OBJECTIVES

- Increase Curators' knowledge and understanding of the plaster casts
- Develop a rationale for either retaining or disposing of plaster casts
- Improve condition and storage of the remaining plaster cast collection
- Create a fully costed and priority driven conservation programme

LONG TERM OBJECTIVES

A full review of the plaster casts will highlight collection strengths, duplications, gaps in documentation and pieces in irreversibly poor condition. The increased knowledge derived from the review will be used to guide future exhibition and engagement programming, areas in which the plaster casts are currently under represented.

2.4 Reproductions (est. 900 items)

Expected start date: 2020

Expected end date: 2022

BROAD ASSESSMENT CRITERIA / APPROACH

Reproductions within the art collection could be classified as currently being underused. Some of the objects in this area of the collection may fall outside the Collection Development Policy. For instance, not all the objects have the background history of how they were acquired. There are approximately 900 reproductions in this collection and this project will be the first opportunity to review its significance or relevance within the fine art collection. This review will allow us to examine the questions of how long these objects have been in store, potential for future display, research and interpretation.

- Provenance/acquisition will be identified
- Condition will be assessed
- Importance, both historically and to the cultural and educational value
- Usage, both previous and potential will be identified
- Duplicates will be identified
- Assessment against the Collections Development Policy will be made

CONSULTATION

If appropriate, we will consult with other accredited museums, donors, other stakeholders, funding bodies and with subject specialist networks.

SHORT TERM OBJECTIVES

- Increase Curator's knowledge of the Prints and Drawings collections
- Eliminate any unnecessary duplication
- Identify priorities for future collections development
- Improve storage of the works on paper
- Improve catalogue records and digitise for online access

LONG TERM OBJECTIVES

These reviews are being undertaken to discover and highlight strengths in the collections, aid future collecting plans,

improve storage, enhance records and help rationalise the collections. This area of the collection contains items which are under-used, duplicated, un-contextualised, poorly provenanced and/or have deteriorated beyond our ability to repair or provide adequate care. All reviews will produce recommendations that will then be acted upon.

2.5 Beach wear (est. 100 items)

Expected start date: 2019

Expected end date: 2020

BROAD ASSESSMENT CRITERIA / APPROACH

- Search the database and make an initial list of decorative art objects on the theme of 'A Day at the Beach' e.g. shorts, t-shirts, swimsuits, swimming hats, sunglasses, sun hats, sandals etc..
- Do a visual check of the drawers and hanging rails in the Costume Store to search for other relevant objects.
- Assess the significance of the design and designers of these objects.
- Try to date any objects that do not already have dates on TMS.
- Research the stories behind the objects.
- Condition check the objects and identify any in poor condition that would require conservation to make them fit for display.
- Produce a cohesive list of objects and stories for consideration for a subject specific exhibition on the theme of 'A Day at the Beach'.

CONSULTATION

The following may be consulted if required:
Expert advice: Dr Sally-Anne Huxtable, Principal Curator, Modern and Contemporary Design; Donors; Other stakeholders; Relevant AAGM staff
Relevant Subject Specialist Networks e.g. Society of Decorative Art Collections, Dress and Textile Specialists etc.

SHORT TERM OBJECTIVES

- 1 Increase Curator's knowledge of these objects

- Produce a list of objects for a subject specific exhibition on the theme of 'A Day at the Beach'.
- Improve the context of these objects by undertaking research and adding information to the TMS records.

LONG TERM OBJECTIVES

- Create a conservation programme for objects in poor condition with the costs spread over the longer term.

2.6 Decorative Art East Asian Collection (China and Japan) (est. 414 items)

Expected start date: 2020

Expected end date: 2023

BROAD ASSESSMENT CRITERIA / APPROACH

- Search the database and make a list of decorative art objects from China and Japan.
- Check the provenance of these objects.
- Assess the significance of these objects.
- Try to date any objects that do not already have dates on TMS.
- Research the stories behind the objects.
- Identify duplication and assess if it is unnecessary duplication.
- Condition check the objects and identify those that would require conservation to make them fit for display.

CONSULTATION

The following may be consulted if required:
Expert advice: Dr Rosina Buckland, NMS Senior Curator, East and Central Asia; Dr Qin Cao, NMS Curator, Chinese Collections; Nicola Garside, NMS Assistant Curator, East and Central Asia; Dr Louise Boyd, Assistant Curator, Japan; Donors; Other stakeholders; Relevant AAGM staff; Relevant Subject Specialist Networks e.g. Scottish East Asia Collections Network etc.

SHORT TERM OBJECTIVES

- 1 Increase Curator's knowledge of these objects

- 2 Improve the context of these objects by undertaking research and adding information to the TMS records.
- 3 Improve care of the Decorative Art East Asia collection.
- 4 Eliminate any unnecessary duplication.

LONG TERM OBJECTIVES

- 1 Create a conservation programme for any objects in poor condition with the costs spread over the longer term.
- 2 Identify opportunities to increase public access to the Decorative Art East Asia collection through exhibitions, tours, talks etc.

2.7 DISAGSCS review (est. 534 items)

Expected start date: 2020

Expected end date: 2023

BROAD ASSESSMENT CRITERIA / APPROACH

Following on from a preliminary review carried out a few years ago, we will fully identify and review textile and costume items which have been allocated the prefix of DISAGSCS. A methodological and considered approach will be adopted.

A scoring system will be used to assess the DISAGSCS costume and textiles against set criteria. The criteria will cover the following areas:

- Provenance/acquisition will be identified
- Condition will be assessed
- Importance, both historically and to the story of fashion will be gauged
- Usage, both previous and potential will be identified
- Duplicates will be identified
- Assessment against the Collections Development Policy will be made

CONSULTATION

If appropriate, we will consult with other accredited museums, donors, other stakeholders, funding bodies and with subject specialist networks.

SHORT TERM OBJECTIVES

- Increase Curator's knowledge of the collection
- Improve care of the costume and textiles
- Identify relevant collections.
- Identify priorities for future collections development
- Improve storage of the costume and textiles
- Sound reasoning behind any decision to dispose of collections will be made

LONG TERM OBJECTIVES

- Discover and highlight strengths in the collections
- The review will aid future collecting plans

2.8 Archaeology archive

Expected start date: 2018

Expected end date: 2023

BROAD ASSESSMENT CRITERIA / APPROACH

The archaeology collection is in need of in-depth cataloguing, resolving of issues over uncatalogued material and objects brought in for identification and never reclaimed, reconciling of finds to site excavation reports, identify any material appropriate for rationalisation, and identifying material that may be better suited to being cared for by other institutions, encourage greater research use of collection

CONSULTATION: to liaise with local planning archaeologist and other relevant collection-holding institutions to identify material that can be transferred to other institutions

2018-2023 OBJECTIVES:

- Produce inventory of site excavation archives
- Resolve issues over objects brought in for identification and never reclaimed
- Identify priorities for cataloguing in terms of site specific collections
- Develop documentation and cataloguing procedures to ensure going-forward that all new accessions catalogued appropriately

LONGER TERM OBJECTIVES

- Identify and transfer material more suitable in other institutions
- Undertake programme to catalogue backlog with general approach:
- Resolve issues over cataloguing backlog of historic material
- Link site excavation archives to catalogued object records
- Rationalise identified material
- Promote collection to potential researchers

2.8 Office items (est. 180 items)

Expected start date: 2020

Expected end date: 2022

BROAD ASSESSMENT CRITERIA / APPROACH

Following on from the Office collections secondment in 2015 the collection needs to be fully identified and reviewed. The collection needs improved documentation to allow for the collection to be used effectively. This review will also inform future disposals and future collecting aims.

OBJECTIVES:

- Identify relevant collections
- Improve catalogue records and photograph for online access
- Identify priorities for future collections development

2.9 Safety offshore

Start date: 2018

Expected end date: 2022

BROAD ASSESSMENT CRITERIA / APPROACH

Alongside plans to address the long term display of the Piper Alpha banner and loan items associated with the disaster in partnership with key stakeholders; collections relating to safety offshore will be reviewed.

CONSULTATION: the Energy Panel and stakeholders/partners identified for the Piper Alpha anniversary in 2018.

2018-2022 OBJECTIVES:

- Identify relevant collections
- Improve catalogue records and photograph for online access
- Identify priorities for future collecting

2.10 North Boats and Ferries

Expected start date: 2017

Expected end date: 2019

BROAD ASSESSMENT CRITERIA / APPROACH

This collection is being reviewed to explore its potential to support learning at local further education institutions, for example for visual communication, tourism and art and design students. There may be longer term outcomes for the redisplay of relevant material at Aberdeen Maritime Museum.

CONSULTATION: North East Scotland College

2017-2019 OBJECTIVES:

- Identify relevant collections
- Improve catalogue records and digitise for online access
- Identify priorities for future collections development

2.11 Smoking technology

Start date: 2018

Expected end date: 2019

BROAD ASSESSMENT CRITERIA / APPROACH

As part of plans to proactively collect around vaping, existing collections around smoking will be reviewed. These include material from the archaeology collections (clay pipes), social history (smoking paraphernalia) and medical collections. It is anticipated this will be offered as a discrete project for a student, or if external funding can be identified, as a project post.

OBJECTIVES:

- Identify relevant collections
- Research wider historical context
- Improve catalogue records and digitise for online access
- Identify priorities for future collections development

LONG TERM OBJECTIVES

These reviews are being undertaken to discover and highlight strengths in the collections, aid future collecting plans, improve storage, enhance records and help rationalise the collections. The above groups contain items which are under-used, duplicated, un-contextualised, poorly provenanced and/or have deteriorated beyond our ability to repair or provide adequate care. All reviews will produce recommendations that will then be acted upon.

Disposals and Collection Review Plan summary:

Lead officer	Description	Est. No. items	Planned dates	Notes
M Annandale	Beach wear	100	2019-2020	
J Rose	Wedding Dresses	c. 150	2019-2020	
M Ward	Plaster casts	100	2020 - 2022	(50% Crombie and 50% KB)
G Coe	Fine art: Reproductions	900	2020-2022	
M Annandale	Christening costume	67	2020-2021	Including: robes, shawls, bonnets, petticoats, capes and jackets
M Annandale	East Asian Collection	414	2020-2023	Decorative Art East Asian Collection (China and Japan)
J Rose	DISAGSCS collection	c. 534	2020-2023	
J Pape-Carlisle	Archaeology archive	unknown	2018-2023	
J Pape-Carlisle	Office items	180	2020-2022	
J Inglis	North Boats and Ferries	c. 1500	2017-2019	
J Inglis	Safety Offshore		2018-2022	
J Pape-Carlisle	Smoking technology	c. 812	2018-2019	To be reviewed by Kirstin Angus, MGS Trainee
J Brown	Radios and radio valves	1000	Ongoing. Complete by 2020.	To be reviewed for potential disposal. 30% were reviewed in the financial year 2014-2015. A number are in process of disposal. Remaining 70% to be reviewed by 2020.
J Inglis	Maritime paintings	390	2023-2025	<i>Future planning based on progress of earlier reviews listed here</i>
J Pape-Carlisle	Post Office material	200	2023-2024	<i>Future planning based on progress of earlier reviews listed here</i>
J Inglis	Railway ephemera	100	2022-2023	<i>Future planning based on progress of earlier reviews listed here</i>
J Inglis	Engineering plans and ephemera	4450	2023-2026	Archival material: <i>Future planning based on progress of earlier reviews listed here</i>
J Pape-Carlisle	1980s Tenement colln	200	2023-2025	<i>Future planning based on progress of earlier reviews listed here</i>
M Annandale/ J Rose	Furniture collection	c.250	2023-2024	<i>Future planning based on progress of earlier reviews listed here</i>

Appendix D

COLLECTIONS DEVELOPMENT PLAN:

CARE AND CONSERVATION OF THE COLLECTIONS POLICY

1. INTRODUCTION

Collections care is central to Aberdeen art Gallery and Museums' (AAGM) mission and we are committed to ensuring that the collections are displayed, stored and looked after in a secure and sustainable manner. A diverse range of material is held by AAGM and the requirements of different objects will be taken into account when considering their future preservation.

Our policy of collections care combines preventive and remedial conservation. Preventive conservation involves making sure that the environment in which the collections are kept contributes to their preservation. At the same time we undertake to review the collections in order to identify items which would benefit from remedial or interventive conservation in order to ensure their future stability.

The purpose of this policy is to set out guidelines for the conservation of the collections in the care of AAGM, to maximise access to the collections whilst promoting their long-term preservation and to support the Service Plan of AAGM. It also outlines the principles of preventive and remedial conservation so that all staff are aware of these aims.

2. AIMS AND OBJECTIVES

3. Link to the Service Plan

The Museums and Galleries **Documentation Policy** relates specifically to Aberdeen city Council Local Outcome Improvement Plan (LOIP) in the following areas:

Outcome: We will work with partners and the community to develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate diverse cultural offerings.

Change Activity:

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

And

Outcome: Engage partners to expand and improve provision of post school learning and employment opportunities for young people.

Change Activity:

Improve pathways to cultural learning and volunteering to increase participation in accredited volunteer programmes.

Outcome: We will deliver a £30M refurbishment of Aberdeen Art Gallery

Change Activity:

Modernise and improve Art Gallery, Cowdray Hall and memorial Court, increasing exhibition space, creating a world class visitor experience resulting in greater number of visitors reporting positive experiences.

We will also continue to use Benchmarks in Collections Care to improve our standards.

4. Preventive Conservation

- Monitor the temperature and humidity in all display and storage areas.
- Monitor light and UV levels in areas where light-sensitive objects are displayed.
- Keep records of the temperature, relative humidity, light and UV levels.
- Control the environment according to the data gathered by monitoring.

- Good housekeeping – keep display and storage areas clean and free from air-borne pollution.
- Implement an Integrated Pest Management Policy.
- Use inert materials for display and storage – make sure these materials are compatible with the objects
- Be aware of possible risk of damage from vibration and take measures to ensure safety of objects.
- Promote best practice in handling and moving objects and ensure that all staff are trained in correct procedures.

5. Remedial Conservation

- Assess condition of items prior to acquisition and record conservation requirements.
- Check condition of new acquisitions and enter a survey report into the relevant fields of the collections database.
- Collections review to identify items requiring remedial conservation.
- Programme of items to be sent to external accredited conservator.
- Document all condition reports and conservation treatments.

6. EMERGENCY RECOVERY PLAN

We have an emergency plan in place to be used in the eventuality of any unforeseen disaster. This clearly details:

- what staff on duty should do in the event of an emergency
- external emergency service numbers
- internal emergency team numbers
- instructions for procedure after emergency services have vacated the building
- external phone numbers for professional help

- location and contents of emergency boxes
- salvage record forms
- instructions for salvage team with contact details for external professional conservators
- instructions for recovery team.

7. EXHIBITIONS AND LOANS

- Assess the condition of an item before agreeing to lend it and, if necessary, seek the advice of an external conservator.
- Condition-check loans out before they leave the premises and on arrival at borrowers' venue. If considered appropriate items on loan will be accompanied by a courier. Check loans in on arrival and document all findings.
- Before agreeing to borrow an object, ensure that lenders' requirements relating to environmental conditions and security can be met.
- Assess condition of objects prior to inclusion in new displays or temporary exhibitions. Items in poor condition will be checked by a conservator in order to assess their suitability for display.

8. RESOURCES AND BUDGETS

- Institutions requesting items on loan are asked to pay for condition assessments and to contribute to any conservation required or re-glazing of paintings.
- Applications are made to Museum Galleries Scotland for grant aid to conserve works on a rolling programme and for capital projects such as up-grading of the environmental monitoring system.
- AAGM's conservation budget is supplemented by external grants where possible.

Appendix E

DOCUMENTATION POLICY

1 INTRODUCTION

Items entering Aberdeen Art Gallery and Museums (AAGM) must be documented so that the museum knows exactly what is in its collections and where each item is located. Accurate recording allows for greater accessibility to the collections and saves time in the planning of exhibitions, research, publications and answering enquiries. The object itself will provide much of the information: what it is made of, who made it and for what purpose. The curator also records the provenance and any additional knowledge gained through research or from external sources. The purpose of accurate cataloguing is to allow the collections to be easily searched and for retrieval of specific information.

2 BACKGROUND TO DOCUMENTATION OF THE COLLECTIONS

The collections are divided into two curatorial sections: Art and History, which are catalogued using the MDA's prefix ABDMS and a running number sequence. Prior to mid-2018, the Art and History collections were catalogued using ABDAG and ABDMS numbers respectively. Items on loan are given the prefix X along with a loan number, prefix L.

In the 1980s a computer mainframe system (GALS) was developed by the Council's IT Department and paper records were transferred to this database. In March 2002 the data from GALS was moved to The Museum System (TMS). The Collections are divided into 9 Departments on TMS: Applied Art, Archaeology, Fine Art, Numismatics, Science and Industry, Social History, Maritime History, Ships and City Monuments and further sub-divided into Classifications, which are detailed in the Acquisition and Disposal Policy. TMS has an Internet front-end, e-museum, which also provides public internet

access as www.aagm.co.uk to selected items from the collections.

In addition to the Museums and Galleries collections the service holds approximately 12,000 publications in the James McBey Art Reference Library and Lloyds Register of Shipping Library. These items will be catalogued on the shared city library database Spydus to allow access to the holdings through the Library's online service.

3 AIMS AND OBJECTIVES

Link to the Service Plan

The Museums and Galleries **Documentation Policy** relates specifically to Aberdeen city Council Local Outcome Improvement Plan (LOIP) in the following areas:

Outcome: We will implement the council's Being Digital Strategy to support citizens, businesses and visitors connect easily from their homes or other locations.

Change Activity:

Enhancement of the accessibility of cultural participation and learning platforms within the Directorate

We strive to provide greater digital access to collections through adding to and improving the online catalogue records, undertaking documentation projects with partners, using gallery screens and social media to highlight items and encourage exploration, and using new technology.

Outcome: We will work with partners and the community to develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate diverse cultural offerings.

Change Activity:

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

And

Outcome: Engage partners to expand and improve provision of post school learning and employment opportunities for young people.

Change Activity:

Improve pathways to cultural learning and volunteering to increase participation in accredited volunteer programmes.

We will continue to recruit volunteers for documentation-related projects in order to develop our tourist attractions. A range of activities are undertaken by volunteers, such as transcribing historic text, arranging and cataloguing archives, adding images to TMS, keywording, blogging, packing and unpacking with attention to location control, and creating small displays.

Outcome: We will deliver a £30M refurbishment of Aberdeen Art Gallery

Change Activity:

Modernise and improve Art Gallery, Cowdray Hall and memorial Court, increasing exhibition space, creating a world class visitor experience resulting in greater number of visitors reporting positive experiences.

We will use digital technology within Aberdeen Art Gallery and the Hall of Remembrance to highlight the collections and encourage engagement. Interactive tablets, large screens, E-ink displays and projections will use our catalogued records and photographs and help increase awareness of the Recognised Collections of National Significance.

The aims of AAGM's Documentation Policy are that for each object in the collection:

- AAGM has documentary proof of legal title and has established that the previous owner acquired the item legally.
- Each object is identified by a unique number.
- The number is labelled or marked on the object.
- There is an accurate record in the TMS database identified by the object accession number.
- The database record contains cross-references to any paper-based documentation associate with the object.
- AAGM has an exact and up-to-date record of location.
- All documentation procedures meet SPECTRUM standards:
<http://collectionstrust.org.uk/spectrum/>
-

Our objectives are to instil and maintain professional standards in documentation. We will use Benchmarks in Collections Care to improve our standards.

4 COLLECTIONS MANAGEMENT

- Documentation procedures are detailed in the Collections Management Manual which is available for consultation by all staff.
- The short-form *Procedure for Cataloguing* ensures that all curators enter records consistently.
- New acquisitions are input to the database within 10 days of their receipt by AAGM.
- In the case of a large number of acquisitions it is acceptable to catalogue only in the mandatory fields, adding further information at a later date.
- Copies of Entry Forms and Transfer of Title forms are filed and held in a secure location by the Collections Access section.

- Recent projects have been undertaken to eradicate the documentation backlog with a primary aim of creating an inventory of all objects which can then be assessed for possible disposals.
- All disposal procedure follows Museums Association guidelines.

5 SECURITY

- Changes in location are notified in writing to either the Documentation Officer or the Collections Access Officer, who update the computer record.
- The hard-copy Object Movement Forms are filed and retained for a period of two years.
- The Museum's displays are checked regularly throughout the day by the Museum Assistants. If there are any problems these are immediately raised to the Museum Supervisor on duty for appropriate action.
- The Lead Curator (Collections Access) and the Head of Collections undertake regular Inventory Checks which are described in the Collections Management Manual.
- The TMS database is backed up regularly by Aberdeen City Council's IT department.
- Old paper records are kept in the Aberdeen Treasure Hub Archive Room and consulted when required.
- All personal paper-based data is secured in a locked cupboard in compliance with the Data Protection Act (1998).

- The TMS database is accessible only by password. Volunteers are given access to a limited number of fields.

6 ARCHAEOLOGICAL EXCAVATION MATERIAL

It is not necessary or practical to document in detail all the bulk archaeological excavation material, mainly from highly productive excavations within the medieval burgh of Aberdeen. Some objects, mostly those of greater significance or fragility, are documented as individual objects, while larger groups, particularly of animal bone, pottery and soil samples are documented at box level or equivalent.

7 RETROSPECTIVE DOCUMENTATION

AAGM's primary accession register is the TMS computer database catalogue. The backlog consists of objects which do not have a record on the computer catalogue. The aim of retrospective documentation is to ensure that each individual object in the museum's collection has an inventory record on The Museum System (TMS) collection database. The Documentation Plan quantifies and addresses the backlog.

8 RESOURCES AND BUDGETS

External funding has been and will continue to be sought in order to employ additional staff to address the documentation backlog.

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Appendix I

COLLECTIONS DEVELOPMENT PLAN: LOANS POLICY

Loans Policy

The acceptance of items, on loan, normally for a finite period for display or specific study, may be authorised by the Art Gallery and Museums Manager acting on the Aberdeen City Council's behalf. In exceptional cases, a privately owned item of major importance that falls within the scope of this Policy may be accepted on a finite long loan, whether or not it is required for immediate display or study. No item will be received on 'permanent loan', a term which has no legal status. The period of all loans will normally be agreed in writing between the Art Gallery and Museums Manager and the owner of the item at the time of deposit and will not exceed a period of 5 years. Where the term of a loan has expired, it may be renewed or extended for further finite periods, at the discretion of both the owner and the Art Gallery and Museums Manager.

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Appendix G

COLLECTIONS DEVELOPMENT POLICY: DEFINITIONS

The Museum is defined as those premises, staff and collections of Fine Art, Decorative Art, Maritime History, Science, Technology and Industry, Archaeology, Numismatics and Social History which may from time to time be under the control of the Art Gallery and Museums Manager.

At the time of adoption of this Policy, this principally encompasses Aberdeen Art Gallery, Aberdeen Maritime Museum, Provost Skene's House, the Tolbooth, and the Reserve and Study Collections housed at Aberdeen Treasure Hub, Kittybrewster Store and Crombie Road Store, although certain artefacts, normally held in other premises owned by The Council and public statues, sites and monuments are generally recognised as being the responsibility of the Museum.

The term "Museum" is used in a functional sense, and may at all times be taken to subsume the terms "Gallery", "Art Gallery", "Heritage Centre" or otherwise as appropriate.

Collections are defined as:

"any item entered in the Accession Registers of (the) Museum, whether as gift, or purchase, together with any item not entered in the Accession Registers, but in the possession of (the) Museum at (a specified date), which was donated or purchased with the intention that it should become part of the Collections."

Valid title is defined as valid legal ownership.

The **Art Gallery and Museums Manager** is defined as being the professional officer responsible to The Council through the Director of Education and Children's Services for the operation of the Museum according to proper professional standards. The Art Gallery and Museums Manager must have a relevant degree, or a diploma in museum studies (or equivalent), or experience of the

principles and practice of museum operation and management as may be determined to be acceptable by Museums Galleries Scotland.

The division of the collection into curatorial groupings is based on current staffing levels and on collection management database categories.

There is an understanding that these divisions:

- are not always obvious to the general visitor or user of the service
- can create orphan items that are important to the collection but do not fit comfortably into any current category
- have changed in the past
- may change in the future (in response to changes in staff, collecting priorities and audience needs)

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Appendix H

Changes to History Classifications

History classifications have been reviewed and reorganised. Database classifications currently reflect previously held curatorial classifications. Below is a guide to how these classifications relate to current curatorial divisions:

Personal and domestic life

Those items used by individuals and small social networks (family or otherwise). For example, domestic items, personal accessories, personal papers, letters, diaries and memorabilia recording local life or of significant Aberdonians.

Current database classifications:

- **Science and Industry**
 - Engineering – domestic appliances eg. Radios, televisions, cookers etc
- **Social History**
 - Domestic
 - Museum General – some of this has personalia
- **Archaeology**
 - Excavated

Community life and wellbeing

Those items used by individuals forming part of a larger self-defining community or constituted organisation. For example material relating to schools, medical professions, fire and police, faith and religion, local government, military service and armed conflict, hobbies, leisure, sport and recreation.

Current database classifications:

- **Science and Industry**
 - Weaponry eg. Muskets for militia is civil defence
 - Medicine and healthcare
- **Social History**

- Civic – local government
- Ecclesiastical
- Education
- Societies
- Leisure
- Souvenirs
- Recreation
- Sport – inc. sporting guns
- Wartime

- **Maritime**

- Leisure – pond models

- **Numismatics**

- Medals
- Communion tokens

- **Archaeology**

- Excavated
- Classical – antiquities collected as a “hobby”

Trade, industry and working lives

Those items which depict local infrastructure such as local transport, Post Office, banking, the harbour and the supply of utilities (gas, electricity, water and sewage); craft trades and manufacturing industries; extractive industries and natural resources.

Current database classifications:

- **Maritime**

- Aberdeen Harbour
- Fishing and Whaling
- Life and Work at Sea
- Shipping
- Shipbuilding
- Energy industries

- **Science and Industry**

- Agriculture

- Craft trades
- Engineering – local companies
- Granite
- Papermaking
- Printing
- Brewing and distilling
- Chemicals and Gas
- Textile Industry
- Photography – commercial photography and GWW
- Transport
- Metrology
- Post Office – service industry
- Office
- **Social History**
 - Shopping
- **Numismatics**
 - Coins and banknotes
 - Trade tokens
 - General tokens
- **Archaeology**
 - Excavated

Appendix I

Developing the Collections of Museums in North-East Scotland

A CONCORDAT TO FOSTER COLLABORATION

General Principles

A wide range of material from the North-East of Scotland is curated by a variety of different museums. While no one institution has ever attempted to collect all types of item, together they make up a spectacular range of material, ranging from geological and archaeological specimens from the North-East to zoological and ethnographic items collected from throughout the world. These collections have been created by the exploits of many different people since the 18th century and so in themselves give a valuable insight into the recent history of the region.

In recent years, the collecting activities of these museums have become more formalised, with written collecting policies. This offers museums the opportunity to work together, understanding and respecting their varied collections, resources and interests. This concordat reflects that shared concern, highlighting in particular the benefits to be gained from working together when acquiring new material for the collections. Three aspects are of particular note:

- The need to ensure the long-term preservation of material worthy of collection by a museum.
- The value of working together to minimise competition between museums when collecting.
- The benefits to be gained from providing access to each others' collections for research, teaching and display.

From these statements of principle flow a number of policies that apply to all material to

be considered for acquisition by one of the partner museums.

- Each museum will provide to the others a copy of its collection policy, outlining the key areas for future development of the collection. As changes to collecting policies are adopted, they will be circulated to the other museums.
- Where a museum is offered material that does not fall within its collecting area, it will make this known to those museums that might be interested or direct people to those museums.
- If a museum believes that it is in competition with another museum over the acquisition of material, it will contact the other museum to discuss whether there is scope for collaboration.
- Each museum expresses its willingness to lend material for display in the other museums agreeing to this concordat, subject to security and conservation conditions and other uses of the material. Requests for loans will be considered favourably.
- The museums express their willingness to work towards publicly accessible on-line catalogues of their collections.

Principles for the collection of Scottish archaeological material

The acquisition of archaeological material through the Treasure Trove procedure and Historic Scotland's Finds Disposal Panel is governed by external procedures. These ensure that information about competing bids is circulated and that an independent decision is made about allocation. Any registered

museum is entitled to bid for material within its collecting policy. The museums agreeing to this concordat respect each other's collecting areas, recognising that there are overlaps in their collecting interests. This concordat is the first step in minimising overlaps and conflicts in the collection of material.

Material made available through these procedures will range from high-value attractive items to large assemblages of excavated material of little display value and with no monetary valuation. While the National Museums of Scotland has expressed its willingness to accept material for which no museum has made a bid, this concordat expresses the willingness of museums in the North-East to try to ensure that this is not necessary.

To achieve these aims, the museums agreeing to this concordat will abide by the following policies.

- To eliminate competing bids wherever possible, each museum that wishes to bid for material agrees to contact other museums with a possible interest in the material to discuss possible collaboration or withdrawal of bids. This should be done as far as possible in advance of the deadline for bids. If there is no agreement, competing bids will be submitted for assessment by the relevant Panel.

- In order to encourage the retention of as much relevant material as possible in the North-East, if a museum decides not to bid for material for which it has expressed a general interest in its collecting policy, it will contact the other museums with a possible interest in the material to discuss possible collaboration. If no museum is willing to bid for material, this should be reported to the relevant Panel.

The published collecting policies of museums are the only authoritative source of information about the collecting interests of each museum.

Maritime Finds and Wreck Material

Any items of wreck material recovered from the seabed, no matter how small or seemingly insignificant must be reported to the Receiver of Wreck under the terms of the Merchant Shipping Act 1995. Any items of Wreck handed in to the museum will be registered with the receiver of Wreck who will establish legal title to the item.

On [designated](#) and [scheduled](#) historic wrecks, as well as certain military wrecks covered by the Protection of Military Remains Act 1986, other restrictions apply and the museum will seek advice on the application of the Protection of Wrecks Act 1973 from the Royal Commission on Ancient and Historic Monuments Scotland.

ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 November 2018
REPORT TITLE	Climate Change Report 2017/2018
REPORT NUMBER	PLA/18/274
DIRECTOR	N/A
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Oluwatoyin Fatokun
TERMS OF REFERENCE	4 To oversee and monitor the development and approval of an appropriate strategy for the Council's estate, including plans for investment, disposal and maintenance. 5. To oversee and monitor the development, approval and delivery of Council place based strategies to support the City's plans for future economic growth.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to approve the mandatory Climate Change Report (CCR) submission to the Scottish Government to ensure compliance with the requirements of Part 4 of the Climate Change (Scotland) Act 2009. This report is due for submission by the 30th of November 2018 covering the financial year 2017/2018.

2. RECOMMENDATION(S)

Committee is asked to:

- 2.1 Approve the submission of the Climate Change Report, as set out within the appendices, to the Scottish Government; and
- 2.2 Request that the Chief Executive signs off the submission.

3. BACKGROUND

- 3.1 Public sector organisations are required to report annually on progress against Public Bodies Duties under the Climate Change (Scotland) Act 2009. Public Bodies Duties are:

- to reduce Greenhouse Gas Emissions (mitigation)
- adapt to the impacts of a changing climate (adaptation)
- to have sustainable development as a core value (acting sustainably)

- 3.2 The report follows a standardised reporting methodology to allow for consistency and accuracy in data collection in order to enable comparison. The report requires that organisations demonstrate a commitment to tackling climate change, managing climate risks, improving performance reporting and reducing emissions whilst setting

an example. The primary function of the report is to monitor performance against legislative requirements and the Councils relevant corporate plans, policies and strategies. This information is made publicly available and should provide information in a transparent and accountable manner. In addition, the report can help to identify areas of best practice and areas for improvement to support future decision making. The report has two sections: “Required¹” and “Recommended²” reporting.

- 3.4 The Scottish Government expect all reports to be published prior to submission and that validation of quantitative and qualitative information is regarded as good practice and expects all reports to be approved by person with senior responsibility.
- 3.5 The overall emissions for this year show a reduction when compared to previous reporting periods. However, it should be noted that differences in emissions are attributed to changes in the scope of the submission (what is and isn’t included) and changes in emission factors used.

Reporting period	Overall emissions (tCO ₂ e)
2014/2015	44993
2015/2016	46371
2016/2017	39225
2017/2018	35892

- 3.6 The most notable savings can be seen in street lighting, travel (car hire, diesel car used in fleet services, air travel), gas oil usage and internal waste. Savings seen from internal waste have been attributed to residual waste being bulked and transported as refuse derived fuel since June 2017 rather than landfilled. The consumption of natural gas showed the most notable increase from last year’s figures. It was explained that this is due to a decrease in temperature experienced between January to March 2018. Time needs to be taken to further scrutinise the data provided to enable ACC to identify areas for improvement and establish better performance monitoring.
- 3.7 In line with recommendation (C) in the last CCR to the former Finance, Policy and Resources committee paper on the 20th of September 2017³ (CHI/17/144) ‘*to instruct the Interim Head of Planning and Sustainable Development to report back with an action plan to improve performance and reporting*’ time has been spent investigating current reporting process and performance as well as governance structures. The restructuring of the Council through the Target Operating Model has offered a unique opportunity to look to imbed Climate Change within this new structure. At the recent Corporate Management Team, where this report was approved to go to committee, the Management team agreed that a workshop on Climate Change should be scheduled with Extended Corporate Management Team to engage Chief Officers in this process. In particular the CMT were anxious for Chief Officers to be engaged in looking at performance reporting and roles and responsibilities which will inform the action plan. In parallel to this a significant amount of work is ongoing to establish a more effective mechanism for collation, holistic reporting and analysis using the Pentana System which is currently being used to report against existing Statutory Performance Indicators (SPIs). Finally, Climate Change is also being imbedded in

¹ The “Required” section (Appendix 1) provides evidence of corporate climate change governance, internal waste, business travel, street lighting, council building utilities, water and projects focusing upon efforts to reduce emissions at a corporate level as well as information on adaptation and sustainable procurement.

² The “Recommended” section (Appendix 2) reflects the influential functions that the Council has in supporting efforts on climate change mitigation and adaptation city-wide, beyond its estate boundary

³ <http://councilcommittees.acc.gov.uk/documents/s74151/CHI.17.144%20-%20Climate%20Change%20Report%202017.pdf>

Risk Registers and this will further strengthen the roles and responsibilities. It is expected that the Action Plan will be completed in the first half of next year at which time it will be reported back to committee.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from recommendations of this report. The report simply illustrates a point in time as to how the Council is performing.
- 4.2 It should be noted that any increase in emissions could have repercussions on revenue budgets through any fiscal penalties associated with emissions e.g. Carbon Reduction Commitment.

5. LEGAL IMPLICATIONS

- 5.1 Failure to report and show continual improvement to emissions reduction, adaptation to climate change and acting sustainably could result in non-compliance with:
- 1) The requirements of Climate Change (Scotland) Act 2009, part 4. Public Bodies Duties require the council to act:
 - in the way best calculated to contribute to delivery of the Act’s proposed emission reduction targets of 56% by 2020 and 90% by 2050⁴;
 - in the best way calculated to deliver any statutory adaptation programme. Climate Ready Scotland, the Scottish Adaptation Programme was approved in 2014; and
 - in the way it considers most sustainable.
 - 2) The requirements of individual specific pieces of legislation, of which there are many and the Councils’ corporate policy, such as:
 - Aligning to the themes, priorities and drivers of the Local Outcome Improvement Plan.
 - The goals within the Strategic Business Plan.
 - The Regional Economic Strategy – relating to innovation, investment in infrastructure and sustained and secure wellbeing of the city.
 - The Building Performance Policy.
 - Sustainable Procurement Guidance Note 10.
- 5.2 It should be noted that Scottish Government are currently pursuing more stringent emissions target, working towards net-zero emissions in order to achieve its Climate Change Plan. Further actions will be placed upon the Council subject to the draft Energy Efficiency Strategy being approved and the amendments to the revised Building Regulations and Climate Change (Emissions Reduction Targets) Scotland Bill.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M),	Mitigation

⁴[http://www.parliament.scot/S5_Bills/Climate%20Change%20\(Emissions%20Reduction%20Targets\)%20\(Scotland\)%20Bill/SPBill30S052018.pdf](http://www.parliament.scot/S5_Bills/Climate%20Change%20(Emissions%20Reduction%20Targets)%20(Scotland)%20Bill/SPBill30S052018.pdf)

		High (H)	
Financial	The financial impact of producing the CCR is minimal, albeit higher than necessary due to current systemic inefficiencies. There are potential financial opportunity risks with reducing operational costs and generating income if decision making is ill-considered.	L	Streamlined and robust procedures and processes are being developed with Senior Managers to improve monitoring, reporting and targeted emissions reduction.
Legal	Failure to report and show continuous improvement to emissions reduction, adaptation to climate change and acting sustainably could result in non-compliance of the Public Bodies Duties under the Climate Change (Scotland) Act 2009	M	Measures are being developed to ensure the relevant service areas monitor and target performance.
Employee	There is potential for a medium risk to employees, including staff time collecting data.	M	Officers are developing streamlined and robust processes and procedures to ensure the accuracy and consistency of information gathered. Consideration is being given to developing key performance indicators and using the Pentana system. Roles and responsibilities are being clearly defined and communicated to those responsible for collecting and verifying the required data.
Customer	All reports are made publicly available. ACC emissions, adaptation and sustainability performance data may be of interest to some stakeholders. This will become more important as Scottish Government continues to work towards national targets for net- zero emissions .	L	These impacts are monitored through multiple plans, policies and strategies across Council activities.

Environment	The impact on environment in producing this report is minimal. However, the report reflects the Councils' environmental performance in managing climate change	L	These impacts may be monitored through multiple plans, policies and strategies across Council activities.
Technology	The impact on technology in producing this report is minimal. Better use of technology would improve data collation for future reporting.	L	Measures are being considered to utilise technology to address better performance reporting.
Reputational	All reports are made publically available. There is the potential for negative reputational impact if the Council's performance is poor when compared against similar organisations, or if performance shows no or little improvement against the previous year's performance.	M	Communications will be advised of the reports outcomes and when it is publically available so they can deal with any related inquiries.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	There are no direct impacts of this report on the economy. However, by addressing emissions reductions there could be opportunities for market diversification and job creation within the city.
Prosperous People	There are no direct impacts of this report on people. However, increases in emissions might result in reduced air quality, impact on health and well-being, put more pressure on the health system and result in increases in fuel costs affecting those who live within fuel poverty for example.
Prosperous Place	There are no direct impacts of this report on Place. However, not taking action to reduce emissions will impact negatively on Aberdeen being a resilient and sustainable community.
Enabling Technology	There are no impacts of this report on technology affecting wider Aberdeen. However, there is the

	opportunity to explore digital transformation which can enable better data capture, reporting and subsequently using that information through intelligent systems to improve performance. It could be that this information is made publicly available through data sourcing.
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8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment (EHRIA)	Completed and confirmed a full EHRIA is not required
Data Privacy Impact Assessment (DPIA)	Completed and confirmed a full DPIA is not required
<u>Children's Rights Impact Assessment/Duty of Due Regard</u>	Not applicable.

9. BACKGROUND PAPERS

- CHI/16/162 – 1st November 2016⁵
- CHI/17/144 – 20th September 2017⁶

10. APPENDICES

- Appendix 1 – [Required Reporting](#)
- Appendix 2 – [Recommended reporting](#)

11. REPORT AUTHOR CONTACT DETAILS

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⁵ <http://councilcommittees.acc.gov.uk/ieListDocuments.aspx?CId=503&MId=3877&Ver=4>

⁶ <http://councilcommittees/documents/s74151/CHI.17.144%20%20Climate%20Change%20Report%202017.pdf>

SECTION 1 – PROFILE OF REPORTING BODY

- **1a Name of Reporting Body**
Aberdeen City Council

- **1b Type of body**
Local Government

- **1c Highest number of full-time equivalent staff in the body during the report year.**
7310.99 (782.22 Temporary and 6528.77 Permanent)

- **1d Metrics used by the body.**
Drop down options aren't relevant, so nothing noted.

- **1e Overall budget of the body (£).**
457,650,000. These are net figures. - Budget comments – This is the opening position.
Note this question will not allow using any symbols e.g. £

- **1f Specify the report year type.**
Financial (1st of April 2017 to 31st of March 2018)
Reporting year 2017/18

- **1g Provide a summary of the body's nature and functions that are relevant to climate change reporting.**
Aberdeen City Council has a strong role to play as follows:
 - Leading and acting as an example to others through its services, planning and decision making.
 - Reducing emissions from its own estate and services within its influence including buildings, transport, land use and waste.
 - Managing risks and building resilience through the development of an Aberdeen Adapts Framework.
 - Promoting city wide emission reduction through our Sustainable Energy Action Plan – Powering Aberdeen.
 - Helping to shape and inform legislation through consultation responses.
 - Alleviating fuel poverty through ACC owned properties and working with the private/third sectors to improve standards in those areas.
 - Ensuring compliance with building standards and influencing the planning process to take into consideration climate change mitigation and adaptation measures.
 - Through the school systems and lifelong learning educate the citizen about the implications of climate change and principles of sustainability.
 - Deliver projects that help mitigate/adapt to a changing climate and fulfil multiple plans, policies and strategies; e.g. wetland development, sustainable urban drainage, expansion of the EV network, energy efficiency retrofitting, renewables etc.
 - Piloting the development of blue/green infrastructure.
 - Procuring sustainably.
 - Partnership working.

SECTION 2 – GOVERNANCE, MANAGEMENT AND STRATEGY

- **2a - How is climate change governed in the body?**

- Aberdeen City Council's structure during the reporting period 2017 to 2018 was based upon four directorates, as per below. These are managed by a corporate management team with overall responsibility resting with the Chief Executive. Please see the corporate management diagram attached.

- 1) Communities, Housing and Infrastructure
- 2) Corporate Governance
- 3) Education and Children's Services
- 4) Aberdeen City Health and Social Care Partnership

All directorates have a part to play in considering climate change through their decision making and operations in line with corporate policy and risk management. Progress on any plans, policies and strategies is reported through the committee reporting structures predominantly to:

- 1) Finance, Policy and Resources
- 2) Communities, Housing and Infrastructure, and
- 3) Full Council.

There is no specific group that oversees responsibility for climate change. Please refer to the diagram attached that illustrates internal and external parties involved with climate change. Most activity is undertaken through topic areas e.g. transport, waste, energy etc. and then reported independently through their own reporting structures; most of these sit within Communities, Housing and Infrastructure. The only consolidated report that is produced is this. Some information is provided annually through statutory performance indicators.

Information on these is available here

<https://www.aberdeencity.gov.uk/services/strategy-performance-and-statistics/council-performance/statutory-performance-indicators>

It is important to note that Aberdeen City Council is currently undergoing a Transformation Programme which will result in a change in the Organisational Structure. The new organisational structure is expected to be fully functional by March 2019¹ and will likely be reported on in the next submission.

[Link to ACC structure diagram in separate pdf.](#)

- **2b - How is climate change action managed and embedded by the body?**

The Environmental Policy Team, in Planning and Sustainable Development, has a specific remit for climate change and plays a role in advising upon mitigation and adaptation measures and promoting that these measures are embedded into both corporate and city-wide plans, policies and strategies.

The team coordinated the Carbon Management Plan, until work ceased on this activity to concentrate on wider emissions in the form of a Sustainable Energy Action Plan (SEAP). Powering Aberdeen: Aberdeen's SEAP was approved in May 2016 by Full Council. It contains information on baseline emissions for the entire city, reduction targets and details actions setting out how the reductions will be achieved. Powering Aberdeen encapsulates the Council's own corporate responsibility in emission reduction. Such responsibility is spread across relevant council services, as indicated in the diagram within the previous answer.

Corporate Landlord oversee building conditions and undertake surveys, working closely with the Energy Management Team and Building Services/Maintenance to bring buildings up to standard and perform better in

¹ <https://transformationzoneblog.com/transformation-and-target-operating-model/>

relation to energy efficiency. They also are obliged to comply with the corporate Buildings Performance Policy. This work is done on an ongoing basis.

The Energy Management Team is responsible for overseeing collation of the data behind the 'Carbon Reduction Commitment' and report on this externally on an annual basis. They are also partially responsible for energy efficiency measures across corporate assets.

Internal waste is managed by many with responsibilities spread among various service areas as set out in the Internal Waste Minimisation policy.

- The Trade Waste Team, sitting in Public Infrastructure and Environment, are responsible for the collection of waste and recycling containers from most corporate buildings.
- Facilities, sitting within Properties and Assets, are responsible for the implementation and provision of the waste and recycling services from main office buildings.
- The IT Help-desk and Transformation Team, sitting within Corporate Governance, are responsible for the collection/liaison with external companies for the reuse and recycling of Waste Electronic and Electric Equipment (WEEE).
- Members of the Environmental Policy Team have been responsible for the development and reporting of the Internal Waste Minimisation policy, though aren't responsible for implementation.

The Local Development Plan Team is responsible for providing the strategic direction for city development, including incorporation of sustainability principles into strategic plans and supplementary guidance. The Local Development Plan is reviewed on a five yearly cycle and is reported to the Communities, Housing and Infrastructure Committee.

Many corporate plans, policies and strategies undergo Strategic Environmental Assessment to assess their environmental impact, this includes addressing climate change. Climate change considerations are featured within a risk register, service plans, business cases and development management consultations.

Activities to develop a Flood Risk Management Plan are done in partnership, to meet the Flood Risk Management (Scotland) Act 2009.

Work is ongoing to further embed sustainability across organisation decision making, processes and training. Some examples of how sustainability has been incorporated are illustrated below:

- a) Environmental considerations are included in business case templates to assess if projects contribute to a reduction in emissions, build resilience to climate change, deliver resource efficiency and reduce impacts on the environment.
- b) Environmental considerations incorporated into the committee reporting structure and accompanying guidance document.
- c) A range of environmental indicators have been developed with the aim to improve management of environmental information and performance reporting.
- d) Environmental considerations incorporated within planning consultation responses, with regular cross service meetings with Development Management.
- e) Embedding sustainability into emerging city development in preparation for the next Aberdeen Local Development Plan.
- f) Think GREAT Pit Stop development which is training to encourage sustainability principles within decision making.
- g) Awareness raising stalls relating to sustainability at the new managers induction, new members induction and the CHI conference.

- h) Development of a Building Performance Policy for corporate assets. This sets standards for sustainable construction, digital connectivity and future proofing for district heating connectivity.

Link to diagram in separate word document.

- **2c - Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?**

Wording of objective	Name of document	Weblink
<p>Themes, priorities and drivers:</p> <ul style="list-style-type: none"> - Prosperous Economy - Prosperous People - Prosperous Place - Enabling Technology 	<p>Local Outcome Improvement Plan (LOIP) 2016-2026. (Page 12)</p> <p>LOIP replaces the single outcome agreement</p> <p>Works towards this can be noted in the "Aberdeen City - Strategic Assessment 2016" (page 22)</p>	<p>http://communityplanningaberdeen.org.uk/wp-content/uploads/2016/08/FINAL-LOIP-22-AUG-16.pdf</p> <p>and</p> <p>https://communityplanningaberdeen.org.uk/wp-content/uploads/2016/05/Aberdeen-CPP-Strategic-Assessment-2016.pdf</p>
<ul style="list-style-type: none"> - We will design and construct all new infrastructures to be energy efficient by maximising the use of low carbon technology and materials. We will use recycled materials where possible. - We will increase energy efficiency and introduce carbon reduction measures in our processes and our housing and non-housing assets to reduce our carbon footprint, save money and to bring people out of fuel poverty. - To provide and promote a sustainable transport system which reduces our carbon emissions. - We will manage waste effectively and in line with UK and European legislative requirements by maximising recycling and reducing waste to landfill, thereby reducing our costs and carbon footprint. - We will provide a clean, safe and attractive street-scape and promote biodiversity and nature conservation. - We will encourage wider access to green space in our streets, parks and countryside. 	<p>Strategic Business Plan Refresh 2017/2018.</p>	<p>https://aberdeencity.gov.uk/sites/default/files/2018-06/Strategic%20Business%20Plan%20Refresh%202017-18.pdf</p>
<ul style="list-style-type: none"> -Aberdeen City Council will model the standards expected from all public service providers for sustainable procurement. -We will work to improve outcomes and the life chances of our citizens by addressing a range of poverty indicators including income maximisation, child poverty, fuel poverty, food poverty, and housing and health inequalities. -We will continue to invest in green energy transport projects in order to realise our aspiration to become a world leading city for low carbon technology. -We will lobby the Scottish Government and Transport Scotland to work in partnership with us to allow Aberdeen City Council to introduce Low Emission Zones in Aberdeen -We will reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant 	<p>Stronger Together: Prosperity for Aberdeen 2017 -2022 (whole document)</p>	<p>Only available on the intranet</p>
<p>The main aims of the plan are to:</p> <ul style="list-style-type: none"> - provide a strong framework for investment decisions which help to grow and diversify the regional economy, supported by promoting the need to use resources more efficiently and effectively; and - take on the urgent challenges of sustainable development and climate change. <p>To support these main aims, the plan also aims to:</p> <ul style="list-style-type: none"> - protect and improve our valued assets and resources, including the built and natural environment and our cultural heritage; - help create sustainable mixed communities, and the associated infrastructure, which meet the highest standards of urban and rural design and cater for the needs of the whole population; and - make the most efficient use of the transport network, reducing the need for people to travel and making sure that walking, cycling and public transport are attractive choices. 	<p>Aberdeen City and Shire Strategic Development Plan. March 2014 (currently under review) (Page 6)</p>	<p>http://www.aberdeencityandshire.gov.uk/AboutUs/Publications.aspx</p>

Key goals and growth sectors.	Shaping Aberdeen - Strategic Infrastructure Plan. Covers mitigation and adaptation. (Page 12)	https://committees.aberdeencity.gov.uk/documents/s33119/Strategic%20Infrastructure%20Plan.pdf
Objectives: - Leadership and behaviour change. - Energy Efficiency. - Resource Efficiency. - Increase the share of alternative technologies. - Low emission society.	Powering Aberdeen – Aberdeen’s Sustainable Energy Action Plan (whole document)	https://www.aberdeencity.gov.uk/sites/default/files/2017-09/Powering%20Aberdeen.pdf
In a wider context we need to ensure we mitigate against climate change emissions and adapt to impacts.	Regional Economic Strategy 2015 Page 22	https://www.aberdeencity.gov.uk/sites/default/files/Regional_Economic_Strategy_0.pdf
The masterplan needs to ensure that the energy sector is sustained and remains at the core of Aberdeen’s economy including the transition in coming years to a low carbon economy, enabling skills and knowledge in the oil and gas sector to transfer to the renewable energy.	City Centre Masterplan and Delivery Programme Page 12	https://www.aberdeencity.gov.uk/sites/default/files/2018-06/Aberdeen%20City%20Centre%20Masterplan%20and%20Delivery%20Programme.pdf

• **2d - Does the body have a climate change plan or strategy?**

Powering Aberdeen, the city's Sustainable Energy Action Plan was approved in May 2016. This SEAP details steps that can be taken to reduce emissions across the city, including those from corporate activities. Further information on Powering Aberdeen is available here:

- <https://www.aberdeencity.gov.uk/services/environment/powering-aberdeen>

Work is ongoing to develop an accompanying Adaptation Framework that can guide decision making processes over the long term and build city resilience. Further information on this is available here:

<http://www.adaptationscotland.org.uk/get-involved/our-projects/aberdeen-adapts>
<https://www.aberdeencity.gov.uk/services/environment/climate-change/adapting-climate-change>

As highlighted within section 2e, there is a cross over with many plans, policies and strategies.

• **2e - Does the body have any plans or strategies covering the following areas that include climate change?**

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	Aberdeen Adapts	http://www.adaptationscotland.org.uk/get-involved/our-projects/aberdeen-adapts and https://www.aberdeencity.gov.uk/services/environment/climate-change/adapting-climate-change	Ongoing	Aberdeen Adapts, which is our future Adaptation Framework for the city is currently under development. A Strategic Environmental Assessment is currently being carried out.
Business travel				This is incorporated within the travel plan under four policy areas as opposed to a having a specific individual plan.
Staff travel	Council travel plan	This is only available via the intranet.	2001	Surveys have been conducted every 2 years since 2008. With the latest results available for 2016. The Council Travel Plan is due to be updated later in 2018.
Energy Efficiency	Aberdeen Local Housing Strategy (page 10)	This is only available via the intranet.	2012-2017	Outlines housing strategy approach to fuel poverty, energy efficiency and climate change. Increase energy efficiency and introduce carbon reduction measures in our processes and our housing and non-

				housing assets to reduce our carbon footprint, save money and to bring people out of fuel poverty. An updated version covering 2018 -2023 is currently being developed.
Fleet transport	Fleet Asset Management Plan	This is only available via the intranet.	2013	Emissions reduction and alternative fuels. The fleet replacement program continues. In 2017/2018 ACC had 27% of vehicles under 5 years of age. Fleet continue to add Hydrogen vehicles with the addition of and RCV and a Sweeper.
Information and Communication Technology	ICT Asset Management Plan	This is only available via the intranet.	2013	Redundant IT equipment is collected by the closest IT disposal company to reduce carbon footprint. All IT waste is disposed off within the WEEE regulations compliance with an audit report produced detailing how much was refurbished or recycled. IT support is done remotely as much as possible. Suppliers of IT equipment use more environmentally friendly packaging. Ongoing 'Recycle IT' in place.
Renewable energy	Alternative Energy Strategy for Council Owned Buildings (Section 1, page 3)	https://www.aberdeencity.gov.uk/sites/default/files/alternative_energy_strategy.pdf		Reduce energy consumption and associated carbon emissions/enable low/zero carbon technologies. No update provided.
Sustainable / renewable heat	Alternative Energy Strategy for Council Owned Buildings (Section 1, page 3)	https://www.aberdeencity.gov.uk/sites/default/files/alternative_energy_strategy.pdf		Reduce energy consumption and associated carbon emissions/enable low/zero carbon technologies. No update provided.
Waste Management	Internal Waste Minimisation Policy	This is only available via the intranet.	2013	Discusses internal waste in relation to the waste hierarchy. No update provided.
Water and sewerage	Not applicable			
Land Use	Local Development Plan 2017	https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan#1658	2017 and for the next 5 years, plus transition period to new Local Development Plan	Helps deliver sustainable communities. There is on-going work to produce an Aberdeen Landscape Study. Work is underway to produce an updated Local Development Plan.
Other – city wide emissions.	Powering Aberdeen	https://www.aberdeencity.gov.uk/services/environment/powering-aberdeen	2016-2030	Covers city wide emissions and various themes. No update provided.
Other – nature conservation	Nature Conservation Strategy (page 4 and 15)	https://www.aberdeencity.gov.uk/sites/default/files/Nature_Strategy_Dec2015_extended_0.pdf	Currently under review	Biodiversity, which touches upon aspects of climate change. Within the objectives of the strategy and also sections on sustainable development and climate change. There are many aspects to consider for truly sustainable development and climate change is one of them. A shift in species populations, ranges, migration patterns and reproductive behaviour are already evident both on land and at sea as a result of climate change.
Land Use	Open Space Strategy	https://www.aberdeencity.gov.uk/sites/default/files/open_space_strategy_2011_2016.pdf	2011-2016. Ongoing open space audit which will feed into the review of the open space strategy.	Covers open space across the city, assists with climate adaptation. Recognise the economic, environmental and social value of open spaces. Maximise opportunities to mitigate and adapt to climate change and further biodiversity.
Other – sustainable construction	Building Performance Policy	https://committees.aberdeencity.gov.uk/documents/s69045/CHI.17.063%20Appendix%201%20NewBuildingsPerformance	2017 (to be reviewed on an annual basis)	The Buildings Performance Policy and accompanying guidance and checklist covers sustainable construction activity at a corporate level. Is not a plan or strategy

		ncePolicy.pdf		but an internal policy that sets building standards for refurbishments and new build projects. The policy states clearly an intention to deliver against energy performance, digital connectivity, future proofing for district heating and attaining certain BREEAM standards. Since its approval training has been provided across various Council staff to raise awareness of the implications of this new policy.
Other - various	Local Outcome Improvement Plan	https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/	2016-2026	Themes, priorities and drivers: - Prosperous Economy - Prosperous People - Prosperous Place - Enabling Technology
Other – economy	Regional Economic Strategy (page 13)	https://www.aberdeencity.gov.uk/sites/default/files/Regional_Economic_Strategy_0.pdf		Covers many topic areas.
Other – economy	Aberdeen City Regional Deal - Powering Tomorrow's World. (Page 6)	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498891/Signed_Heads_of_Terms_January_2016.pdf		Theme 7 - Actively promote our offer and the transition to a low carbon economy.
Waste management	Aberdeen Waste Strategy. (Page 7-8)	https://www.aberdeencity.gov.uk/sites/default/files/2018-04/Aberdeen%20City%20Waste%20Strategy%202014-2025.pdf	2014-2025	The ACWS has been designed to ensure Aberdeen works towards meeting national and international legislative targets: Target 1: Waste growth will be eliminated by 2015. Target 2: We will work towards the targets set in the Scottish Government's Zero Waste Plan 2010 Target 3: Introduce an organic waste collection for all households by 2016. Target 4: Develop facilities within the Aberdeen area to recover our resources. Target 5: No more than 5% of household waste should be landfilled by 2025.
Other – transport	Sustainable Urban Mobility Plan. (Page 1)	http://w12.aberdeencity.gov.uk/transport_streets/roads_pavements/transport_projects/txt_roa_sustainable_urban_mobility_plan.asp		Varying transport options. Reduces air and noise pollution, greenhouse gas emissions and energy consumption; improves the efficiency and cost-effectiveness of the transportation of people and goods.
Land use	City Centre Masterplan and delivery programme. (Executive summary, page 9)	https://aberdeencitycentre.com/	June 2015	Technologically advanced and environmentally responsible. Providing the capacity, quality and reliability of infrastructure required by businesses and residents and utilising resources responsibly.
Other - hydrogen	Aberdeen City Region Hydrogen Strategy and Action Plan 2015-2025 (Part 2, page 16)	http://archive.northsearegion.eu/files/repository/20150918111637_AberdeenHydrogenStrategy_March2015.pdf	2015-2025	Hydrogen; to reinforce our place, now and in the future as the energy city by further enhancing the region's economic competitiveness, maximising the capacity and value of renewable energy and giving greater energy security by being at the forefront of a hydrogen economy. The aim of this strategy is to maintain and build on Aberdeen's expertise in hydrogen in order to achieve the long-term goals associated with hydrogen rollout and being the leading hub in Scotland. This strategy and action plan outlines how these aims can be achieved in the short, medium and long term. The action plan identifies a series of measures required to achieve this, across seven key objectives.
Other – air quality	Air Quality Action Plan. (Page 2)	https://www.aberdeencity.gov.uk/sites/default/files/air_quality_action_plan_2011.pdf	2011	An annual Progress Report showing the most recent air quality monitoring information, new/proposed developments

				that may impact on air quality and progress in meeting the objectives of the Action Plan. The 2018 Progress Report is available from. https://www.aberdeencity.gov.uk/sites/default/files/2018-07/Air%20Quality%20Annual%20Progress%20Report%202018.pdf
Other – transport	Local Transport Strategy. (Page 5)	https://www.aberdeencity.gov.uk/sites/default/files/Local%20Transport%20Strategy%20%282016-2021%29.pdf	2016-2021	Varying transport options.

2f - What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

In no specific order, the top 5 climate change priorities for the year ahead are:

1. Approve and begin to implement the Aberdeen Adapts Framework to help assess potential climate risks and identify adaptation measures.
2. Develop a Local Heat and Energy Efficiency Strategy Pilot to help shape Aberdeen's approach to tackling carbon emissions, fuel poverty and the Scottish Government's 'Scottish Energy Efficiency Programme'.
3. Ensure that the Council's procurement activities, in line with the Procurement Reform (Scotland) Act 2014, including Community Benefits, contribute to its vision of achieving a sustainable city.
4. Improve air quality and reduce per capita carbon emissions through the deployment of low carbon transport and active (e.g. cycling, walking etc.) networks.
5. Develop robust internal systems for monitoring and reporting of carbon emissions and other sustainability indicators.

• 2g - Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?

The CCAT Tool was first used in March 2015 in preparation for the pilot reporting year 2014/2015 of the Public Bodies Climate Change Reporting Duties. This provided an assessment of Council progress with action on climate change, giving recommendations to improve performance. The CCAT gave an assessment score for 5 topic areas, for the Council. These were:

- Governance 36%
- Emissions 27%
- Adaptation 36%
- Behaviour 20%
- Procurement 19%
- Overall result 29%.

Comparison CCAT workshops were undertaken in November/December 2016. The results from this were as follows:

- Governance 32%
- Emissions 27%

- Adaptation 75%
- Behaviour 20%
- Procurement 19%
- Overall result 39%

No further CCAT workshops have been undertaken since then.

- **2h - Supporting information and best practice.**

Reference should be made to the Powering Aberdeen literature review showing how this programme aligns to the multiple plans, policies, strategies and legislation applicable to Aberdeen City. The literature review was accurate in relation to dated documents/legislation at the time of compilation. Information is available here: <https://www.aberdeencity.gov.uk/sites/default/files/2017-09/LiteratureReviewv3.pdf>

Work is still being done by colleagues with the Council to take forward Adaptation. This is further detailed within section 4 of this submission. It should be noted that we've had active involvement within the Adaptation Learning Exchange co-ordinated through Adaptation Scotland and supported student placements within this field through direct collaboration with the University of Aberdeen. Further information is available here: <https://www.adaptationscotland.org.uk/get-involved/our-projects/aberdeen-adapts>
<https://www.aberdeencity.gov.uk/services/environment/climate-change/adapting-climate-change>

SECTION 3 – EMISSIONS, TARGETS AND PROJECTS

- **3a - Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year.**

Reference year	Year	Scope 1	Scope 2	Scope 3	Total	Units	Comments
Baseline carbon footprint	2014/2015	14953	26433	3607	44993	tCO ₂ e	The Baseline differs from the one presented at the Climate Change Report 14/15 (34,052.2 tCO ₂ e) . Updates: - added Grid Electricity (transmissions and losses) for Estate/Assets/Buildings - added Grid Electricity (generation) and Grid Electricity (transmissions and losses) for street lighting as available - added Water - Treatment (95% of Water - Supply) - domestic, short-haul, long-haul flights and railway journey (National rail) moved from Scope 1 to Scope 3. Emission factors used: Defra/DECC 2014.
Year 1 carbon footprint	2015/2016	22020	21664	2687	46371	tCO ₂ e	Change in the building estate boundaries removing ALEO's (Sport Aberdeen, Aberdeen Performing Arts, Bon Accord Care) and removing householders/domestic properties as multi-storeys. and housing estate. Fleet information available for year 1 and not available for baseline 2014/2015.
Year 2 carbon footprint	2016/2017	17704.90	18347.31	3173.58	39255	tCO ₂ e	Changes in estate and provision and accuracy of data account for the significant changes in relation to the total footprint.
Year 3 Carbon footprint	2017/2018	17867.11.	15767.82	2257.46	35892.39	tCO ₂ e	Changes in emission factors and provision and accuracy of data account for changes in relation to the total footprint. Biomass from wood chips has been included as a scope 1 emission source because it is not 100% renewable.

• **3b – Breakdown of emission sources.**

Emission source	Scope	Consumption data	Units	Emission factors	Units	Emissions	Comments	Status
Average car – unknown fuel	3	1835610.55	km	0.18242	kg CO ₂ e/km	334.85	Essential and casual car users, using their own vehicles.	Completed
Average car – unknown fuel	3	311053.10	km	0.18242	kg CO ₂ e/km	56.74	Car hire through corporate account. Use of various vehicles from Kia Ceed to BMW 52.	Completed
Car – petrol (average)	3	13626	km	0.18568	kg CO ₂ e/km	2.53	Co-wheels car club information. All distance data is captured using telematics from Co-wheels and itemised by each Council staff booking so is reliable. One vehicle didn't have working telematics for 4 months so we looked at the average number of miles per booking for the 8 months we had data for and applied this to the number of bookings received by the vehicle for the missing months.	Completed
Car- diesel (average – unknown engine size)	3	1931	km	0.17887	kg CO ₂ e/km	0.35		Completed
Car – hybrid (medium)	3	5922	km	0.11792	kg CO ₂ e/km	0.70		Completed
Grid electricity (transmission and distribution losses)	3	49496	kWh	0.3287	kg CO ₂ e/kWh	1.63	For Grid electricity, we know that a Nissan leaf has a 24kWh battery which is good for 144km, meaning 1kWh = 6km. Electric vehicles travelled 53,248km so we divided this by 6 to get the kWh figure.	Completed
Grid Electricity (Gen)	2	49496	kWh	0.35156	kg CO ₂ e/kWh	17.40	Car travel. SNN guidance states to include as two lines both for generation and transmission and distribution losses because the emissions from electricity are made up of those two parts.	
Rail (national rail)	3	437201	Passenger km	0.04678	kg CO ₂ e/passenger km	20.45	Some information is provided here based upon data from an external contractor. This information is not an accurate reflection of rail usage. Procedures/processes to capture information from external contractor, staff expense claims and the corporate credit card system will need to be improved and updated to allow the easy retrieval of data in an appropriate format.	Completed
Short-haul flights (economy class)	3	94172.37	Passenger km	0.15845	kg CO ₂ e/passenger km	14.92	All flights are economy class.	Completed
Long-haul flights (economy class)	3	62418.41	Passenger km	0.15119	kg CO ₂ e/passenger km	9.44	All flights are economy class	Completed
Grid electricity (transmission and	3	13939395	kWh	0.03287	kg CO ₂ e/kWh	458.19	Street lighting.	Completed

distribution losses)									
Grid electricity (gen)	2	1393939 5.00	kW h	0.3515 6	kg CO ₂ e/kWh	4900.53	Street Lighting. SNN guidance states to include as two lines both for generation and transmission and distribution losses because the emissions from electricity are made up of those two parts. .	Completed	
Paper and board (mixed) recycling	3	185.77	Tonnes	21.8	kg CO ₂ e/tonne	4.05	Estimated weights of confidential paper collected for recycling through locked console system.	Completed	
Organic food and drink composting	3	0.03	Tonnes	6.0	kg CO ₂ e/tonne	0.00	Food waste composting within the 3R schools, done through the contract of the school.	Completed	
Organic food and drink composting	3	226	Tonnes	6.0	kg CO ₂ e/tonne	1.36	Food waste composting through Council premises.	Completed	
Refuse Commercial and Industrial sent to landfill	3	426	Tonnes	100.1	kg CO ₂ e/tonne	42.64	Refuse collections through Council premises.	Completed	
Glass recycling	3	31	Tonnes	21.8	kg CO ₂ e/tonne	0.68	Glass collections through Council premises.	Completed	
Mixed recycling	3	343	Tonnes	21.8	kg CO ₂ e/tonne	7.48	Mixed recycling through Council premises.	Completed	
Other	3	10	Kg	0	kg CO ₂ e	0	No emissions created as these WEEE items were reused by facilities and their contract	Completed	
WEEE (mixed recycling)	3	16.23	Tonnes	21.8	kg CO ₂ e/tonne	0.35	WEEE waste recycled through IT services. Information obtained through reports from external contractors.	Completed	
Other	3	6753.35	Kg	0	kg CO ₂ e	0	No emissions created as these WEEE items were reused by IT and their contractors. Information obtained through reports from external contractors.	Completed	
Refuse Commercial and Industrial sent to landfill	3	0.12	Tonnes	100.1	kg CO ₂ e/tonne	0.01	Refuse to landfill through the 3R schools.	Completed	
Other	3	0.04	Tonnes	218	kg CO ₂ e/tonne	0.97	Recycling through 3R schools.	Completed	

Emission source	Scope	Consumption data	Units	Emission factors	Units	Emissions	Comments	
Natural gas	1	73807125	kWh	0.18416	kg CO ₂ e/kWh	13592.32	Usage through corporate assets.	Completed
Gas oil	1	3394554	kWh	0.27631	kg CO ₂ e/kWh	936.49	Usage through corporate assets.	Completed
Water Supply	3	281026	m ³	0.344	kg CO ₂ e/m ³	96.67	Usage through corporate assets.	Completed
Grid electricity (transmission and distribution losses)	3	30862112	kWh	0.03287	kg CO ₂ e/kWh	1014.44	Usage through corporate assets.	Completed
Grid electricity Gen	2	30862112	kWh	0.35156	kg CO ₂ e/kWh	10849.88	Usage through corporate assets SNN guidance states to include as two lines both for generation and transmission and distribution losses because the emissions from electricity are made up of those two parts. .	Completed
Diesel (average biofuel blend)	1	1258345	Litres	2.60	kg CO ₂ e/litre	3271.90	Used within fleet services.	Completed
Petrol (average biofuel blend)	1	23647	Litres	2.20	kg CO ₂ e/litre	51.98	Used within fleet services.	Completed
Grid electricity (transmission and distribution losses)	1	53210	km		kg CO ₂ e/km	0	km driven in an electric vehicle. Used within fleet services. There would be no tailpipe emissions from this.	Completed
Other - hydrogen	Unkn – outside of scope	48389	km		kg CO ₂ e/km	0	km driven in a hydrogen vehicle used within fleet services and those in Co-wheels. There would be no tailpipe emissions from this.	Completed
Biomass Chips	1	11350000	kWh	0.012	kg CO ₂ e/kWh	14.41	Wood-chip biomass boiler at Duthie Park.	Completed
Total						35892.39		

- 3c - Generation, consumption and export of renewable energy

Technology	Renewable electricity		Renewable heat		Comments
	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	
Solar PV	818965				Solar PV's installed on corporate assets through Rent a Roof scheme.
Biomass			11350000		Wood-chip biomass boiler at Duthie Park. This includes Duthie Park Winter Gardens 941,000 kWh and estimated 89,480 kWh for Duthie Park Depot.

- 3d – Targets

Name of target	Type of target	Target	Units	Boundary / scope of target	Progress against target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Comments
Waste minimisation - reuse, recycling and composting of corporate waste.	%	65	Total % reduction	Waste		2011/2012	23589	Tonnes	2018/2019	Internal Waste Minimisation Policy (2013). No resource assigned for dealing with this area of work.
Reduce waste to landfill from corporate buildings.	%	28		Waste		2011/2012	7771			Estimated - not actual weight data for most waste streams.
Energy	%	2	Annual % reduction	Energy use in buildings		2014/2015		kWh/m ³		Continue to reduce emissions by undertaking energy audits, on-going upgrade and maintenance of our non-domestic building stock and raising awareness campaigns of energy/carbon saving actions.
Enhanced recycling	%	56	Total % of recycled	Household waste	44% achieved in 2017			Tonnes		Recycled household waste by 2025.
Enhanced recycling	%	5	% sent to landfill	Household waste	26% achieved in 2017			Tonnes		No more than 5% household waste

- **3e - Estimated total annual carbon savings from all projects implemented by the body in the report year**

Emissions source	Total estimated annual carbon savings (tCO ₂ e)	Comments
Electricity	0	818965kWh of energy generated from Renewable Energy from Solar Panel used by the building through a "Rent a Roof" Scheme.
Natural Gas	0	There will be natural gas savings arising from the use of wood chip biomass at Duthie Park, however this figure has not been provided for this reporting period.
Other heating fuels	0	Unknown. No information is collated upon this.
Waste	0	Unknown. No information is collated upon this.
Water and sewerage	0	Unknown. No information is collated upon this.
Business travel	0	Staff travel has been limited as part of a wider programme to reduce revenue costs. There has been an expansion of the pool car fleet to accommodate greater volume of electric and hydrogen vehicles, as well as utilisation of economy cars. Further measures have been taken to encourage smarter working arrangements to negate the need to travel.
Fleet transport	0	Unknown. No information is collated upon this.
Other		

- **3f - Detail the top 10 carbon reduction projects to be carried out by the body in the report year**

(please note that this relates to corporate emissions and not city wide)

Project name	Funding source	First full year of CO ₂ e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel / emission source saved	Estimated carbon savings per year (tCO ₂ e/annum)	Estimated cost savings (£/annum)	Behaviour change aspects including use of ISM	Comments
On-going replacement of high output with lower energy LED units as per maintenance and new lantern programme	Aberdeen City Council		Estimated				Grid electricity				From 2016-2023. Estimated 4,366 tCO ₂ e over 7 years. Over one third of the city's street lighting stock has been converted to LED. Project expected to be completed end of 2019.
Implementation of energy efficiency measures on buildings on an on-going basis through the maintenance and upgrade programme.	Aberdeen City Council	2015/2016	Estimated				Other				There is an ongoing programme to reduce energy efficiency in public buildings by 2.5% per year. It is projected that the 2017/18 target of 2.5% reduction has been met.
On-going expansion of the use of hydrogen vehicles within our fleet.	HyTrEc Interreg IVB funding (European), private partners and Aberdeen City Council		Estimated				Other				10 hydrogen-fuelled vehicles currently in operation. Estimated carbon savings in 2017/18 was 460tCO ₂ .
On-going expansion of the	Aberdeen City	2012	Estimated				Other				Currently, there are 40 fleet cars and 3

Co-Wheels car club network with more vehicles available, with greater diversity and range of low carbon vehicles available to staff.	Council, Transport Scotland, Cowheels Car Club							vans consisting of 25 electric or alternatively fuelled vehicles, 5 hybrid vehicles and 1 Wheelchair accessible vehicle. The car-club membership was 887 in 2017/18 compared to 677 in 2016/17.	
Expansion of electric vehicles charging points available within the city.	Transport Scotland, Energy Saving Trust Scotland, Office for Low Emission Vehicles	2012	Estimated				Other	11 electric vehicle charging points becoming available in Aberdeen in 2017 and 2 further rapid recharging points were installed in 2018.	
Over cladding at Seaton	Aberdeen City Council		Estimated				Other	7 multi-storey blocks in Seaton to be over-clad to improve energy efficiency. Covers period 2016-2018. Anticipated 477 tCO2e saving. Will reduce emissions associated with heating the building. The project is estimated to be on track for completion in 2018.	
Enhanced recycling	Aberdeen City Council and Zero waste Scotland	2013	Estimated	£1,429,517 over the length of the project			Other	657	Approximately 47,000 properties are now served by communal food waste bins. Food waste is collected separately from other waste streams. Work continues to improve

- **3g - Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year**

Emission source	Total estimated annual emissions (tCO ₂ e)	Increase or decrease in emissions	Comments
This section has not been populated due to lack of information.			

- **3h - Anticipated annual carbon savings from all projects implemented by the body in the year ahead**

Emission source	Total estimated annual carbon savings (tCO ₂ e)	Comments
Electricity	0	Ongoing implementation of energy efficiency measures on buildings through maintenance and upgrade programmes. Ongoing replacement of high output fixtures with lower energy LED units as per maintenance and new lantern programme.
Natural gas	0	Ongoing implementation of energy efficiency measures on buildings through maintenance and upgrade programmes.
Other heating fuels	0	Unknown.
Waste	0	Unknown.
Water and sewerage	0	Unknown.
Business Travel	0	Continued expansion of co-wheels scheme providing access to electric, hybrid and hydrogen pool cars. Embargo on travel. Continued encouragement of smarter working.
Fleet transport	0	A collaboration with Ultra Low Emission Mileage Company Limited (ULEMCo) and ACC delivered the world's first hydrogen dual fuel road sweeper for Aberdeen. The vehicle uses hydrogen fuel for around a third of the energy used to drive and operate conventional road sweeper vehicles, making valuable reductions in CO ₂ emissions.

- **3i - Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead**

Emissions source	Total estimated annual emissions (tCO ₂ e)	Increase or decrease in emissions	Comments
Estate changes	Unknown	No change	Overall Gross Internal Floor Area (GIFA) remained relatively static as new assets become operational and others closed
Service provision	Unknown	Decrease	It is likely that some areas of work will no longer continue and automation/digitisation of practices will be considered to become more resource efficient.
Staff numbers	Unknown	Decrease	Likely to be a decrease in staff numbers due to ongoing voluntary severance and early retirement schemes, a recruitment freeze and Council restructuring.
Other			

- **3j - Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint**

Total savings	Total estimated emissions savings (tCO ₂ e)	Comments
		Unknown as data is not captured.

- **3k - Supporting information and best practice**

This section has not been filled in.

SECTION 4 - ADAPTATION

- **4a - Has the body assessed current and future climate-related risks?**

Aberdeen carried out an LCLIP (2014) to assess the vulnerability of services to weather over a 5-year period.

Link: https://www.aberdeencity.gov.uk/sites/default/files/Aberdeen_City_LCLIP.pdf

An assessment of current and future climate risks was carried out for the Council, in line with the Adaptation Scotland “5 Steps to Managing Your Climate Risks” guidance. The risks come under the overarching heading “Risk that processes to manage and benefit from the effects of severe weather and climate change are not effective”. This was approved by the Communities, Housing and Infrastructure Committee in 2016, with progress on control measures for this risk reported to the Senior Management Team.

Work began on a corporate restructuring in this reporting period and Climate Risk Guidance for the Council and climate risk infographics are in development, to align climate risks for the Council with the new corporate structure, when it is in place in 2018. Further work will need to take place during the next reporting period to embed climate risk in updated corporate procedures and processes, following corporate restructuring.

An assessment of flood risk has been carried out for Aberdeen under work in the north east for the Local Flood Risk Management Plan 2016- 2022 and this has mapped areas potentially vulnerable to flood risk. The plan forms part of the statutory obligations placed on Aberdeen City Council (ACC) and partners SEPA, Moray Council, Aberdeenshire Council and Scottish Water, under the Flood Risk Management (Scotland) Act 2009.

The plan contains the statutory duties that ACC will be required to undertake during Cycle 1 of the Flood Risk Management Plan. It will be reviewed every 6 years, with an interim report at 3 years. An Integrated Catchment Study was developed, working with Scottish Water, to inform flood risk management.

Link: <http://apps.sepa.org.uk/FRMStrategies/north-east.html>

A Strategic Flood Risk Assessment was undertaken for the Aberdeen Local Development Plan. This is to satisfy the requirements placed on local authorities under the Flood Risk Management (Scotland) Act 2009, requiring local authorities to exercise their flood risk related functions with a view to reducing overall flood risk and promoting sustainable flood risk management. The Assessment looked at potential sources of flood risk, relevant for development in Aberdeen.

Link : https://www.aberdeencity.gov.uk/sites/default/files/aldp_2016_strategic_flood_risk_assess_032015.pdf

- **4b - What arrangements does the body have in place to manage climate-related risks?**

Adaptation is embedded in many Council and partnership policies and strategies including:

The **Aberdeen Local Development Plan**, includes policies on:

- Greenspace network – policy NE1 (p67)
- Trees and woodlands – policy NE5 (p72)
- Flooding, drainage and water quality - policy NE6 (p74)
- Coastal planning – policy NE7 (p77)
- Low and zero carbon buildings and water efficiency – policy R7 (p87)
- Supplementary guidance on open space and green infrastructure (p71) and flooding drainage and water quality (p75) with arrangements for Flood Risk Management Planning in Scotland, Flood Risk Assessment, Drainage Impact Assessment, Sustainable Drainage Systems (SuDS), Regional SuDS and Waste and Foul Drainage.

Link : <https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan>

and <https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan/supplementary-guidance-and-advice>

Aberdeen City and Shire Strategic Development Plan (2014) (p31) – Has targets including:

- To avoid having to increase the amount of water Scottish Water are licensed to take from the River Dee, as a result of the new developments proposed in the plan.
- For all new developments to use water-saving technology.
- To avoid developments on land which is at an unacceptable risk from coastal or river flooding (as defined by the 'Indicative River and Coastal Flood Map for Scotland' or through a detailed flood risk assessment), except in exceptional circumstances.

Link: <http://www.aberdeencityandshire-sdpa.gov.uk/AboutUs/Publications.aspx>

The **North of Scotland Community Risk Register** is produced by the North of Scotland Regional Resilience Partnership, highlights risks that have the highest likelihood and potential to have significant impact, causing disruption to the North of Scotland region and its communities. It includes potential risks which will have increased impacts under climate change including severe weather, flooding, interruptions to utilities, transport disruptions, pollution & contamination.

Link: http://www.firescotland.gov.uk/media/864538/north_crr_version_1.2.pdf

Grampian Emergency Planning Unit, is a joint team based in Aberdeen City Council (ACC). Delivery of the council's response to the effects of major emergencies is contained within the document the **ACC Emergency Planning Policy and Procedures**. The unit produces and maintains emergency plans in conjunction with the emergency services and other agencies to address specific potential emergencies. These include a Flood Warning and Response Plan.

Link: <https://www.aberdeencity.gov.uk/services/people-and-communities/community-safety/major-emergency-incident-planning>

The **Aberdeen Nature Conservation Strategy 2010 – 2015**, considers the future impacts of climate change and highlights the links between biodiversity and climate change. Specifically, the strategy recognises that biodiversity loss and climate change are interlinked and that both threaten the availability of the natural resources. The strategy covers the period 2010-2015 and is now currently an interim strategy while work takes place on updating it. (p15).

Link : https://www.aberdeencity.gov.uk/sites/default/files/Nature_Strategy_Dec2015_extended_0.pdf

The **Aberdeen Open Space Strategy 2011-2016**, contains a key objective and series of actions to, "Maximise opportunities to mitigate and adapt to climate change and further biodiversity." This is through encouraging SUDS, protecting open spaces for the role they play in flood management, planting native and wildlife friendly species. This strategy will be updated following the Open Space Audit review which is currently in progress. Surveying the extent, type, function and quality of open spaces in urban and peri-urban parts of Aberdeen

Link: https://www.aberdeencity.gov.uk/sites/default/files/open_space_strategy_2011_2016.pdf

The **Local Transport Strategy 2016 - 2021** states and "we therefore need to build infrastructure which is more sustainable, climate resilient and adapted to our environment, ecological conditions and landscape setting". It includes the objectives:

- To ensure that the transport network is as resilient as possible in case of flooding from extreme weather conditions. (P28)
- To contribute to Aberdeen's carbon emissions targets and develop climate resilient infrastructure. (P43)

Link: <https://www.aberdeencity.gov.uk/services/roads-transport-and-parking/local-transport-strategy>

Approval of the **North East Local Flood Risk Management Plan (NELFRMP)** which contains the statutory duties that Aberdeen City will be required to undertake during Cycle 1 of the plan. The obligations will start on 1 July 2016. The Plan has been produced in partnership with SEPA, Moray Council, Aberdeenshire Council and Scottish Water to meet the requirement of the Flood Risk Management (Scotland) Act 2009.

The flooding team is currently working on the delivery of the Glashie Burn flood study with particular emphasis on the Jesmond Drive issues.

A Business Continuity Policy is in place to show how the Council intends to continue to provide critical services after a disruptive event. Service Level Business Continuity Plans are in place for “critical” public facing aspects of Services in support of the Civil Contingencies Act 2004.

Link: http://thezone/job_zone/app/Business_Continuity/BC_business_continuity.asp

The Community Planning Aberdeen, **Local Outcome Improvement Plan** was approved in 2016, this acknowledges “climate change and extreme weather events also pose a significant risk of harm to our communities” and states “We will develop community and business resilience awareness as well as enhancing ability to respond” and will “raise awareness of Community Resilience across a range of community groups” and “assist Communities and Businesses to develop and maintain effective Resilience Plans.” (p37) It includes, “Safe and resilient communities - Aberdeen is a place where people are safe from harm” and includes the Primary Driver “We will develop community and business resilience awareness as well as enhancing ability to respond” and “We will maintain resilient and effective Category 1 and Category 2 Responders (as defined by Civil Contingencies Act 2004)” (P48).

Link: <https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/>

The Council has worked with Community Planning Partners and members of the Community to develop **Locality Plans** for areas in Aberdeen. The draft Locality Plans acknowledge climate impacts and vulnerability to flooding.

Link:

Wider Northfield Locality plan

<https://committees.aberdeencity.gov.uk/documents/s67721/Locality%20Plan%20-%20wider%20Northfield.pdf>

Torry Locality plan - <https://committees.aberdeencity.gov.uk/documents/s67720/Locality%20Plan%20-%20Torry.pdf>

Woodside, Tillydrone & Seaton Locality plan - <https://communityplanningaberdeen.org.uk/wp-content/uploads/2017/09/Woodside-Tillydrone-and-Seaton.pdf>

Proposed **Trees and Woodlands Strategy** – ACC is developing a Tree and Woodland strategy in collaboration with partners including SNH and Forestry Commission Scotland. The strategy is themed around 5 topic areas and one of these is climate change. The strategy aims to encourage tree planting and woodland expansion.

Link: <https://www.aberdeencity.gov.uk/sites/default/files/2017-12/ACC%20Biodiversity%20Duty%20Report%202017.pdf>

- **4c - What action has the body taken to adapt to climate change?**

Building Adaptive Capacity

Further work took place in the development of **Aberdeen Adapts**, a partnership project to develop a city-wide approach to climate resilience.

A stakeholder workshop for Aberdeen Adapts was held in June 2017 was an opportunity to review the draft goals, objectives and actions for the project. Screening and Scoping processes for the Strategic Environmental Assessment for Aberdeen Adapts were carried out in 2017/18.

A student from the University of Aberdeen, MSc course in Environmental Partnership Management worked with the Council on a summer placement project for Aberdeen Adapts in 2017 looking at community resilience. This project used research and interviews to develop **community resilience** steps and a local Household Emergency Plan template.

A placement project with a group of third year students from the Robert Gordons University in 2018 led to the development of a **case study template** that could be used to raise awareness of adaptation projects in Aberdeen. This placement developed a case study for an edible green wall pilot taking place in the city.

Link: <https://www.adaptationscotland.org.uk/get-involved/our-projects/aberdeen-adapts>

An **Arts and Climate Change Mini-Festival** developed by Creative Carbon Scotland working with Adaptation Scotland, RGU and Aberdeen City Council was held in Aberdeen on 22 April 2017. These involved workshops run by four artists from across Scotland, exploring how climate change will impact on Aberdeen's communities.

Link: <https://www.adaptationscotland.org.uk/get-involved/our-projects/aberdeen-adapts-engaging-communities-through-art>

Deliver Adaptation Action

The Council is a partner in the EU project **BEGIN: Blue-green Infrastructure through Social Innovation project**. Public consultation took place and work commenced on the development of the Maidencraig Flood Management and Wetland Scheme in Aberdeen, forming part of work in the BEGIN project. The work includes the construction of earth banks, relocation and opening-up of the tributary burn to create space for nature. The scheme is designed to help save houses and businesses in the neighbourhood and further downstream from being flooded. The work stems from computer modelling carried out after the city Den Burn flooded in previous years which pinpointed several areas which could be used to capture the extra water and hold it safely.

Planning is also taking place for several additional blue green infrastructure schemes as part of the BEGIN project. Including Summerhill Swale and Miniature Wetland and Fernielea School Sustainable Drainage (SuDS) Scheme and the Kincorth Sustainable Drainage programme

Link: <http://northsearegion.eu/begin/bgi-pilot-projects/aberdeen/> and <https://news.aberdeencity.gov.uk/schemes-to-help-stop-flooding-in-the-city/>

The Council is developing a **Green Walls** project. Several streams of potential projects are currently being investigated including: testing out different potential types of moss; lichen and plant species; edible green walls for school gardening and small-scale DIY options. Two wooden pallets were successfully adapted for growing in Duthie Park last autumn. The instruction manual produced is being circulated to local community groups who have shown an interest in vertical growing. In addition, 7 edible green walls using recycled plastic bottles are currently on-going in four schools across the city to pilot the vertical growing of small fruits, herbs and vegetables.

A **Property level flood protection grant** remains in place. The Council runs a 50% funded grant scheme to assist protecting property from flooding. The grant is for private residences that have either been previously flooded and have sustained damage; are located on a vulnerable area shown on the SEPA Flooding Maps; or are shown on the Integrated Catchment Study Model.

Link: <https://aberdeencity.gov.uk/services/environment/information-about-flooding/property-level-protection-flood-grant>

Further work continues in the implementation of the **North East Flood Risk Management Plan**. Construction work took place to install flood gates at Bridge of Dee Court, as part of the Dee View Court Flood Protection Scheme. This aims to significantly reduce the flood risk.

Work commenced on the **Middlefield Project**, raising the Scatterburn from underground to above ground to work as a flood alleviation scheme. This aims to reduce the flood risk in the Middlefield area and downstream. The work will be combined with paths and landscaping to make the area an accessible, multifunctional community park area. The project received funding from the SNH Green Infrastructure Fund.

Link: <https://news.aberdeencity.gov.uk/start-of-project-to-create-a-user-friendly-community-park-area/>

A flood study has been carried out to determine the flood risk at Footdee, an old fishing village at the start of Aberdeen’s harbour. The study considered the potential for flooding as a result from wave overtopping, the local drainage system, the River Dee, extreme tidal events and pluvial sources. The study involved 2 stages:

- A desktop study to identify and collate all currently available information on flood risk in the Footdee area, determine flood hazard extents where possible, based on the existing information, complete a visual condition assessment of the sea defences at Footdee and develop recommendations for any repairs required.
- A detailed assessment of the impact of wave overtopping at Footdee. This stage involved modelling and simulation of flood water propagation under both present day and future conditions, with allowance for climate change. Options for the future management of this risk were developed and assessed.

• **4d - Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?**

Objective	Ref	Theme	Policy/ Proposal reference	Information required	Delivery progress made during 2017/2018
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment	N1-8	Understand the risks associated with coastal flooding through development and implementation of local flood risk plans.	<p>The North East Local Flood Risk Management Plan (NELFRMP) was approved in 2016. The plan contains the statutory duties that the Council will be required to undertake during Cycle 1 of the Flood Risk Management Plan 2016-2022. This is to meet statutory requirements under the Flood Risk Management (Scotland) Act 2009.</p> <p>The Plan was produced in partnership with SEPA, Moray Council, Aberdeenshire Council and Scottish Water.</p> <p>A coastal study was completed for the Footdee area of Aberdeen, which is situated at the end of the harbour. This involved a detailed assessment of the current flood risk for the area and a visual assessment of the existing sea defences. The study looked at the flood risk due to wave overtopping and a rise in sea level. The results of this are currently being understood.</p> <p>https://www.aberdeenshire.gov.uk/media/17174/north-east-local-flood-risk-management-plan-2016-2022-web-</p>

					version.pdf
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment	N1-10	Developing datasets to support flood risk, river and coastal management. A requirement of the Flood Risk Management (Scotland) Act is to develop a programme to integrate necessary data.	The Council worked with Scottish Water on the development of an Integrated Catchment Study , surveying sewers and watercourses, measuring flows and rainfalls and building a computer model of the integrated catchment. This catchment model is now complete, and the needs assessment done. ACC is now working on a Surface Water Management Plan, to look at the detailed surface water flood risk.
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment	N2-2	The Scottish Planning Policy includes green networks, green space, street trees and other vegetation, green roofs, wetlands and other water features, and coastal habitats in helping Scotland to mitigate and adapt to climate change.	A Green Space Network identifies threats and opportunities in relation to the natural and built environment across Aberdeen. This strategic network connects various habitats and species, urban and rural green spaces to each other and the communities around them. The network aims to protect and enhance designated sites; to improve connectivity between habitats and open spaces; and to promote opportunities for access to the outdoors. It also takes into account climate change adaptation opportunities and flood risk or alleviation. The Green Space Network and the Green Space Network (GSN) GIS Tool promotes, enhances and protects the environment, and identifies threats / opportunities to the city's natural and built environment. Focus on green infrastructure practices and enhancing the green space network. https://www.aberdeencity.gov.uk/services/environment/green-space-network#
					<p>The development of green infrastructure including wetland areas in support of the Council's Nature Conservation Strategy and Open Space Strategy. https://www.aberdeencity.gov.uk/sites/default/files/Nature_Strategy_Dec2015_extended_0.pdf</p> <p>https://www.aberdeencity.gov.uk/services/environment/open-space-audit</p> <p>The Council is a partner in the BEGIN project; Blue-Green Infrastructure through Social Innovation, taking place from 2016 to 2020. It aims to drive the development of blue-green infrastructure (BGI) in urban areas through social innovation. This is a collaborative project working with ten cities and six scientific partners from across the North Sea region. It focuses on developing an approach to climate resilience for cities, that mimics nature's potential to deal with flooding. BGI can support urban areas to cope with extreme weather events and can improve urban liveability. The project is also designed</p>

					to help cities overcome BGI's implementation barriers through social innovation. Empowering multiple stakeholders to contribute to the design, construction and maintenance of BGI. http://northsearegion.eu/begin/about-us/
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment	N2-11	Embed climate change adaptation considerations, and potential responses such as habitat networks and green networks, into wider land use planning decisions through the use of Forestry and Woodland Strategies, regional land use strategies, and Strategic and Local Development Plans and development master-plans.	The Aberdeen Local Development Plan includes supplementary guidance on: <ul style="list-style-type: none"> • Green Space Network and Open Space • Natural Heritage https://www.aberdeencity.gov.uk/sites/default/files/6.4.PolicySG.OpenSpace.pdf https://www.aberdeencity.gov.uk/sites/default/files/6.1.PolicySG.NaturalHeritage.pdf
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment	N2-20	Assess and manage coasts, promoting adaptive coastal management that works with natural processes.	The Council assess and manage coasts through the development of the North East Local Flood Risk Management Plan (NELFRMP). The Aberdeen Local Development Plan includes "Policy NE7 Coastal Planning", that states development will not be permitted in areas at risk from coastal erosion and flooding. https://www.aberdeencity.gov.uk/sites/default/files/LDP_WS_20170328.pdf

Objective	Ref	Theme	Policy/ Proposal reference	Information required	Delivery progress made during 2017/2018
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks	B1-13	Flood Risk Management Plans - The Flood Risk Management (Scotland) Act 2009 requires the development of Flood Risk Management Strategies (FRMS) and Local Flood Risk Management Plans (LFRMP).	<p>The North East Local Flood Risk Management Plan (NELFRMP) contains the statutory duties that the Council will be required to undertake during Cycle 1 of the Flood Risk Management Plan 2016-2022. This is to meet statutory requirements under the Flood Risk Management (Scotland) Act 2009.</p> <p>The Plan was produced in partnership with SEPA, Moray Council, Aberdeenshire Council and Scottish Water.</p> <p>https://www.aberdeenshire.gov.uk/media/17174/north-east-local-flood-risk-management-plan-2016-2022-web-version.pdf</p>
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided	B3	Buildings and infrastructure networks	B3-2	Planning Advice Notes (PAN) provides advice and information on technical planning matters. As part of the modernisation of the planning system, the planning advice notes are being reviewed and consolidated. Revised PANs are to be underpinned by the principles of sustainable flood risk management.	<p>The Aberdeen Local Development Plan (ALDP) 2017 was adopted on 20 January 2017.</p> <p>https://www.aberdeencity.gov.uk/sites/default/files/LDP_WS_20170328.pdf</p> <p>Adoption of supplementary guidance on 18 April 2017 including: Flooding, Drainage & Water Quality</p> <p>https://www.aberdeencity.gov.uk/sites/default/files/6.3.PolicySG.Flooding.pdf</p> <p>and Resources for New Development:</p> <p>https://www.aberdeencity.gov.uk/sites/default/files/7.1.PolicySG.ResourcesForNewDevelopmentTC.P.4.8.9.12.13.pdf</p> <p>The ALDP 2017 includes a specific policy on Flooding, Drainage and Water Quality (policy NE6) and it is further supported by newly adopted Supplementary Guidance (SG). The aim of the policy and SG are to manage and reduce flood risk by ensuring that new development does not take place on areas that are susceptible to flooding, and incorporates appropriate and sustainable surface water management measures. The policy and SG also seek to protect land and green infrastructure, with the potential to contribute to natural flood risk management from developments. The SG provides guidance on statutory roles and responsibilities, arrangements for flood risk management planning in Scotland, Flood Risk Assessments, Drainage Impact Assessments, Sustainable Urban Drainage Systems (SuDS), Regional SuDS and Waste and Foul Drainage.</p> <p>Further to this, Policy R7 and its associated SG focus on water efficiency, all new buildings are required to use water saving technologies and techniques.</p>

Objective	Ref	Theme	Policy/ Proposal reference	Information required	Delivery progress made during 2017/2018
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided	B3	Buildings and infrastructure networks	B3-3	Scottish Planning Policy (SPP) (Climate Change) identifies that short and long term impacts of climate change should be taken into account in all decisions throughout the planning system. Scottish Planning Policy is the statement of the Scottish Government's policy on nationally important land use planning matters.	<p>The Aberdeen Local Development Plan (ALDP) 2017 was adopted on 20 January 2017. https://www.aberdeencity.gov.uk/sites/default/files/LDP_WS_20170328.pdf</p> <p>Adoption of supplementary guidance on 18 April 2017 https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan/supplementary-guidance-and-advice</p> <p>The adoption of the ALDP 2017 and its associated supplementary guidance will ensure short and long term impacts of climate change will be taken into account in all decisions throughout the planning system. Use of relevant policies in 2017-18 reporting period was: NE1: Green Space Network – 41 NE6: Flooding, Drainage and Water Quality – 76 NE7: Coastal Planning – 5 NE8: natural heritage – 25 R7 Low and Zero Carbon Buildings and Water Efficiency - 43</p> <p>The figures reported identify the number of times the policy has been discussed in development management officer reports.</p>
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided	B3	Buildings and infrastructure networks	B3-6	Home Energy Efficiency Programme for Scotland. Delivering heating and insulation measures across Scotland to help improve energy efficiency and reduce energy demands of existing housing stock in the most fuel poor areas.	No update provided.
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided	B3	Buildings and infrastructure networks	B3-7	The Energy Efficiency Standard for Social Housing sets a minimum standard for energy efficiency in social housing. All social housing will be expected to meet the standard by 2020.	The return for this year's Energy Efficiency Standard for Social Housing (EESH) once again showed a slight improvement, with a further 964 properties improved to meet the standard. The number of properties meeting EESH for the reporting year 2017/18 is 85.56%.
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided	B3	Buildings and infrastructure networks	B3-8	Improve Housing Quality by ensuring all houses meet the tolerable standard, and that all social housing meets the Scottish Housing Quality Standard (SHQS) by 2015.	As with the previous reporting year, at this time there are no properties in the Aberdeen City Council, Housing Revenue Account that are failing to meet SHQS, under the criteria set in Tolerable Standard.

- **4e - What arrangements does the body have in place to review current and future climate risks?**

Question 4(a) and adaptation strategies, plans and policies in Question 4(b).

- Progress with climate risk mitigation measures and controls for the ACC, Communities, Housing and Infrastructure climate risk, "Risk processes to manage and benefit from the effects of severe weather and

climate change are not effective”, which is included in the Directorate Risk Register, were provided to the Senior Management Team in May 2017. Work commenced on corporate restructuring during this period and new systems for risk reporting are still emerging. Further work is due to take place during the next reporting period to embed climate risk in Risk Registers for the new corporate structure.

- Progress with the Nature Conservation Strategy is reviewed, as part of Biodiversity Reporting Duties. This is required every three years under the Wildlife and Natural Environment (Scotland) Act 2011. This was last reported in 2017.
- A review of current and future flood risks for the city took place for the North East Flood Risk Management Plan 2016-2022. The plan covers the North East Local Plan District and will be reviewed at 6 yearly intervals.
- A Strategic Environment Assessment (SEA) for Aberdeen Adapts is currently being carried out.

Link: <https://www.aberdeencity.gov.uk/sites/default/files/2017-12/ACC%20Biodiversity%20Duty%20Report%202017.pdf>

4f - What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

- The monitoring and evaluation of adaptation actions will be taken into consideration under Aberdeen Adapts.
- Biodiversity actions are monitored through implementation of the Aberdeen Nature Conservation Strategy.
- Open space actions are monitored through the implementation of the Aberdeen Open Space Strategy.
- Ongoing flood monitoring helps to assess the delivery and effectiveness of flood alleviation studies and schemes.

4g - What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?

- Completion and approval of the Aberdeen Adapts, a Climate Adaptation Framework for the city and progress with implementation of the adaptation actions for Aberdeen.
- Embedding adaptation and climate risks into reviewed procedures under the new corporate structure.
- Embedding adaptation into new and revised strategic documents, such as the development of the new Aberdeen Local Development Plan.
- Implementing priority measures for Aberdeen under the North East Flood Risk Management Plan.
- Progress with the BEGIN project, developing green, blue infrastructure in Aberdeen.

4h - Supporting information and best practice

The East Tullos Burn Environmental Improvement Project won a Highly Commended Award at the UK River Restoration Awards in April 2017, the third award that this project has won. The awards recognise the best practice of river restoration and catchment management projects from across the UK. The aim of the project was to look at ways to transform the burn into a more natural water feature with a wetland area.

<http://www.therrc.co.uk/uk-river-prize-2017>

The Seaton Park Wetland Project won the Herald Society Award 2017, Best Environmental Initiative. The award recognises projects that deliver real environmental improvements that respond to climate change issues and involve local people. The project transformed a flooded area of the park into a wetland area providing a space for wildlife and the local community. <http://newsquestscotlandevents.com/events/societyawards/>

A number of public information sessions were held in January 2018, giving members of the public the opportunity to find out about the Phase 1 development of the Maidencraig Flood Management and Wetland Scheme.

<http://www.deepartnership.org/userfiles/file/suds/MAIDENCRAIG-A3-VISUAL.pdf>

As part of the community growing spaces project, a pilot initiative has involved planting of an interactive Edible Green Wall at 6 city schools. The project aims to create an easy way to instruct children on how to grow food and develop sustainable habits. The project is raising awareness and increase knowledge about sustainable matters, as well as encouraging engagement between schools and local community groups.

SECTION 5 - PROCUREMENT

- **5a - How have procurement policies contributed to compliance with climate change duties?**

The following policies guide sustainable procurement activity at a strategic and operational level, contributing directly to Council commitments under the Climate Change (Scotland) Act 2009 . Overarching policies provide strategic and practical guidance at every stage of the procurement process i.e. identification of need, specification development, selection/award and contract management. These policies assist procuring officers to proactively address the three key aspects of the duties i.e. **mitigation** (ensuring a reduction in greenhouse gases/enhancing carbon storage), **adaptation** (e.g. flood prevention schemes) in addition to **maximising added social, economic and environmental value** in the Council's own procurements and call offs from national frameworks.

The Commercial and Procurement Shared Service

The Commercial and Procurement Shared Service (C&PSS) embraces the procurement function in: Aberdeen City Council, Aberdeenshire Council and The Highland Council. The 2017-2022 Joint Procurement Strategy is fully aligned to: **i) The Scottish Model of Procurement (emphasising quality, cost and sustainability) ii) National Outcomes iii) the Public Service Reform Agenda and iv) Scottish Government aspirations to:**

"...support Scotland's economic growth by delivering social and environmental benefits, supporting innovation and promoting public procurement processes and systems which are transparent, streamlined, standard, proportionate, fair and business-friendly"

Procurement Mission Statement

The Procurement Mission Statement commits to delivery of **"ethical and sustainable value for money solutions that support the operational needs and wider strategic aims of the councils and the communities they service to further local and national priorities to the fullest extent possible."** In particular, the following National Outcomes guide procurement activity at a strategic and operation level:

"We value and enjoy our built and natural environment and protect it and enhance it for future generations"
and

"We reduce the local and global environmental impact of our consumption and production."

Policy/strategy/guidance emphasises a commitment (beyond mandatory and regulated thresholds) to identify: **"leverage opportunities (including social, economic and environmental value) aligned to the needs and priorities of our communities"**

Policy Statement

"The partner councils aim to act as a role model within the public sector by carrying out activities in a responsible and sustainable manner, considering how the economic, social and environmental wellbeing of

the area can be improved and working with all sectors of the business community in order to achieve increased prosperity. As responsible and ethical buyers, the partner councils aim to embed the key principles of sustainability into procurement activity for the benefit of society, the economy and the environment.”

The above statement features in sourcing strategies (to guide procurers) and tender documentation (to guide bidders). Communication of these priorities leads to climate change; adaptation/mitigation and sustainable procurement initiatives receiving considered, proactive focus at the sourcing stage. This in turn leads to higher quality, innovative responses from bidders aligned to local priorities and climate change/adaptation duties.

Specifications/Statements of Requirements

Policy and guidance explain that not all sustainability measures are best achieved through community benefits. Certain measures (particularly environmental/energy efficiency related measures) can be specified as contractual conditions e.g. that a product is made of particular materials or manufactured to a particular eco/industry standard. Methods of production, lifecycle costing, environmental performance measures and reduction of packaging (particularly single use plastic) are suggested in guidance. The following specific examples are provided in this context:

- Environmental/emissions/climate performance levels
- Legislation or regulatory standards (e.g., equalities Climate Change Scotland Act 2009 etc.)
- Waste water standards/accreditation
- Production processes and methods at any stage of the life cycle of the supply or service.

Zero Waste Scotland Specification Development guidance has been incorporated into guidance. Sustainable procurement measures achieved in the specification are regarded as “community benefits” and procurers are encouraged to consider utilising community benefits and the specification to maximise the environmental wellbeing of our communities.

Policy and Guidance

A Sustainable Procurement Policy (PGN 10) has been developed, with input from colleagues in Economic Development, Community Planning and Sustainable Development. Policy and guidance links to and strongly recommends usage of the following sustainability tools: i) The Sustainability Test, ii) The Prioritisation Tool and iii) Lifecycle Impact Mapping. As with procurement strategy, there are linkages to The Scottish Model of Procurement; National Outcomes and Local Outcome Improvement Plans. Sustainable procurement themes have been distilled into the following table to guide procurers and bidders.

Improve (Wellbeing)	Promote	Facilitate (Involve)
Social	Innovation	SMEs
Economic	Equalities/reduce Inequality	3 rd Sector organisations
Environmental	Ethical trading and social justice	Supported Businesses
Health	Fair Work Practices/The Living Wage	Prompt Payment throughout the supply chain
Food poverty/fuel poverty/energy efficiency	Resource efficiency and the circular economy	Community engagement and community empowerment; community projects
Air quality/reduction of harmful emissions/reduction of waste and packaging	Education; employability and skills training	Collaboration and collaborative working

To aid compliance with climate change duties, policy and guidance covers demand management extensively and defines and explains key terms such as “sustainable procurement”, “whole of life costing” and “the circular economy.” Guidance has been condensed into a 2-page summary... the summary states that:

“Value for money remains as important as ever but our procurements must look to generate wider benefits to society and improve the local environment/minimise environmental damage.

Policy and guidance identifies that councils have influence and responsibilities beyond the geographic areas they serve. Sustainable procurement measures/community benefits can be captured at the following levels: **Local** (Council/area specific); **National** (Scotland/UK) or **Global** (e.g. fairly traded and ethically sourced goods/carbon emission reduction.) Guidance prompts that many national strategic objectives can be addressed locally (e.g. employment & skills, Living Wage, health and wellbeing, poverty, biodiversity, reduced road miles/reduced carbon emissions etc.)

To simplify the subject, policy and guidance link sustainable procurement as a means of increasing **prosperity**.

- Prosperity of the (local) economy;
- Prosperity of (local) people;
- Prosperity of (local) places and
- Prosperity of the (local) environment

Fair Trade/Trading Labels

The Sustainable Procurement Policy supports the promotion of the FairTrade Resolution. “FairTrade” can be specified as representing a standard without further enquiries. As with the use of any trading label, to avoid inadvertent discrimination, procurers must offer alternatives to meet the standard without accreditation. Guidance covers compliant use of trading labels and guides where “equivalents” must be offered.

- **5b - How has procurement activity contributed to compliance with climate change duties?**
The following represents an illustrative sample of procurement activity i) delivering a reduction in CO2 emissions ii) improving energy efficiencies and iii) incorporating meaningful sustainability criteria:

The following represents an illustrative sample of procurement activity i) delivering a reduction in CO2 emissions ii) improving energy efficiency and iii) incorporating meaningful sustainability criteria:

1. **Construction Procurements** – follow industry terms/best practice (NEC3, SBCC ICE etc.), Building Standards/Building Performance polices. Specifications incorporate sustainability, energy and environmental considerations to a challenging but proportionate and relevant extent per project. Strong ethos that value for money is demonstrated by whole of life costing/best price-quality ratio. Current and future climate change risks factored into procurement processes where proportionate and relevant to safeguard assets/infrastructure /communities to ensure business continuity.
2. **Maidencraig Flood Management Wetland Scheme** – Contract Notice published in December 2017 and creates a new path between a housing development and the Den Burn, creating a safe route to schools, a new habitat for nature and reduces the flood risk to homes and properties downstream. The scheme involves creating a new path, constructing earth bunds, relocating a small burn to create a space for nature, installation of lighting and replacing the temporary bridge over the Den Burn.
3. **Scatterburn Flood Alleviation Scheme** – Contract Notice published November 2017. A collaborative multi-benefit project with Scottish Natural Heritage and NESTRANS to provide sustainable urban drainage, deculverting and address flood alleviation by raising the Scatterburn from underground to above ground. The project will also create new pedestrian and cycle-friendly paths, improve

pavements on two streets and install new landscaping to create an attractive park area which will be user-friendly to the residents living in the surrounding areas.

4. **Managed Print Contract** (Aberdeen City/Aberdeenshire) – “Print Smart” power saving models embedded. The contract systematically eliminates the use of small, inefficient desktop printers requiring regular replacement of peripherals. 3994 devices were replaced by power saving models in 2017/2018. Print policies designed to reduce volumes, eliminate waste, reduce resources & energy consumed strongly promote the environment benefits of scanning, duplex, mono and reduced archiving. The new models default to the preferred environmental options where it is possible to do so. The contractor’s Sustainability Calculator reports a 30% reduction in: Energy: (annualised BTUs), Greenhouse Gas Emissions (Annualised Pounds GHG) and Solid Waste (annualised Pounds SW.) In terms of user behaviour, evidence supports that print volumes have reduced significantly. Due to the fact that a calculation of print volumes is (for the reporting period) based on a combination of accurate information from Print Smart devices and an estimation from print cartridge replacement it is not possible to accurately quantify a percentage reduction in volume. It is hoped that an accurate picture of reducing print volumes can be provided in the course of 2018/2019.

The contract embraces hybrid mail (less road miles for deliveries/less paper etc.) and ensures used print cartridges recycled responsibly. Hybrid mail will be strategically deployed and the benefits captured during 2018/2019.

5. **Energy From Waste** (Aberdeen City, Aberdeenshire and Moray) Development of an ambitious project working towards fulfilling Zero Waste Plan requirements. It is anticipated that following the conclusion of a competitive dialogue process, the contract can be awarded in 2019 with the facility targeted to be operational by 2022. The project provides a long-term solution for non-recyclable waste produced in the north east of Scotland. The facility will provide a viable solution for residual waste that will generate significant, wider benefits to the community – such as electricity generation and heat for local residents which is a sustainable means to reduce fuel poverty. Forecasts indicate the plant will process circa 150,000 tonnes of non-recyclable waste per annum.

Modern combustion technology utilises flexible, future-proof, cutting-edge process control. High temperature combustion provides electricity and heat from the production of steam. The project has the potential to heat 10,000 homes otherwise reliant on fossil fuels. Forecasts show around 10MW of electricity, and/or 20MW of heat as steam or hot water will be produced.

6. **Aberdeen Hydrogen Bus Project** – In the reporting period, the fleet travelled 477,655 km carrying 542,598 passengers. 10 diesel buses replaced and only emit water vapour so reduce carbon emissions/air pollution. In 2017/2018, CO2 emissions savings were 460 tCO2.
7. **Supply Chain Mapping - Hydrogen Sector** - In Dec 17 a procurement exercise addressed the establishment of a specific hydrogen supply chain map for the region identifying any gaps in provision and specific recommendations for how gaps could be addressed in the local/ regional/ national area consistent with the aim to develop a hydrogen economy in Aberdeen including hydrogen storage/grid balancing and production of green hydrogen through connection to renewables. The Hydrogen Strategy helps to fulfil the aims of the Regional Economic Strategy and contributes to local air quality improvement and climate change targets through reduction of emissions.

8. **Fuel Cell Vehicles/Electric Vehicles** – with car club partner “Co Wheels”, additional electric vehicle Charge point network continues to expand. Charging infrastructure has a further 11 charging points becoming available in Aberdeen in 2017, and 2 further rapid recharging points installed in 2018.

National Frameworks

The Council works in close collaboration with Scotland Excel (centre of procurement expertise for the local government sector in Scotland) <http://www.scotland-excel.org.uk/home/Resources/Publications.aspx>.

Sustainability criteria is aligned to the Scottish Sustainable Procurement Action Plan which takes a holistic view of the social, economic and environmental implications of product and service choices.

- **Asbestos** - hazardous waste requires specialist landfills. Suppliers only able to direct minimal waste to landfill. Commitment to reducing carbon footprint, producing survey reports electronically and use of Euro 5 and 6 emission standard vehicles + commitments to reuse, recycle and reduce waste.
- **Building and Timber materials** - per UK Government Timber Procurement Policy only use legal and sustainable timber used.
- **Catering Sundries** - range of reusable/recycled products, packaging assisting councils to reduce waste. Euro VI engines in delivery vehicles.
- **Domestic Furniture and Furnishings** - reuse options on key items. Supports transition to a circular economy ... environmental impacts of deliveries minimised.
- **Electrical Materials** - meet the Government Buying Standards for energy efficiency ratings (per DEFRA)
- **Energy Efficient Contractors** - for services/works required across Scotland’s Energy Efficiency Programme (SEEP)
- **Engineering and Technical Consultancy** –Environmental Impact Assessments, Environmental Surveys, Noise & Vibration, Water Quality, Ecology & Biodiversity Studies, Habitat Surveys, Air Quality and Landscape Architecture
- **Frozen Foods** - effective route planning, fuel efficiency and dual temperature vehicles to minimise deliveries. 2% increase in sustainably sourced products
- **Groceries and Provisions** - reduced food waste including demand planning systems and forecast accuracy models, tasking supply chains to reduce case/pack sizes, food waste passed to local farmers as animal feed.
- **Vehicle Purchase** - Framework supports Clean and Energy Efficient Vehicles Directive 2009-33-EC - flexibility for sustainable vehicle procurement
- **Janitorial Products** - reduce waste through products and processes improvements. Paper products 100% recycled.
- **Plumbing and Heating Materials** - meet the Government Buying Standards
- **Recycle/Refuse Containers** - maximise recycling opportunities through bin refurbishment and take-back schemes. Redundant bins treated to produce new products. Environmental credentials demonstrated through investment in production efficiencies to reduce emissions/increase use of recycled materials.
- **Road Maintenance Materials**- reduces environmental impact, including fleet reviews, raw material reviews and product recycling.
- **Roadstone** - initiatives to reduce the impact to the environment - sustainable methods of recycling/disposing of products at the end of life – reduced vehicle emissions.
- **Street Lighting Materials** - compliance with W.E.E.E. directive - emphasis on recyclable materials and end-of-life disposal. Lighting columns/projection brackets meet standards for 50 years min - carbon neutral columns
- **Street Lighting Bulk Renewal of Luminaires** – allows for accelerated LED replacement - converting to LED luminaire = 50% reduction in energy usage compared to traditional lights.

- **Trade Materials (ironmongery, trade tools, paint)** – reduced vehicle emissions/energy use, materials recycling, community schemes to use leftover paint - waste reduction through innovative packaging
- **Tyres** - re-used or recycled, retreads, re-cycling as fuel for use in cement kilns and as planters for community projects. Euro V emissions - plans to upgrade older vehicles –efficient route planning to minimise road miles.

Utilities (Scottish Procurement)

- Electricity - Promoting greener power: addresses emissions from energy use – mitigation through a range of energy efficiency measures, access to renewable generation sources promoted and opportunities to sell energy back to the grid.
- Natural Gas – sustainable measures and energy performance guarantee option to ensure a range of energy conservation measures.

- **5c - Supporting information and best practice**

In the reporting period, C&PSS has continued to develop the themed approach to community benefits. The approach provides procurers and suppliers with a clear, compliant, ideas-driven framework to work within. In the reporting period, a definitive list of 14 community benefit types has been developed to ensure meaningful, proportionate and relevant community benefits are incorporated and maximised. Considerable care has been taken to ensure that community benefit requirements do not inadvertently create discrimination contrary to treaty principles and that proposals can be evaluated fairly on a “like for like” basis. The list of 14 benefits complements the table of themes referenced in previous returns.

During the reporting period, there has been increased incorporation of meaningful community benefits promoting the Council’s leadership role, climate change duties and a general obligation to co-operate as required.

Community Benefit Clause Example

“In accordance with Scotland’s Climate Change Declaration, local authorities are expected to assume a leadership role at a local level in terms of responding to the challenges presented by climate change.

The Council will not require any information not already routinely produced by the Bidder. However, Bidders are strongly encouraged to volunteer good practice and co-operate with The Council in terms of environmental/emissions/climate performance levels and any measures (e.g. production processes and methods at any stage of the life cycle of the works) that serve to reduce harmful emissions during the life of the contract, demonstrate good practice in terms of sustainability/waste water standards/accreditation etc.

Requirement: As and when called upon to do so, co-operate with the Council in terms of Climate Change reporting.”

Draft Construction Charter

In the reporting period, the Council developed a draft Construction Charter reflective of local/national priorities, compliant with the current legal framework.

The Construction Charter aims to communicate standards and aspirations concisely to Bidders. The Charter aims to encourage contractors to exceed basic legal compliance but is not intended to be disproportionately onerous on smaller, more recently established local employers working in the sector. The Draft Construction Charter is split into five distinct areas: i) Fair Work Practices including “Real” Living Wage ii) Health and Safety iii) Responsibilities to the Community iv) Responsibilities to the Environment and v) Sustainability and Community

Benefits. CE Marking in all construction materials, Modern Slavery/ human trafficking and meaningful environmental credentials is covered and the Considerate Contractor's Scheme.

Effective Collaboration/Partnership Working

C&PSS has strengthened close partnerships with community planning partners, local third sector interface organisations and Senscot in order to raise awareness of and capability within the 3rd sector re sustainable procurement/community benefits.

Closer ties with the 3rd sector will identify areas where there might be an active role for community planning partners; 3rd sector organisations and our communities to shape, support or deliver requirements. The Councils' approach to community benefits relies on identifying potential sources of financial and practical support to assist suppliers in the delivery of social value. If this converges with the social purposes of a 3rd sector organisation (including supported businesses) or the interests of a community group, a key objective is to engage early and make this information available to bidders.

This approach ensures that as far as possible, social value is aligned to community priorities. If social/economic value can be supported by the 3rd sector, this allows increased scope for procurers and suppliers to address "environmental wellbeing".

Sustainable Food City Partnership Procurement Group

C&PSS is an active participant in the above subgroup of the Sustainable Food City Partnership Aberdeen (SFCPA), driving its work around sustainable food procurement.

Partners include representatives from: Aberdeen City Council; NHS Grampian; University of Aberdeen; Robert Gordon University and Sport Aberdeen.

The group advocates for change at national level, shares best practice and furthers the overarching aims of the SFCPA: **1** Promoting healthy and sustainable food to the public **2** Tackling food poverty, diet-related ill health and access to healthy food **3** Building community food knowledge, skills, resources and projects **4** Promoting a vibrant and diverse sustainable food economy **5** Transforming catering and food procurement and **6** Reducing waste and the ecological footprint of the food system.

The group aspires to localise the Scottish Government's expectations in terms of making Scotland a "Good Food Nation" not only in what we as a nation produce but in what we buy, serve and eat. Public expenditure on food has the potential to unlock benefits for community health, wellbeing and social justice through access to good nutrition including access to fresh and seasonal produce; markets, employment and training opportunities in this key sector where there are a high number of SMEs.

It is recognised that Scotland produces some of the highest quality food and drink available although the people of Scotland have one of the poorest diet-related health record globally. Contracting authorities have opportunities to implement a food policy that is integrated into overall strategy affording a wide range of benefits to the people of Scotland by promoting a healthier, more resilient and sustainable food system which is accessible and affordable to all, and uses the power of public spend to deliver genuine public value in purchasing.

Food for Life Bronze Accreditation Award

In partnership with the SFCPA, C&PSS secured bronze accreditation recognition under the "Food for Life" Scheme

SECTION 6 – VALIDATION AND DECLARATION

- **6a – Internal validation process.**

Representatives from the Council’s Environmental Policy team collated the information to populate the Climate Change Report template. The information was gathered across multiple service areas. It is expected that those service areas have provided accurate data and have gained verification of this by their senior management. The Climate Change Report is checked by the Environmental Policy team that all areas have been completely where reasonably practicable to do so.

- **6b – Peer validation process**

Senior management have been asked to validate information provided by relevant Officers. The following information has been validated in this way.

- Adaptation
- Car club
- Trade waste
- Domestic waste
- Street Lighting
- Procurement
- Co-Wheels
- Travel
- Fleet

It is anticipated that further engagement will take place to ensure full corporate validation from Chief Officers in future. This will also allow the information gaps present in the current report to be filled and identify areas for improvement.

The Climate Change Report 2017/2018 would be submitted to the City Growth and resources Committee on the 27th of November for Approval. During the committee reporting process consultation is undertaken with all stakeholders involved for final comments and suggestions.

- **6c – External validation process**

The Climate Change Report 2017/18 has not undertaken any external validation due to time and resource constraints.

- **6d – No validation process**

Not applicable.

- **6e – Declaration**

Angela Scott, Chief Executive

RECOMMENDED – WIDER INFLUENCE

- **1a Historic Emissions**

This table is pre-populated with datasets provided by SSN – the table below shows additional information provided by the Council, informed by SEPA waste datasets for the local authority area.

Sector	2012	2013	2014	2015	2016	Units	Comments
Waste	17676.15	17114.75	17109.82	26693.15	24426.84	tCO ₂ e	<p>Domestic waste to landfill: 2012 = 60,988 tonnes 2013 = 59,051 tonnes 2014 = 59,034 tonnes 2015 = 58,155 tonnes 2016 = 58, 021 tonnes</p> <p>Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/</p> <p>Defra/DECC Emissions factors used for 2012, 2013, 2014. 2015 sees a change in the factor used.</p> <p>Municipal waste to landfill equates to 283.83 KgCO₂e/tonne</p> <p>Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016</p>
Waste	88.55	87.81	95.45	94.85	101.47	tCO ₂ e	<p>Domestic waste organics recycled: 2012 = 14,591 tonnes 2013 = 14,469 tonnes 2014 = 15,909 tonnes 2015 = 15,809 tonnes 2016 = 16,911 tonnes</p> <p>Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/</p> <p>Defra/DECC Emissions factors used for 2012, 2013, 2014 and 2015. No change in emissions factor.</p> <p>Organic: mixed food and garden waste to composting = 6 KgCO₂e/tonne</p>

							Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016
Waste	454.67	430.23	437.49	438.06	432.03	tCO ₂ e	Domestic waste recycled: 2012 = 21,651 tonnes 2013 = 20,487 tonnes 2014 = 20,833 tonnes 2015 = 20,860 tonnes 2016 = 20, 573 tonnes
							Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/
							Defra/DECC Emissions factors used for 2012, 2013, 2014 and 2015. No change in emissions factor.
							Domestic waste recycled = 21 KgCO ₂ e/tonne
							Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016
Waste	0.25	0.50	0.29	3.53	0.82	tCO ₂ e	Domestic waste recovered by co-incineration: 2012 = 12 tonnes 2013 = 24 tonnes 2014 = 14 tonnes 2015 = 168 tonnes 2016 = 39 tonnes
							Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/
							Defra/DECC Emissions factors used for 2012, 2013, 2014 and 2015. No change in emissions factor.
							Domestic waste recovered by co-incineration = 21 KgCO ₂ e/tonne
							Emission factors from: Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016
							Please note incorrect figures have been reported previously.

Sector	2012	2013	2014	2015	2016	Units	Comments
Waste	1.79	7.14	5.02		11.85	tCO ₂ e	<p>Domestic waste disposed of by incineration: 2012 = 0 tonnes 2013 = 85 tonnes 2014 = 340 tonnes 2015 = 239 tonnes 2016 = 564 tonnes</p> <p>Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/</p> <p>Defra/DECC Emissions factors used for 2012, 2013, 2014 and 2015. No change in emissions factor.</p> <p>Domestic waste disposed of by incineration = 21 KgCO₂e/tonne</p> <p>Emission factors from: Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016</p>
Waste			0	0		tCO ₂ e	<p>Prepared for reuse: No previous data 2015 = 10 tonnes 2016 = 14 tonnes</p> <p>Data from: https://www.environment.gov.scot/data/data-analysis/household-waste/</p> <p>Defra/DECC Emissions factors used for 2012, 2013, 2014 and 2015. No change in emissions factor.</p> <p>Prepared for reuse = 0 KgCO₂e/tonne – as being reused.</p> <p>Emission factors from: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016</p>

• 2a. Detail wider influence targets

Sector	Description	Type of targets (units)	Baseline value	Start year	Target saving	Target / End year	Saving in latest year measured	Latest year measured	Comments
Overall reduction target	Powering Aberdeen - Sustainable Energy Action Plan - Signatory of the Covenant of Mayors.	Percentage emissions	1832494	2005	50 31	2030 2020			Interim target. No further update.
Overall reduction target	Masterplanning through the Aberdeen City and Shire Strategic Development Plan.	Other				2020			All new buildings to be carbon neutral by 2020. Also, for the equivalent of the city's energy needs to be met by renewable energy. No further update.
Waste	Within Aberdeen's Waste Strategy there are targets: - 60% of households waste to be recycled by 2020. - 56% of household waste to be recycled through source separation by 2025. - No more than 5% of household waste should be landfilled by 2025. - Organic waste introduced to households by 2016	Other	36242 tonnes for household waste (37.27%) 117000 households for organic waste. 60988 tonnes for landfill waste.	2012		2016/20 20/2025			% of waste recycled, normally equates to a tonnage as opposed to an emissions figure. Target is for level of provision of service; any tonnage collected via this project is included in the figure for household recycling. From mid-2017, residual waste is now being treated in a Refuse Derived Fuel facility and being sent for thermal treatment in Europe. Landfill for 2017/18 has experienced a reduction. 44% reduction in household waste and 26% reduction in waste to landfill achieved in 2017.
Transport	In the Local Transport Strategy there are targets to reduce road vehicles and promote alternative transport options.	Other				2021			More information available at https://www.aberdeencity.gov.uk/sites/aberdeen/files/Local%20Transport%20Strategy%20%282016-2021%29.pdf No further update.
Overall reduction target	Various								See response to required reporting sections 2c-2e and also reference Powering Aberdeen's literature review which is available at: https://www.aberdeencity.gov.uk/sites/aberdeen/files/Local%20Transport%20Strategy%20%282016-2021%29.pdf No further update.
Other	The target is to connect all 59 tower blocks to the district heating network or to stand alone CHP where this is cost	Other		2002		2020			To connect all Tower Blocks to district heating provided by a Combined Heat and Power plant. When Aberdeen Heat and Power was established

prohibitive.

in 2002 the aim was to connect all tower blocks within the city to the district heating network or to provide them with stand-alone CHP where the cost for this is prohibitive. There has been an annual programme of development to deliver this objective since 2002 but this is not set out in a formal plan or strategy. See www.aberdeenheatandpower.co.uk
No further update.

- **2b. Does the organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.**

Powering Aberdeen, Aberdeen's Sustainable Energy Action Plan (SEAP) was approved by Full Council in May 2016. In 2015/2016 a SEAP Programme Manager was recruited to progress with the implementation/development of the plan.

Information on Powering Aberdeen, Aberdeen's SEAP is available:

<https://www.aberdeencity.gov.uk/sites/aberdeen-cms/files/2017-09/Powering%20Aberdeen.pdf>

A new project is working to support Aberdeen to become a city resilient to the impacts of current and future climate change. The Aberdeen Adapts initiative was developed by the Council and the University of Aberdeen.

The Aberdeen Adapts project brought together a range of organisations and businesses to identify the specific challenges for the area and the new opportunities that come from a changing climate. The aim is to create a positive and ambitious strategic approach, setting the foundations for long term local partnership working on climate change.

This ongoing project complements Powering Aberdeen in ensuring the city is taking action to mitigate and adapt to a changing climate.

Information on Aberdeen Adapts is available:

<https://www.aberdeencity.gov.uk/sites/aberdeen-cms/files/2017-09/Powering%20Aberdeen.pdf>

• 3 Policies and Actions to Reduce Emissions (actions planned to achieve emissions reductions)

Sector	Start year for policy/action	Year of full implementation	Annual CO ₂ saving	Last year measured	Savings in latest year measured	Status	Metric/indicators for monitoring progress	Delivery role	ISM used?	Details of behaviour change activity	Value of investment	Ongoing costs	Primary funding source	Comments
Residential	2002	2020				In implementation	The carbon savings are calculated based on the amount of heat and electricity supplied by the CHP plant operated by AHP. There is no consumption data for individual properties.	Indirect	No	http://www.aberdeenheatandpower.co.uk/			Some funding received from the Community Energy Savings Programme and Aberdeen City Council.	Aberdeen Heat and Power was established in 2002 providing Combined Heat and Power. Connected - Stockethill, Hazlehead, Seaton, city centre and Tillydrone. This CHP network currently supplies 2698 flats and 19 public buildings. A further 699 flats are connected to the stand alone CHP scheme. Further works in progress to connect more domestic and public buildings.

Services	2016	2018		In implemen tation	There will be a full evaluation at the end of the project in line with the SEEP funding evaluation criteria.	Direct	No		£12,000, 000. Co- ordinate d by Aberdee n Heat and Power.	SEEP District heating and energy efficiency program me.	This project is installing thermal storage at one of the energy centres at Seaton to improve efficiency, extending the heat network towards the city centre to include Hanover School, Marischal College the City Council head office and the Art Centre and externally insulating additional tower blocks. No update provided.
Transport	2012	2021	2016	In implemen tation	Number of electric vehicle charging points installed. Increased charge point sockets to 100. 19 fleet, 19 car club and 62 for public where council has organised installation.	Direct	No	https://www.aberdeencity.gov.uk/services/roads-transport-and-parking/electric-vehicle-charging-points and http://www.cowheels.org.uk/aberdeen	83,570.7 5	Transport Scotland, Energy Saving Trust Scotland, Office for Low Emission Vehicles	There was also progress in the electric vehicle charging infrastructu re with a further 11 electric vehicle charging points becoming available in Aberdeen in 2017, and 2 further rapid

											recharging points were installed in 2018.
Transport	2012	2020	2017	In implementation	Number of members of Co-wheels Car Club Increase in number of members signed Cowheels Car Club 13,626km covered by petrol cars, 1931 covered by diesel cars, 5922km covered by hybrid cars, 49496km covered by electric vehicles and 31634km covered by hydrogen vehicles during the reporting period. Obtained through telematics.	Influencing	No	http://www.co-wheels.org.uk/aberdeen Council has tendered for a company to come into Aberdeen to run a pay as you go car club from spaces the Council created on the public road and Council car parks. It also had to run pool car services for the Council. Furthermore, car club is used as part of the Development Management process		Aberdeen City Council, Transport Scotland, Cowheels Car Club	The car-club membership was 887 in 2017/18 compared to 677 in 2016/17.
Transport	2014	2018	2016		Decarbonising public transport and other vehicle fleet. Number of hydrogen buses and hydrogen refuelling Stations.	Enabling	No	www.aberdeenninvestlivevisit.co.uk/hydrogen . Bus operators operating hydrogen buses in a commercial environment undertaking the same mileage as a diesel equivalent in service	1900000	Public-private sector partnership	Estimated 460 tCO2 savings in 2017/2018.
Waste	2016	2018	2016	Complete	Mixed	Direct	No	http://www.aberdeencity.gov.uk/waste/waste_recycling/waste_o	180000	Funding	Enhanced

recycling coming from flats/tenement properties is not collected separately from other recycling service and for this reason it is difficult to provide figures on CO2 emissions saved with the implementation of this specific project. The CO2 saving should be visible with the increase of the recycled tonnage and with the increase of overall recycling rate.

[nstreet_mixed_recycling.asp](#)

for tenements from Zero Waste Scotland. Funding for kerbside from Aberdeen City Council. recycling - Domestic communal mixed recycling service for flats. Provision of communal mixed recycling service to households living in flats/tenement properties. The project started in 2016. An estimated 657 tCO2 savings in 2017.

Electricity	2015	2023	In implementation	Direct	No	1050400	Aberdeen City Council - spend to save and non-housing capital plan.	Street lighting LED replacement programme. In 2017/18 an estimated cost savings of £39096 was recorded.
Transport	2017	2022	Proposed	Direct	No		European	Hytime

t									<p>grant funding for maximum Emission Reductions.</p> <p>Project – Hydrogen Truck Implementation. This will be for 2 x Refuse Collection Vehicles and 1 x Large Sweeper. A collaboration with ULEMCo and ACC delivered the world’s first hydrogen dual fuel road sweeper for Aberdeen. The vehicle uses hydrogen fuel for around a third of the energy used to drive and operate conventional road sweeper vehicles, making valuable reductions in CO2 emissions</p>
Transport	2016	2020	In implementation	Direct	No			<p>European Funding through Civitas has been obtained to support</p> <p>Develop and implement the Sustainable Urban Mobility Plan</p>	

									development of this plan and improve the data set behind it. Impact will be monitored by Robert Gordon University (RGU)	(SUMP) for the city. Improvements to cycling and walking infrastructure to the city centre Target 20% increase in cycling and walking to access city centre. 20% reduction in traffic in city centre. No updated on this.
Other	2018		Proposed	Joint venture	No					Pilot Local Heat and Energy Efficiency Strategy. In partnership with 4 other cities through the Scottish Cities Alliance (SCA), ACC is seeking funding from SEEP to develop a pilot LHEES in the Tillydrone area of Aberdeen. Bid issued. End of 2018 project due for completion . No update provided.
Other	2016	2018		In implemen	Indirect	No			Scottish Governm	Plans have been

				tation			ent and ACC	approved to extend the district heating system to an additional 7 multi storey blocks.
Other	2016	2020		In implementation	Joint venture	No	ACC has received EU funding which includes funding to Codevelop a heat map for the city and a city wide heat network plan.	Development of a heat map and district heating plan for the city. No update provided.
Transport	2016	2021		In implementation	Direct	No		Develop new Park and Choose site on the A96/Dyce Drive link road – opened March 2017 . The aim is to double the number of people using Park and Choose sites by 2021. No update provided.
Transport	2016	2021		In implementation	Joint venture	No		This is an ongoing scheme, called EcoStar. This programme

								<p>encourages fleet operators to seek Ecostar status which is based on them reducing their fleet emissions and includes auditing and advice. So far 40 organisations have signed up.</p>
Transport	2016	2020	In implementation	Joint venture	No		<p>This is European funded project and we will be working with RGU to see how we can monitor any carbon benefits arising.</p> <p>Civitas Project – promoting active travel and uptake of collective travel. Improvements to cycling and walking infrastructure to the city centre Target 20% increase in cycling and walking to access city centre. 20% reduction in traffic in city centre. ACC, Aberdeen Harbour Board, the University of Aberdeen, RGU, Nestrans,</p>	

- 4 Partnership Working, Communications and Capacity Building

Key action type	Description	Action	Organisation's project role	Lead organisation (if not reporting organisation)	Private partners	Public partners	3 rd sector partners	Outputs	Comments
Capacity Building	Staff training and development initiatives		Lead			Zero Waste Scotland		Changing waste and recycling service from individual to communal containers to promote of easier and more accessible access to recycling service.	Zero Waste Scotland funding £82000 circa. Aberdeen City Council Housing funding £33K and Waste and Recycling Team cover of other cost and officers time http://news.aberdeencity.gov.uk/recycling-boost-for-hundreds-of-aberdeen-household
Partnership working	Internal working group to oversee delivery of community benefits through procurement contracts	Partnership working on the provision of community benefits with Aberdeen.	Lead		Can include external contractors whom are seeking to bid for work.	Can include external contractors whom are seeking to bid for work.	Can include external contractors whom are seeking to bid for work.	Provision of community benefits within Aberdeen city through the requirements of the Procurement Reform (Scotland) Act 2014, some of which can help deliver the principles of sustainable development. Community benefits can be delivered in a number of ways through apprenticeships, provision of materials, advice and support etc.	
Communications	Fairtrade City Status campaign	Promote Fairtrade activities.		Aberdeen Fairtrade steering Group			Aberdeen for a Fairer World	Coordinate Fairtrade campaign activities and 2 stalls in Town House restaurant and Marishchal college canteen for the Fairtrade Fortnight.	
Partnership working	A Community Food-growing initiative is		Lead	Aberdeen City Council with Community	EIS – Timber donation.	University of Aberdeen, Seaton Recovery Centre, Schools, Grove	One Seed Forward, Sustainable Food City Partnership Aberdeen,	School gardens, edible walls, community gardens, food-growing	https://www.aberdeencity.gov.uk/services/environment/food-growing-strategy

	delivering a programme of food-growing projects targeting the regeneration areas of Aberdeen. It is trialling several projects to inform the food-growing strategy for Aberdeen.		Food Initiative North East	Nursery.	CFINE	bags, and a community fridge.
Partnership Working	Development of Granite City Growing, Aberdeen's Food Growing Strategy.	Lead		Greenspace Scotland	Multiple, see website for further examples	A number of workshops with internal and external stakeholders to assist in the development of a food growing strategy for the city of Aberdeen. This is being developed to support delivery against Part 9 of the Community Empowerment Act. https://www.aberdeencity.gov.uk/services/environment/food-growing-strategy
Capacity Building	School Gardening Project	Lead			One Seed Forward	Pupils in four schools within the Localities participated in a school gardening project to learn how to grow their own food and establish links between food growing, health and wellbeing.
Partnership Working	Sustainable Food City Partnership	Exploring the role food can play in delivering social, economic and environmental challenges Transform	Escape Consultancy Ltd	Aberdeen Health and Social Care Partnership. NHS Grampian Public Health Directorate (NHSG PHD) Robert Gordon University	Tillydrone Community Flat The Allotment Market Stall, Community Food Initiatives North East (CFINE)	The SFC model suggests six key priority areas, and we will use these to focus our work in Aberdeen. The six priority themes are: 1. Promoting healthy and sustainable food to the public; 2. Tackling food poverty, diet-related ill

		ing food culture and systems.						health and access to healthy food; 3. Building community food knowledge, skills, resources and projects; 4. Promoting a vibrant and diverse sustainable food economy; 5. Transforming catering and food procurement; 6. Reducing waste and the ecological footprint of the food system.	
Partnership working	Working in partnership to deliver Climate Week North East.	Delivery of Climate Week North East	Supporting	Aberdeen Climate Action		Aberdeenshire Council	Multiple	A programme of events covering many themes relating to climate change, with the week culminating in Earth Hour. The programme involved many different stakeholders who organised wide ranging activities from fashion shows, film screenings, debates, lectures, cycle rides, fun days, walks.	https://www.facebook.com/climateweeknortheast/
Partnership working	Implementation and coordination of Powering Aberdeen.	Partnership working of climate change or sustainability	Lead		There are many private partners including First, Stagecoach, Network Rail, Aberdeen Harbour Board etc.	There are many public partners including the NHS, University, SSN etc.	There are a number of third sector partners including FSB, SBC and FoE.	Implementation of projects/actions within Powering Aberdeen.	https://www.aberdeencity.gov.uk/sites/default/files/2017-09/Powering%20Aberdeen.pdf
Capacity Building	Hydrogen Economy for Aberdeen.		Lead		First Group, Stagecoach	Scottish Government, NESTRANS, European Regional Development Fund, Office of Low Emission Vehicles.		To develop the supply chain for a hydrogen economy in Aberdeen.	http://www.h2aberdeen.com/home/H2-Aberdeen-hydrogen-economy.aspx
Partnership working	Inputting and supporting development of an over-arching Sustainable Energy Action Plan for the	Partnership working of climate change or sustainability	Supporting	Aberdeenshire Council	Same as Powering Aberdeen, but includes stakeholders from Angus, Moray and Aberdeenshire.			Development and progression of the NE SEAP.	Over-arching strategy for the North East of Scotland to ensure transboundary issues are considered. Compliance with legislation, alleviation of fuel poverty, fuel security,

	North East of Scotland.								job creation, revenue savings, corporate reputation enhancement, attraction of investment, global recognition, diversification of the economy alongside many other benefits.
Partnership working	Facilitation of a network to learn from others, share best practice and develop collaborative projects.	Partnership working of climate change or sustainability	Lead		Members attend from all sectors.			North East Scotland Climate Change Partnership.	https://www.aberdeency.gov.uk/services/environment/climate-change
Communications	Leading, working in partnership and developing activities to showcase during these campaigns.	Multi-organisation communications	Participant	Sometimes lead, other times support Aberdeen Climate Action.	Many businesses across the city are encouraged to be involved.	Aberdeenshire Council, NHS, University of Aberdeen, Robert Gordon University, James Hutton Institute.	FoE who project manage Earth Hour and then Aberdeen Climate Action, alongside multiple local groups.	Co-ordinating engagement and communications for Earth Hour and Climate Week through partnership working.	https://www.aberdeency.gov.uk/sites/default/files/Earth_Hour_programme_FINAL4.pdf
Communications	The EcoCity awards recognise sustainable initiatives of organisations, schools and individuals.	Awareness raising	Lead		Open for businesses across the city to apply.	Open to schools across the city to apply.	Open to charities, community groups, individuals across the city to apply.	EcoCity Awards	https://www.aberdeency.gov.uk/services/environment/aberdeencity-awards
Capacity Building	Representation at the new elected member's induction.	Organisational Development	Lead					Manned stall at the new elected members induction to raise awareness of sustainability issues amongst the new electorate, with the long-term objective that this will help inform future decision making.	
Capacity building	Training and guidance for internal	Skills/capacity building.	Lead			Internal stakeholders including NHS partnership		PIT STOP training. New managers Induction.	Internal communications with participation within the new managers

	stakeholders to help inform corporate and city wide decision making.							induction and PIT STOP training.
Capacity Building	Industry Liaison and student placement programme	Skills/capacity building.	Participant in the industry liaison group and sponsor organisation for student placements.	Robert Gordon University.				Provision of advice and support to the University on how to shape their taught courses to deliver better graduates. Also provision of opportunities within the Council to host students to help deliver projects and for them to fulfil their masters' course module. The majority of these placements have been within the Environmental Policy team.
Capacity Building	Guest lecturer / speaker on the Global Energy Transition and Governance Masters programme	Skills/capacity building.	Guest lecturer / speaker	Centre International de formation Europeenne.	Aberdeen Heat and Power.			Provision of knowledge/advice/information to students through an open Q&A about SEAP development – sharing best practice.
Capacity Building	Future of Energy Conference Guest Speaker	Skills/capacity building	Guest speaker	University of Aberdeen.	Multiple	Multiple		Speaker at the Future of Energy Conference, talking predominantly about development of a Sustainable Energy Action Plan. https://www.abdn.ac.uk/news/11704/
Partnership working	Ensure effective management and conservation of the river Dee and its surrounding environment including natural flood	Partnership working of climate change or sustainability	Supporting	Dee Catchment Partnership	Aberdeen Harbour Board, National Farmers Union Scotland	Aberdeenshire Council, Cairngorms National Park Authority, Forestry Commission Scotland, James Hutton Institute, Scotland Rural College (SRUC), Scottish Environment Protection Agency, Scottish Government, Scottish	Royal Society for the Protection of Birds (RSPB), Dee District Salmon Fishery Board	Dee Catchment Management Plan and Partnership. Natural Flood Management. http://www.deepartnership.org/our-partners.asp

	management.				Natural Heritage, Scottish Water.			
Communications	Production of a quarterly newsletter showcasing sustainability stories from multiple stakeholders across the city.	Awareness raising	Lead	Any private partners within the city can contribute to the newsletter.	Any public sector partners within the city can contribute to the newsletter.	Any third sector partners within the city can contribute to the newsletter.	Green Times	https://www.aberdeencity.gov.uk/services/environment/green-times
Partnership working	Maidencraig Flood Management and Wetland Scheme		Lead	Bancon Homes, who are part funding Phase 1 of the project as they have to provide the path as a requirement of their planning conditions	The social engagement and design of this project has been undertaken as part of the EU match-funded BEGIN project, which is a consortium project of 10 city (local authority) and 6 scientific (private and charity) partners from across the North Sea region; the consortium provides advice on the social engagement and design of projects such as Maidencraig The design of Phase 2 of the scheme has been awarded 100% funding from Sustrans who will be consulted throughout the design process Although not partners in a funding sense, the project has been guided by a Working Group setup as part of BEGIN; this comprises staff from various Council departments, a member of the Dee Catchment Partnership and Adaptation Scotland.	One member of the Working Group is both an employee of the Council and a member of the Den of Maidencraig Local Nature Reserve Committee		http://northsearegion.eu/begin/about-us/aberdeen/

Communications	Maidencraig Flood Management and Wetland Scheme		Lead		Begin Working Group			Co-design an information leaflet and sign for the site at Maidencraig; this has since been distributed and is estimated to have reached up to 3,000 local residents	https://news.aberdeencity.gov.uk/schemes-to-help-stop-flooding-in-the-city/
Partnership working	Aberdeen Adapts Stakeholder workshop June 2017	Stakeholder development of a climate adaptation strategy for the city.	Lead	Aberdeen City Council	There a number of private partner involved in Aberdeen Adapts, this workshop included SSE	There are many public partners including University of Aberdeen, RGU, NESTRANS, NHS, Scottish water, Aberdeen City Health & Social Care Partnership	There are many third sector partners including Community Councils, community park groups, Scottish Flood Forum, Aberdeen Climate Action, East Grampian Coastal Forum, River Dee Trust, Aberdeen performing Arts, James Hutton Institute	Development of a climate adaptation strategy for the city.	https://www.aberdeencity.gov.uk/services/environment/climate-change/adapting-climate-change
Communications	Workshop at the European Climate Change Adaptation Conference June 2017.	Delivering a joint workshop on Collaboration for transformation: inspiring stories of successful adaptation approaches in UK cities.	Delivery partner	Adaptation Scotland			Climate Ready Clyde, City of Edinburgh Council, London Climate Change Partnership	Presentation Aberdeen City's adaptation journey - From the Adaptation Learning Exchange to the beginnings of a city-wide adaptation strategy. Table facilitator workshop session.	
Communication	Arts and Climate Change Mini Festival April 2017.	A one-day mini-festival on Arts and Climate Change. The purpose of the festival	Delivery partner	Adaptation Scotland/ Creative Carbon Scotland		RGU	Artists, participants Middlefield community.	3 x workshops encouraging engagement in climate change through a range of arts approaches.	

		was to engage with the community on climate change adaptation through the lens of art.						
Communication	Climate Week presentation Aberdeen Adapts.	Presentation to ACC staff and group of staff students RGU on Aberdeen Adapts.	Lead		RGU			Workshop aimed to engage staff and students in climate change and work taking place in Aberdeen
Building capacity	Survey results received from City voice survey	Climate change questions were submitted for the 40 th City Voice survey (March 2017) – 570 responses	Delivery partner	Aberdeen Community Planning Partnership				
Communication	Aberdeen Adapts newsletter (April 2017)	Issued to Aberdeen Adapts stakeholders.	Lead		Issued to a number of private partner including SSE, First Bus etc.	Issued to many public partners including University of Aberdeen, RGU, NESTRANS, NHS, Scottish water, Aberdeen City Health & Social Care Partnership	Issued to many third sector partners including Community Councils, community park groups, Scottish Flood Forum, Aberdeen Climate Action, East Grampian Coastal Forum, River Dee Trust, Aberdeen performing Arts, James Hutton Institute.	Newsletter aimed to keep Aberdeen adapts stakeholders engaged with project progress and share adaptation information of interest.

Building capacity	Aberdeen Adapts presentation (September 2017)	Presentati on on Aberdeen Adapts was given to a delegatio n of visiting scholars from Vietnam.		RGU			
Building capacity	Community resilience student project	A placement project investigati ng opportuni ties to build communit y resilience to severe weather events. Engaging city communit y groups.	Lead			University of Aberdeen	
Partnership working	Aberdeen Adapts student placement	A placement project to produce template/ case studies for Aberdeen Adapts.	Lead			Group of students from RGU	
Communica tions	Green Times	Quarterly newslette r.	Lead			Includes articles submitted by ACC partners and covers partnership work such as EU projects/ transport initiatives etc.	Articles submitted by city Environmental Improvement Groups, schools, and 3 rd sector https://www.aberdeencity.gov.uk/services/environment/green-times
Partnership working	Preservation and	Partnershi p working	Participant	James Hutton Institute	Representatives drawn from a range		North East Scotland Biodiversity Working to help preserve and protect biodiversity

	enhancement of biodiversity through networking and delivery of a Local Biodiversity Action Plan.	of climate change or sustainability.			of organisations including local authorities, conservation environmental and research organisations, statutory agencies and local businesses and individuals.			Partnership. Local Biodiversity Action Plan.	and will implement projects that helps achieve this aim, taking the future threats of climate change into consideration. For example, there will be a focus on protecting and preserving habitats that help store carbon such as peatlands, raised bogs, heaths and fens. http://www.nesbiodiversity.org.uk/
Partnership working	To consolidate and grow the region's position as one of the world's major energy centres and the energy capital of Europe.	Skills/Capacity building	Supporting	Aberdeenshire Council	Scottish Enterprise	Aberdeenshire Council		Energetica	http://energetica.uk.com/about/what-is-energetica
Partnership working	Working to bring about a hydrogen economy in the Aberdeen City Region developed through the HyTrEc project	Partnership working of climate change or sustainability.	Lead		Various – see weblink			H2 Aberdeen. Hydrogen Strategy development and implementation for Europe's North Sea region.	http://www.hytrac.eu/Partners/AberdeenCityCouncil.aspx
Communications and Capacity Building	Formal education and informal awareness raising about climate change, renewable energy and community led action.	Seminars, tours and talks on the Donside Hydro, a community funded, owned and operated hydro energy plant.	Promotion	Aberdeen Community Energy, a community benefit society	Institutes of Mechanical & Marine Engineers Aberdeen Association of Civil Engineers Welding Institute, a Nigerian Commonwealth Fellow.	University of Aberdeen Highland Council	Doors Open Day Aberdeen North East Climate week	Three educational seminars 10 tours and open days 200 participants	

Key action type	Description	Action	Organisation's project role	Lead organisation (if not reporting organisation)	Private partners	Public partners	3 rd sector partners	Outputs	Comments
Partnership working	AREG works closely in partnership with the Council to identify and help facilitate the delivery of projects that could provide additional renewable energy infrastructure.	Partnership working of climate change or sustainability.	Lead		Membership organisation of multiple stakeholders, refer to weblink: http://www.aberdeenrenewables.com/members/complete-a-z-index/			Aberdeen Renewable Energy Group working to ensure businesses in Aberdeen City and Shire capitalise on opportunities in renewable energy.	http://www.aberdeenrenewables.com/
Partnership working	Working together to ensure water bodies achieve a certain ecological status.	Partnership working of climate change or sustainability.	Participant	SEPA	https://www.sepa.org.uk/media/75414/doc-7-north-east-area-advisory-group-membership-list.pdf			North East Scotland Area Advisory Group. Local River Basin Management.	https://www.sepa.org.uk/environment/water/river-basin-management-planning

Partnership working	Working together to prevent and alleviate flooding.	Partnership working of climate change or sustainability.	Participant	SEPA	https://www.sepa.org.uk/media/75414/doc-7-north-east-area-advisory-group-membership-list.pdf	North East Scotland Area Advisory Group. Local Flood Risk Management Plan (LFRMPs)	Aberdeen City Council Planning and Flooding Team have been involved in developing the Scotland Flood Risk Management Plan and the Local Flood Risk Management Plan (LFRMPs). These are based on the Flood Risk Management Strategies (FRM Strategies), which were published in December 2015. The LFRMPs provide more detail on the actions that are to be taken forward in the first flood risk management cycle, June 2016 - June 2022. The LFRMPs were developed in partnership and will link to other plans, policies, strategies and legislative requirements. http://apps.sepa.org.uk/frmstrategies/	
Communications	Raising awareness of alternative transport options.	Awareness raising	Lead	Various – changes yearly In 2017, Stagecoach, First Bus, Co Wheels Car Club.	Nestrans, Aberdeenshire Council Aberdeen Science Centre NHS Grampian	ACVO	Participation in European Mobility Week September 2017 including an 'In Town Without My Car Day'. Over 10,000 people came to ITWMCD 2017. Some of the ITWMCD activities included; smoothie bikes, airport buses, Aberdeenshire Council exhibited, hungry hippos, puzzle route – free ice cream on completion, Civitas Portis also exhibited	Union Street was closed and the space used in another way. Fun active and sustainable travel themed activities were run in the space where cars and other vehicles would normally be.

Partnership working	Getabout is a sustainable travel brand promoting walking, cycling, use of public transport, lift share.	Behaviour Change	Participant	Getabout Partnership (A long standing member of the Getabout partnership)	Co wheels Car Club, Aberdeen University, RGU	Nestrans, Aberdeenshire Council, James Hutton Institute, Home Energy Scotland, NHS Grampian	ACC administers the Smarter Choices, Smarter Places funding via the Getabout brand. Some of the Getabout partners act as delivery partners for the SCSP funding. The projects that the SCSP funding supports include; wayfinding, walking routes, public Dr Bike sessions, Getabout Bicycle Roadshows, cycle map production etc.	http://getabout.org.uk/	
Partnership working	Promotion and use of shared transport.	Behaviour Change	Participant	Co-wheels			Co-wheels partnership. Car club scheme.	http://www.co-wheels.org.uk/aberdeen £133,000 (Council, Transport Scotland)	
Partnership working	Promotion of usage of low carbon emission vehicles: electric vehicles.	Behaviour Change	Participant	Transport Scotland		Transport Scotland, Energy Saving Trust Scotland, EVAS (Electric Vehicle Association Scotland)		https://www.aberdeencity.gov.uk/services/roads-transport-and-parking/electric-vehicle-charging-points £103,000 (2016/17)	
Partnership working	Promotion of Active Travel as walking and cycling to improve and expand the network of paths/routes.	Behaviour Change		ACC	University of Aberdeen, RGU	Nestrans, Aberdeenshire Council, James Hutton Institute, Home Energy Scotland, NHS Grampian	ACVO	Aberdeen City Council works with partners to deliver a range of behaviour change activities across the city. Most of these are delivered under the Getabout brand and many are enabled by grant funding.	http://www.nestrans.org.uk/wp-content/uploads/2017/02/AcTrAP_FINAL.pdf
Partnership working	Aberdeen City Hydrogen Energy Storage.	Behaviour Change	Participant		ACC waste team, building services and city wardens	Scottish Environmental Protection Agency, Aberdeenshire Council and the NHS	SCARF	Decarbonise transport used by a range of stakeholders.	Cenex are monitoring data for all vehicles using the ACHES station. Number of vehicles, fuel efficiency, miles driven, and availability of station are also being measured.

Key action type	Description	Action	Organisation's project role	Lead organisation (if not reporting organisation)	Private partners	Public partners	3 rd sector partners	Outputs	Comments
Partnership working	Promotion of access via paths.	Partnership working of climate change or sustainability	Participant	Paths for All	University of Aberdeen, RGU	Nestrans, Aberdeenshire Council, James Hutton Institute, Home energy Scotland, NHS Grampian	ACVO	Network that delivers awareness events and works together to develop/maintain paths. Cycle and walking maps, general travel planning activities.	https://www.pathsforall.org.uk/pfa/get-involved/smarter-choices-smarter-places-fund.html Total invested in the partnership - £495,592.21.
Partnership working	Changing waste and recycling service from individual to communal containers to promote easier and more accessible access to recycling service	Partnership working of climate change or sustainability	Participant	Zero Waste Scotland				Working with members of the public, community councils and groups to expand waste infrastructure across the city.	Aberdeen is one of three areas in Scotland to be awarded a grant which will allow them to work towards the Scottish Government's targets of recycling and reducing waste.
Partnership working	Provision of a reuse scheme at Hazlehead Recycling Centre.	Partnership working of climate change or sustainability	Lead		Seuz UK			Reuse programme for waste.	https://news.aberdeencity.gov.uk/residents-encouraged-to-reuse/
Partnership working	Treatment and recovery of residual waste to produce heat and electricity.		Lead		Suez UK	Aberdeenshire and Moray Councils	None	To develop an energy from waste facility to deal with the residual municipal waste produced by the three authorities in the north east of Scotland.	Facility expected to be operational by late 2021.

Key action type	Description	Action	Organisation's project role	Lead organisation (if not reporting organisation)	Private partners	Public partners	3 rd sector partners	Outputs	Comments
Partnership working	Heat recovery	Partnership working of climate change or sustainability	Participant	Aberdeen Heat and Power				Heat recovery from the ice rink to locally heat the ice rink beach ballroom complex.	Investment of £1 million.
Communications	Raising awareness to save energy and water consumption within council estates.	Posters, energy saving campaigns, presentations, schools energy competitions.	Lead					Energy audits of all staff premises, Aberdeen Performing Arts. Music Hall, Beach Ballroom, Her Majesty's Theatre.	
Partnership working	Develop Hydrogen economy in Aberdeen.	Skills / capacity building.		ACC	First Group, Stagecoach	Scottish Government Nestrans, European Regional Development Fund, Office of Low Emissions Vehicles		To develop the supply chain for a hydrogen economy in Aberdeen.	Diversification of the local economy to the benefit of the region.
Partnership working	To test innovative and sustainable urban mobility.	Behaviour Change.	Civitas Portis					Series of talks in March 2018 on the theme of "Connected transport systems of the future."	Involves five European Cities.

5 Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.

Key action type	Key action description	Organisation's project role	Impacts	Comments
Food and Drink	Granite City Growing	Lead	Development of a food growing strategy for the city encompassing allotments, communities and urban farming.	Ongoing initiative https://www.aberdeencity.gov.uk/services/environment/food-growing-strategy
Biodiversity	Hazlehead Grove Nursery	Lead	Providing an opportunity to develop life skills and learning opportunities for people, through various activities including plant cultivation and other horticultural related activities for the benefit of the city's parks and open spaces and an outdoor educational space.	Ongoing initiative
Food and Drink	The Allotments Market Stall	Supporting	Supporting a market stall at Duthie Park for produce from allotments in Aberdeen. All the proceeds go back to the gardeners to help them maintain and improve their allotment sites. TAMS works with the Council and Community Food Initiative North East (CFINE) who coordinate the foodbanks initiative.	Ongoing initiative
Food and Drink	Sustainable Food Cities	Participant	The initiative promotes a sustainable approach to food and could see more local food growing projects, organic food, less food waste, less food transportation and stronger links between consumers and local producers. A reduced foodprint will reduce city-wide carbon emissions.	http://sustainablefoodcities.org/findacity/cityinformation/userid/462
Food and Drink	Aberdeen City Fairtrade	Participant	Aberdeen City Council reaffirmed its support for Fairtrade and committed to establishing a baseline to monitor its own procurement of Fairtrade, or equivalent, items. Buying more Fairtrade supports an income stream and engagement with communities in developing countries. This gives them more opportunity to adapt to a changing climate and to pursue low carbon solutions relevant to their needs. This is an on-going initiative.	Continued support for Fairtrade.
Biodiversity	Seaton Wetland project	Lead	This £90,000 project was developed to deal with flooding issues through the creation of an official wetland in the Seaton Park. In recent years, the park has suffered from flooding creating problems with access in certain areas and the pooling of water in other parts of the park. The project includes a viewing platform and wildflower planting.	Completed
Food and Drink	School Garden Project	Lead	School Garden projects to encourage pupils to learn to grow their own fresh produce (slam fruits, vegetables and herbs) thereby activating as an interactive outdoor resources and link to health and wellbeing.	Ongoing initiative
Food and Drink	Community Food Growing	Lead	Several projects aimed at developing new community growing spaces in Aberdeen as part of the delivery of a Food Growing Strategy. With the EcoCity awards expanded to include a food growing category.	Ongoing initiative
Procurement	Community benefits and sustainability	Lead	See section 5 of the required reporting.	Ongoing initiative

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ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 November 2018
REPORT TITLE	External Transportation Links to Aberdeen South Harbour Pre-Appraisal and STAG Part 1 Study
REPORT NUMBER	PLA/18/261
DIRECTOR	N/A
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Nathan Thangaraj
TERMS OF REFERENCE	Purpose 2 Remit 2.3

1. PURPOSE OF REPORT

- 1.1 To advise the Committee of the outcomes of the External Transportation Links to the Aberdeen South Harbour (ASH) Scottish Transport Appraisal Guidance (STAG) Pre-Appraisal and STAG Part 1 Appraisal Report and to seek approval for recommended options to be taken forward to a STAG Part 2 Appraisal.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approves the recommended options resulting from the External Transportation Links to the Aberdeen South Harbour Scottish Transport Appraisal Guidance (STAG) Pre-Appraisal and STAG Part 1 Appraisal Report, as detailed in the table at Section 3.9, subject to approval by the UK Government and Scottish Government;
- 2.2 Instruct the Chief Officer – Strategic Place Planning to conduct a STAG Part 2 Appraisal on those options and to report the outcomes to this Committee upon completion, conduct of that Appraisal being subject to prior approval by the Strategic Commissioning Committee of the total estimated expenditure in relation to that Appraisal.

3. BACKGROUND

- 3.1 In August 2017, the Communities, Housing and Infrastructure Committee approved the commissioning of a STAG for External Transportation Links to the Bay of Nigg Harbour Development. Link to Committee Report below:
<http://councilcommittees.acc.gov.uk/documents/s73120/Final%20-%20CHI%20Harbour%20Expansion%20at%20Nigg%20Bay%20-%20CHI17176-%20Aug%202017.pdf>

- 3.2 Aberdeen City Council (ACC) commissioned Peter Brett Associates LLP (PBA) in November 2017 to undertake a STAG Pre-Appraisal and Part 1 Appraisal of transport connections to and from the new ASH located at the Bay of Nigg in Aberdeen. The aim of this appraisal is to examine transport connectivity to and from the site and identify appropriate transport infrastructure and improvements which would then be taken forward for a detailed appraisal. This is an Aberdeen City Region Deal project, fully funded by the Scottish and United Kingdom Governments.
- 3.3 A summary of the key outcomes of the Pre-Appraisal & STAG Part 1 is provided below. An Executive Summary of the consultant's report is appended to this Committee report, while the full Pre-Appraisal and STAG Part 1 report can be made available on request.
- 3.4 **Objective Setting:** Taking cognisance of the policy context and the key problems and opportunities identified during the study, nine Transport Planning Objectives (TPOs) were set and agreed by the Client Group which comprised officers from Aberdeen City Council, Aberdeenshire Council, Nestrans, Transport Scotland and Department for Transport, UK. The TPOs are:
- TPO 1:** Provide a designated HGV route to and from ASH which is more efficient than alternative routes to help minimise inappropriate routing, environmental and nuisance impacts
- TPO 2:** Contribute to the wider development of Altens through minimising the impacts of harbour traffic on Hareness Road
- TPO 3:** Maximise the landside opportunities for harbour related economic activity
- TPO 4:** Minimise travel times by road between ASH and the Aberdeen Western Peripheral Route (AWPR) / Charleston junction and King George VI Bridge
- TPO 5:** Provide an access route to / from ASH for abnormal loads which avoids residential areas
- TPO 6:** Provide connections to/ from ASH which help to tackle any perceptions of poor quality access to and from the harbour
- TPO 7:** Provide appropriate public transport connections to/ from ASH reflecting the type of activity at the harbour
- TPO 8:** Provide appropriate active travel connections to/ from ASH reflecting the type of activity at the harbour
- TPO 9:** Improve the resilience of transport connections to and from ASH
- 3.5 **Option Development:** Work undertaken to develop road, public transport and active travel options through the STAG Pre-Appraisal and Part 1 process generated a number of options that were subject to a public and stakeholder consultation exercise to help identify recommended outcomes to take forward to the more detailed STAG Part 2 appraisal. The long list, description and diagrams of the options can be found in the main STAG report.
- 3.6 The public and stakeholder engagement events that were carried out included online consultation and two public drop-in events in the local area to help identify potential issues and gather their views on the options identified. The event gathered a wide range of views with over 350 responses via the questionnaire provided at the events and online. The views identified were

collated and form part of the STAG appraisal. (see the Executive Summary in Appendix 1 for further details).

- 3.7 A key outcome following the stakeholder and public consultation was the removal of two options from the previously identified list of possible options. The option identified as A6 in the STAG Appraisal provided a new link between the residential area of Cove and the industrial area on Souther Head Road. The land impacted currently acts as a noise and visual barrier between the Cove residential area and the Altens Industrial Estate. The option would require the removal of the existing tree barrier and this was subject to significant negative feedback during the consultation event. It is also considered to have significant environmental and nuisance impacts when measured against TPO 1. Based on the above, it was determined appropriate not to progress any further with this option.
- 3.8 The other option also determined not appropriate to be progressed is identified as A1 in the STAG Appraisal which provided a new road connection from Greenwell/ Greenbank Road across the former Ness Landfill site to the existing railway bridge on Coast Road. The option route is relatively circuitous and is significantly longer than the other options assessed. The option also relies on the existing railway bridge and therefore would not improve access for abnormal loads; would have a limited impact on the perception of poor access; and would not enhance transport resilience.
- 3.9 The table below provides the short list of road, public transport and active travel options recommended to be taken forward to the STAG Part 2 Stage following the outcomes of sifting, development and engagement process. Further details on the recommended options can be found in Section 1.7.1 of the Executive Summary in Appendix 1.

Category	Option ID	Option Description
Road	A2	Provide a new road connection from Greenwell Road / Greenbank Road via St Fitticks Community Park to Coast Road with a new underbridge under the railway line
	A3	Provide a new road connection from Greenwell Road / Greenbank Road via the former Ness Landfill site and a new bridge over the railway. A variant of this option referred to as (A3 – Variant 1) which includes an additional link from the western side of the new bridge around the perimeter of the landfill site to the existing bridge on the Coast Road will also be explored at the next appraisal stage.
	A4	Improve the existing route via Hareness Road through the provision of a new bridge over the railway on Coast Road and capacity improvements

	A5	Provide a new road connection between Coast Road and Souter Head Road and a new bridge over the railway on Coast Road.
Public Transport	B1	Extend / enhance existing bus services between ASH and Aberdeen City Centre
	B2	Provide a new bus service between ASH and Aberdeen City Centre for cruise tourists
Active Travel	C1	Enhance active travel routes between Nigg Bay and Aberdeen City Centre
	C3	Provide a dedicated cycle route from the Coast Road through Tullos Hill to the A956 and onward to the Deeside Way

- 3.10 Following approval of options emerging from the STAG Part 1 process, the next stage will be to carry out a STAG Part 2. This is a more detailed appraisal of options being taken forward and includes detailed analysis of each options performance against the Transport Planning Objectives (TPOs), STAG Criteria (Environment, Safety, Economy, Integration, and Accessibility and Social Inclusion), Cost to Government and Risk and Uncertainty. This detailed option appraisal will assist Aberdeen City Council and partners in the identification of a preferred option(s) to meet the objectives including to maximise the wider economic benefits of the development in the surrounding area. The STAG Part 2 will provide the detailed and robust evidence to inform a Full Business Case which will be critical for successful delivery.
- 3.11 The STAG Part 2 Appraisal will be procured through the Scotland Excel Framework contract and it is anticipated that the work will be carried out during 2018-19, 2019-20 and 2020-21. The work will be managed by Aberdeen City Council with oversight from the City Region Deal Transportation Working Group. The current estimate to complete the STAG Part 2 Appraisal is £250,000 that includes consultancy fee and internal staff time. This estimate will be reviewed once the procurement process has been completed. The approval of the Strategic Commissioning Committee is being sought (on 20 November 2018) for the total estimated expenditure in relation to the STAG Part 2 Appraisal. Approval of the recommended options will also require approval by the UK Government and Scottish Government.
- 3.12 The STAG Part 2 Appraisal will also recognise (and take account of where appropriate) the on-going relevant work:
- AWPR;
 - Wellington Road Multi Modal Corridor Study (STAG Pre-Appraisal and Part 1 completed and Part 2 Appraisal underway);
 - Aberdeen City Region Deal Strategic Transport Appraisal Pre-Appraisal Report (2018);
 - Aberdeen Roads Hierarchy (currently in development);
 - Aberdeen Sustainable Urban Mobility Plan (SUMP) (currently being reviewed);
 - City Centre Masterplan (phased programme);

- CIVITAS Portis EU-funded transport projects (2016-2020);
- A90(S) Park and Ride, Portlethen (no programmed date);
- South College Street improvements (design review underway);
- Craigshaw Drive cycle route (detailed design underway);
- Aberdeen South Harbour – Transport Action Plan (2018);
- Future residential and industrial development to the south of the city and associated road improvements (identified through the Local Development Plan or planning applications that may impact on the area);
- Any future changes to public transport provision (changes to services including routing and frequency);
- Aberdeen – Central Belt Rail Improvements (options currently being reviewed).

3.12 The Aberdeen City Region Deal Joint Committee on 9 November 2018 decided to:

- 2.1 *Note the outcomes of the External Transportation Links to Aberdeen South Harbour Pre-Appraisal and STAG Part 1 Report (Appendix 1);*
- 2.2 *Approve the recommended options identified in Section 3(v), subject to approval at Aberdeen City Councils', City Growth and Resources Committee and Strategic Commissioning Committee;*
- 2.3 *Approve the business case in Appendix 2 to carry out the STAG Part 2 Appraisal of the project, subject to UK Government and Scottish Government approval; and*
- 2.4 *Subject to recommendations 2.2 and 2.3 above agree that the Chief Officer - Strategic Place Planning proceed with the STAG 2 Appraisal.*

4. FINANCIAL IMPLICATIONS

4.1 The project's funding was approved as part of the Aberdeen City Region Deal by both Councils on 17th August 2016 and by the UK and Scottish Governments on 21st November 2016. Within the Aberdeen City Region Deal, £25m has been allocated from the UK Government (£12.5m) and Scottish Government (£12.5m) for the transport infrastructure to support the harbour expansion. The budget for the STAG Part 2 element of the project (£250,000) will come from this funding stream and similar to other capital funded projects will be subject to the capital plan review.

5. LEGAL IMPLICATIONS

5.1 The project will comply with internal governance procedures and progress will also be reported to the Aberdeen City Regional Deal Transport Working Group at its regular meetings.

5.2 The commission will be procured through the Scotland Excel framework Agreement contract and this will be undertaken in line with the Council's Procurement Regulations.

5.3 A State Aid Assessment will be required as part of the assessment of “implementability” of any road upgrade option, although this assessment would not be required as part of this stage of the appraisal process.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The project comes in over or under budget	L	<p>The appointed consultant will, upon inception, submit a programme of anticipated costs and expenditure, and this will be monitored and updated by the consultant throughout the commission, with monthly reports submitted to the Council.</p> <p>Project Management will be reported monthly to the Council’s Transportation Programme Board (TPB) and reported to the Aberdeen City Region Deal Transport Working Group.</p>
Legal	Officers breach terms of financial standing orders and other internal governance procedures.	L	Staff have been trained in project management, procurement and standing orders legislation. Staff will work closely with legal and procurement colleagues to minimise risks. The TPB, which includes officers from legal procurement and finance, will monitor compliance with internal governance and procedures.
Employee	Insufficient staff resource to adequately manage the commission	M	Monthly monitoring of project progress to the TPB.
Customer	The final outcomes / recommendations do not reflect the needs of transport users.	L	The participatory nature of STAG means that public and stakeholder engagement has been undertaken, and will continue to take place

	Certain customer groups feel excluded from the decision-making process.		<p>throughout the process and via a range of means to be as inclusive as possible.</p> <p>The multimodal nature of the study means that the needs of all transport users are considered and efforts will be made to avoid disproportionately disadvantaging any particular group of users.</p>
Environment	There are a number of environmental designations in the study area such as, a Site of Special Scientific Interest, Local Nature Conservation Sites and a community park. There are also several listed building and scheduled monuments within the study area. The site of the former Ness Landfill is located within the study area.	M	One of the key TPOs is to minimise the environmental impacts. A Baseline exercise was carried out as part of the STAG 1 study and a more detailed environmental assessment will be carried out as part of the STAG Part 2 study to identify any environmental impacts and mitigations.
Technology	There is a risk that appropriate routing to the new facility is not optimised due to insufficient directional information.	M	The assessment will include consideration of the use of appropriate intelligent transport technology to assist in improving access to this major new facility.
Reputational	There is a risk inherent in not progressing this key infrastructure improvement set out in the Aberdeen City Regional Deal which will deliver a range of benefits including improved access to a major new development facility in the south of Aberdeen. There is a reputational risk to the	M	Proceeding with the study and regularly communicating progress will demonstrate the Council's commitment to tackling these issues and that action is being taken.

	<p>City if it does not invest in transport infrastructure that caters for the needs of a high performing international city economy by providing a transport network with capacity to cope with the demands of a major facility</p>		
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7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<p>Prosperous Economy</p>	<p>Positive decision making informing the progressive implementation of transport infrastructure improvements for the Harbour Development at Bay of Nigg directly supports a range of policies and strategies that will benefit the economy including:</p> <p>Prosperity for Aberdeen 2017-2022:</p> <p><i>Investment in Infrastructure</i></p> <ul style="list-style-type: none"> • We will support the new harbour development and work collaboratively to maximise tourism opportunities, including attracting high value cruises. <p><i>People friendly city – a city where people choose to invest, live and visit</i></p> <ul style="list-style-type: none"> • We will refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport, including the viability of a council owned bus company. <p>Local Outcome Improvement Plan: The Local Outcome Improvement Plan (LOIP) 2016-26 for Community Planning in Aberdeen (CPA) recognises a commitment to investing in infrastructure that caters for the needs of a high performing international city economy by providing roads with capacity to cope with the demands of business along with extensive air and sea links. Delivery of transport improvements for the Harbour Development at Bay of Nigg will assist in the priority of improving access to a key facility within Aberdeen.</p>

Prosperous People	<p>A defined, fully resourced programme of delivery for transport schemes, which includes implementation of transport infrastructure improvements for the Harbour Expansion at Bay of Nigg, will assist in improving access to a major new facility and enabling all people to share in the success that such a facility will provide to the City.</p> <p>The contents of this report are likely to be of public and media interest as it relates to transport infrastructure at a key location to the south of the city and therefore would contribute to a significant improvement to the movement of people and goods for the City and Region.</p>
Prosperous Place	Any measures to improve safety, reduce emissions and improve air quality will benefit communities located along the corridor through the development of a safer, healthier and more welcoming environment.
Enabling Technology	The assessment will include consideration of the use of appropriate intelligent transport technology to assist in improving access to this major new facility, therefore enabling all people to share in the success that such a facility will provide to the City.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The appraisal is being undertaken for the benefit of all residents and businesses of, and visitors to, Aberdeen.
Governance	The project will comply with all internal governance procedures.
Partnerships and Alliances	Although led by Aberdeen City Council, the project benefits from the input of a wider client group, including representatives of Nestrans, Aberdeenshire Council, Aberdeen Harbour, Transport Scotland and the UK Department for Transport. The appraisal will continue to benefit from public and stakeholder input at the relevant stages on the STAG process.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>Not required</i>

Data Protection Impact Assessment	<i>Not required</i>
Duty of Due Regard / Fairer Scotland Duty	<i>Not applicable</i>

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix 1: External Transportation Links to the Aberdeen South Harbour Pre-Appraisal and STAG Part 1 Appraisal Executive Summary

11. REPORT AUTHOR CONTACT DETAILS

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Appendix 1 – STAG Pre-Appraisal and Part 1 Appraisal – Executive Summary

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External Transportation Links to Aberdeen South Harbour

Aberdeen City Council

STAG Part 1 Report: Executive Summary



ABERDEEN CITY REGION DEAL:

Powering Tomorrow's World



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1 Executive Summary

1.1 Introduction

1.1.1 Aberdeen City Council (ACC) commissioned Peter Brett Associates (PBA) to undertake an appraisal of transport connections to and from the new Aberdeen South Harbour (ASH) located at the Bay of Nigg in Aberdeen. The aim of this study is to examine transport connectivity to / from the site and identify appropriate transport infrastructure improvements which would then be taken forward for detailed appraisal. This is an Aberdeen City Region Deal project, fully funded by the Scottish and United Kingdom Governments.

1.1.2 The study is being undertaken in line with Scottish Transport Appraisal Guidance (STAG) and covers the Pre- and Part 1 Appraisal stages as follows:

Pre- Appraisal:

- Problems, opportunities, issues and constraints;
- Objective setting; and
- Option generation, sifting and development

Part 1 Appraisal:

- An appraisal of the options generated against the:
 - Transport Planning Objectives (TPOs);
 - STAG criteria (Environment, Economy, Safety, Accessibility & Social Inclusion, and Integration);
 - Implementability criteria (Feasibility, Affordability, and Public Acceptability);
- Selection / rejection of options to develop a refined list in accordance with appraisal outcomes and those options that best meet the objectives; and
- A final set of options recommended for further appraisal at STAG Part 2.

1.1.3 The following sections provide:

- A brief background to ASH and an overview of the work completed as part of both the Transport Assessment (TA) for the site and the subsequent Bay of Nigg Development Framework.
- A summary of each of the Pre-Appraisal and Part 1 Appraisal tasks as outlined above.

1.2 Aberdeen South Harbour

1.2.1 ASH is located at the Bay of Nigg, approximately 0.8km to the south east of Aberdeen City Centre and the existing Aberdeen harbour. The development of ASH is being taken forward in response to constraints at the existing harbour and is an expansion of activities aimed at capitalising on new and emerging markets. Once complete, the new harbour will provide:

- 1,400m of quay at water depths of up to 10.5m;

- a turning circle of 300 metres;
 - a channel width of 165m;
 - a laydown area of 125,000 m²; and
 - heavy lift capacity.
- 1.2.2 The main access to ASH will be located close to the existing Coast Road / St Fittick's Road / Greyhope Road junction. The site will include two single storey welfare / administration buildings, a car park, and a bus turning circle and it is anticipated that 20-25 harbour staff will be based at the site.
- 1.2.3 The TA for ASH was produced in 2015. This concluded that the traffic generated by the harbour could be accommodated by the existing transport infrastructure and therefore no junction improvements or significant additional road infrastructure were required upon opening.
- 1.2.4 In 2016, Aberdeen City Council approved the Bay of Nigg Development Framework. This covers the ASH development site and the surrounding hinterland area, including Altens and East Tullos, and was developed with the aim of maximising the opportunities presented by the new harbour. The Development Framework identifies a series of infrastructure interventions or gateways where significant investment in external road infrastructure is required in order to realise the potential of the area. These include upgrading the road network in and around Altens and providing a direct link from the Bay of Nigg to East Tullos.
- 1.2.5 The TA and the Bay of Nigg Development Framework formed an important starting point for this study and the analysis and outputs were used to inform both the baselining and subsequent option generation process.

1.3 Problems, Opportunities, Issues and Constraints

- 1.3.1 The identification of problems, opportunities, issues and constraints forms the starting point of any STAG study. To inform this, a detailed baselining exercise was undertaken which included:
- A review of economic, planning and transport policy with relevance to the study;
 - An analysis of activities at the existing Aberdeen Harbour;
 - A review of the employment structure within the wider hinterland area, including Altens and East Tullos;
 - An analysis of the existing road, public transport and active travel network within the vicinity of the ASH development;
 - A review of road traffic accident data within the study area to identify any existing accident hot spots;
 - A review of 2011 Census travel to work data to understand how people are currently travelling within the study area;
 - A review of key environmental designations within the study area;
 - An analysis of the modelled outputs from the Access from the South Paramics Model for 2020 and 2035 to develop an understanding of future travel patterns in the area; and
 - A high-level review of current and potential future trends in each of the potential market sectors for ASH.

- 1.3.2 These reviews were supplemented by an extensive engagement programme which included several stakeholder workshops and a series of face-to-face and telephone consultations with harbour users and other relevant industry sectors.
- 1.3.3 Drawing on the outputs of these activities, a set of problems, opportunities, issues and constraints for the study was identified. These are summarised below.

Problems:

- Risk of congestion on Hareness Road;
- Risk of Inappropriate routing and amenity impacts on Langdykes Road;
- Risk of congestion at the railway bridge on Coast Road;
- Risk of accidents at the railway bridge on Coast Road;
- Safety and amenity concerns due to a potential increase in general (non-HGV/coach) traffic travelling through Torry;
- Circuitous route between East Tullos and ASH;
- Circuitous route between Aberdeen City Centre and ASH for larger vehicles (HGVs and Coaches);
- A lack of public transport routes between Aberdeen City Centre and ASH;
- No designated active travel routes between Aberdeen City Centre and ASH;
- A perception of poor quality access; and
- Poor access resilience.

Opportunities:

- Opportunity to encourage the growth of key sectors, including cruise tourism, decommissioning, renewables, subsea through improved transport connectivity;
- Opportunity to aid the redevelopment of East Tullos;
- Opportunity to provide an area of well-connected developable land in close proximity to the harbour;
- Opportunity to capitalise on any outcomes emerging from the Sustainable Urban Mobility Plan (SUMP) refresh and enhance walking and cycling routes between the new harbour and Aberdeen City Centre;
- Opportunity to capitalise on any outcomes from the Civitas PORTIS projects which is examining the potential for cycle hire schemes within Aberdeen;
- Opportunity to capitalise on the AWPR, City Centre Masterplan and Aberdeen Roads Hierarchy by encouraging traffic to route around the city centre;
- Opportunity to enhance access to Aberdeen Airport; and
- Opportunity to safeguard the potential for rail freight.

Issues:

- The impact of the AWPR on the local road network is uncertain at the time of report writing, but will become clearer in the next 6 months;
- The impact of the City Centre Masterplan and Aberdeen Roads Hierarchy is uncertain;
- The options proposed within the Wellington Road STAG Appraisal may lead to changes in the operation of junctions on Wellington Road; and
- The potential implementation of a prohibition of driving order along the northern section of Redmoss Road could have an impact the operation of Hareness Road Roundabout.

Constraints:

- Coast Road is contained by the Edinburgh – Aberdeen Railway Line to the east which may restrict the potential for widening;
- Any alterations to the road network or any options involving the provision of new rail crossings would need to be undertaken in line with the requirements of Network Rail;
- There are a number of environmental designations in the study area including a Site of Special Scientific Interest; Local Nature Conservation Sites and a community park;
- There are several listed building and scheduled monuments within the study area;
- The site of the former Ness Landfill site is located to the south-west of Nigg Bay adjacent to Coast Road;
- The northern section of Wellington Road is an AQMA;
- National Cycle Route 1 routes along Coast Road and a link at this location would need to be maintained and incorporated into all options; and
- Given the timeframes involved, any new roads would have to be constructed following the opening of the new harbour and it would be necessary to maintain full levels of access to the harbour during the construction period.

1.4 Objective Setting

1.4.1 Taking cognisance of the transport problems identified and the wider policy context, nine Transport Planning Objectives (TPOs) were set for the study as follows:

- TPO 1: Provide a designated HGV route to and from ASH which is more efficient than alternative routes to help minimise inappropriate routing, environmental and nuisance impacts
- TPO 2: Contribute to the wider development of Altens through minimising the impacts of harbour traffic on Hareness Road
- TPO 3: Maximise the landside opportunities for harbour related economic activity
- TPO 4: Minimise travel times by road between ASH and the AWPR / Charleston junction and King George VI Bridge
- TPO 5: Provide an access route to / from ASH for all abnormal loads which avoids residential areas

- TPO 6: Provide connections to / from ASH which help to tackle any perceptions of poor quality access to and from the harbour
 - TPO 7: Provide appropriate public transport connections to / from ASH reflecting the type of activity at the harbour
 - TPO 8: Provide appropriate active travel connections to / from ASH reflecting the type of activity at the harbour
 - TPO 9: Improve the resilience of transport connections to and from ASH
- 1.4.2 The TPOs form the basis for appraisal of the options at STAG Part 1 Appraisal (and subsequently, with refinement, during the more detailed STAG Part 2 Appraisal).

1.5 Option Generation, Sifting and Development

- 1.5.1 The purpose of option generation, sifting and development is to derive a range of options designed to meet the TPOs and alleviate the problems / address the opportunities identified.
- 1.5.2 At the Pre-Appraisal Stage, in line with STAG, an initial long-list of options was developed covering all modes of transport. A high-level assessment of the benefits, dis-benefits, and potential deliverability of each option was then undertaken. Based upon the outcomes of this, it was determined that several of the options should not be progressed to the next appraisal stage as they were unlikely to provide sufficient benefits. This included some options which while they were rejected in isolation were, following a process of option packaging, taken forward as part of a package of measures. Based upon the high-level appraisal and option packaging exercise, at the end of the Pre-Appraisal Stage, it was recommended that 18 options be taken forward to STAG Part 1.
- 1.5.3 Following the completion of the Pre-Appraisal study, a further process of option sifting and development was undertaken. This was chiefly aimed at clarifying the details of each option and identifying where areas of complementarity between options enabled the number of options to be reduced further. Following this high-level deliverability review, a final list of eleven options was produced which were taken forward for assessment at Part 1 Appraisal stage. The eleven options are summarised in the table below. Maps showing the potential indicative routes (where relevant) are included in the subsequent figures.

Table 1:1: Option List

Option Ref	Option Title
Road Options	
A1	Provide a new road connection from Greenwell / Greenbank Road across the former Ness Landfill site to the existing railway bridge on Coast Road
A2	Provide a new road connection from Greenwell Road / Greenbank Road via St Fitticks Community Park to Coast Road with a new underbridge under the railway line
A3	Provide a new road connection from Greenwell Road / Greenbank Road via the former Ness Landfill site and a new bridge over the railway
A4	Improve the existing route via Hareness Road through the provision of a new bridge over the railway on Coast Road and capacity improvements
A5	Provide a new road connection between Coast Road and Souter Head Road and a new bridge over the railway on Coast Road.
A6	Provide a new road connection to the south of Souter Head Road, a new bridge over the railway on Coast Road and capacity improvements.
Public Transport Options	
B1	Extend / enhance existing bus services between ASH and Aberdeen City Centre
B2	Provide a new bus service between ASH and Aberdeen City Centre for cruise tourists
Active Travel Options	
C1	Enhance active travel routes between ASH and Aberdeen City Centre
C2	Provide a cycle hub at ASH for use by cruise tourists
C3	Provide a dedicated cycle route from Coast Road through Tullos Hill to the A956 and onward to the Deeside Way

Option A1: Provide a new road connection from Greenwell / Greenbank Road across the former Ness Landfill site to the existing railway bridge on Coast Road

This option involves providing a new road link from either Greenwell Road (route a) or Greenbank Road (route b) across the former Ness Landfill site to the existing railway bridge on Coast Road. Complementary measures may include:

- Upgrading the bridge parapets and installation of vehicle restraint barriers at the existing railway bridge on Coast Road to improve safety
- Signalising the Greenwell Road / Wellington Road junction (route a only)
- Surface upgrades, drainage works and footway improvements on Greenwell Road / Greenbank Road
- Potential parking restrictions / enforcement on Greenwell Road / Greenbank Road
- Potential widening of the northern section of Coast Road between the existing railway bridge and the main ASH access
- Capacity improvements on Wellington Road



Figure 1:1: Option A1 Summary

Option A2: Provide a new road connection from Greenwell Road / Greenbank Road via St Fitticks Community Park to Coast Road with a new underbridge under the railway line

This option involves providing a new road link from either Greenwell Road (route a) or Greenbank Road (route b) across St Fitticks Community Park to the new Coast Road / St Fitticks Road junction incorporating a new underbridge beneath the railway. Complementary measures may include:

- Signalising the Greenwell Road / Wellington Road junction (route a only)
- Surface upgrades, drainage works and footway improvements on Greenwell Road / Greenbank Road
- Potential parking restrictions / enforcement on Greenwell Road / Greenbank Road
- Potential widening of the northern section of Coast Road between the existing railway bridge and the main ASH access
- Capacity improvements on Wellington Road



Figure 1:2: Option A2 Summary

Option A3: Provide a new road connection from Greenwell Road / Greenbank Road via the former Ness Landfill site and a new bridge over the railway

This option involves providing a new road link from either Greenwell Road (route a) or Greenbank Road (route b) across the former Ness Landfill site and a new bridge across the railway to Coast Road. Complementary measures may include:

- Signalling the Greenwell Road / Wellington Road junction (route a only)
- Surface upgrades, drainage works and footway improvements on Greenwell Road / Greenbank Road
- Potential introduction / enforcement of parking restrictions on Greenwell Road / Greenbank Road
- Potential widening of the northern section of Coast Road between the new bridge and the main ASH access
- Capacity improvements on Wellington Road



Figure 1:3: Option A3 Summary

Option A4: Improve the existing route via Hareness Road through the provision of a new bridge over the railway on Coast Road and capacity improvements.

This option aims to improve the route between ASH and the AWPR via Hareness Road and would involve the delivery of a new railway bridge on Coast Road, widening of Coast Road, and a set of measures designed to improve capacity on the southern section of Wellington Road. The measures to improve capacity may include full signalisation of both Hareness Road and Souter Head Road Roundabouts and increasing the flare length on various approaches. Potential widening of the northern section of Coast Road between the new bridge and the main ASH access could also be explored as a complimentary measure.

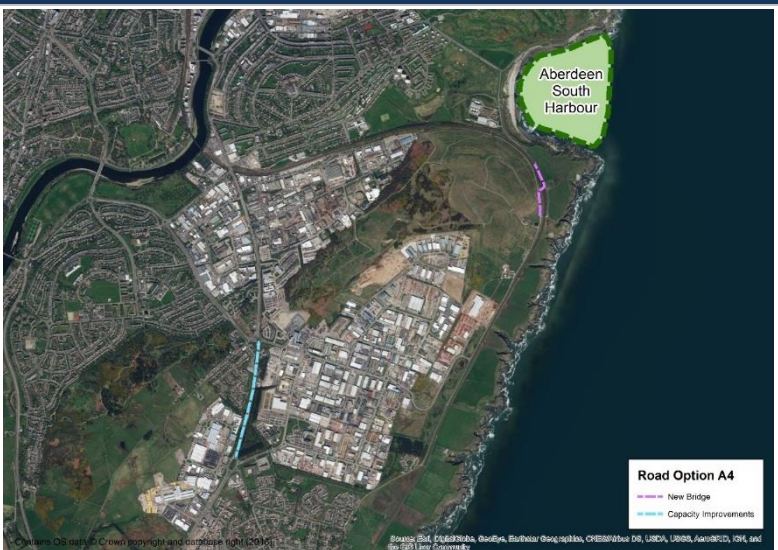


Figure 1:4: Option A4 Summary

Option A5: Provide a new road connection between Coast Road and Souter Head Road and a new bridge over the railway on Coast Road.

This option would provide a new road connection between Coast Road and Souter Head Road, a new bridge over the railway on Coast Road, and capacity improvements. Complementary measures may include:

- Re-aligning Coast Road and providing a priority T-junction between Coast Road and Souter Head Road so that Souter Head Road becomes the primary route
- Widening Coast Road between Hareness Road and Souter Head Road
- Works to improve the road surface and drainage on Souter Head Road
- Potential introduction of parking restrictions on the eastern extent of Souter Head Road
- Improvements at Souter Head Roundabout



Figure 1:5: Option A5 Summary

Option A6: Provide a new road connection to the south of Souter Head Road, a new bridge over the railway on Coast Road and capacity improvements.

This option involves providing a new road link along the existing Core Path to the south of Souter Head Road. The option could involve: a new road link, a priority junction at the eastern extent, a roundabout at the western extent, and widening of Coast Road.

Complementary measures may include:

- Re-aligning Coast Road and providing a priority T-junction between Coast Road and the new road connection so the new road becomes the primary route
- Potential widening of Coast Road
- Improvements at Souter Head Roundabout

The route would include a dedicated active travel corridor.

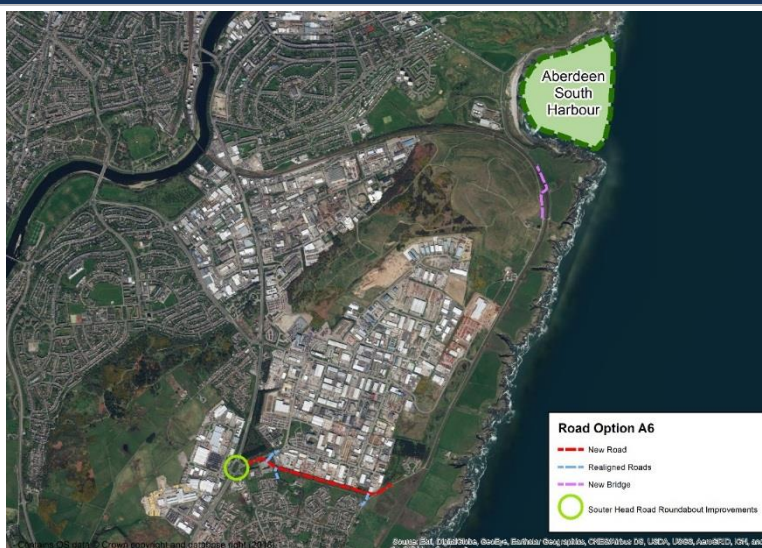


Figure 1:6: Option A6 Summary

Option B1: Extend / enhance existing bus services between ASH and Aberdeen City Centre

This option involves extending the following services so that they serve the ASH site:

- First Aberdeen Bus Service 12 between Torry and Heathryfold via Union Square
- First Aberdeen Service 20 between Balnagask and Dubford
- Stagecoach Service 59 between Balnagask and Northfield (Aberdeen Royal Infirmary) via Union Street

For the purpose of the appraisal it is assumed that:

- Extended services will operate at the same frequency as the current service
- The route would utilise existing bus stops / corridors and the new turning circle at ASH and therefore, in terms of additional infrastructure, would only require an additional bus stop at ASH.



Figure 1:7: Option B1 Summary

Option B2: Provide a new bus service between ASH and Aberdeen City Centre for cruise tourists

This option involves providing a new bus service between ASH and Aberdeen City Centre primarily for cruise tourists. For the purpose of the appraisal it is assumed that:

- the service will route between the turning circle at ASH and Aberdeen City Centre via St Fitticks Road, Victoria Road, Market Street and Guild Street.
- the service will run hourly between 0700 and 1900 and would operate only during the cruise season (assumed to be an approximate 7-month period between March / April – September / October)
- The route would utilise existing bus stops / corridors and the new turning circle at ASH and therefore, in terms of additional infrastructure, would only require an additional bus stop at ASH.



Figure 1:8: Option B2 Summary

Option C1: Enhance active travel routes between ASH and Aberdeen City Centre

This option involves providing an active travel route between ASH and Aberdeen City Centre which uses a combination of off-road infrastructure, segregated infrastructure and quiet streets. The off-road section would route through St Fitticks Community Park to Kirkhill Place. The route would then follow Kirkhill Road, Fennie Brae, Girdleness Road, Old Church Road, Balnagask Road, Wellington Road, South College Street, Wellington Brae, Prospect Terrace / Devanha Terrace, South Crown Street, Milburn Street and South College Street. South College Street is approximately 200m from Aberdeen Rail Station. However, the section from South College Street to Aberdeen Rail Station is relatively constrained as Guild Street is one way and the footways are relatively narrow with barriers on either side. Further work would therefore be required to determine the feasibility of providing appropriate cycle facilities on this section. The infrastructure improvements required for the route as a whole would include:



- An approximate 1km section of off road cycleway through St Fitticks Community Park
- The upgrade of several pedestrian crossings to Toucan crossings
- Upgrades to the footway on Wellington Road
- Signage to indicate shared use paths at various locations, including Wellington Road and South College Street
- Directional signage

Figure 1:9: Option C1 Summary

Option C2: Provide a cycle hub at ASH for use by Cruise Tourists

This option involves providing a dedicated cycle hub at the ASH. The facility would be primarily aimed at cruise tourists but could also be used by employees at the site. Information on local routes and wider tourist information would also be provided at the site.



Figure 1:10: Option C2 Summary

Option C3: Provide a dedicated active travel route from Coast Road through Tullos Hill to the A956 with onward connections to the Deeside Way

This option involves providing a new off-road shared use path from Coast Road through Tullos Hill. The route would then follow Wellington Road and Craigshaw Drive before linking to the existing cycle route on King George VI Bridge and onward to Duthie Park / Deeside Way. The infrastructure improvements required would include:

- 2.5km of new off road cycle path
- Upgrading existing crossing to a Toucan Crossing on Wellington Road
- Widen section of footway on Wellington Road
- The route would utilise the proposed new cycleway on Craigshaw Drive.



Figure 1:11: Option C3 Summary

1.6 STAG Part 1 Options Appraisal

1.6.1 At the Part 1 Appraisal stage the above options were appraised against the:

- Study TPOs (as defined above);
- STAG criteria (Environment, Economy, Safety, Accessibility & Social Inclusion, and Integration); and
- Implementability criteria (Feasibility, Affordability, and Public Acceptability);

1.6.2 The appraisal was informed by:

- A high-level assessment of the economic benefits provided by each option to inform the appraisal of the options against the economy criterion. In line with Aberdeen City Council's plans to minimise through traffic in Aberdeen City Centre, this assumed the majority of harbour traffic (90% of HGVs and 80% of LGVs) would route via the AWPR Charleston junction, with smaller proportions routing via King George VI Bridge for onward travel to Anderson Drive and the outskirts of Aberdeen City.
- A high-level assessment of the cost of delivering each option to inform the appraisal of the options against the affordability criterion;
- A further stage of stakeholder and public engagement which included:
 - A series of telephone consultations with representatives from the transport industry and the Aberdeen Chamber of Commerce;
 - An online public survey;
 - A meeting with Cove and Altens, Kincorth and Leggart, Nigg, and Torry Community Councils; and
 - Two public drop-in events.

1.6.3 Table 2 provides an overall summary of the appraisal scores for all options against all criteria.

Table 1.2: Appraisal Summary

Op.	TPO1: Provide a designated HGV route	TPO2: Minimise harbour traffic impacts on Hareness Road / Altens	TPO3: Maximise the landside opportunities	TPO4a: Minimise road travel times to AWPR	TPO4b: Minimise road travel times to KGV1 Bridge	TPO5: Provide abnormal load access avoiding residential areas	TPO6: Tackle perceptions of poor quality access	TPO7: Provide appropriate public transport connection	TPO8: Provide appropriate active travel connections	TPO9: Improve resilience of transport connections	Environment	Safety	Economy ¹	Integration	Accessibility and Social Inclusion	Feasibility	Affordability ²	Public Acceptability
A1	x	0	✓✓	xxx	✓✓	0	✓	✓	✓	0	xxx	✓✓	✓	x	x	xx	M	x
A2	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓✓✓	✓	✓	✓✓✓	xxx	✓✓	✓✓✓	xx	x	xx	H	x
A3	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓	✓✓✓	xxx	✓✓	✓✓✓	✓✓	✓	xx	M	✓✓
A4	✓	0	0	✓	✓	✓✓✓	✓✓	0	✓	✓✓	xx	✓✓	✓✓	✓✓	✓	✓	M	0
A5	✓✓	0	0	✓✓✓	xxx	✓✓✓	✓✓✓	0	✓	✓✓	xx	✓✓	✓✓✓	✓✓✓	x	xx	M	xxx
A6	✓✓	0	0	✓✓✓	xxx	✓✓✓	✓✓✓	0	✓	✓✓	xxx	✓✓	✓✓✓	✓✓✓	x	xx	H	xxx
B1	0	✓	0	0	0	0	0	✓✓	0	0	✓	0	✓	✓✓	x	x	L	✓
B2	0	✓	0	0	0	0	0	✓✓	0	0	✓	0	✓	✓✓	✓	0	L	✓
C1	0	0	0	0	0	0	0	0	✓✓	0	✓	✓	✓	✓✓	0	✓	L	✓
C2	0	0	0	0	0	0	0	0	✓	0	✓	x	✓	✓✓	0	✓	L	✓
C3	0	0	0	0	0	0	0	0	✓	0	✓	✓	✓	✓✓	0	✓	L	✓

¹ For the economy criterion, a high-level assessment of the economic benefits provided by each option was completed and impacts were grouped into minor, moderate and major benefits using the following scale: minor benefits: £0 to £5 million; moderate benefits: £5 to £10 million; and major benefits: £10 to £15 million

² For the affordability appraisal, high-level cost estimates were developed for all options and the options were grouped into high, medium and low cost using the following scale: low cost: £0 to £5 million; medium cost: £5 to £10 million; and high cost: £10 to £15 million. It is noted that the cost estimates do not include a range of factors, including: costs associated with land / property acquisition; improvements to downstream drainage infrastructure; statutory approvals / consents; adjustments to public utilities; additional costs associated with restricted working hours; surveys and investigations; design fees; works supervision fees; VAT and allowances for inflation. At this stage in the process, the cost estimates are necessarily high-level and have been developed to provide a broad indication of the potential relative costs between options.

1.6.4 Key points to note from the appraisal include:

- Option A1 is circuitous in connecting ASH to the strategic road network and does not minimise travel times to the AWPR, with the route to the latter longer via Option A1 than the existing HGV route via Hareness Road. As such, there is a risk that HGV traffic travelling between ASH and the AWPR would continue to route via Hareness Road.
- Options A2 and A3 consistently score well against the TPOs. Both options provide a new road link between ASH and the strategic road network as well as opening-up opportunities to maximise landside economic activity in East Tullos.
- Option A4 scores relatively well but would not provide a connection between the harbour and East Tullos. Further assessment would also be required as to the extent to which journey times on the route could be improved and congestion minimised vis-à-vis other routes and therefore the extent to which inappropriate routing could be avoided.
- Options A5 and A6 score highly against the majority of TPOs but do not provide a connection to East Tullos and journey times to King George VI Bridge (as a proxy for travel to the outskirts of Aberdeen) via these routes are longer with the result that there is a risk that some traffic continues to use Hareness Road.
- The options to the north of the study area (Options A1, A2 and A3) would all involve going through the landfill site and further work is required to examine the deliverability of this and potential environmental impacts. In comparison to Options A1 and A3, Option A2 covers a shorter section of the landfill site and it may be possible to avoid the landfill altogether. However, delivery of Option A2 is dependent on there being sufficient clearance beneath the railway to enable the construction of an underbridge which is uncertain. In addition, the option routes around St Fitticks Community Park and would therefore have a potentially greater impact on the local community than Options A1 and A3.
- Options A3, A4, A5 and A6 all involve the delivery of a new bridge over the railway and further investigation is required regarding the deliverability of this given the constraints around the landfill site. Options A5 would result in an increase in traffic on the southern section of Coast Road and necessitate the removal of a number of existing trees. The option may therefore lead to visual amenity, noise and vibration impacts for residents of Burnbanks Village. It is noted that there are several listed buildings in Burnbanks Village and several houses which are located in close proximity to Coast Road. There are also potential severance issues for residents of Burnbanks Village as a consequence of reduced access to key services and amenities in Cove. Option A6 could similarly impact Burnbanks Village and could also impact residents in the north of Cove as a result of the removal of the existing tree line between Cove and the industrial estate and the delivery of a new road at this location. Option A6 would also route near to the existing recreational football ground and a number of allotments both of which are key community facilities. Both Options A5 and A6, could also impact local wildlife and would require the re-alignment of existing Core Paths / informal paths.
- The option which involves a new underbridge beneath the railway (A2) and the option which combines a new link in the south of the study area with a new bridge over Coast Road (A6) are the highest cost options. However, these costs provide only broad indications at this stage in the appraisal process.
- The bus options (Option B1 and B2) achieve similar scores, with Option B1 scoring slightly lower on accessibility and social inclusion and feasibility. This is because extending existing services could result in longer journey times for existing passengers and the feasibility of doing so would depend on the level of patronage achievable and/or the availability of suitable funding. The active travel options (Options C1, C2 and C3) achieve similar scores, with Option C1 scoring slightly higher as it provides a connection to the city centre which is a key destination.

- Amongst the road options, based on the responses to the public survey, Option A3 received the highest approval rating with 64% (n=228) of respondents stating that they agreed with this option compared to just 15% (n=55) who disagreed. The most common reasons given for agreeing with Option A3 were: option would have minimal impacts on residential areas, green space and recreational areas; option focuses traffic on existing industrial area and utilises existing infrastructure; and option would create minimal disruption. During the consultation, it was also commented that Option A3 could be extended to include an additional link from the western side of the new bridge around the perimeter of the landfill site to the existing bridge on Coast Road.
- Options A6 and A5 received the lowest approval rating, with 84% (n=297) of respondents to the public survey disagreeing with Option A6 and 73% (n=258) disagreeing with Option A5. The most common reasons for disagreeing with Option A5 were: option passes in close proximity to residential area and would lead to visual amenity, noise, vibration and pollution impacts, particularly for Burnbanks Village; option would result in loss of recreational space / woodland area; option would impact local wildlife due to higher traffic volumes and the removal of the tree line; safety concerns as a result of higher traffic levels on Coast Road; Coast Road is a scenic route and should be avoided; and option would add traffic to the already congested Souter Head Roundabout and Wellington Road. The most common reasons for disagreeing with Option A6 were: option passes in close proximity to residential area and would lead to visual amenity, noise, vibration, and pollution impacts; option would result in a loss of recreational space / woodland area, including the football ground and allotments; safety concerns as a result of higher traffic levels on Coast Road and the new link; Coast Road is a scenic route and should be avoided; and option would add traffic to the already congested Souter Head Roundabout and Wellington Road.
- A slightly higher proportion of respondents to the public survey agreed with Option A4 (39%, n=137) than disagreed (35%, n=125), although the difference was marginal. Reasons for agreeing with Option A4 included: option focuses traffic on existing industrial area and infrastructure; option would have a minimal impact on residential areas, green space, and recreational areas, and option would create minimal disruption. Reasons for disagreeing with Option A4 included: existing traffic levels are already high; option would not be an ideal route for cruise tourists; option is less direct than alternative options; option would lead to additional traffic in Torry; and option utilises Coast Road which is unsuitable.
- Opinions on Options A1 and A2 were similar with just over 40% of respondents in each case (n=153 and 149) disagreeing and 33% agreeing with the option (n=117 and 116). Reasons for agreeing with the Option A1 included: option would have a minimal impact on residential areas and green space; option focuses traffic on existing industrial areas; and option would create minimal disruption. Reasons for disagreeing with Option A1 included: option utilises the existing railway bridge on Coast Road which is unsuitable and will not accommodate additional traffic; option is circuitous as it involves travelling south and then north; option would have a negative impact on Tullos Hill / lead to the loss of recreational space; option uses Coast Road which is unsuitable; option would result in additional traffic on Wellington Road which is already congested; and other options (i.e. Options A2 and A3) would provide more benefits. Reasons for agreeing with Option A2 included: option is most direct route; option focuses traffic on existing industrial areas; and option avoids Coast Road and residential areas. Reasons for disagreeing with Option A2 included: option would have a negative impact on St Fitticks Community Park / lead the loss of recreational space; option would lead to additional traffic in Torry; and option is high cost compared to alternative options which provide more benefits.
- The majority of respondents to the public survey agreed with the bus options (Option B1 and B2), with a slightly higher proportion (54%, n=192) agreeing with Option B2 (provide a new bus service for cruise tourists) compared to B1 (enhance existing services). Amongst the active travel options, Option C1 was the most popular with 57% (n=204) agreeing with this option. This was followed by Option C3 (51%, N=182) and Option C2 (41%, n=145).

Option Selection / Rejection

- 1.6.5 Following the Part 1 Appraisal, an option selection / rejection process was completed and it was determined that several options should not be taken forward to Part 2 Appraisal. Table 3 and Table 4 below provides an overview of which options it is recommended should be rejected and which it is recommended should be progressed respectively and the rationale for the decision in each case.

Table 1:3: Rejected Options

ID	Option Description	Select or Reject	Rationale
Road Options			
A1	Provide a new road connection from Greenwell / Greenbank Road across the former Ness Landfill site to the existing railway bridge on Coast Road	Reject	The route between ASH and the AWPR Charleston junction via this route would be longer than all existing routes. While the option provides a route between ASH and George VI Bridge which is shorter than the existing HGV route via Hareness Road, the option route is relatively circuitous and is significantly longer than the other options assessed. There is therefore a risk that the option route would not be utilised, particularly by traffic travelling between ASH and the AWPR, which would likely continue to use Hareness Road and therefore add to congestion in this area. The option also relies on the existing railway bridge and therefore would not improve access for abnormal loads; would have a limited impact on the perception of poor access; and would not enhance transport resilience. In terms of public acceptability, 40% of respondents to the public survey disagreed with the option compared to 33% who agreed. Amongst those who disagreed with the route, several raised the issues outlined above, including the circuitous nature of the route and the reliance on the existing railway bridge.
A6	Provide a new road connection to the south of Souter Head Road, a new bridge over the railway on Coast Road and capacity improvements.	Reject	This option would provide similar benefits and have similar impacts to Option A5. In addition to the wider impacts noted under Option A5, the option would also affect residential properties towards the north of Cove; would result in the removal of the existing tree line between Altens and the residential area of Cove; would route near several community assets, including a recreational sports ground and nearby allotments; and may result in severance issues if the implementation of the option results in the removal of the north-south walking routes between Cove and the industrial estate. The option would also result in an increase in traffic on both the southern section of Coast Road and the new link between Cove and the industrial estate and could therefore result in visual amenity, noise and vibration, and severance impacts for residential properties across several locations. In terms of public acceptability, the route received the lowest overall approval rating, with 84% (n=297) of respondents to the public survey disagreeing with the option.

ID	Option Description	Select or Reject	Rationale
Active Travel Options			
C2	Provide a cycle hub at ASH for use by cruise tourists	Reject	While delivering a cycle hub would enhance opportunities for leisure cycling, including amongst cruise tourists, it would likely have a more limited impact on improving access to the harbour given the relatively low number of employees based at the site. The potential for the delivery of a city-wide cycle hire scheme is being explored as part of a separate work stream. It is therefore recommended that this option not be progressed within the context of this study and its progress and outcomes monitored.

Table 1:4: Options Recommended to be taken forward to Part 2 Appraisal Stage

ID	Option Description	Select or Reject	Rationale
Road Options			
A2	Provide a new road connection from Greenwell Road / Greenbank Road via St Fitticks Community Park to Coast Road with a new underbridge under the railway line	Select	This option contributes positively to all of the TPOs. It provides a route to both the AWPR Charleston Junction and King George VI Bridge which is shorter than Hareness Road and which HGV traffic is therefore likely to use. The option also provides a connection between ASH and East Tullos, helping to maximise the landside opportunities associated with the harbour, and provides positive impacts in terms of perception and resilience through the provision of a new means of crossing the railway. However, the option is high cost and there are several potential issues in terms of deliverability, including whether there is sufficient clearance under the railway line to deliver the route and the extent to which the route can avoid the landfill site and any associated environmental impacts. The option also passes around St Fitticks Community Park which is a key facility, particularly for the local Torry community. In terms of public acceptability, 40% of respondents to the public survey disagreed and 33% agreed with the option, with a large proportion of those disagreeing noting the potential negative impact on St Fitticks Community Park / recreational space. Other comments also included the potential for higher traffic in Torry and the high cost of the option compared to the other options. Overall, while it is recognised that there is potential for negative impacts, further more detailed work is required to understand possible alignments and potential mitigation strategies, and therefore the potential extent of these impacts. This work would also need to examine the potential deliverability of the new underbridge given the constraints around the landfill site and whether there is sufficient clearance beneath the railway.
A3	Provide a new road connection from Greenwell	Select	This option contributes positively to all of the TPOs and provides much of the same benefits as Option A2 as noted above. In contrast to Option A2, the route does not have

ID	Option Description	Select or Reject	Rationale
	Road / Greenbank Road via the former Ness Landfill site and a new bridge over the railway		the same constraints with regard to clearance above the railway and therefore may have more potential of providing a route for abnormal loads. In addition, unlike Option A2, A3 does not pass around St Fitticks Community Park and would therefore have less impact on the local community. However, Option A3 passes through a larger section of the former Ness Landfill Site which may impact the deliverability of the route and could potentially lead to additional costs due to the risks associated with building on the landfill. In terms of public acceptability, the option received the highest approval rating with 64% (n=228) of respondents stating that they agreed with this option compared to 15% (n=55) who disagreed. During the consultation, it was also commented that Option A3 could be extended to include an additional link from the western side of the new bridge around the perimeter of the landfill site to the existing bridge on Coast Road. However, this would involve passing through a larger section of the landfill site. Overall, further more detailed assessment of the potential to deliver Option A3 given the constraints around the landfill site is required. The potential of including the extension to the existing bridge and the benefits this would provide will also be explored as a variant of Option A3 (Option A3 - Variant 1) at the next appraisal stage.
A4	Improve the existing route via Hareness Road through the provision of a new bridge over the railway on Coast Road and capacity improvements.	Select	This option contributes positively to the majority of the TPOs. The provision of a new bridge crossing on Coast Road combined with capacity improvements on Wellington Road would assist in improving journey times via Hareness Road. In addition, the new bridge crossing would enhance the perception of access to the harbour, improve transport resilience, and potentially enable the transport of abnormal loads. The option would not, however, improve access to East Tullos or minimise the impact of traffic in Altens and, as with Options A2 and A3, there are potential deliverability issues with regards to providing a new bridge on Coast Road. In terms of public acceptability, the proportion agreeing with the option (39%) was marginally higher than those who disagreed (35%), with those disagreeing raising concerns around traffic levels, the relative indirectness of the option, and the suitability of the route for cruise tourists. It is recommended that further more detailed assessment be undertaken to assess the potential benefits and dis-benefits of the option, particularly regard to potential traffic impacts. As with Options A2 and A3, further more detailed assessment of the potential to deliver the route given the constraints around the landfill site is also required.
A5	Provide a new road connection between Coast Road and Souter Head Road and a new bridge over	Select	This option contributes positively to the majority of the TPOs. The option would provide a shorter route to the AWPR Charleston junction (to which the majority of harbour traffic is assumed to be travelling) than the existing route via Hareness Road. In addition, through the provision of a new bridge over the railway there would be

ID	Option Description	Select or Reject	Rationale
	the railway on Coast Road.		improvements in transport resilience and the perception of access. The option could also potentially provide a route for abnormal loads although this would be subject to achieving the required alignment. However, the route to King George VI Bridge via this route would be slower than Hareness Road. There is therefore a risk that traffic travelling between the harbour and King George VI Bridge would continue to use the existing route via Hareness Road. In addition, in contrast to Options A1, A2 and A3, Option A5 does not enhance access to East Tullos and therefore the option would not help maximise the landside opportunities associated with the harbour. The option would also result in a range of environmental impacts, including: potential visual amenity, noise and vibration, and severance impacts for local residents and impacts on local wildlife. The option did not score well in terms of public acceptability, with a high proportion (75%) of those responding to the public survey stating that they disagreed with the option and high numbers noting the potential impact on Burnbanks Village, recreational space / local wildlife and safety concerns. As with Option A4, the route would also require the delivery of a new bridge on Coast Road, the deliverability and environmental impact of which are uncertain given the constraints around the landfill site. Overall, while it is recognised that there is potential for negative impacts, further more detailed work is required to understand possible alignments and potential mitigation strategies which could be employed and therefore the potential extent of these impacts. This work would also need to examine the potential deliverability of the new bridge on Coast Road given the constraints around the landfill site.
Public Transport Options			
B1	Extend / enhance existing bus services between ASH and Aberdeen City Centre	Select	This option would enhance public transport access between Aberdeen City Centre and ASH through the extension of existing services. This option is broadly feasible. However, any extension would incur additional costs and would therefore depend on the level of patronage achievable and/or the level of funding available. Given the low number of employees based at the site, extending the services at the same level of frequency as the current services is unlikely to be financially sustainable. It is recommended that the principal of this option be saved and the feasibility of providing the option further explored during the next appraisal stage.
B2	Provide a new bus service between ASH and Aberdeen City Centre for cruise tourists	Select	This option would enhance public transport access between Aberdeen City Centre and ASH through the provision of a dedicated service which would run during the cruise season. As with Option B1, this option is broadly feasible but will depend on the level of patronage achievable and/or the level of funding available. ACC will be undertaking further work examining access to the

ID	Option Description	Select or Reject	Rationale
			harbour for cruise tourists as part of the ASH Transport Action Plan. It is therefore recommended that this option be saved and the feasibility of providing the option further explored alongside the Transport Action Plan work during the next appraisal stage.
Active Travel Options			
C1	Enhance active travel routes between ASH and Aberdeen City Centre	Select	This option provides an active travel route between ASH and Aberdeen City Centre which uses a combination of off-road infrastructure, segregated infrastructure, and quiet streets. The option avoids some of the heavier trafficked routes between the harbour and the city centre. However, it is relatively indirect and may be unlikely to be well used, particularly by experienced cyclists. ACC will be undertaking further work to examine active travel connections to and from ASH as part of Civitas Portis. It is therefore recommended that the principal of enhancing active travel routes between ASH and Aberdeen City Centre be taken forward to the next appraisal stage and this option and other potential routes be explored alongside the Civitas Portis work during the next appraisal stage.
C3	Provide a dedicated active travel route from Coast Road through Tullos Hill to the A956 with onward connections to the Deeside Way	Select	This option would enhance active travel connections between ASH and the west and south of the city. The route could also be used as a leisure route, including, potentially, by cruise tourist who are not taking formal trips. It is recommended that this option be saved and further explored during the next appraisal stage.

1.7 Options Recommended for Further Assessment

- 1.7.1 Table 5 summarises the final list of road, public transport, and active travel options which it is recommended should be taken forward to Part 2 Appraisal Stage. For ease of reference the options are shown diagrammatically in the figures below. It is noted that the routes shown are **indicative only**.

Table 5: Options Recommended to be taken forward to Part 2 Appraisal Stage

Category	Option ID	Option Description
Road	A2	Provide a new road connection from Greenwell Road / Greenbank Road via St Fitticks Community Park to Coast Road with a new underbridge under the railway line
	A3	Provide a new road connection from Greenwell Road / Greenbank Road via the former Ness Landfill site and a new bridge over the railway. A variant of Option A3 (Option A3 – Variant 1) which includes an additional link from the western side of the new bridge

		around the perimeter of the landfill site to the existing bridge on Coast Road will also be explored at the next appraisal stage.
	A4	Improve the existing route via Hareness Road through the provision of a new bridge over the railway on Coast Road and capacity improvements
	A5	Provide a new road connection between Coast Road and Souther Head Road and a new bridge over the railway on Coast Road.
Public Transport	Option B1	Extend / enhance existing bus services between ASH and Aberdeen City Centre
	Option B2	Provide a new bus service between ASH and Aberdeen City Centre for cruise passengers
Active Travel	Option C1	Enhance active travel routes between Nigg Bay and Aberdeen City Centre
	Option C3	Provide a dedicated active travel route from Coast Road through Tullos Hill to the A956 with onward connections to the Deeside Way



Figure 1:12: Road Options Recommended to be taken forward to Part 2 Appraisal Stage



Figure 1:13: Bus Options Recommended to be taken forward to Part 2 Appraisal Stage



Figure 1:14: Active Travel Options Recommended to be taken forward to Part 2 Appraisal Stage

Next Steps

- 1.7.2 This report presents a summary of the Pre- and Part 1 STAG Appraisal of options for improving external transportation connections to the ASH at Nigg Bay, Aberdeen. Eleven options have been appraised against the STAG Part 1 Criteria with seven options being recommended to be progressed to STAG Part 2 Appraisal. The STAG Part 2 Appraisal is a more detailed appraisal of the options emerging from the Part 1 and includes a detailed assessment of each option's performance against the:
- TPOs;
 - STAG criteria;
 - Cost to Government; and
 - Risk and Uncertainty.
- 1.7.3 As with the Part 1 Appraisal Stage, engagement with both the public and key stakeholders will form a key part of the STAG Part 2 Appraisal.
- 1.7.4 The STAG Part 2 Appraisal will also recognise (and take account of where appropriate) the on-going relevant work:
- AWPR (anticipated to be fully opened by autumn 2018);
 - Wellington Road Multi Modal Corridor Study (STAG Pre-Appraisal and Part 1 completed and Part 2 Appraisal underway);
 - Aberdeen City Region Deal Strategic Transport Appraisal Pre-Appraisal Report (2018);
 - Aberdeen Roads Hierarchy (currently in development);
 - Aberdeen Sustainable Urban Mobility Plan (SUMP) (currently in development);
 - City Centre Masterplan (phased programme);
 - CIVITAS Portis EU-funded transport projects (2016-2020);
 - A90(S) Park and Ride, Portlethen (no programmed date);
 - South College Street improvements (design review underway);
 - Craigshaw Drive cycle route (detailed design underway);
 - Aberdeen South Harbour – Transport Action Plan (management of future travel demands including the impact of cruise ship arrivals) (2018);
 - Future residential and industrial development to the south of the city and associated road improvements;
 - Any future changes to public transport provision; and
 - Any future rail improvement works.

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ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 November 2018
REPORT TITLE	Training and Employability Support Services
REPORT NUMBER	PLA/18/257
DIRECTOR	N/A
CHIEF OFFICER	Richard Sweetnam
REPORT AUTHOR	Angela Taylor
TERMS OF REFERENCE	2.2 determine the Council's strategies for city growth and place planning except in relation to major infrastructural planning; and 2.3 consider reports on key actions by the Council towards the delivery of the Regional Strategy and the Inward Investment Plan.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform Committee of the findings of an investigation into the feasibility of running regular neighbourhood career and employability support sessions in the regeneration areas as part of the ESF-funded project and to encourage project participation through enhanced communications.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Note the findings of the feasibility study and Seaton pilot project, and instruct the Chief Officer, City Growth, to continue to work with partners to develop employability sessions in the city's other regeneration areas; and
- 2.2 Note the project communications plan (Appendix 1) and instruct the Chief Officer, City Growth, to work with the Communication and Marketing Manager to further develop with partners and roll-out the activity detailed.

3. BACKGROUND

- 3.1 Aberdeen City Council secured European Structural Fund (ESF) monies to deliver the Progress Through Positive Partnerships employability project, which was approved by the Communities, Housing and Infrastructure Committee in August 2016. As part of this project, a series of neighbourhood audits designed

to identify the needs of local people in the regeneration areas of Middlefield, Woodside, Tillydrone, Torry and Seaton, was carried out.

- 3.2 These audits identified a lack of knowledge and signposting about available services in the regeneration areas and the associated area reports identified, amongst other things:
 - Need for greater promotion of available support and benefits;
 - Need for partner organisations to link up and have a presence in the localities to increase knowledge of and access to services.
- 3.3 At its meeting on 29 June 2018, members of the City Growth and Resources Committee instructed officers to investigate the feasibility of running neighbourhood career and employability support sessions in the regeneration areas, as part of the Progress Through Positive Partnerships project, funded by the European Social Fund.
- 3.4 Officers carried out a consultation amongst training and other support providers, including members of the Aberdeen Employability Training Providers Forum, to establish whether or not there was an appetite for this type of activity, whether they would wish to be involved in it, and if they would be willing to contribute to any costs of running the sessions. They were also asked if they would wish to play a part in a joint communications strategy to more broadly promote the services available across the city, and to contribute to any associated costs.
- 3.5 The response to the neighbourhood sessions was largely positive, with the majority of respondents being keen to have some form of involvement, though few felt they were in a position to contribute towards costs. Some, however, indicated a willingness to contribute staff time and materials.
- 3.6 The response to the joint communications strategy was also largely positive, but again few were willing to contribute to costs but were happy to support the activity and share messages via their own websites, social media feeds and broader communication channels. A communications plan has been developed to increase promotion of support services and opportunities, which will be shared and developed with partners to encourage a collaborative approach to marketing.
- 3.7 City Growth officers worked with the Seaton Community Development team to develop a pilot project under the Progress Through Positive Partnerships banner which, if successful, could be rolled out to other regeneration areas.
- 3.8 A programme taking in various aspects of employability was drawn up, and partners from the public, private and third sectors invited to deliver workshop sessions and/or attend drop-in sessions to promote their services in a local one-stop shop format. As well as the organisations listed below, a number, including DWP, Job Centre Plus and the Council's Financial Inclusion Team, chose to attend the drop-in sessions to promote their services to Seaton residents. Other organisations which could not attend, sent promotional materials for distribution to session attendees.

3.9 The programme is detailed in the table below.

Week	Worskhop Topic	Provider
1	Launch, introduction to the ESF project and overview of upcoming sessions	Aberdeen City Council and Pathways
2	Confidence Building	Pathways
3	Introduction to Skills Development Scotland	Skills Development Scotland
4	Opportunities for all – youth focused	Aberdeen City Council
5	Overcoming Barriers to Employment	Aberdeen Foyer
6	CV Skills	Aberdeen City Council
7	Interview Skills	NHS Grampian
8	My World of Work	Skills Development Scotland
9	Self-employment / Business Start-ups	Elevator

The pilot launched on 5 October and will be approaching its conclusion by the time the Committee meets. A verbal update will be provided.

4. FINANCIAL IMPLICATIONS

4.1 The implementation of elements of activity detailed in the communications plan have associated costs as detailed in the document. These costs will be met from the existing project budget.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Customer	The recommendations made in the Neighbourhood Audit reports brought forward new ways to engage with and support customers on their doorsteps and digitally. These will not be realised if the recommendation is not pursued. The potential	L	A Progress Through Positive Partnerships communications plan has been drafted to support the work of the project and will be updated to find new ways of spreading information about services available to the public.

	Risk	Low (L), Medium (M), High (H)	Mitigation
	benefits of making people more aware of the support they are entitled to may not be realised without awareness raising campaigns and a presence in communities.		
Reputational	Failure to follow-through on the success of the Seaton pilot may carry some reputational risk to Aberdeen City Council, as it may be seen to be aware of the difficulties facing people, but doing little to support them back into work. This could damage some of the positive work done and relationships built via the development of the Local Outcome Improvement Plan and Community Planning Partnership, as well as among residents in the communities and via the media.	M	A Progress Through Positive Partnerships communications plan has been drafted to support the work of the project and will be updated to find new ways of spreading information about services available to the public.
Financial	There is a risk that the project overspends against the available budget.	L	Close monitoring of spending commitments against the project budget.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	<p>Inclusive Economic Growth - We will ensure there is access for all employers to qualified labour.</p> <p>We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy.</p> <p>By providing improved access to support services, training and job seeking skills, people living in our communities will be in a stronger position to find and sustain employment, improving their lifestyles and reducing reliance on the state.</p>

Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	<p>Closer working with partners and the strengthening of existing relationships would support the further development of a strategic employability pipeline in Aberdeen, while encouraging cross-referrals resulting in greater support for those citizens in need of it and reducing duplication of effort.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The recommendations arising from this report do not require that a full Equality and Human Rights Impact Assessment is completed.
Data Protection Impact Assessment	Not required.
Duty of Due Regard / Fairer Scotland Duty	This report meets the Fairer Scotland Duty.

9. BACKGROUND PAPERS

1. Report PLA/18/034 Neighbourhood Audits of Regeneration Areas
2. Skills Audit Report on Regeneration Areas in Aberdeen City
3. Middlefield Neighbourhood Audit
4. Woodside Neighbourhood Audit
5. Tillydrone Neighbourhood Audit
6. Torry Neighbourhood Audit

7. Seaton Neighbourhood Audit
8. Report CHI/16/154 European Social Fund – Employability Pipeline

10. APPENDICES

1. Progress Through Positive Partnerships Communications Plan.

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Progress Through Positive Partnerships: Communications Plan

October 2018

Progress Through Positive Partnerships: Communications Plan

Overview:

Progress Through Positive Partnerships is designed to provide support and tailored assistance to develop employment and vocational skills for city residents. Part-funded by the European Structural Fund (ESF), Aberdeen City Council is working in partnership with a range of training and development organisations to provide increased employability services and positive outcomes across the city.

The project is designed to improve the co-ordination of service provision and ensure that those in need of it receive local support tailored specifically to address their individual needs.

The project primarily targets the regeneration areas of Middlefield, Woodside, Tillydrone, Seaton and Torry, where increased levels of support will be offered, providing additional opportunities to help participants to move closer to the labour market by enabling them to develop relevant skills based on their individual needs and abilities.

Following neighbourhood audits of those regeneration areas, reported to the City Growth and Resources Committee in June 2018, a communications plan for the next phase of the project has been devised. A particular focus is on the requirement to supplement digital communications with additional methods to maximise engagement and ensure potential service users have access to support and opportunities.

Objectives:

- Build awareness of support and tailored assistance for target groups;
- Increase training and employability participation;
- Support the wider objectives of the Progress Through Positive Partnerships project;

Key messages:

- Aberdeen City Council is committed to supporting residents to develop skills base on their individual needs through the Progress Through Positive Partnerships project;
- The project is providing bespoke support and training to develop employability and vocational skills;
- Finding the best route to employment, training, education or volunteering is at the heart of the approach;
- Partnership working is vital to the project, with the Council working alongside a range of partners with the shared aim of improving outcomes;
- The project is part-funded by the European Structural Fund.

Target audiences:

- Aberdeen residents (primarily in the regeneration areas of Middlefield, Woodside, Tillydrone, Seaton and Torry);
- Residents in target groups, including: unemployed; those in low-paid employment; clients in recovery; women returners; care leavers; those for whom English is not their first language; ethnic minorities; people facing other disadvantages, including those with long term health issues, disabilities, alcohol or drug misuse issues; ex-offenders; and care leavers; workers seeking additional hours or more stable employment.
- Local and national stakeholders, including public sector and third sector partners / training providers and support organisations;
- Aberdeen business community and business organisations;
- Local and regional media.

Interdependencies:

- Support from external providers: Tullos Training; SHMU; Aberdeen Foyer; Realise; Pathways Services; Adventure Aberdeen; Early Years Service; Adult Learning;
- Support from Aberdeen City Council functions/clusters: Environmental; Libraries; HR; Housing; Financial Inclusion Team.
- Support from external organisations: Triple As; Momentum; Apex; Aberdeen Cyrenians; Aberdeen Drugs and Alcohol Partnership; Venture Trust; CAB; ACVO; Cash in Your Pocket; Instant Neighbour; Money Advice Service.

Channels:

- Digital marketing: ACC social media channels; ACC website/online newsroom; Email newsletters;
- Non-digital marketing: Posters (ACC and partners sites); Leaflets; Radio advertising;
- Media: Regular media releases and opportunities with the support of print, broadcast and online media;
- Engagement: Career and employability support sessions;
- Partner channels: Digital (social media, web content) and non-digital (including community newsletters, broadcast output).

Related costs:

- Awareness campaign posters and leaflets - £300
- Awareness campaign media advertising (radio, press and social media) - £5,000

Progress Through Positive Partnerships: Communications overview

2018: July - December

	July	August	September	October	November	December
Digital marketing						Ongoing activity
Marketing						Planning / preparation
Media						2018 review / 2019 overview
Engagement						N/A
Partner channels						

Progress Through Positive Partnerships: Communications overview

2019: January - June

	January	February	March	April	May	June
Digital marketing	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity
Marketing	Poster/leaflet campaign (1)	Radio advertising		Poster campaign (2)	Press advertising	
Media	Engagement event PR	PTPP case study: client	PTPP case study: employer	Engagement event PR	PTPP case study: training provider	2019 review (six-month)
Engagement	Engagement event (1)		Youth Recruitment event	Engagement event (2)		
Partner channels						

Progress Through Positive Partnerships: Communications overview

2019: July - December

	July	August	September	October	November	December
Digital marketing	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity
Marketing	Poster/leaflet campaign (3)	Television advertising		Poster campaign (4)		
Media	Engagement event PR	PTPP case study: client	PTPP case study: employer	Engagement event PR	PTPP case study: training provider	2019 review
Engagement	Engagement event (3)		Recruitment event	Engagement event (4)		
Partner channels						

ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	27 th November 2018
REPORT TITLE	Extending Employability Provision
REPORT NUMBER	PLA/18/263
DIRECTOR	N/A
CHIEF OFFICER	Richard Sweetnam
REPORT AUTHOR	Matt Lockley
TERMS OF REFERENCE	2.2 determine the Council's strategies for city growth and place planning except in relation to major infrastructural planning; and 2.3 consider reports on key actions by the Council towards the delivery of the Regional Strategy and the Inward Investment Plan.

1. PURPOSE OF REPORT

- 1.1 To inform Committee of the proposed extension to the Progress through Positive Partnerships programme until December 2022.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Note that the Council intends entering into a further European Social Fund grant agreement with the Scottish Government to ensure continued delivery of the Progress through Positive Partnerships programme until December 2022

3. BACKGROUND

- 3.1 Aberdeen City Council has been leading the delivery of the Progress through Positive Partnerships project, aimed at supporting people with multiple and complex needs into positive employment and training participation, since early 2017. The project is part-funded by the European Union through a European Social Fund (ESF) allocation for employability activity to Aberdeen. Each local authority in Scotland has a proportionate allocation of the same fund, depending on population levels. The project and associated resource commitments were approved by Communities, Housing and Infrastructure Committee on 25th August 2016 (CHI/16/154).

- 3.2 The Progress through Positive Partnerships project is currently contracted (for ESF contributions) until the end of December 2018. Aberdeen City Council contributes staff costs (1.4 FTE posts in City Growth are 100% dedicated to the project). The remainder of the project budget is made up of provider partners' funds and a contingency allocation (£150,000) from the City Centre Masterplan budget to meet any specific gaps or mitigate any specialist needs. The delivery model is based on the Scottish Government's employability pipeline. Pathways Services (an Aberdeen-based third sector organisation) provides the initial engagement and keyworker support elements, with a range of other third sector and training providers delivering employability and sector specific training courses and work experience. All of these services have been procured through a framework model.
- 3.3 At the time of writing, 564 people had been referred to the project from a variety of sources, including 284 via the neighbourhood skills audits. Of those, 235 confirmed an interest in the project and 197 were actively engaged. The relatively low number compared to the overall targets are due to the project's late start (in August 2017) following contract negotiation and procurement delays.
- 3.4 158 action plans have been submitted for approval, detailing training and support provision for clients; 91 places on training courses had been allocated; 22 clients had undertaken a variety work experience placements; twelve have achieved qualifications; 56 had secured employment (50 full-time and six part-time, 21 of whom continue to receive keyworker support); and two had started college courses at NESCOL.
- 3.5 Additionally, the project has delivered two jobs fairs, attracting over 2,100 people in total, and a networking event for city-based training and support agencies to knowledge sharing and improve referral routes for clients. These events have been very positively received by participating organisations.
- 3.6 In the spring of 2018, the Scottish Government announced that it would seek notes of interest from local authorities to extend projects until the maximum permitted period, which is the end of December 2022. Aberdeen City Council area has an indicative ESF allocation of £771,546 for the four years from 2019-2022. This would be expected to deliver outcomes as shown below and would require match funding of £1,157,319 (to maintain the 60:40 split required by ESF).
- 3.7 The project extension, if approved by the Scottish Government, would engage 5,790 unemployed people over its duration. It would seek to support a minimum of 1,870 people into employment, with a minimum of 1,300 participants achieving a recognised qualification. The project would also offer aftercare to participants entering employment and work with employers to support at least 750 people to gain in-work qualifications and a similar number to make a positive progression within their employment.
- 3.8 The extension will enable the Progress through Positive Partnerships project to continue to play an important role in the employability ecosystem in the city. It is a significant contributor to the Council and Community Planning Partnership's

Inclusive Growth ambitions and is particularly well-suited to supporting employability activity in localities and the Council's response to the neighbourhood audits, referenced in a previous report to this Committee (PLA/18/034). It is a flexible project that can adapt to changes elsewhere in the employability ecosystem (i.e. Department for Work and Pensions and Scottish Government initiatives) to ensure that it is consistently adding value. The project responds effectively to employer and sector demands and is a strong foundation for work on Regional Economic Strategy priorities such as community benefits and Developing the Young Workforce.

- 3.9 The Council's contribution to the match funding can be provided by extending the staffing commitment to delivery of the project to the end of 2022. This would not require any additional resources – the posts are on the Council's permanent establishment.
- 3.10 Evaluation of the work to date from delivering the PPP programme shows that the funding model (whereby provider partners are required to provide 60% match funding) is a major barrier to engaging a wide range of community-based partners and therefore providing sufficient training and employability support activities. In order to mitigate this and to enable a framework to be procured that is more reflective of client need and economic demands, the project team will continue to support third sector partners to seek alternative sources of funding to support programme delivery.
- 3.11 The project will deliver over £4 million of investment in employability and skills activity over its six-year duration, supporting people with multiple and complex needs, predominantly in the city's priority localities. Over £1.62 million will have been secured in ESF grant and £1.94 million contributed by partners to the project. Aberdeen City Council's total contribution over the duration of the project will be just under £513,000, which is a combination of staff time and the £150,000 allocation from the City Centre Masterplan, and which equates to approximately 13% of the total.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no additional financial implications for the Council in entering into the European Social Fund extension. The existing model of allocating staff resources to support the project delivers the Council's share of match funding and enables the Council to claim 40% of the costs associated with these posts.

5. LEGAL IMPLICATIONS

- 5.1 It is anticipated that the grant agreement will be an extension to the existing one. It can be signed through powers delegated to Chief Officers, following consultation with the Convenor of City Growth and Resources Committee. The content of the grant agreement between the Scottish Government and Aberdeen City Council will be reviewed by the Council's legal team before sign off.

5.2 The extension of European Social Fund to the end of 2022 is guaranteed by the UK Government and is not affected by Brexit negotiations.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The European Social Fund allocation to the UK has been confirmed until the end of the existing funding period (i.e. end December 2022) although this agreement may well be subject to change as Brexit negotiations conclude.	M	If there are changes to the European Social Fund position as a result of Brexit negotiations, the project can be stopped within a six-month window and any participants can be transferred to alternative provision. However, it is likely that the UK Government will underwrite any European Social Fund commitments until the end of December 2022.
Legal	A new procurement exercise would be required to identify and contract with providers to form a framework for delivery of the project beyond December 2018.	M	Previous procurement exercises have resulted in limited take up due to the high match funding requirements. The Council will continue to support partners and provides to apply for and secure additional funds to support project delivery
Employee	No risks identified	NA	None
Customer	If the project is not extended, there is a risk that significant numbers of Aberdeen City residents, particularly those in priority localities, will not have access to such a wide range of employability services.	M	Aberdeen City Council facilitates the Employability Training Providers Forum and is a core partner of the Regional Learning and Skills Partnership. If the project is not extended, work through these groups would seek to mitigate the impact of the project not continuing.
Environment	No risks identified	NA	None
Technology	No risks identified	NA	None
Reputational	No risks identified	NA	None

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	<p>Inclusive Economic Growth - We will ensure there is access for all employers to qualified labour.</p> <p>We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy.</p> <p>By providing improved access to support services, training and job seeking skills, people living in our communities will be in a stronger position to find and sustain employment, improving their lifestyles and reducing reliance on the state.</p>
Prosperous People	<p>The proposal would extend the support offered through the Progress through Positive Partnerships programme until the end of December 2022. The project supports people on their pathway back to employment, giving them life skills such as financial and debt management and health and wellbeing guidance alongside support for employment specific development. This should support the development of more resilient people, families and communities.</p>
Prosperous Place	<p>The project naturally targets people and communities in the city's priority localities, breaking down barriers to employment and training and supporting people to take up the opportunities available to them. It also links to initiatives such as the Council's Community Benefit programme, which delivers social and employability benefits from major council contracts.</p>

Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	<p>Closer working with partners and the strengthening of existing relationships would support the further development of a strategic employability pipeline in Aberdeen, while encouraging cross-referrals resulting in greater support for those citizens in need of it and reducing duplication of effort.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
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Equality & Human Rights Impact Assessment	The recommendations from this report do not require a full Equality and Human Rights Impact Assessment.
Privacy Impact Assessment	The project deals with sensitive and complex personal data relating to individual participants. The project team have worked closely with Information Governance colleagues to ensure compliance with the new GDPR regulations.
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

- PLA/18/034 – *Neighbourhood Audits of Regeneration Areas* – report to City Growth and Resources Committee, 19 June 2018, published
- CHI/17/197 – *Employability One-stop Shop* – report to Communities, Housing and Infrastructure Committee, 29 August 2017, published
- CHI/16/154 – *European Social Fund, Employability Pipeline* – report to Communities, Housing and Infrastructure Committee, 25 August 2016, published

10. APPENDICES (if applicable)

None.

11. REPORT AUTHOR CONTACT DETAILS

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