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To: Councillor Laing, Convener; Councillor John, Vice Convener; and Councillors Cameron, Jackie Dunbar, Duncan, Flynn, Sellar, Wheeler and Yuill.

Town House,
ABERDEEN 5 September 2018

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 13 SEPTEMBER 2018** at **2.00 pm**.

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items of urgent business at this time.

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests

REQUESTS FOR DEPUTATION

4.1 There are no requests for deputation at this time.

MINUTE OF PREVIOUS MEETING

- 5.1 Minute of Previous Meeting of 7 June 2018 (Pages 5 - 14)

COMMITTEE PLANNER

- 6.1 Committee Business Planner (Pages 15 - 22)

NOTICES OF MOTION

- 7.1 There are no Notices of Motion at this time.

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8.1 There are no referrals at this time.

GENERAL BUSINESS

- 9.1 Annual Outcome Improvement Report 2017/18 (Pages 23 - 106)
- 9.2 Bon Accord Care Annual Report (Pages 107 - 128)
- 9.3 Aberdeen Performing Arts Business Plan Annual Report (Pages 129 - 214)
- 9.4 Sport Aberdeen Business Plan Annual Report (Pages 215 - 268)
- 9.5 Aberdeen Sports Village Business Plan Annual Report (Pages 269 - 274)
- 9.6 Sport Aberdeen Contract (Pages 275 - 282)
- 9.7 Young Carers Service (Pages 283 - 292)
- 9.8 Opportunity to Expand In-house Facilities Management Services (Pages 293 - 302)

EXEMPT / CONFIDENTIAL BUSINESS

- 10.1 Opportunity to Expand In-house Facilities Management Services - Exempt Appendix (Pages 303 - 340)

- 10.2 Transition Extreme (Pages 341 - 346)
- 10.3 New Schools Development Programme - 2018 - to follow
- 10.4 Workplans and Business Cases (Pages 347 - 648)

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

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STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 7 June 2018. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Laing, Convener; Councillor John, Vice-Convener; and Councillors Cameron, Duncan, Flynn, McLellan (as a substitute for Councillor Yuill for article 12 only), Nicoll, Sellar, Wheeler and Yuill.

The agenda and reports associated with this minute can be found [here](#)

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.

URGENT BUSINESS

1. There were no items of urgent business.

EXEMPT BUSINESS

2. The Convener proposed that the Committee consider items 10.1 (Demolition of Torry Academy and Kincorth Academy – Exempt Appendix), 10.2 (CareFirst Contract Extension), 10.3 (Extension to Domestic Gas Servicing and Maintenance Contract), 10.4 (Occupational Health Provision) and 10.5 ('Being Digital' Technology Procurement) with the press and public excluded.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of items 10.1, 10.2, 10.3, 10.4 and 10.5 so as to avoid disclosure of exempt information of the classes described in paragraph 8 (article 15), paragraph 8 (article 16) paragraph 8 (article 17) paragraph 9 (article 18) and paragraph 8 (article 19) of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

3. The following declaration was intimated at this stage:
Councillor Yuill declared an interest in item 9.4 (Schoolhill Public Realm Enhancement) 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 for consideration of this item.

REQUESTS FOR DEPUTATION

4. There were no requests for deputation.

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MINUTE OF PREVIOUS MEETING OF 30 APRIL 2018

5. The Committee had before it the minute of its meeting of 30 April 2018 for approval.

The Committee resolved:

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

The Committee resolved:

- (i) to note that item 4 (Procurement workplans) and 7 (ESCo) had been delayed to the next meeting of the Committee on 13 September 2018;
- (ii) to agree to remove item 5 (Development of Models for Civic Leadership and Engagement) and to note that any future proposals would be presented to the appropriate Committee for consideration;
- (iii) to agree to remove item 6 (Construction Charter);
- (iv) to agree to remove items 9 and 10 (Review of Sports Organisations – Long Terms Future Viability and Sport Aberdeen Contract) and to note that both aspects would be reported as part of the report on the best way forward for sport in Aberdeen to be submitted to the Committee at its next meeting as per the Council decision; and
- (v) to otherwise note the content of the business planner.

NOTICES OF MOTION

7. There were no Notices of Motion.

REFERRALS

8. There were no referrals.

CUSTOMER AND CITIZEN ENGAGEMENT - COM/18/013

9. The Committee had before it a report by the Director of Commissioning which provided an overview of current arrangements for engaging and consulting with customers and citizens and made recommendations to further develop this as part of the commissioning approach.

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The report recommended:-

That the Committee –

- (a) note the intention that a key principle of the commissioning approach would be the involvement of our citizens;
- (b) instruct the Director of Commissioning to undertake an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations which:-
 - proposed a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens;
 - identified and spread best practice; and
 - demonstrated how this would inform future commissioning; and
- (c) instruct the Director of Commissioning to take forward a joint review, including Council, civic and partner representatives to explore civic representation and involvement, to address the questions detailed at paragraph 3.4.17 of the report.

The Committee resolved:

to approve the recommendations.

MIDDLEFIELD/NORTHFIELD PLACE-MAKING (3RD REPORT) - RES/18/021

10. With reference to article 8 of the minute of the meeting of the Capital Programme Committee of 23 May 2018, the Committee had before it a report by the Director of Resources which presented commissioning proposals in respect of the project and sought approval for the implementation of the proposed procurement.

The report recommended:-

That the Committee –

- (a) authorise the required procurement exercise(s) for improvements in, and around, Heathryfold Park and Auchmill Wood, up to the value of the grant allocation from Scottish Natural Heritage; and
- (b) approve the required procurement exercise so as to facilitate the preparation of Active Travel plans for the schools within this Locality.

The Committee resolved:-

to approve the recommendations.

TORRY HEATNET PILOT PROJECT (TORRY PHASE 1A) - RES/18/022

11. With reference to article 7 of the minute of the meeting of the Capital Programme Committee of 23 May 2018, the Committee had before it a report by the Director of

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Resources which presented commissioning proposals in respect of the project and sought approval for the implementation of the proposed procurement.

The report recommended:-

that the Committee –

- (a) approve the appointment of Aberdeen Heat and Power to design, build and maintain this installation on behalf of the Council (with an estimated design and build contract value of £606,000, and with an estimated heat supply and maintenance contract value of £61,513 per annum) and delegate authority to the Head of Commercial and Procurement Services to enter into a legal agreement with Aberdeen Heat and Power Company Ltd for this; and
- (b) approve the establishment of an agreement between the Council and Bon Accord Care, so that the Council became the heat supplier to Balnagask House (with an estimated heat supply and maintenance contract value of £14,150 per annum) and delegate authority to the Head of Commercial and Procurement Services to enter into a legal agreement with Bon Accord Care Ltd for this.

The Committee resolved:-

to approve the recommendations.

DECLARATION OF INTEREST

In accordance with article 3 of this minute, Councillor Yuill left the meeting prior to consideration of the following item of business. Councillor McLellan substituted for Councillor Yuill for this item of business only.

SCHOOLHILL PUBLIC REALM ENHANCEMENT - RES/18/033

12. With reference to article 9 of the minute of the meeting of the Capital Programme Committee of 23 May 2018, the Committee had before it a report by the Director of Resources which presented commissioning proposals in respect of the project and sought approval for the implementation of the proposed procurement.

The report recommended:-

That the Committee –

- (a) approve the Business Case and the budget for the proposed works;
- (b) delegate authority to the Chief Officer - Capital, following consultation with the Head of Commercial and Procurement Services, to procure the first stage public realm enhancement, including all necessary consents, licenses, orders and agreements for the area in front of Aberdeen Art Gallery subject to approval of the funding of £550,000 by the City Growth and Resources Committee on 19 June 2018;

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- (c) 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; and
- (d) instruct the Director of Resources to apply for appropriate external grant funding for design costs of £30,000.

The Convener, seconded by Councillor Wheeler moved:-

That the Committee approve the recommendations contained within the report.

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

That the Committee –

1. instruct the Director of Resources to apply for appropriate external grant funding for design costs of £30,000 and to report on the outcome by way of service update to the relevant committees in early course; and
2. instruct the Chief Officer – Place to bring forward a comprehensive public realm enhancement design for the Schoolhill area together with the relevant Business Case detailing the works to be undertaken, the projected costs to be incurred and the timeline for completion of any works required and to report back to the relevant committees in early course. The business case should include a review of preliminary design options already prepared for the public realm enhancement of the Schoolhill area.

On a division, there voted:- for the motion (5) – the Convener, the Vice Convener and Councillors Duncan, Sellar and Wheeler; for the amendment (4) – Councillors Cameron, Flynn, McLellan and Nicoll.

The Committee resolved:-

to adopt the motion.

JOINT INITIATIVE FOR VEHICLE EMISSIONS (JIVE) - RES/18/040

13. With reference to article 4 of the minute of the reconvened meeting of the former Finance, Policy and Resources Committee of 6 December 2017, the Committee had before it a report by the Director of Resources which provided an update on the Joint Initiative for hydrogen Vehicles across Europe (JIVE) and sought approval to procure vehicles and hydrogen supply to deliver the project.

The report recommended:-

That the Committee -

- (a) delegate authority to the Head of Commercial and Procurement Services to enter into a contract to purchase ten hydrogen fuel cell buses from the UK joint Hydrogen Fuel Cell Bus contract framework, subject to the Council entering into a commitment with a bus operator; and

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- (b) instruct officers to identify the most economically advantageous option to procure a hydrogen supply and delegate authority to the Chief Officer – Capital, following consultation with the Chief Officer – Finance and the Head of Commercial and Procurement Services, to undertake a joint procurement process with Dundee City Council to appoint a supplier of hydrogen.

The Committee resolved:

to approve the recommendations.

DEMOLITION OF TORRY ACADEMY AND KINCORTH ACADEMY - RES/18/025

14. With reference to article 6 of the minute of the meeting of the Capital Programme Committee of 23 May 2018, the Committee had before it a report by the Director of Resources which sought approval of the procurement business case and estimated expenditure for the proposed procurement process.

The report recommended:-

That the Committee approve the procurement business case including the estimated expenditure as outlined and instruct the Chief Officer – Corporate Landlord in consultation with the Head of Commercial and Procurement Services to enter into a competitive tendering process for the demolitions in accordance with the Council's Procurement Regulations.

The Committee resolved:-

- (i) to approve the recommendation; and
- (ii) to request the Director of Resources to confirm the community access to facilities in the vicinity of the demolition site such as the playing fields and that this information be emailed to the four local members for that area.

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

DEMOLITION OF TORRY ACADEMY AND KINCORTH ACADEMY - EXEMPT APPENDIX IN RELATION TO ITEM 9.6 ON THE AGENDA - RES/18/025

15. With reference to article 14 of this minute, the Committee had before it the full version of the procurement business case by the Director of Resources which contained exempt information.

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The Committee resolved:-

to note the information contained in the exempt appendix in relation to item 9.6 (Demolition of Torry Academy and Kincorth Academy) on the agenda (article 14 of this minute refers).

CAREFIRST CONTRACT EXTENSION - OPE/18/031

16. The Committee had before it a report by the Chief Operating Officer which sought approval to extend the existing CareFirst maintenance and support agreement until 31 March 2020.

The report recommended:-

That the Committee -

- (a) delegate authority to the Head of Commercial and Procurement, to extend the CareFirst System maintenance and support agreement on an annual basis, ending 31 March 2020; and
- (b) approve the expenditure as detailed in the report per annum in respect of the extension.

The Committee resolved:

to approve the recommendations.

EXTENSION TO DOMESTIC GAS SERVICING AND MAINTENANCE CONTRACT - COM/18/009

17. The Committee had before it a report by the Director of Commissioning which sought approval for a two year extension to the Council's existing contract for gas servicing and maintenance of domestic boilers.

The report recommended:-

That the Committee -

- (a) approve the extension of the existing contract for gas servicing and maintenance of domestic boilers with the current contractor for a maximum period of two years; and
- (b) approve the maximum total estimated expenditure for the extension as detailed in the report over the two years.

The Committee resolved:

- (i) to approve the recommendations; and
- (ii) to request the Director of Resources to advise the Committee, by way of email, when the Corporate Management Team agreed to abandon the tender process for gas servicing and maintenance of domestic boilers and why this had not been

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reported to the Committee which had approved the tender process on 20 September 2017.

OCCUPATIONAL HEALTH PROVISION - GOV/18/028

18. With reference to article 17 of the minute of the reconvened meeting of the former Finance, Policy and Resources Committee of 6 December 2017, the Committee had before it a report by the Chief Officer - Governance which provided an update on the current tender exercise for occupational health provision.

The report recommended:-

That the Committee delegate authority to the Head of Commercial and Procurement to conclude a contract with the successful bidder(s) for the provision of occupational health services for an initial duration of 3 years, with the option to extend for a further period up to 24 months following completion of the current European Union (EU) tender process approved by the Finance, Policy and Resources Committee on 01 December 2017, up to the expenditure approved by the Finance, Policy and Resources Committee on 01 December 2017 owing to the committee cycles and procurement timeframes.

The Committee resolved:

to approve the recommendation.

'BEING DIGITAL' TECHNOLOGY PROCUREMENT - CUS/18/020

19. The Committee had before it a report by the Director of Customer which sought approval to procure the solutions recommended to and approved by the Strategic Transformation Committee on 31 May 2018 to progress the "Being Digital" Strategy.

The report recommended:-

That the Committee –

- (a) delegate authority to the Chief Officer - Digital and Technology following consultation with the Head of Commercial and Procurement Services to procure the option as recommended in the Procurement Business Case at appendix 1 for the Content Management System (CMS)/Website before the current contract ends in March 2019, and to procure a new tactical solution for Community as there was no existing suitable solution within the Council as per the Procurement Business Case in Appendix 1, with a total cost of ownership of no more than the figure detailed in the report;
- (b) delegate authority to the Chief Officer - Digital and Technology following consultation with the Head of Commercial and Procurement Services to procure the option as recommended in the Procurement Business Case at appendix 1 for the Customer Relationship Management (CRM) before the end of the current contract in October 2018 and to procure an additional functionality for Bookings,

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- Workflow and Integration as per the Procurement Business Case in Appendix 1, with a total cost of ownership of no more than the figure detailed in the report; and
- (c) delegate authority to the Chief Officer - Digital and Technology following consultation with the Head of Commercial and Procurement Services to procure a new tactical solution for Master Data Management (MDM) as per the Procurement Business Case in Appendix 1 with a total cost of ownership of no more than the figure detailed in the report.

The Convener, seconded by Councillor Sellar moved:-

That the Committee approve the recommendations contained within the report.

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

That the Committee –

1. agree not to proceed with procurements as recommended in 2.1, 2.2 and 2.3 of the report at this time as the current procurement business cases do not provide sufficient detail to ensure that the proposed procurements provide reassurance on positive outcomes and sustainability; and
2. agree therefore to instruct the Director of Customer to submit an updated procurement business cases to the Strategic Commissioning Committee on 13 September 2018.

On a division, there voted:- for the motion (5) – the Convener, the Vice Convener and Councillors Duncan, Sellar and Wheeler; for the amendment (4) – Councillors Cameron, Flynn, Nicoll and Yuill.

The Committee resolved:-

to adopt the motion.

- **COUNCILLOR LAING, Convener**

STRATEGIC COMMISSIONING COMMITTEE
7 June 2018

	A	B	C	D	E	F	G	H	I
1	STRATEGIC COMMISSIONING 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			13 September 2018						
4	Participatory Budgeting	Finance, Policy and Resources 19/4/16 - The Committee resolved to request officers to develop a Corporate Policy for participatory budgeting and report to this Committee.	At its meeting on 30 April 2018, the Committee noted that this item on the submission of a Participatory Budgeting Policy had been delayed to the Committee's meeting on 13 September 2018.	Neil Carnegie	Early Interventions and Community Empowerment	Customer	GD 7.1	D	Delayed to the meeting on 20 November 2018. The Council has committed to 1% of its budget by Participatory Budgeting by 2021 with a approximately £2.6m committed for 2018/19. Future allocations will be determined as part of the budget process. Participatory Budgeting ties in with the report on Strategic Commissioning Intentions and Approach to Future Engagement and Consultation both of which are to be considered by the Committee in November and the policy, if required, will be reported alongside these documents, at that time.
5	Aberdeen Performing Arts Business Plan Annual Report	To present the annual business plan for consideration.	A report is on the agenda.	Alison Watson	Commercial and Procurement	Commissioning	Purpose 1 and 7 and Remit 4.1 and 4.4		
6	Aberdeen Heat and Power Business Plan Annual Report	To present the annual business plan for consideration.		Alison Watson	Commercial and Procurement	Commissioning	Purpose 1 and 7 and Remit 4.1 and 4.4	R	Not a requirement for this ALEO - no annual funding arrangement in place.
7	Bon Accord Care Annual Report	To present Bon Accord Care's Annual report.	A report is on the agenda.	Alison Watson	Commercial and Procurement	Commissioning	Purpose 1 and 7 and Remit 4.1 and 4.4		

	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									
8	Community Benefit Policy	To seek approval of the refreshed policy.		Craig Innes	Commercial and Procurement	Commissioning	GD 7.1	D	Delayed to the meeting on 20 November 2018. This report ties in with the reports on the Strategic Commissioning Intentions and the Approach to Future Engagement and Consultation which are to be considered by the Committee in November. This matter will be reported at that time to coincide with the relevant documents.
9	Aberdeen Sports Village Business Plan Annual Report	To present the annual business plan for consideration.	A report is on the agenda.	Alison Watson	Commercial and Procurement	Commissioning	Purpose 1 and 7 and Remit 4.1 and 4.4		
10	Sport Aberdeen Business Plan Annual Report	To present the annual business plan for consideration.	A report is on the agenda.	Alison Watson	Commercial and Procurement	Commissioning	Purpose 7 and Remit 4.1 and 4.4		
11	Strategic Commissioning Intentions	To report on the draft commissioning intentions and strategy, including the strategic allocation of resources.	This report was previously called Strategic Allocation of Resources	Frank McGhee	Commissioning	Commissioning	Purpose 5, 6 and 8 and Remit 2.2	D	Delayed to the meeting on 20 November 2018 to enable the results of the Population Needs Assessment to be considered and reflected in the commissioning intentions.

	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									
12	Population Needs Assessment	To present the Population Needs Assessment for consideration.	The PNA is an iterative process and will be reported to SCC as and when required. The Committee on 30/14/18 agreed to instruct the Director of Commissioning to complete a population needs assessment in accordance with the Terms of Reference. The outcome of the assessment will be reported to the Committee in September 2018.	Anne McAteer	Business Intelligence and Performance Management	Commissioning	Remit 1.1 and 4.3	D	Delayed to the meeting on 20 November 2018 to enable the Population Needs Assessment to be tested at the Community Planning Event on 11 September 2018 and the finalised version will thereafter be submitted.
13	Annual Outcome Improvement Report 2017/18	Provides an overview of progress in delivering the Local Outcome Improvement Plan 2016-26 in partnership with Community Planning Partners for the period April 2016 to March 2018 as required by the Community Empowerment (Scotland) Act 2015.	A report is on the agenda.	Guy Bergman	Business Intelligence and Performance Management	Commissioning	Remit 4.4		
14	Young Carers Service	At the Operational Delivery Committee in May 2018, it was agreed to instruct officers to bring back further detail to the Strategic Commissioning Committee in September 2018 of the resolution of the funding prioritisation and allocation process of the grant funding and proposals for the commissioning of additional services for young carers when confirmed.	A report is on the agenda.	Graeme Simpson	Integrated Children's and Family Services	Operations	Purpose 1 and 2 and remit 3.4		

	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									
20	New Schools Development Programme 2018	To seek approval of the estimated expenditure for procurement(s) to develop the programme.	Also to be reported to the Capital Programme Committee – 12 September 2018 and City Growth and Resources Committee on 18 September 2018 - on agenda will follow as an additional circulation.	Stephen Booth	Corporate Landlord	Resources	Purpose 1 and Remit 3.4		
21			20 November 2018						
22	Final Population Needs Assessment	To present the final Population Needs Assessment for consideration.	The PNA is an iterative process and will be reported to SCC as and when required.	Martin Murchie	Commissioning	Commissioning	Remit 1.1		
23	Planned and Co-ordinated Approach to Future Engagement and Consultation	The Committee on 7/6/18 agreed, amongst other things, to instruct the Director of Commissioning to undertake an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations which:- <ul style="list-style-type: none"> proposed a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens; identified and spread best practice; demonstrated how this would inform future commissioning. 		Martin Murchie	Business Intelligence and Performance Management	Commissioning	Purpose 6 and Remit 1.4		
24	Risk Register (Commercial and Procurement and Business Intelligence and Performance)	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Business Intelligence and Performance	Resources	GD 7.4		
25	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
26	Locality Plan Annual Reports	Provides an overview of progress in delivering the Locality Plans for the period April 2016 to March 2018		Martin Murchie	Business Intelligence and Performance Management	Commissioning	Remit 4.4		
27			29 January 2019						
28	Strategic Outcomes Framework	To present the proposed Strategic Outcomes Framework which is linked to the refresh of the Local Outcome Improvement Plan.		Frank McGhee	Commissioning	Commissioning	Remit 2.3		

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	13 September 2018
REPORT TITLE	Annual Outcome Improvement Report 2017/18
REPORT NUMBER	COM/18/107
DIRECTOR	Frank McGhee
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Guy Bergman
TERMS OF REFERENCE	Remit 4.4

1. PURPOSE OF REPORT

- 1.1 This Annual Outcome Improvement Report provides an overview of what steps the Council has taken in partnership with Community Planning Aberdeen during 2017/18 to achieve the improvement aims within the Local Outcome Improvement Plan 2016-26.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approves the Annual Outcome Improvement Report 2017-18 as a representation of the Council's contribution to partnership working in delivery of the Local Outcome Improvement Plan 2016-26; and
- 2.2 Notes that this report will also be submitted to the Community Planning Aberdeen Board on 3 December 2018 for final approval from the Partnership.

3. BACKGROUND

- 3.1 The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 was endorsed by Aberdeen City Council on 17 August 2016 and Community Planning Aberdeen on 22 August 2016. It identifies the key priorities for partnership working to secure improved outcomes for the City of Aberdeen and its communities over a ten year period. To ensure effective, systematic and collaborative scrutiny of the delivery of the improvement aims within the LOIP, an Outcome Management and Improvement Framework was approved by the CPA Board in February 2017.

3.2 The Outcome Management and Improvement Framework includes a commitment to produce an Annual Outcome Improvement Report against the LOIP. This is in line with the Community Empowerment (Scotland) Act 2015 (“CEA”) which requires Community Planning Aberdeen to report progress against the LOIP and Locality Plans annually for the period 1 April to 31 March. Reporting must focus on improvement in the achievement of outcomes and how CPA has participated with community groups during the reporting year.

4. ANNUAL OUTCOME IMPROVEMENT REPORT 2017/18

4.1 The Annual Outcome Improvement Report 2017/18 included in Appendix 1 is the second progress report against the LOIP since it was published in August 2016. This report also provides a high-level overview of the Locality Partnerships established in April 2017 to oversee the ongoing development and delivery of the Locality Plans 2017-27. The first full Annual Outcome Improvement Reports against each Locality Plan are currently being produced and will be reported to the Committee at its meeting on 20 November 2018.

4.2 The report allows the Community Planning Partnership to take stock of what has been achieved over the last year to progress the improvement aims within the Local Outcome Improvement Plan 2016-26.

4.3 Key performance highlights will be presented along with the headline findings of the population needs assessment at the Community Planning Event on 11 September to inform discussions about the Partnership’s performance in responding to local need over the last two years and how this can be strengthened and refocussed going forward.

5. FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

6.1 The data presented within this report is not of a personal nature and therefore there are no legal implications.

7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	N/A		

Legal	N/A		
Employee	N/A		
Customer	N/A		
Environment	N/A		
Technology	N/A		
Reputational	There is a risk that the Annual Report does not accurately reflect progress made by the Partnership in delivering outcomes which may have a negative impact on the public's perception of the Council and Partnership working.	L	<p>Colleagues across the Community Planning Partnership have contributed to the development of this report. It has been signed off by the Community Planning Partnership Outcome Improvement Groups and CPA Management Group as an accurate reflection of progress made.</p> <p>A communications plan has been developed to support the cascade of key messages to staff, citizens and communities. This will include the development of an easy read version.</p>

8. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The report provides an overview of what has been achieved over the last year to progress all four themes of the Local Outcome Improvement Plan 2016-26. This will inform discussions about the Partnership's performance in responding to local need over the last year and how this might be strengthened going forward.
Prosperous People	
Prosperous Place	
Enabling Technology	
Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	Supports effective scrutiny of progress made by Aberdeen City Council to improve outcomes in partnership with Community Planning Aberdeen.

9. IMPACT ASSESSMENTS

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

10. BACKGROUND PAPERS

[Local Outcome Improvement Plan 2016-26](#)

[Community Planning Aberdeen Outcome Management and Improvement Framework](#)

11. APPENDICES (if applicable)

Appendix 1 Annual Outcome Improvement Report 2017/18
Appendix 2 Communications Plan

12. REPORT AUTHOR CONTACT DETAILS

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ANNUAL OUTCOME IMPROVEMENT REPORT

2017/18



By Councillor Jenny Laing and Chief Superintendent Campbell Thomson

We are delighted to present you with Community Planning Aberdeen's second Annual Outcome Improvement Report. This report is packed with examples of how our partner organisations have been working collectively over the last year to progress our Local Outcome Improvement Plan 2016-26 to secure improved outcomes for people, families and communities across the City.

The Partnership is incredibly ambitious for the children of Aberdeen, particularly those who have a difficult start in life. It is fantastic to see the evidence of impact that our relentless focus on children and young people is having. Our data shows that the attainment gap between the highest and lowest 20% continues to reduce, attainment for our looked after children has significantly improved, and more young people are moving into positive destinations, with a staggering 10% increase since last year for children who have completed an activity agreement. Our involvement in the UNCIEF Child Friendly Partners Programme is set to see our efforts go further. We are the first Scottish City to be accepted on the programme which is proven to result in a variety of positive outcomes for schools participating in the process.

The ethos of the Child Friendly Partner's programme is in keeping with our commitment to be a People Friendly City. Our Local Outcome Improvement Plan sets this out to mean that we will work with communities to create a place where people of all ages and backgrounds feel welcome, empowered and secure. To this end, we do not underestimate the impact that our parks and open spaces have on our physical and mental wellbeing. It is wonderful that our communities are so hands on in helping us to create an attractive and welcoming environment, with some 3800 volunteers involved in environmental improvement opportunities. This, in no small way, has contributed to 70% of people reporting that they are satisfied with our green spaces. We have also, once again, achieved a Gold medal in the Keep Scotland Beautiful awards; while Seaton Park was awarded winner of the Parks and Green Spaces Prize.

Our strong resolve to tackle poverty is another way we are making Aberdeen a more People Friendly place. Last year Aberdeen City Council agreed an anti-poverty strategy to create a 'fairer Aberdeen that prospers for all', setting out how we will support the most disadvantaged in the City, including those affected by welfare reform, food and fuel poverty. Food poverty is a particular focus for the Community Planning Partnership. The Sustainable Food City Partnership Aberdeen (SFCPA) was launched last year to bring together key stakeholders to drive positive food change across the City. For example, the expansion of our Community Food Growing Programme which provides new community growing opportunities City wide and in schools in priority localities. In addition, a pilot project for the provision of free school meals during school holidays has led to a commitment to deliver 10,000 meals in 2018/19 to alleviate hunger and support families struggling with food budgets in pressured holiday periods.

It is by shining a light on issues such as food and fuel poverty and other hidden issues affecting the vulnerable that we can change their lives for the better. Our Priority Families Service was launched in January 2017 to support vulnerable families to improve their outcomes. Of the families which have been supported by the Service, 40% of school pupils have improved school attendance and there has been a 76% reduction in criminal charges for supported families. Mental health is an area where we are eager do more to support people through initiatives such as our Choose Life Prevent Suicide App, which was named winner of the 'Innovation Award and the Care for Mental Health Award' at the Scottish Health Awards. This has undoubtedly contributed to the 28% reduction in suicide seen in Aberdeen which compares to an 8% increase seen nationally.

We continue to work together to help make Aberdeen a safer place. Our partnership working in Aberdeen City Centre has been hailed as an exemplar to the rest of the country, having secured the prestigious Purple Flag accreditation for a fifth year in a row. Over the last two years there has been a 17% decrease in crime across the City and, since 2015/16, 3% more people are reporting that they feel safe. It is positive to see an increase in the number of venues committing to promoting responsible drinking, helping to create a safer night time economy in the City. Home fire and safety visits have increased significantly over the last year to help people feel safe in their homes and instances of wilful fire raising have decreased. Partnership schemes like the AMPED project continue to tackle some of our most persistent community safety issues by diverting more young people away from antisocial behaviour.

Creating opportunities for young people to get into work is one of the ways we can help them secure a positive future. Last year 670 Modern Apprentices started work in Aberdeen, with 77% completion rates. But it is not only young people who can benefit from our support to gain employment. We are helping people of all ages across Aberdeen and last year over 7,3000 people engaged with the Careers Information Advice and Guidance Services. Our Fair Start employability service has also been in place since April 2018 to reach our most disadvantaged groups and support them to enter and remain in work. It is through initiatives such as these that we will continue to build an inclusive economic growth in Aberdeen.

These are just some of the highlights from this year's Annual Outcome Improvement Report. As ever, we are grateful to the staff and communities involved in these achievements for their dedication, hard work and persistence; for it is this we need in abundance as we go into our third year of the Local Outcome Improvement Plan. Whilst we celebrate the progress we have made so far, we remain impatient for improvement and excited to see where our journey will take us next.



***Councillor Jenny Laing, Chair of
Community Planning Aberdeen,
Co-Leader of Aberdeen City Council***



***Chief Superintendent Campbell
Thomson, Police Scotland, Vice Chair of
Community Planning Aberdeen***

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MAKING SENSE OF THE DATA

How to make sense of the data in this report

Under each priority within this report there is a section called 'Are our changes resulting in improvement?' These sections include run charts which have been prepared using the data available for the improvement measures within the Local Outcome Improvement Plan 2016-26. The purpose of the run charts is to display data over time and help us assess visually whether the changes we are making are resulting in improvement.

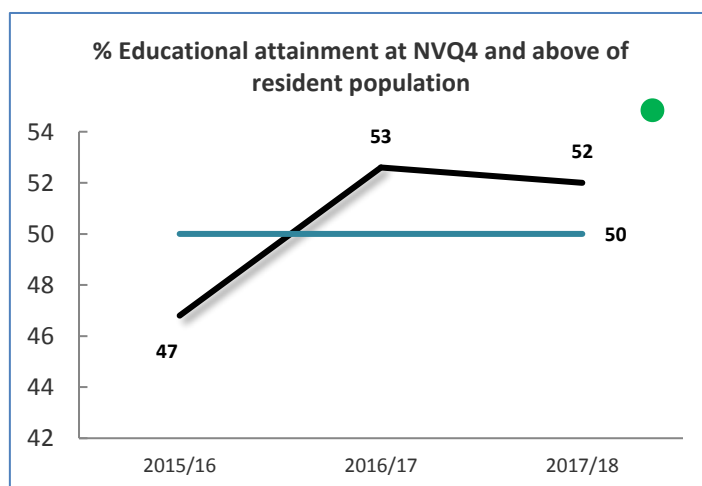
- The black line shows CPA performance since the LOIP was published in 2016. This includes data for the financial year 2017/18.
- The blue line shows the improvement aim set within the LOIP for 2017/18 so we can assess if we are on track to achieve our improvement aims set for the year.

We have also used a traffic light system to help you see at a glance, where we think we are in terms of improvement. The significance of the variation in data over time will depend on the improvement measure **and** population size it relates to. For example, for some improvement measures a 0.5% increase may be very significant, whilst for others it may need to be a 5% increase to be considered significant.

In applying the RAG (Red, Amber, Green) we have taken a rounded view of performance, taking into account subject matter expertise, local context and consideration of progress towards our improvement aims to answer the question:

Are our changes resulting in improvement?

- **Yes (Data shows improving trend and / or achievement of 2017/18 aim)**
- **Getting there (Data shows improving trend and / or on track to achieve 2017/18 aim)**
- **Not yet (Data shows static or declining trend and not on track to achieve 2017/18 aim)**



Appendix 1 to this report provides a narrative on each improvement measure provided by the data owners.

PROSPEROUS ECONOMY



Priority: Aberdeen Prospers



What key changes have we made?

European Offshore Wind Deployment Centre

The world's most powerful wind turbine has been successfully installed in waters off the coast of Aberdeen with 11 turbines installed as part of the European Offshore Wind Deployment Centre. (EOWDC). The Aberdeen Bay development will be Scotland's largest offshore wind test and demonstration facility and will trial next generation technology. Once completed the development will be capable of delivering 70% of Aberdeen's total energy demand. Aberdeen City Council was instrumental in establishing the Aberdeen Renewable Energy Group (AREG) who were involved in delivering this project and continues to support the innovative work it produces in the renewables industry. The Council aims to play an active role in supporting local renewable activities and developments. The city continues to be renowned as a global energy hub, not least due to its long association with the international oil and gas operations, but also due to its continuing and active involvement in renewable energy.

City Centre Masterplan

Marischal Square Development

[Marischal Square](#) a flagship £107million [City Centre Masterplan](#) project was named Development of the Year 2018 at the Scottish Property Awards. The development has transformed a key location at the heart of Aberdeen, creating a vibrant new mixed-use quarter which includes Grade 'A' office space, a hotel, cafes, restaurants and civic space, along with public access, landscaping and public realm improvements. Marischal Square is the latest, most significant development designed to transform the centre of Aberdeen with mixed use space coming together to create a fresh, vibrant, new central area in the heart of the City Centre.

Alongside the Marischal Square developments, investments in city centre infrastructure continues. The partial pedestrianisation of Broad Street commenced in 2017 and was completed in summer 2018. Work is still ongoing to develop the city's cultural assets at the Music Hall and Aberdeen Art Gallery.

Building improvement scheme launched for Union Street

A £2.4 million building conservation scheme for Union Street was launched November in 2017 as part of the City Centre Masterplan. Grants to help restore and enhance historic properties are being offered to owners through a Conservation Area Regeneration Scheme (CARS.) The scheme aims to promote the conservation and enhancement of the special historic and architectural heritage of Union Street and to maximise its economic and social value. The five-year programme is being rolled out by Aberdeen City Council and encourages work ranging from shopfront improvements to the reinstatement of architectural features.

Energy Technology & Infrastructure

The Oil & Gas Technology Centre

[The Oil & Gas Technology Centre](#) (OGTC) is an industry led, technology development and deployment organisation created with £180m of Aberdeen City Region Deal funding and officially opened in February 2017. Over the ten-year funding period the Centre must be matched funded by industry (£180m). Each approved project is underpinned by the OGTC vision of maximising economic recovery from the UK section of the North Sea and anchoring the supply chain in the North East of Scotland. The Centre enables investment in the development of technology in partnership with industry, academia and the supply chain actively supported by the regulator and government. The Centre also strives to create a culture of innovation in the North East of Scotland by actively sharing the results and case studies from those investments and sharing lessons and integrating expertise from other industries. More than 80 projects have been supported by the OGTC since it opened and there were over 120 applications of the first round of the [TechX programme](#).

Hydrogen Technology

The city's hydrogen vehicle fleet continued to expand in 2017/18 with the NHS receiving three hydrogen Toyota Mirais, and a new road sweeper arriving to bring the total number of hydrogen vehicles in the city to 30. Options for green hydrogen production are being explored at various sites (including the Aberdeen city Hydrogen Energy Storage) as part of the HyTrEc2 and JIVE projects, while a supply chain mapping report has been commissioned to establish how to encourage oil and gas companies to enter the regional hydrogen supply chain. Further development will take place in 2018/19 with additional hydrogen vehicles being deployed, including; several hydrogen cars and vans to various Community Planning Partners and the Co-wheels car club, another two hydrogen-diesel waste trucks and 10 new hydrogen buses working with First Bus and Stagecoach as part of the JIVE project. A Business case for developing off-site production of green hydrogen and delivery to various sites in the City is being explored in partnership with Dundee City Council. To find out more about the city's Hydrogen Initiative please visit www.h2aberdeen.com.

Innovation Hubs

The Aberdeen City Region Deal focuses on driving innovation across the priority sectors in the local economy. To support this, significant investments in oil and gas innovation have been made through the Oil and Gas Technology Centre, where the [Innovation Hub](#) was opened in October 2017. To date, innovation projects with a total value of £12 million have been approved by the Oil and Gas Technology Centre, focussing on areas such as small pool developments and integrating renewable energy sources into oil and gas activities. Innovation Hubs for the Life Sciences and Food and Drink sectors are also in the development stages and will be part-funded through the City Region Deal. A business case for the Bio-Therapeutic Innovation Hub (to be based at Foresterhill) is currently being assessed by the UK and Scottish Governments.

Employability Services

The [Fair Start](#) contract for the North East of Scotland has been awarded and has started to deliver employability services to the most disadvantaged groups since April 2018. The service will deliver high quality employment support to targeted customers' who want and need help to enter and remain in work. It will provide customers with pre-employment support for a period of up to 12 months, and in work support for a period of up to 12 months. It will support customers who face a range of barriers to employment: from those who may require skills, health or literacy and numeracy support, to those for whom complex barriers and/or disabilities require more specialised support to help them find and sustain employment. Community Planning Aberdeen will be a key partnership to support the delivery of this important contract.



Over 7,300 people engaged with Careers Information Advice and Guidance services

During 2017/18 over 7,300 people engaged with Careers Information Advice and Guidance services and 4,400 registrations were completed on the My World of Work platform. Participation rates for 16-19 year olds were slightly

lower than the national average, at 89.4% with 91.1% being the average nationally. There were 670 Modern Apprenticeship starts in the city and over 1,000 people in training during the year. The completion rate of the Modern Apprenticeships was 77%. 210 people were supported through the locally delivered Employability Fund and over 650 people benefitted from support through the Partnership Action for Continuing Employment scheme which works with people at risk of redundancy.

Progress Through Positive Partnerships

The Aberdeen City and Shire Regional Skills Strategy was approved in 2017/18. It sets out investment priorities for skills over the next five-year period, with a focus on both managing the transition from oil and gas and on ensuring that future workforce needs are met through evidence-based investment in skills provision. 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, the project sees the council work in partnership with a range of training and development organisations to provide increased employability services and positive outcomes across the city as it seeks to establish and develop a strategic employability pipeline. It will ensure those in need of it receive local support tailored to address individual needs.

The project is designed to support those people who are among the furthest removed from the labour market and who face multiple barriers to employment. Each participant will be assigned a key worker who will support them on their journey along the pipeline. By the end of March, 25 people had been helped into employment, and more than 70 client action plans had been drawn up. Neighbourhood Skills Audits in the five regeneration areas have been carried out, with recommendations made based on the survey results.

International Trade and Investment

Work to create a world class [new exhibition and conference centre](#) for Aberdeen and the North East began in July 2016. The project is now at the half way point and is due for completion in 2019 to host Offshore Europe 2019. The new £333m regional facility forms a major component of the Regional Economic Strategy. The project supports our aim to improve the attractiveness of Aberdeen for international trade and investment and will aim to bring an extra 31,000 business tourists to Scotland. The Bucksburn masterplan, which has now been approved by Aberdeen City Council will include the following facilities: A 200-bed 4 star hotel adjoining the new exhibition and conference centre; Two further hotels – estimated total capacity 300 beds; Offices – estimated floorspace 60,000 square metres; Leisure use – estimated floorspace 6,000 square metres; Energy Centre – an Anaerobic Digestion (AD) and Combined Cooling Heating and Power (CCHP) facility to sustainably power the new AECC and potentially the wider area; Open space, parkland and public realm works featuring external spaces that are accessible to all.

Invest Aberdeen

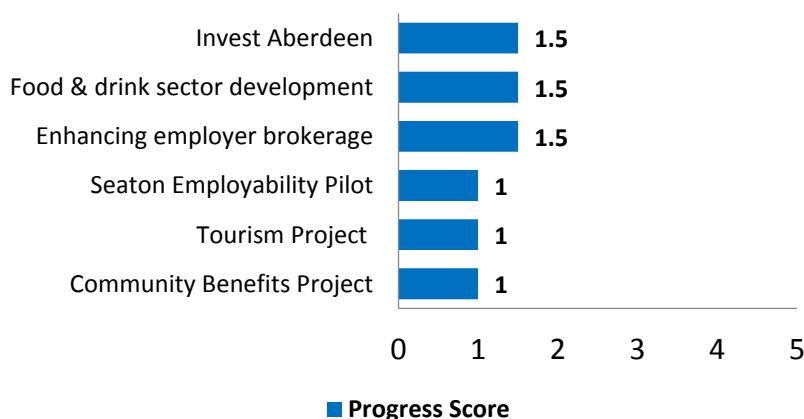
The [Invest Aberdeen](#) initiative was established during 2017/18. It brings together a team of people and pooled resources from Aberdeen City and Aberdeenshire Councils, along with defined partner contributions. The Invest Aberdeen team have actively promoted opportunities in the city at national and international events. A client management system has been set up to track inward investment enquiries, conversions and economic outcomes. The launch of the website is an important milestone in the overall communications strategy for Invest Aberdeen and it has significantly increased visibility.

Priority next steps 2018/19:

- Develop Inclusive growth plan for the Community Planning Partnership
- Deliver co-designed project for community benefits
- Testing of employability pilot in the Seaton Locality
- Ensure strategic investment in sector growth benefits localities
- Harness the positive momentum from major infrastructure completing in 2019
- Develop new enterprise measures

Improvement Projects

We have a number of improvement projects underway and we will continue to progress these over the next year.



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Are our changes resulting in improvement?

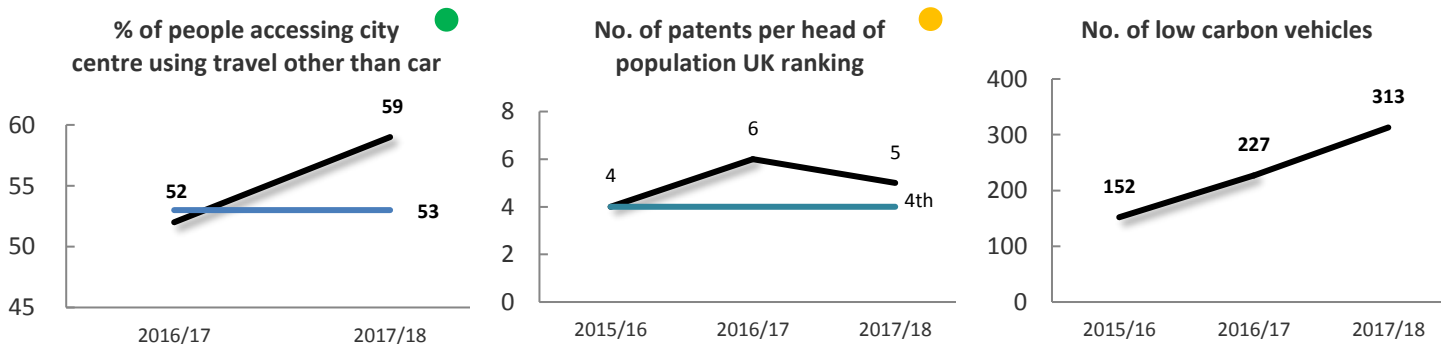
— Performance — 17/18 improvement aim

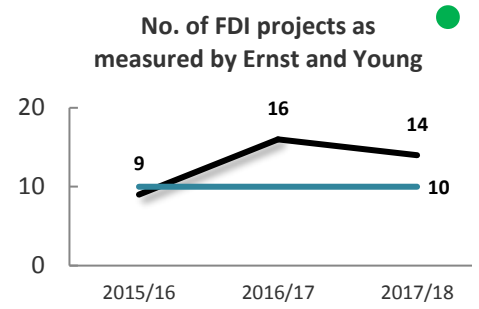
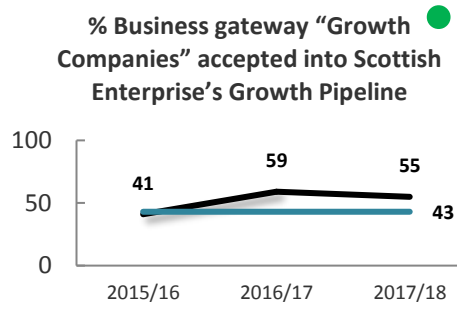
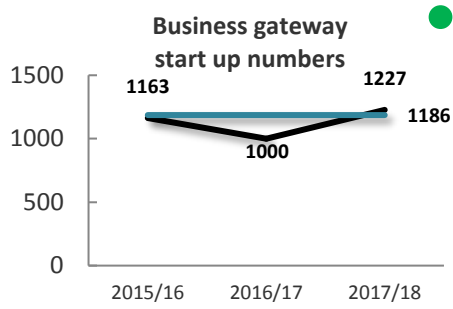
- Yes
- Getting there
- Not yet

Investment in infrastructure

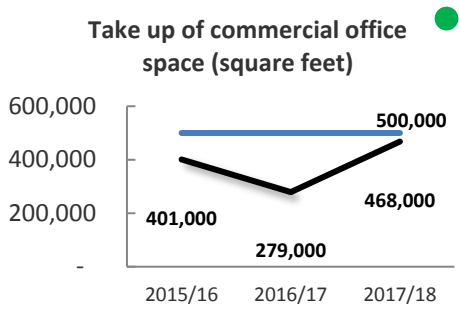
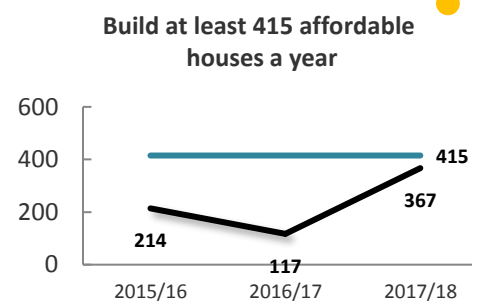
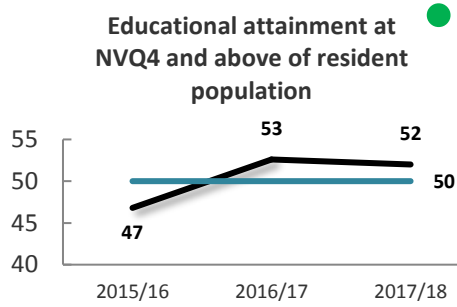
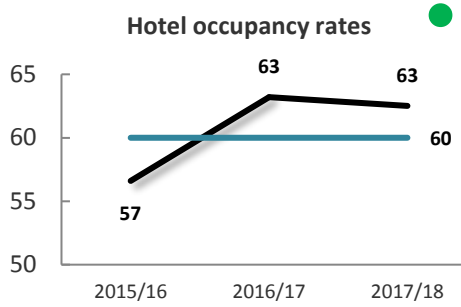


Innovation





Inclusive economic growth





Enhancing Employer Brokerage

What is the Aim?

To increase the number of people entering employment from six skills academies within 13 weeks of completion to 40% by September 2019.

How does this support prevention and early intervention?

The percentage of course completers recruited by local employers remains low – between 12% and 21% of DWP customers completing SBWAs (Sector-based work academies) went into work within 13 weeks of completing their courses in 2017/18 and, of these, an average of 14% entered the sector in which they had received the training.

By taking a more targeted approach and increasing the input and commitment from local employers to ensure that the training meets requirements in terms of content and application criteria, we aim to increase employment rates, reduce the skills gap and reduce the time customers spend on benefits.

What changes are we currently testing?

- Test different types of employer engagement in the design and delivery of skills training.
- Employer focus groups to identify skills shortage reporting mechanisms and encourage input into training development.
- Encourage new and existing businesses to consider work experience placements to increase the skills of job seeking adults.
- Alternative application processes tested.



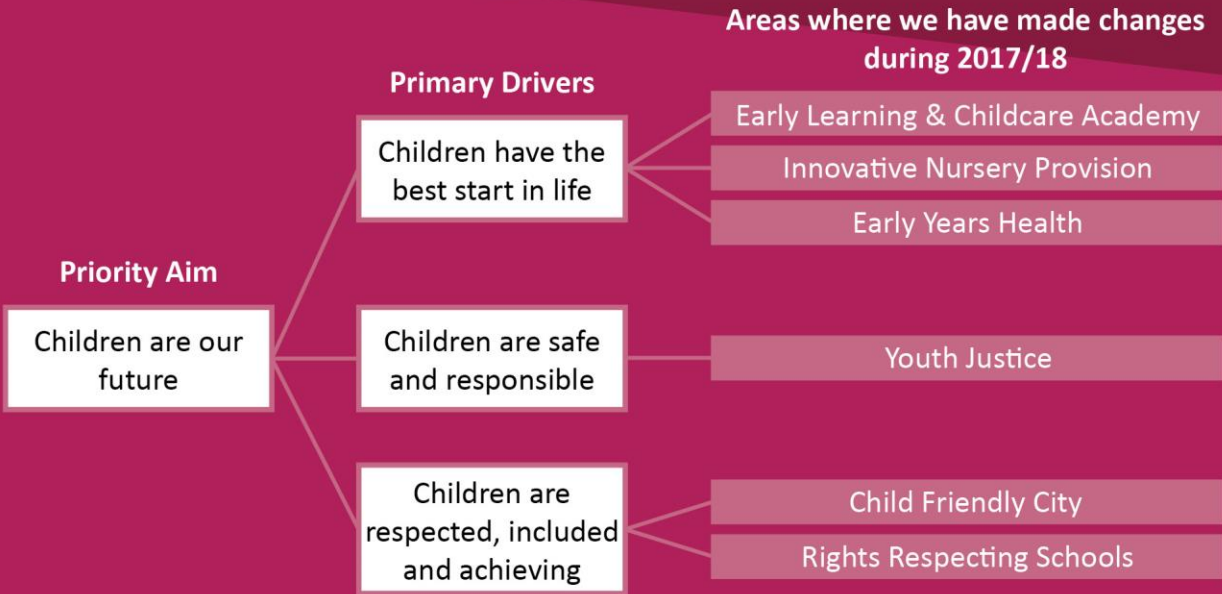
Between **12%** and **21%** of DWP customers completing SBWAs went into work within 13 weeks of completing their courses in 2017/18.

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PROSPEROUS PEOPLE



Priority: Children are our Future



What key changes have we made?

Early Learning & Childcare Academy

The launch of a new online [Early Learning & Childcare Academy](#) in Aberdeen in 2017/18 has made it easier to start a career in Early Learning & Childcare (ELC). The ELC Academy website is a major milestone in the collaboration between Moray, Aberdeenshire and Aberdeen City Councils and supports the aim to increase the number of people entering the early learning and childcare sector. The website is a one-stop-shop to support and develop the workforce currently working in or looking to begin a career in ELC in the North East of Scotland. With up-to-date information on training, job vacancies and careers advice in the three local authority areas this is the first of its kind to launch ahead of the Scottish Government's ELC expansion programme. To expand provision quality of childcare in keeping with our improvement aims, we estimate that we will require an additional 300 Practitioners in Aberdeen. The Academy will allow us to promote early learning and childcare as a positive career choice and offer more flexible routes into the profession. Since the launch there have been 3468 hits on the ELC Academy website.

Innovative Nursery Provision

The 2 Stay, Play and Learn project is an innovative type of nursery provision which encourages parents to take part in activities such as crafting, role play, construction and story time alongside their children at school, as a way of supporting their learning and development. The trial was based at Kirkhill Primary School in Kincorth and 20 eligible families were provided with the opportunity to attend facilitated play and learning sessions over 50 weeks. The 2 Stay, Play and Learn project has had a positive impact on the families who attended. The notable differences were in the improved confidence of parents and children coming into the school building, children's improved confidence in spending time with staff, and greater resilience in working with others. In developing the skills and confidence of the parents, the sessions have improved parent's aspirations for their child's development and learning. The service teaches and reinforces play which is essential to the social, emotional, cognitive and physical well-being of children supported by parent's replicating the play ideas at home. The summer and autumn play and learning challenges proved extremely popular in supporting home learning. Learning from the trial has enabled this approach to be mainstreamed as part of the Early Learning and Childcare provision in Kirkhill Primary School.

Early Years Health

Breastfeeding

Breast feeding rates across the city have seen a slight increase. This has been supported by breast feeding initiatives such as 'Welcome to Breastfeed' and work in target areas of regeneration using a consistent approach/ language – these areas have seen a significantly higher increase in breastfeeding rates from 27% to 32%. Breast feeding rates across the city have seen a slight increase. Which has been supported by the breast feeding initiatives in target areas of regeneration. The 2020/21 aim is that 46% of babies are exclusively breastfed at the 6-8 week review.

Oral Health

The [Childsmile](#) Oral Health Programme in nurseries, primary schools and dental practices has seen significant improvements in oral health of children. However, we still have some way to go as we are still below the national target of 80.5% of children starting school with no dental disease. We are currently working to develop a strategy for oral health of children and young people as part of the National Improvement Framework plan.

Youth Justice

The focus on youth crime, reducing offending and supporting young people to make responsible decisions last year has seen a further drop in offending following year on year reductions in young people accused in relation to Single and multiple crime reports. The number of young people who were accused in relation to multiple crime files has dropped from 262 in 2015/16 to 136 in 2017/18 and the number accused in relation to single crimefiles has dropped from 602 to 522, meeting our 2017/18 reduction targets in the LOIP. A partnership approach has been vital, with the Police Scotland Youth Justice Management Unit (YJMU), central to this process. This work considers Early and Effective Intervention, in conjunction with partners regarding youth justice and the wider work done to identify and address wellbeing concerns through a GIRFEC approach.

The groups partners have taken forward the opportunity to work with young people in more alternative locations. Police Scotland Return Home Welfare Interview(RHWI) officers in response to a young person going missing now provide inputs not only to the child, but to their peers through classroom inputs and wider relationship building visits to vulnerable individuals and families. Youngsters are informed of the risks and choices which are available to them, while the issue is still fresh is in their minds - these conversations often opening to ASB, offending and personal safety issues, again providing factual information, on which they can base their decision making.

The introduction of a joint working approach and delivery of training to staff and partners involved in City care environment and enhancing staff skills and the support provided to the residents, has impacted positively. The choices being made by the young people in the City's Residential Units and associated behaviour demonstrates this. We have seen the reduction of crimefiles generated at the Units, dropping by 90% since 2014/15 and from 57 in 2015/16 to just 12 reports in 2017/18, preventing young people entering the Justice system. The introduction of the Barnardo's CSE advisor to Aberdeen City and Shire as a pilot project has seen many benefits including giving inputs and advice to staff and young people at residential units around child sexual exploitation and social media dangers. The Advisor is also a point of contact for staff at residential units and has had regular interaction with all of the units in City and Shire. This is also helpful in terms of increasing the flow of intelligence from the Units which in turn allows early intervention where possible and their combined efforts have seen a reduction in young people being reported missing from the Units.

UNICEF's Child Friendly Partners Programme

In 2016/17 52% of Primary, Secondary and Special schools were registered and/or progressing towards the UNICEF award. In 2017/18 this has increased to 78% of schools who are actively engaged in the award process meeting our 5% improvement target for 2017/18. This builds on our successful application to become part of [UNICEF's Child Friendly Partners Programme](#) which established us as the first Scottish Local Authority to be accepted onto it. We are currently working through the initial 'Discovery' phase element of the accreditation process in collaboration with UNICEF and a range of key stakeholders.

Events have taken place across the city involving a range of partners, professionals and children and young people to identify our areas of strength and areas for focus. This process will help to inform which of the thematic 'badges' we will focus on as a city.

It is expected that the 'Discovery' phase will conclude later this year. The badge framework contains three 'foundational' badges which we are required to work towards achieving:

Culture

- People value and respect children and young people
- People know about and respect children's rights

Co-operation and leadership

- People work together to make the city better for children and young people
- Decisions are made involving children and young people

Communication

- information about children's rights is shared with children, young people and adults in different ways
- people know when important decisions affecting children, young people and families are being made

See case study on page 20 for more information on the UNICEF Child Friendly City Project

Rights Respecting Schools Award

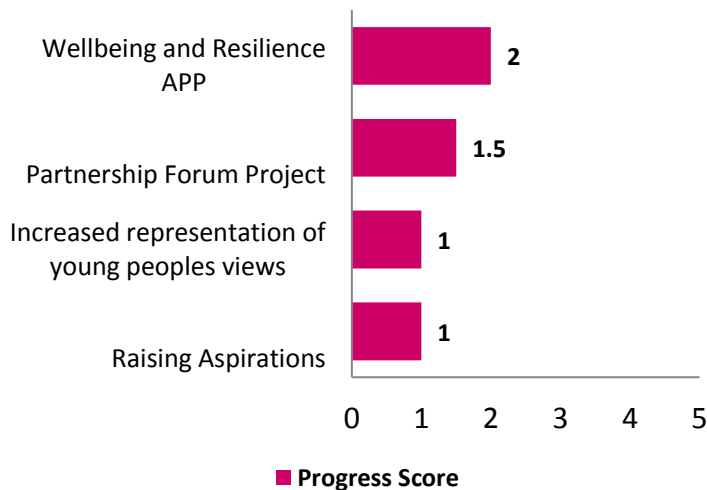
Harlaw Academy became the first school in the UK to receive a Gold Award from UNICEF UK under a new rating and assessment system. Ferryhill School recently achieved the same feat but at Primary School level for an amazing city double first. The [Rights Respecting Schools Award](#) is granted to schools that show commitment to promoting and realising children's rights and encouraging adults, children and young people to respect the rights of others in school. Gold is the highest accolade given by UNICEF UK and shows a deep and thorough commitment to children's rights at all levels of school life. The award recognises achievement in putting the UNCRC at the heart of a school's planning, policies and practice. A Rights Respecting School is a community where children's rights are learned, taught, practised, respected, protected and promoted.

Priority next steps 2018/19:

- Create Multi Agency Quick Response Action Groups in our Partnership Forums to support children, young people and their families
- Improve our understanding of the needs and characteristics of young people who are involved in offence types where there is a risk of escalation from youth to adult justice systems
- Share and seek opportunities for practice improvement in this youth Justice through effective interventions which can address risk and offer earlier engagement

Improvement Projects

We have a number of improvement projects underway and we will continue to progress these over the next year.



Improvement progress scale

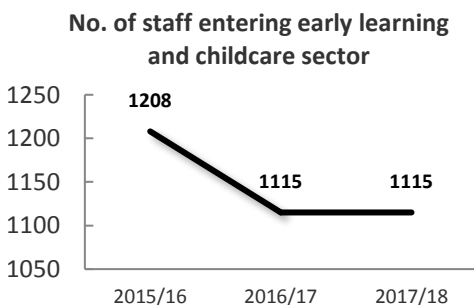
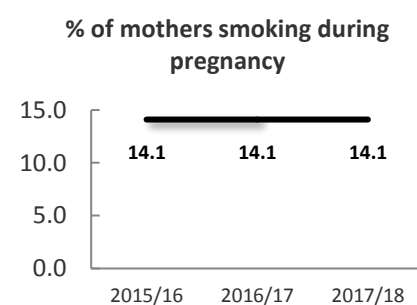
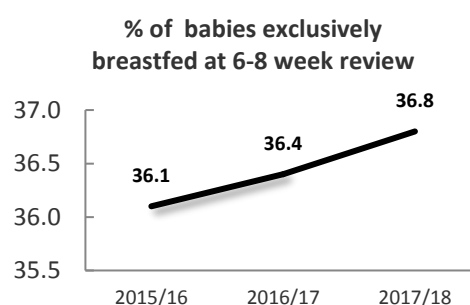
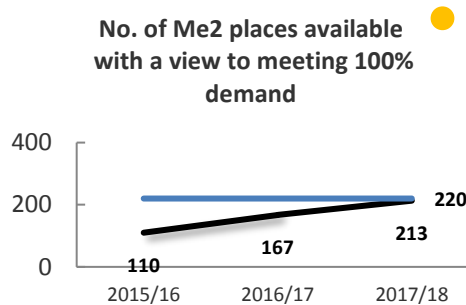
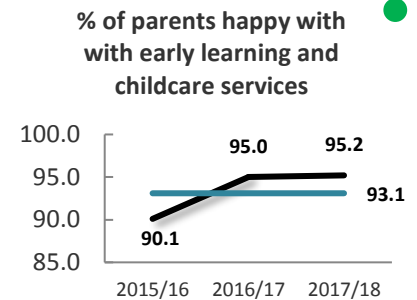
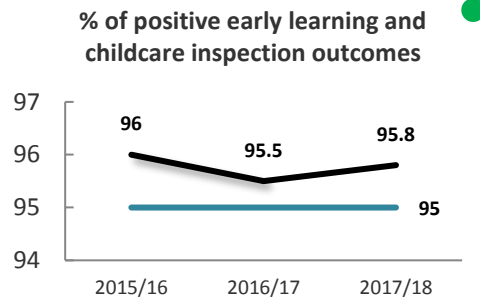
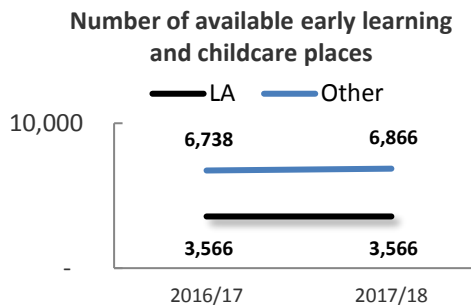
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Are our changes resulting in improvement?

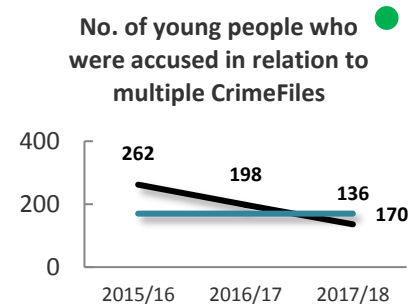
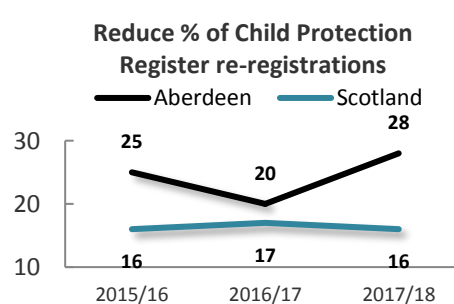
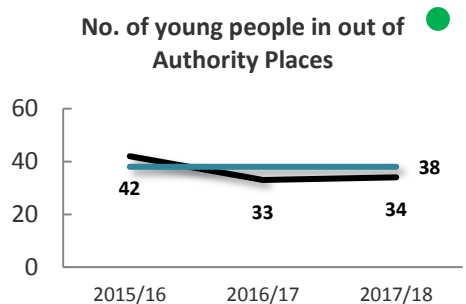
— Performance — 17/18 improvement aim

- Yes
- Getting there
- Not yet

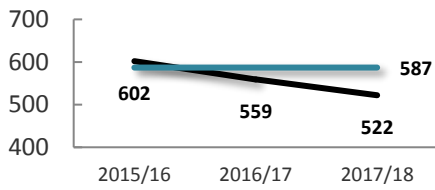
Children have the best start in life



Children are safe and responsible

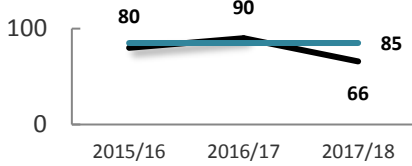


No. of young people who were accused in relation to single CrimeFiles

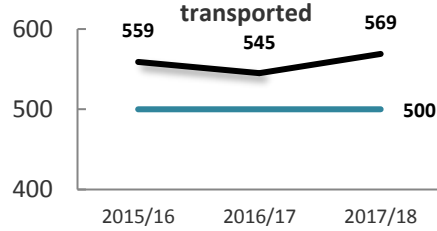


Children are respected, included and achieving

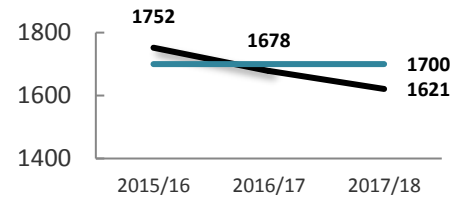
% of pupils identified as having an additional support need educated in their local community



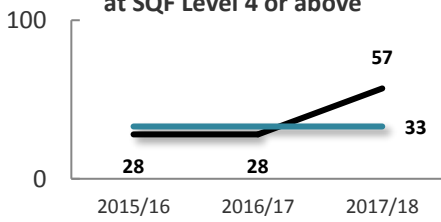
Reduction in No. of young People with ASN being transported



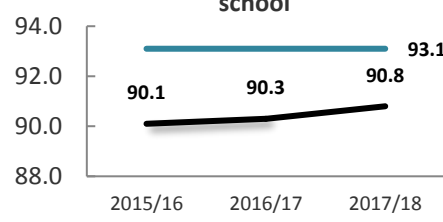
Attainment Gap between highest and lowest achieving 20% (Tariff Scores)



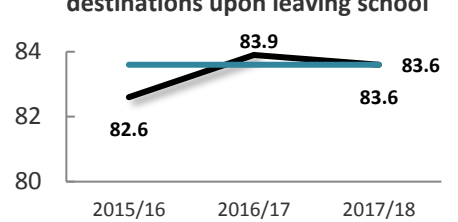
LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above)



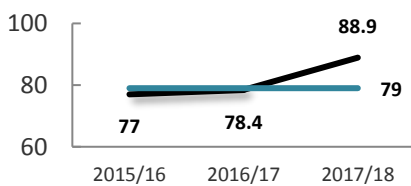
% of young people entering positive destinations upon leaving school



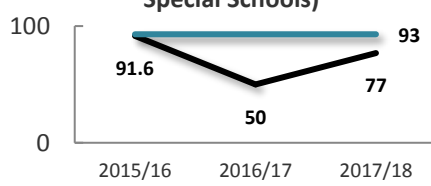
% of young people from deprived areas entering positive destinations upon leaving school



% of young people progressing into a positive destination on completion of an Activity Agreement



Proportion of Positive School Inspection Outcomes (Early Years, Primary, Secondary and Special Schools)





UNICEF Child Friendly City

What is the Aim?

To increase by 5 % the number of Schools actively engaged with the UNICEF Rights Respecting Schools Award.

How does this support prevention and early intervention?

Through including the UNCRC in the curriculum, children, teachers and the wider school community have a better knowledge of children's rights and how these apply to their lives.

UNICEF report a variety of [positive outcomes](#) for schools participating in the award. These include:

- Improved self-esteem, wellbeing and emotional resilience
- Improved relationships and behaviour (reductions in bullying and exclusions and improved attendance)
- Positive attitudes towards diversity in society and the reduction of prejudice
- Children and young people's enhanced moral understanding
- Children and young people become more involved in decision-making in schools

What changes are we currently testing?

- Creation of a sustainable model to support schools in the Rights Respecting Schools journey.
- School-based staff to become trained as assessors for the award.
- Up-skilled staff supporting schools directly with ongoing training, communication and advice to guide schools through the award process.



Improvement data

78% of our schools are involved in the award process with 10 schools registered



21 schools have achieved Bronze Commitment Recognition

10 schools have achieved Level 1/Silver award

6 schools have achieved Level 2/Gold award

We have seen a significant increase in the number of schools actively engaging and participating in the Rights Respecting Schools Award programme over the last three years. As of June 2018, 78% of our schools are involved in the award process.

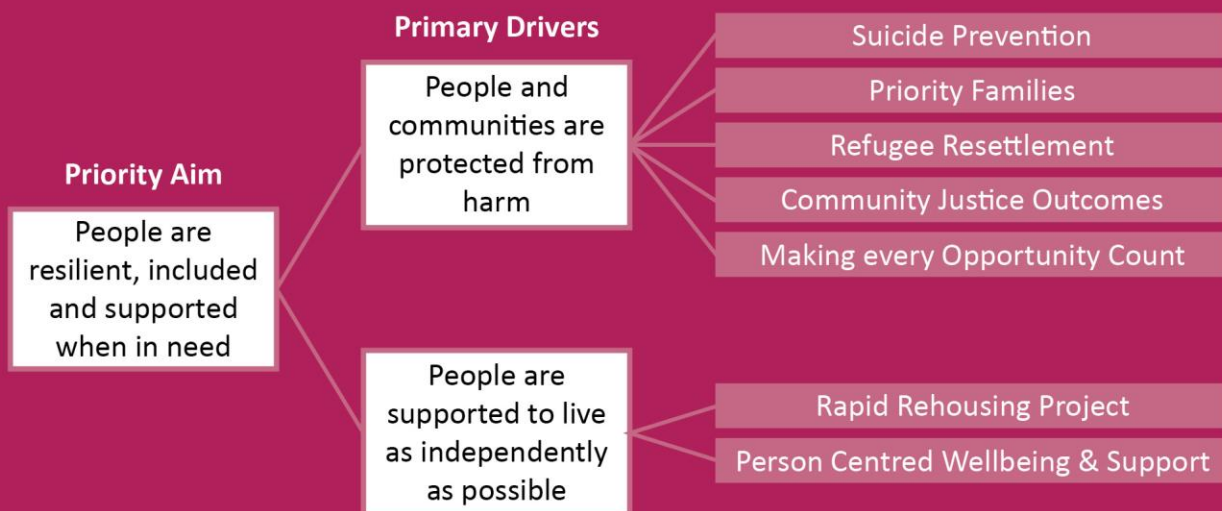
Aberdeen City Council is one of only two Local Authorities in Scotland deemed by UNICEF to be 'enabled' and significant progress has been made in establishing this award across the city.

PROSPEROUS PEOPLE



Priority: People are resilient, included and supported when in need

Areas where we have made changes during 2017/18



What key changes have we made?

Suicide Prevention

In Partnership with Moray and Aberdeen Health & Social Care Partnerships we have developed, introduced and maintained an award winning suicide prevention app and Google Ads campaigns to deliver suicide prevention work. The Aberdeen City & Aberdeenshire Choose Life Steering Group were named as winners of the 'Innovation Award and the Care for Mental Health Award' at the Scottish Health Awards in recognition of its Digital approach to reaching vulnerable people in November 2017. As well as this success the marketing campaign and Choose Life Prevent Suicide App were also shortlisted for the 'Best Digital Marketing Campaign' at the Public Relations Communications Association Awards in London in April 2017.

Since the launch of the Prevent Suicide app and supporting website more than 22,000 users were reached in 17 months. This work forms part of our work to develop systems and approaches that raise awareness of harm and we have achieved the 2017/18 aim to increase usage of the Choose Life prevent suicide app by 10% with over 22,000 users reached since the launch. NHS Grampian saw the largest decrease in suicide in 2016 following release of national data on 3 August 2017 (The Aberdeen City reduction was 28%). The national suicide rate increased by 8% compared with 2015. A presentation showcasing our work was delivered to the [Choose Life](#) Coordinators Forum on 15 June 2017 with a further presentation delivered at the Towards Zero Suicide National conference held in London on 29 September 2017. The award-winning app and marketing campaign was funded by the Scottish Government Mental Health Innovation Fund.

Priority Families

The Priority Families Service supports families who are affected by multiple problems and are at risk of poor life outcomes. It has been developed through Community Planning Aberdeen and by Aberdeen City Council. Direct support is delivered by Action for Children Family Practitioners and Police Scotland Priority Families Police Officers. With a focus on tackling anti-social behaviour, offending behaviour and school issues affecting families in our priority localities, the service aims to improve individual and community resilience. Launched in January 2017 the service is now evidencing its impact on families and the associated reduction in service demand. Outcomes include:

- Two-fifths of school pupils showed improved school attendance
- A 76% reduction in criminal charges
- A 49% reduction in Vulnerable Person Database
- 50% of pupils had fewer unauthorised school absences
- 55% improvement in parenting skills
- 65% improvement in level of routines (School attendance, regular meals & bedtimes)

Syrian Resettlement Programme

There have been 3 new families resettled over the last year through the Syrian resettlement programme. We have now reached the target to resettle 100 people and were successful in one family Reunification case with a family of 5 arriving in Aberdeen in May 2018. As part of the scheme, Aberdeen have taken a 5% share of the estimated 2,000 refugees coming to Scotland over the next four years, which is based on the city's population. The council has also established a volunteer scheme which encourages people to spend time with Syrian families and help them speak English. Like other geographic areas we have housing challenges however the team are working extensively to try to move the families from Private sector Leasing properties and temporary accommodations to the private or Social sector.

Community Justice Outcomes

Referral Service at Point of Arrest

A key outcome in the LOIP is to increase the number of individuals referred to relevant services at point of arrest. Engaging people as early as possible in the Justice System is one of the priority themes for Aberdeen's Community Justice Group, which is identifying innovative ways for earlier intervention and prevention. It is hoped that by addressing needs at the earliest opportunity, better outcomes can be achieved for individuals. Police, [Aberdeen's Third Sector Interface](#), Aberdeen Health & Social Care Partnership, [Aberdeen Cyrenians](#) and Aberdeen City Councils Housing Support Service worked together during the year to test pathways to provide support for housing/homeless issues for people detained at the Police Custody Suite. A 'drop-in' for people with housing issues was trialled at different times, to test and learn what works. In addition, Cyrenians contacted the Custody Suite each evening from January to March 2018 to see if there was anyone in the cells who was rough sleeping (or at high risk), so that they could follow this up with a visit to the cells. Tracking progress and outcomes for individuals was a key focus of the project, which aims to build on this to offer an arrest referral system to support and target a wide range of issues. This project is to be taken forward in conjunction with the development of plans for a 'hub' to be piloted by Police Scotland, in conjunction with partners, at the Custody Suite.

Support for Families

A project aimed at increasing the number of family members of people involved in the Justice System receiving support from [Families Outside](#) was completed during the year. Families Outside is the only national charity in Scotland that works solely to offer support and information to the families of people affected by imprisonment. Having a family member involved in the Justice System, and particularly in prison, can be extremely challenging and stressful for families and can lead to poorer outcomes for children. Prisoners who maintain family ties are up to six times less likely to reoffend. Several changes were tested as part of the project, including raising awareness with professionals about issues for families and supports available, through training and a bulletin, and signposting families to support available through posters and business cards.

The testing of these change ideas resulted in the equivalent of one referral per week for the period of the project, a 100% increase on the level of referrals the previous year. Referrals to the service were being seen from a much wider range of sources/services, some of which had not previously referred cases (the project saw the first ever referral to Families Outside from Police Scotland). Feedback from families has indicated that the offer of information and/or support would be welcome earlier on in the process. Proposals are being developed to upscale and spread the learning from this project to try to reach more families, and at an earlier stage. This will involve wider partners, including [Alcohol & Drugs Action](#) and the Family Centre & Help Hub at HMP Grampian which is run by [Action for Children](#).

Diversion from Prosecution

During the year a project team has been working towards improving systems which will enable an increase in the number of individuals, especially young people aged 16 – 25, who are diverted from prosecution by the Procurator Fiscal. This work directly supports the aim to ‘effectively manage and support people involved in the adult Criminal Justice System in the community to reduce the likelihood of their reoffending and improve outcomes for these individuals, their families and communities’ (a key factor for the PF in making decisions about whether to prosecute someone or not is always what is in the public interest). Evidence has shown that the less contact an individual has with the justice system, the less likely they are to have further involvement in offending. Positive diversion addresses the causes of offending, and not simply the offence, which minimises the likelihood of reoffending and creates opportunities for individuals to follow more positive pathways.

The project team has been working to improve the systems in place. Single points of contact have been nominated in Police Scotland and Criminal Justice Social Work Services, data sharing processes have been mapped, and a training/ awareness-raising input on diversion from prosecution is being developed for local police officers and Crown Office and Procurator Fiscal Service staff. A person-centred outcome measure (which evaluates whether the needs of the individual identified at initial assessment for diversion from prosecution are met after the intervention), and an exit questionnaire for clients are also to be tested as part of the project.

My Way to Employment

A workshop was held in February 2018 for senior representatives from statutory partners in Aberdeen, aimed at raising awareness about issues relating to employing people with convictions, myth-busting and exploring opportunities for developing pathways. This event is part of a wider project being developed aimed at improving pathways to employment for people involved in the Justice System. Agencies will work in a coordinated way with a small number of people who are on a Community Payback Order, who have been diverted from prosecution, or who are at the point of being liberated from prison, supporting them closely (via ‘lead professional’ and ‘mentor’ roles) to progress along an employability ‘pathway’. Learning from the experiences of these individuals will inform our way forward.

Rapid Rehousing

A project which started in February 2018 aimed at housing ‘homeless’ individuals when they are liberated from prison has been successful in housing three individuals to date. Evidence has shown that the “Rapid Rehousing” approach helps to reduce the likelihood of reoffending by providing an individual with a firm foundation and reduce the anxiety and insecurity associated with being homeless upon release from prison. None of the individuals who have been rehoused have reoffended.

See case study on page 30 for more information on the Rapid Rehousing Project

Making every Opportunity Count (MeOC)

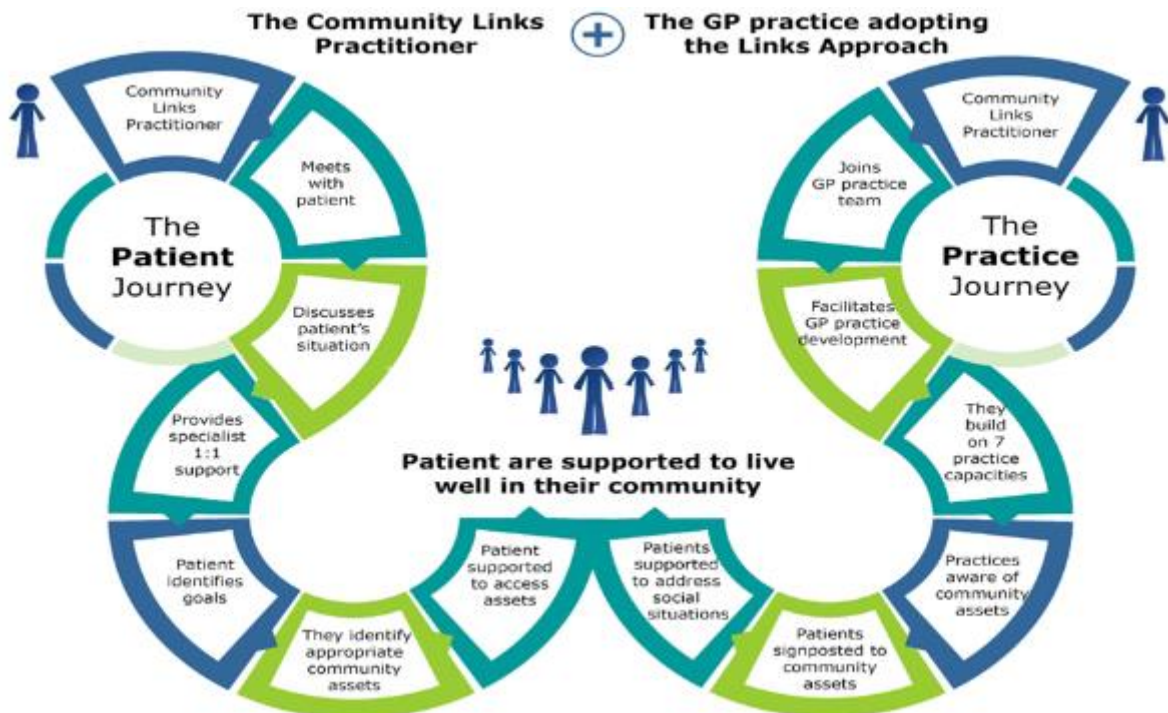
[Making every Opportunity Count](#) (MeOC) is a great example of what can be achieved sustainably, by truly taking a population health approach. MeOC is an adaptable approach to a wellbeing conversation and signposting which reflects the needs of people and the realities for services. We have almost trebled the number of people in 2017/18, to over 17,000. This exceeds our aim to deliver 850 MeOC conversations by 2017/18. By seeding opportunities for health and wellbeing into our routine ways of working across the public and third sectors, we are changing our expectations about the importance of looking after ourselves, our families and our communities to live as well as we can. The NHS has encouraged the approach across relevant areas of its own services as well as within an ever-growing number of partners, including organisations supporting people in Community Justice and those supporting people to gain employment. In the coming year, our Localities and some of our community pharmacies will begin to use the MeOC approach. We also anticipate it will be integrated within positive developments within the Custody Suite to help people to take opportunities to improve their wellbeing.

Currently a number of third sector agencies including Families Outside, Action for Children and Pathways, SACRO, Aberdeen Foyer and Cash in Your Pocket enable people who use their services to be signposted for relevant help to increase their wellbeing. Importantly, Victim Support (Aberdeen) also use the making every opportunity count approach to ensure the victims of crime have relevant opportunities to address their wellbeing. Twenty-four people in contact with Victim Support benefited from a wellbeing conversation and signposting.

Link Workers – Person Centred Wellbeing & Support

The [Link Working](#) initiative aims to reduce the negative impact of social and economic circumstances on health. The purpose of the link practitioner role is to provide a person-centred service that is responsive to the needs and interests of the population. We are working towards having our first link practitioner in place by summer 2018. This initial test of change will begin to enable us to measure the impact this role has on reducing the burden on primary care and meeting our aim to have 400 clients supported by Community Links Workers by 2020/21. The Link Worker (LW) will work with and support patients to identify issues that affect their ability to live well and help them to address these. The project recognises the pressure that GPs and Primary Care colleagues are under and introduces a different skill-set into the practice team as well as supporting the existing staff to adopt the Link Working approach.

By introducing link practitioners into all practices within the city we aim to provide a person-centred service that is responsive to the needs and interests of the practice population.



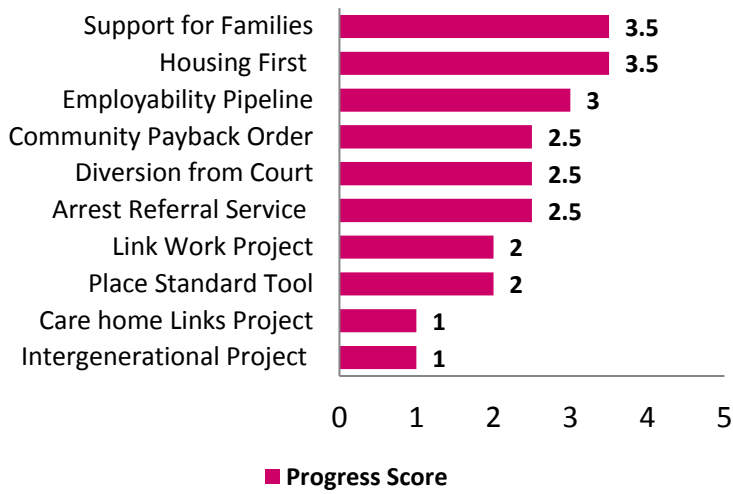
Their initial focus is on alleviating pressures in GP practices and mitigating health inequalities by supporting people to live well through strengthening connections between community resources and primary care. During 2017/18 we have continued to plan for the implementation of this model and in January 2018 commissioned the Scottish Association of Mental Health to deliver this service on our behalf.

Priority next steps 2018/19:

- Wider/earlier support for families of people involved in the Justice System
- Pathways to support for alcohol and drug issues
- Quality of Community Payback Orders – regular evaluation to inform future practice
- Continued focus on My Way to Employment Project
- Further improve engagement with our communities through Place Standard Tool
- Spread use of MEoC's across more suitable services
- Refine Link Worker processes

Improvement Projects

We have a number of improvement projects underway and we will continue to progress these over the next year.



Improvement progress scale

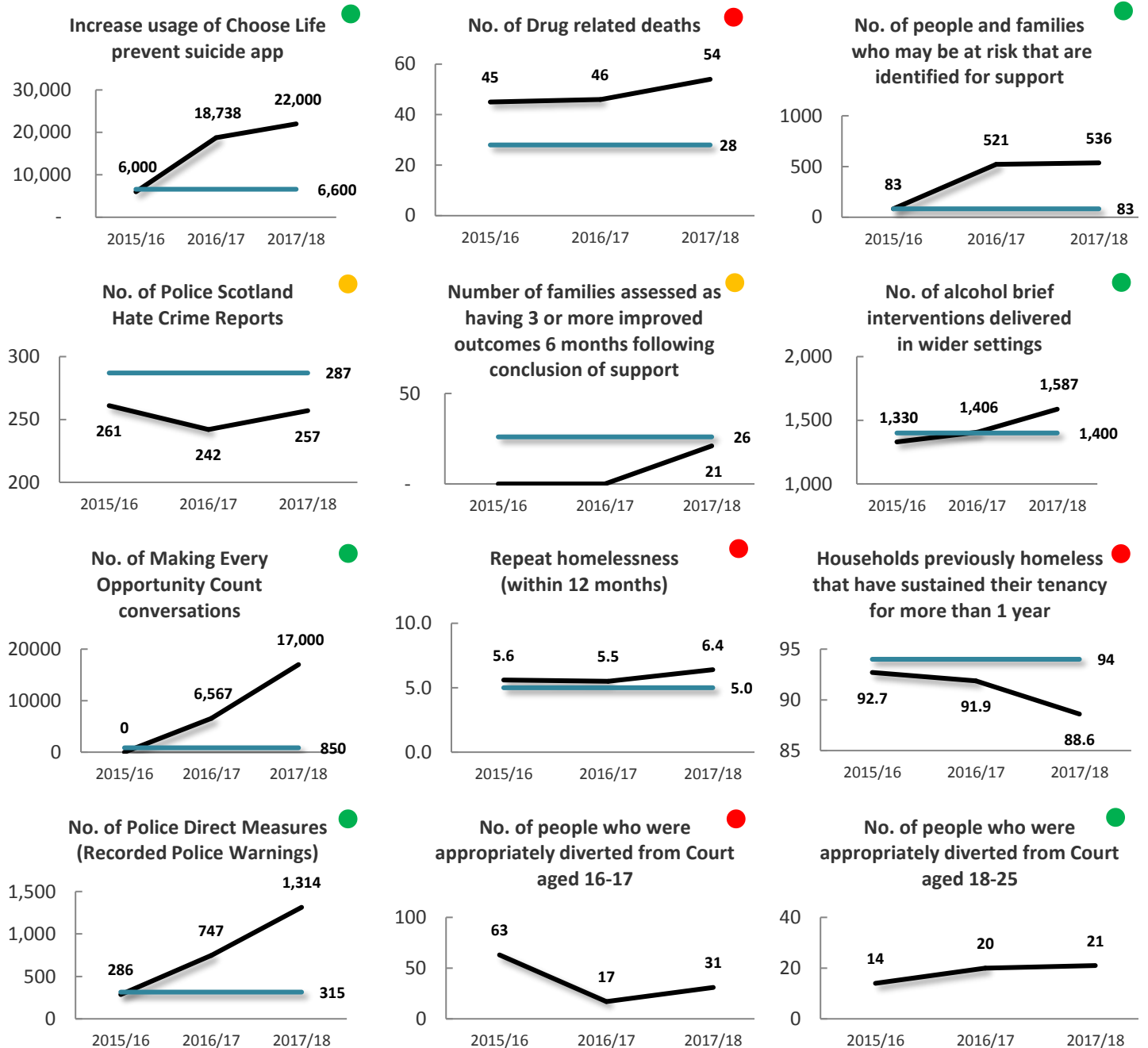
1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Are our changes resulting in improvement?

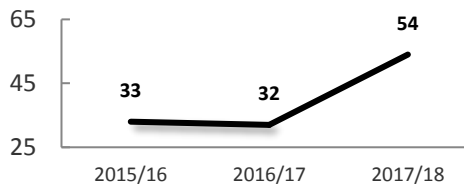
— Performance — 17/18 improvement aim

● Yes
● Getting there
● Not yet

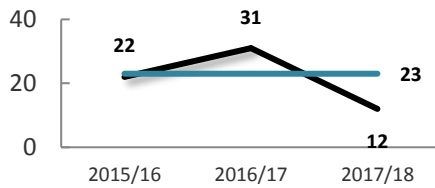
People are protected from harm



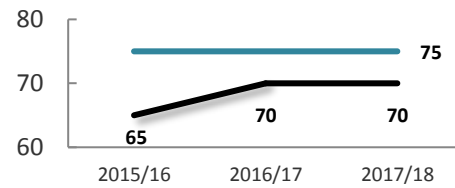
No. of people who were appropriately diverted from Court aged 26+



No. of people commencing/undertaking alternatives to remand

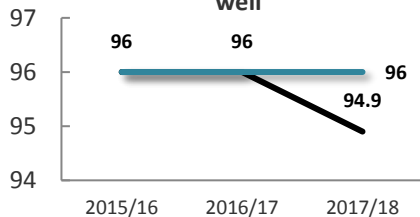


No. of non-statutory prisoners who received relevant voluntary support on release

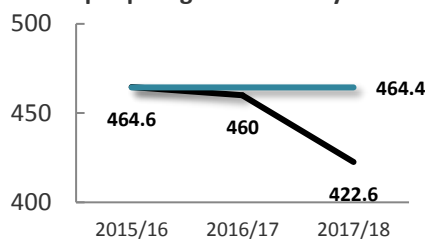


People are supported to live as independently as possible

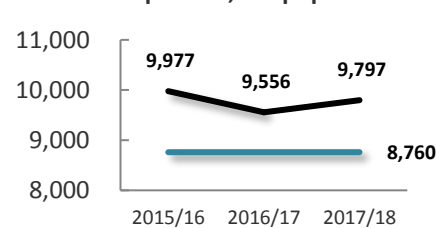
% of individuals able to look after their health very well or quiet well



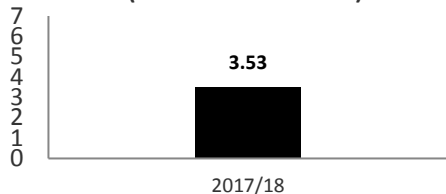
Mortality rate per 100,000 people aged under 75 years



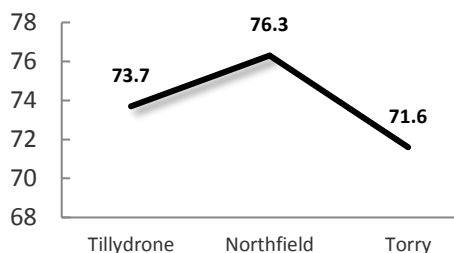
Emergency admission rate for adults per 100,000 population



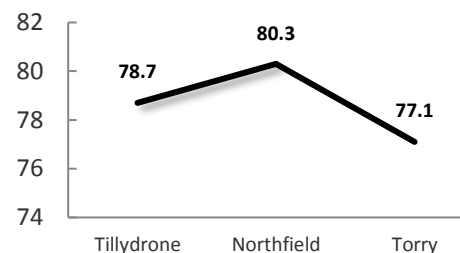
People reporting they have influence & a sense of control (Place Standard Tool)



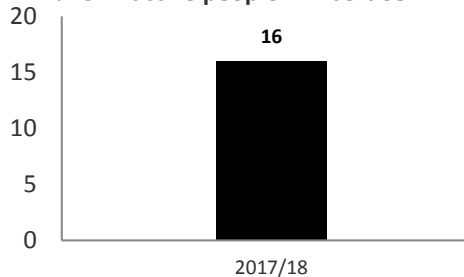
Life Expectancy Localities (Male)



Life Expectancy Localities (Female)



% of inactive people in Aberdeen





Rapid Rehousing Project

What is the Aim?

To increase by 5% the number of prisoners owed a statutory homelessness duty that are suitably rehoused within 6 weeks of release, by May 2018.

How does this support prevention and early intervention?

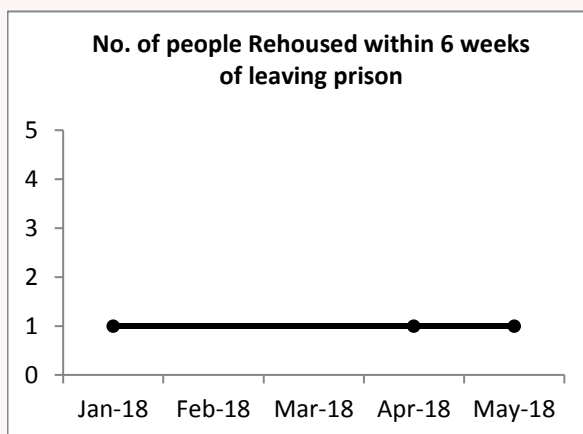
The approach has been proven to improve outcomes around tenancy sustainment, as well as key improvements around health, substance misuse, inclusion and integration, anti-social behaviour and criminal behaviour. Self-evaluation from Housing First recipients also reflects these same findings.

There is potential for substantial savings to be made from fully implementing a Housing First approach in terms of the cost to continually provide services, interventions and benefits to people that don't result in sustainable and positive housing and health outcomes.

What changes are we currently testing?

- Assign Support Worker from prison, prior to release, to work with the prisoner
- Facilitate day release to view and sign up for property
- Convert temporary accommodation into mainstream tenancies
- Set up a Housing First Steering Group and meet weekly to review progress

Improvement data



Early testing indicates that changes have resulted in improvement. The average homeless journey is currently 22.9 weeks. The aim is to reduce this to within 6 weeks for people leaving prison. So far three individuals leaving prison were successfully rehoused within 6 weeks, without the need for temporary accommodation.

No individuals re-housed to-date have reoffended.

PROSPEROUS PLACE



Priority: Empowered, resilient and sustainable communities



What key changes have we made?

Aberdeen Water Safety Group

A partnership group was formed in 2017/18 to work together on water safety in Aberdeen. The main purpose of the group is to help ensure Aberdeen is a place where people are safe from harm and to save lives lost to drowning through education and promotion of water safety. The Aberdeen Water Safety Group includes the RNLI (including Aberdeen Lifeboat Station), Aberdeen City Council, HM Coastguard, Royal Life Saving Society UK, Scottish Fire & Rescue Service, Police Scotland, Aberdeen Surf Life Saving Club, and Sport Aberdeen. The group are focused on ensuring the water safety message gets out to the public, to those who use the beach. The Group will also look to work to help develop a Water Safety Policy for Aberdeen City Council, linked to the Scottish response to the UK Drowning Prevention Strategy 2016-2020. This is a new type of policy and currently only two local authorities in Scotland have this in place. In addition, in partnership with the RNLI, a beach water safety campaign has been running at the beach since September 2016 where a 'Ton of Water' display on the promenade is in place to help raise safety awareness in the area. This display is simply a cube containing water and is successfully used to promote safety elsewhere in the UK.

Purple Flag

Aberdeen became the first city in Scotland to be awarded Purple Flag accreditation in 2014 and was re-accredited for the fifth time, receiving praise for its strong partnership working. Led by business organisation Aberdeen Inspired, with support from Police Scotland, Unight, Aberdeen City Council, Street Pastors and other key stakeholders, the city has achieved the standard in recognition of its commitment to promoting a safe and secure night time economy. The Purple Flag scheme is an award managed by the Association of Town and City Management (ATCM) which looks at the wellbeing, movement, appeal and sense of place within a city centre. Cities are rewarded for their ability to showcase a variety of initiatives aimed at attracting visitors to the area during the evening.

Poverty

Sustainable Food City Partnership Aberdeen

The Sustainable Food City Partnership Aberdeen ([SFCPA](#)) was successfully launched in 2017 and is a cross-sector partnership, with members including; Aberdeen City Council, Community Food Initiatives North East ([CFINE](#)), NHS Grampian, Aberdeen Health & Social Care Partnership, as well as other community and voluntary organisations, local businesses, and educational institutions. SFCPA brings together key stakeholders to drive positive food change whilst making healthy and sustainable food a defining characteristic of Aberdeen city. Aberdeen hosts several food-related projects and services, ranging from; food banks addressing food poverty & insecurity, provision of meals to alleviate social isolation, development of cooking skills and promotion of healthy eating, encouraging community food growing, improvements in procurement & catering and tackling food waste.

SFCPA will encourage a co-ordinated approach to take these forward, driven by the overarching focus of the SFC Network. SFCPA will ensure key food-related challenges are shared, practical solutions explored, and best practises developed city-wide. Key achievements of 2017/18 include creating and sharing the 2017/18 Action Plan and Developing the SFCPA Food Charter.



Anti-Poverty Strategy

In March 2017 Aberdeen City Council approved an anti-poverty strategy with the aim to create a “fairer Aberdeen that prospers for all.” The strategy sets out 10 key priorities to aid those who are disadvantaged in the city through developing training and employment opportunities, advice and support for those affected by welfare reform and reducing both food and fuel poverty. Additional priorities include increasing the supply of social and affordable housing, closing the educational gap, developing a flexible childcare service which meets the needs of those on low incomes and to remove financial barriers that may prevent pupil participation.

Community Food Growing Programme

We have expanded our Community Food Growing Programme which provides new community growing opportunities both city wide and in priority localities of Aberdeen. In 2017/18 the Community Food Growing Fund supported three primary schools to create food growing plots, including one in a nursery school the creation of four edible green-walls in primary schools. A Community food-growing officer has been employed by CFINE to deliver a range of projects including the School Garden project which is currently ongoing. In 2017/18 the focus has been to engage with communities to grow more fruit and vegetables and supply ‘veg growing bags’ through community food hubs. Growing food locally has many health and environmental benefits and is a key driver in helping tackle food poverty, deliver sustainable food provision and improve wellbeing. All projects require significant partnership working and collaboration between public services and communities. The programme continues to be funded by £145,000 of the Council’s Non-Housing Capital Programme.

See case study on page 39 for more information on the School Garden Project

Food and Fun

Provision of free school meals during school holidays is a priority improvement aim within the Local Outcome Improvement Plan for Aberdeen City. In 17/18 school meals were provided to 3 primary schools as part of a pilot across our locality areas during easter and summer holidays in 2017 with 1,734 meals delivered. The success of this award winning project has led to further expansion with 10,000 further school meals due to be delivered in 2018/19 during the holidays. The initiative funded by Aberdeen City Council, provided good food and enrichment opportunities to children outside the busy school calendar year. It aims to help alleviate hunger and support parents and those struggling with family food budgets in pressured holiday periods.

The majority of meals were provided to children entitled to free school meals. Overall satisfaction with the Food & Fun programmes was high. 98.4% of parents indicated that their child enjoyed attending. Over 40% said their child's behaviour at home was better since attending. Overall the children were happy (86%) with attending the Food & Fun summer holiday clubs. Overall, the majority of children were happy with the taste (96%), choice (87%) and amount (94%) of food on offer. Over 50% of parents said they find it harder to make ends meet during the school summer holidays. Over 80% spend more on food during the summer holidays. Almost a third sometimes find themselves without enough money to buy food. The pilot programme confirmed the importance of providing activities alongside food provision. Aberdeen City Council are utilising partner support to deliver this effectively, with local charity [CFINE](#) providing the majority of the food for the programme, and Sport Aberdeen delivering activities.

Aberdeen in Bloom

The Aberdeen In Bloom campaign had another very successful campaign in 2017/18. Aberdeen was awarded a Gold Medal in the [Britain In Bloom](#), Champion of Champions category at the prestigious Royal Horticultural Society (RHS) Britain in Bloom UK Finals. The judges were very impressed with the city as a whole, the horticulture on show and Aberdeen's high environmental standards. Aberdeen also received a resounding 11 awards at the 51st annual Beautiful Scotland awards. The city received a Gold Award and was named as the City Category overall winner, and Aberdeen was also presented with the Royal Caledonian Horticultural Society Award for our fantastic horticulture and green spaces. The Powis Residents Group received a Gold Award and were named as the Residential Community Category overall winner. Dyce in Bloom also received a Gold Award and were overall Best Urban Community winners.

The other Aberdeen award winners were:

- Aberdeen Inspired - Silver Gilt Award
- Brighter Bucksburn - Silver Award
- Cove in Bloom – Silver Gilt Award

Aberdeen Inspired were also presented with the VisitScotland Award for Tourism for their Nuart Aberdeen Street Art Festival. The many awards and success of our campaign is due recognition for all the hard work of the many partners, community volunteers, schools and Environmental Services staff, who all contribute greatly to the campaign, throughout the year. The service is very proud of what has been achieved this year and the awards have allowed Aberdeen to showcase to the whole of the UK the horticultural excellence and community participation which makes Aberdeen such a wonderful place to live, work and visit.

Clean Up Aberdeen

[Clean Up Aberdeen](#) is Aberdeen’s campaign to involve everyone living, working and visiting in action against litter and mess. Aberdeen City Council spends over £4 million on clearing litter from Aberdeen’s streets and open spaces. Everyone must work together to end this. Our campaign in 2018 has seen a series of planned events led by inspired and passionate people from all places and all backgrounds that want a beautiful and litter free Aberdeen. Clean Up Aberdeen involves communities across Aberdeen who work together with the council team to make a difference. With support from local Elected Members and the Corporate Management Team there is a real determination to change attitudes and clean up Aberdeen.



2453 volunteers filled
2003 bags during
165 clean ups

The number of litter picking clean ups has steadily grown over the years from 30 in 2009, to 62 in 2015. In 2016 there were 161 clean ups, involving 2466 volunteers who filled 2278 bags. The 2017 Clean Up Aberdeen campaign proved a great success as regulars and new

comers pitched in to rid the city of litter. Throughout the year 2453 volunteers filled 2003 bags during 165 clean ups. This success is a result of a combination of commitment and drive from leaders coupled with increased community engagement and business involvement. The campaign is real collaboration and partnership working in place.

It’s Your Neighbourhood Awards

30 community groups in the city have had their environmental improvement work recognised in the Beautiful Scotland, [It’s Your Neighbourhood](#) initiative and this exceeds our aim to achieve 25 awards by 2017/18. The initiative is designed to acknowledge the work of community groups along themes of community participation, environmental responsibility and gardening achievement. It’s Your Neighbourhood is a local environmental improvement campaign designed to encourage volunteer groups to pick up their shears and spades in a bid to clean up and beautify their local areas. The campaign is run by Keep Scotland Beautiful in partnership with the Royal Horticultural Society. The initiative is non-competitive and acknowledges local efforts by presenting groups with certificates based on a 1-5 level of grading. Groups are assessed on their own merits and not compared against each other. The level of achievement is based on how well the entrant group has done in terms of community participation, environmental responsibility and gardening achievement.

Dementia Friendly City – Boogie in the bar

Boogie in the bar was introduced to Aberdeen in 2016/17, Scotland’s first dementia-friendly disco. Since then Boogie in the Bar has gone from strength to strength with a new branch being set up in Torry one of our Locality Areas. Like its sister group operating out of the Foundry Bar on Holburn Street, the Torry group will meet in a local pub - and will offer people with dementia and their partners or carers an opportunity to meet up in a fun, community setting with Alzheimer’s Scotland offering free dementia awareness training to bar staff and volunteers. The original initiative at the Foundry Bar won best Community Support Initiative at Scotland’s Dementia Awards in September 2017 and was included as a case study in our 16/17 Annual Report. The project is supported by the [Active Aberdeen Partnership](#) alongside Sport Aberdeen, [Aberdeen FC Community Trust](#), Aberdeen Health & Social Care Partnership and [Alzheimer Scotland](#).

Living Streets Dog Fouling

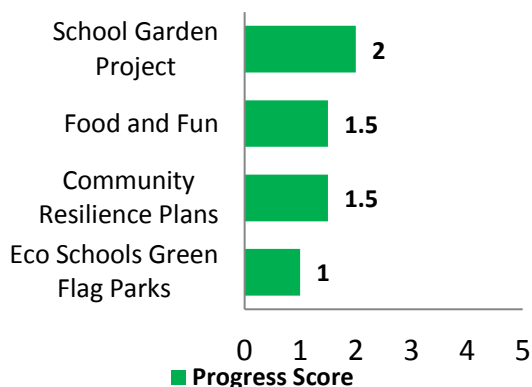
The Living Streets dog fouling project carried out in 2017/18 in Torry was a fantastic example of how we are working with local people to tackle an age-old problem for so many communities in Aberdeen. We achieved a reduction of almost 63% of fouling instances which is a positive, notable decrease over the time we ran the improvement project. The project involved working with local school children and parents to change behaviours and is now being led by a Torry Community Group. Funding of £10,000 has been allocated from Aberdeen City Council to scale up and spread the method and learning from this project to other Locality Areas. Dog fouling is a common issue in many communities and was identified by the Torry community as a priority in a recent [Living Streets Audit](#).

Priority next steps 2018/19:

- A priority for the group is tackling food poverty, with a specific aim to reduce the number of people affected by Household Food Insecurity
- Develop community food skills and knowledge about sustainable food provision

Improvement Projects

We have a number of improvement projects underway and we will continue to progress these over the next year.



Improvement progress scale

1.0	Forming as an improvement team
1.5	Planning for improvement has begun
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

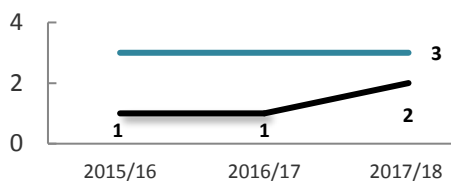
Are our changes resulting in improvement?

— Performance — 17/18 improvement aim

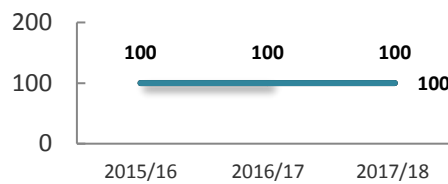
- Yes
- Getting there
- Not yet

Safe and resilient communities

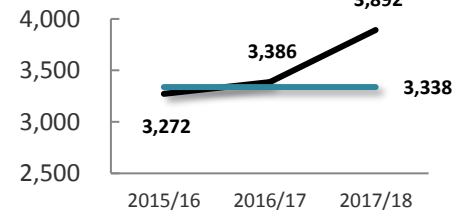
No. community groups that include Community Resilience within their local plans



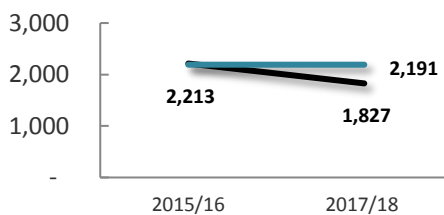
Maintain participation of all partners in Local Resilience Partnership groups and plans



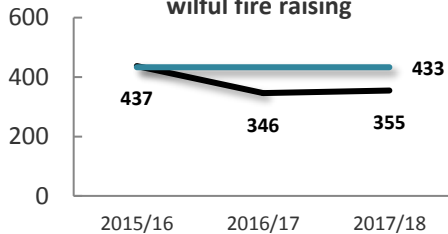
No. of Council antisocial behaviour incidents reported



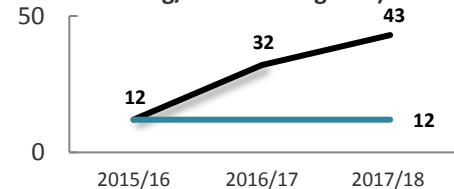
No. Police Scotland – Youth Annoyance incidents reported



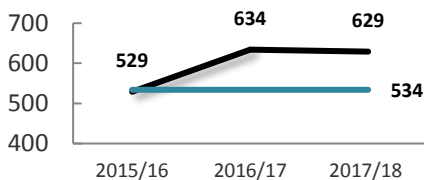
Incidences of wilful fire raising



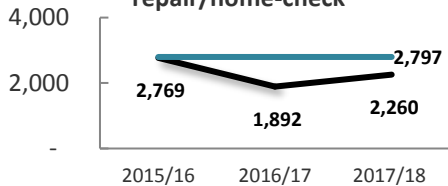
No. of young people in activity programmes who take on a coaching/volunteering role



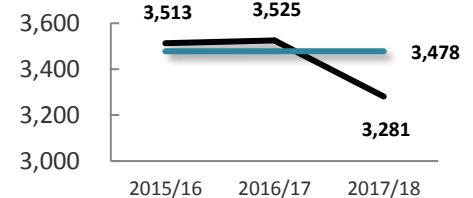
Partner referrals for home and fire safety visits around higher risk cases



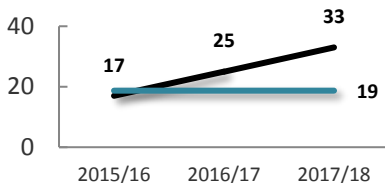
Home fire safety visits including care and repair/home-check



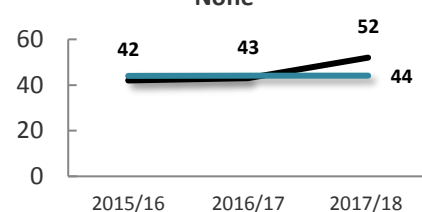
Work in partnership to reduce violent crimes



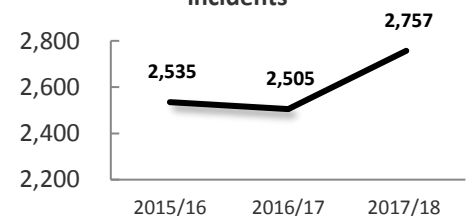
No. of participants in Unight



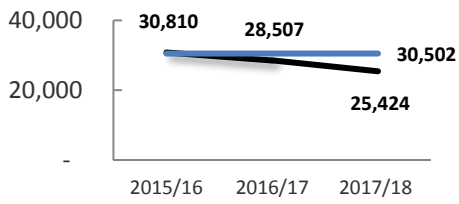
No. of participants in Best Bar None



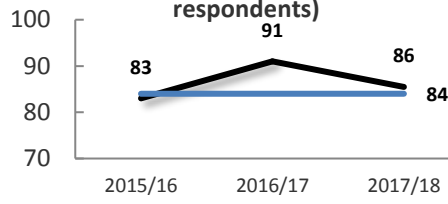
No. of domestic abuse incidents



Work in partnership to reduce all crime across Aberdeen City

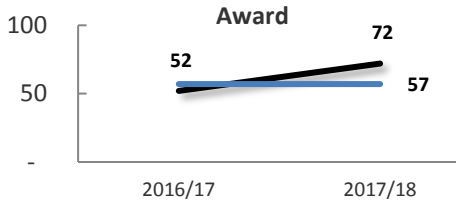


% of people who feel safe in Aberdeen City (City Voice respondents)

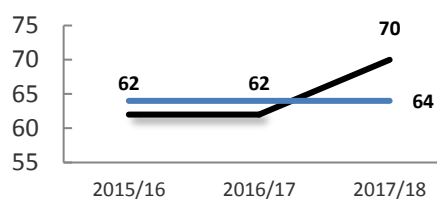


People friendly city

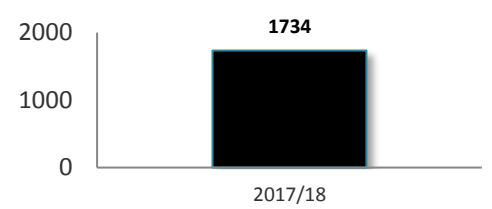
% of Schools engaged with the Unicef Rights Respecting Schools Award



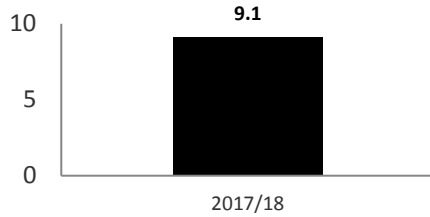
% uptake of recreational walking



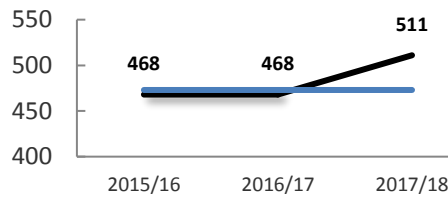
Increase provision of meals provided during school holidays to children



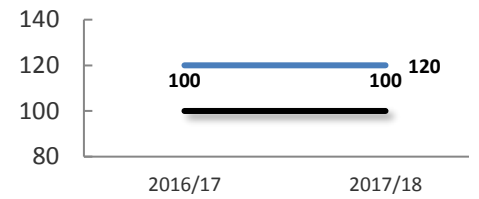
% of people affected by Household Food Insecurity



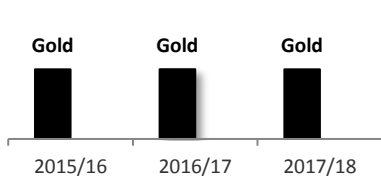
Provision of allotments and community growing spaces



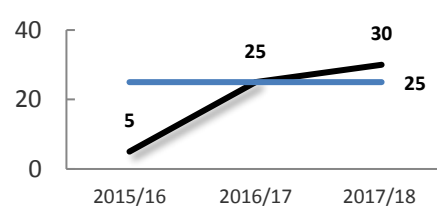
No. of people involved in friends of parks groups



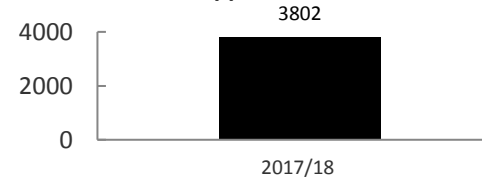
Britain in Bloom/ Beautiful Scotland Awards Achieved



Increase number of 'It's your neighbourhood' awards achieved



Volunteers involved in Britain in Bloom and other Environmental Opportunities





Aberdeen School Garden Project

What is the Aim?

To increase 'garden-time' for Aberdeen's primary school pupils, in three localities, by an average of 1 hour per child by Dec 2019.

How does this support prevention and early intervention?

There is wide national research around the value of providing school children with food-growing opportunities and the associated health and educational benefits.

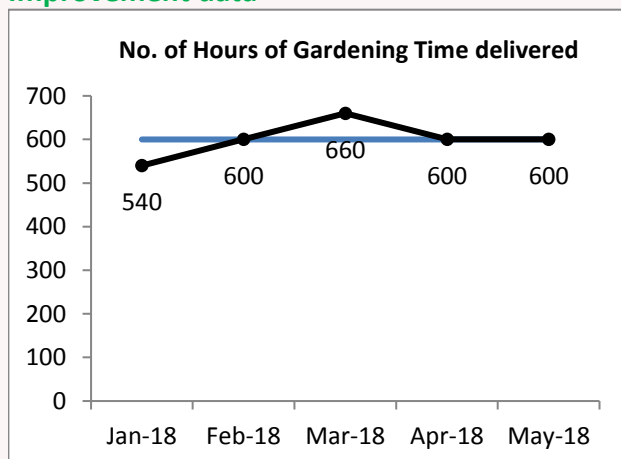
The Local Outcome Improvement Plan has the aim to create A People Friendly City by 'reducing the number of people affected by household food insecurity and increase the provision of allotments and community food growing spaces'. This project directly supports this aim as well as supporting aims in Locality Partnership Plans to 'improve health and wellbeing with increased access to healthy food.'

What changes are we currently testing?

- Create three school gardens in three Locality Primary schools.
- Testing delivery of one hour dedicated session on garden related activities every week.
- Develop and deliver age-appropriate, garden-centred lessons which strongly link to the National Curriculum.



Improvement data



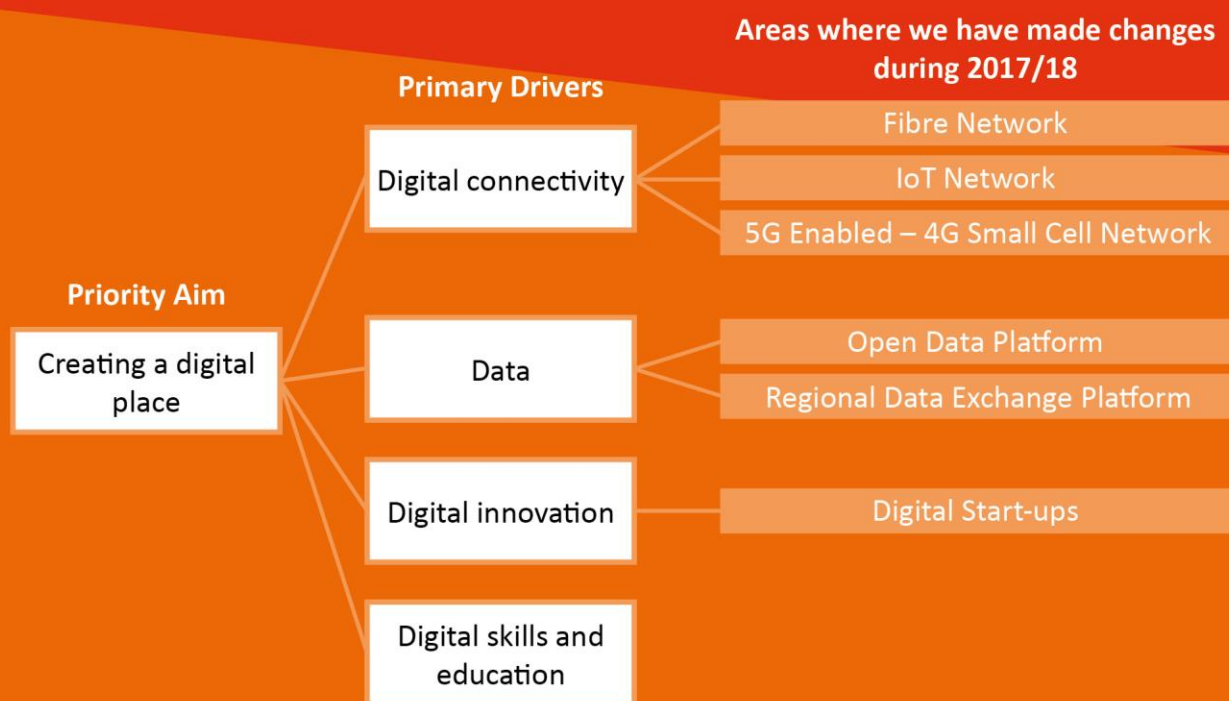
The changes tested for this project so far have resulted in an average of 600 hours of gardening time being delivered per month.

The pilot has made links with school canteen staff and the provision of school meals. Partners such as Grove Nursery and other local suppliers have contributed plants and free materials to the project.

ENABLING TECHNOLOGY



Priority: Creating a digital place



What key changes have we made?

Fibre Network

The city has secured a £40m investment from the private sector to extend the fibre network to the remaining 57 council sites and deliver 800km of fibre across the city. This will make fibre to the home accessible to approximately 90,000 homes by 2021. Fibre optic cables are used for every stage of the connection, from the customer's home or business to the internet. Vodafone will be able to provide customers with ultrafast and reliable broadband services capable of Gigabit speeds (1,000 Mbps). At present, just three per cent of UK premises have access to those levels of connectivity. Deployment of this second phase will commence in July 18.

IoT Network

The [City Region Deal](#) will also see the roll out of a large scale IoT Network that will cover the Region and allow for the mass deployment of sensors to enable the city and Regions Smart City ambitions which will relieve traffic congestion, enable intelligent street lighting, smart waste, flood prevention and much more. Most importantly it will enhance urban living. The Outline Business Case for this was approved by the Scottish & UK Government on the 9th Feb – we aim to deliver a full business case and procurement the network by Dec 18.

5G Enabled – 4G Small Cell Network

Our current providers of the 4G Small Cell Network are looking to invest further in the city by extending the network across the city to include key sites such as the new £350m AECC. This will provide the city the potential to deploy 5G across the city, which has the potential to revolutionise public sector services but also diversify our economy through the growth of new technologies in the city's private sector growth industries.

Scottish Cities Alliance (SCA) – Open Data Platform

Over the next few months the Council will see the delivery of the [Open Data Platform](#) which we have been working to deliver in partnership with 5 of the 7 city members of the SCA. This will allow for non-personal data to be collected, harvested and published on an open data platform for public and private use. This will generate insight, allow for informed decision making and improve efficiencies within the Council. Externally open data can benefit the city greatly, as entrepreneurs, SME's and private sector companies can potentially use the data to innovate and create new services and apps, etc. which can lead to economic growth and diversification.

City Region Deal - Regional Data Exchange Platform

The data exchange platform is a large-scale repository that collects, stores, standardises, and publishes data. The exchange function facilitates the transaction of data sets between stakeholders allowing for scrutiny, analysis and application of data to generate insights, develop better predictive tools and create services and product opportunities. The types of data includes Open, private, commercial, sensor and crowd sourced data. The outline business case for this was also approved by the Scottish & UK Government on the 9th February – we aim to deliver a full business case and procurement the platform by December 18.

Digital Start-ups

ONE Codebase

CodeBase is the largest technology incubator in the UK and one of the fastest growing in Europe. A technology incubator is an organization that supports the development of new business ideas by providing mentorship, business services and funding connections to young tech companies. A new partnership between private sector led economic development company Opportunity North East (ONE) and leading tech business incubator CodeBase is targeting digital company start up and growth in Aberdeen and Aberdeenshire with new investment and focus on entrepreneurial growth and capitalising on specific regional opportunities to support company growth in the industrial digital space and create companies of scale with international aspirations.

Innovation@RGU

Robert Gordon University (RGU) has launched the first funded start up accelerator programme [Innovation@RGU](#) in the North East Scotland to support entrepreneurial students, staff and recent alumni in creating new businesses with up to £10,000 of funding each. This new initiative has been funded by the Wood Foundation. The programme will launch in September each year and an external peer panel will choose the final start up teams later in the autumn. The accelerator will also link with the recently launched Innovation Skills programme, where RGU students will get access to extracurricular courses in a range of innovation topics including ideation, entrepreneurship, intrapreneurship, technology commercialisation.

Priority next steps 2018/19:

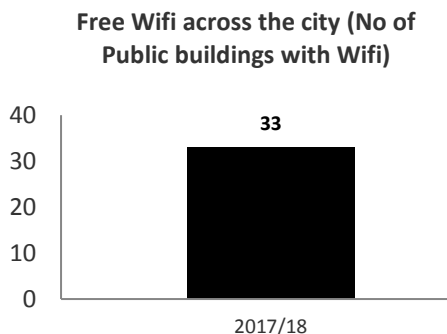
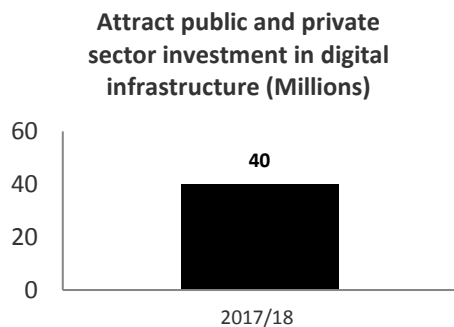
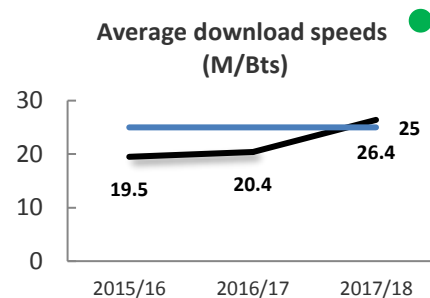
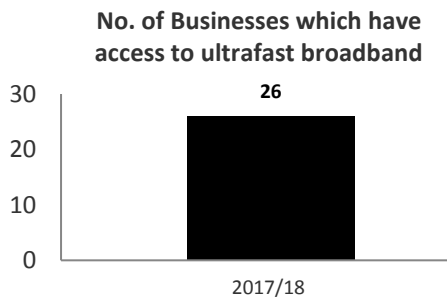
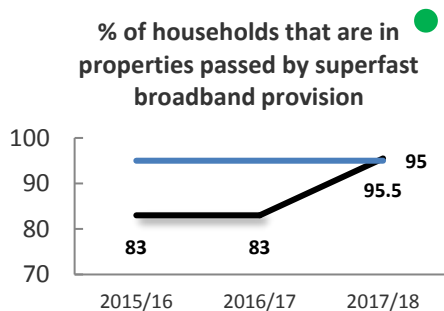
- Enhance our digital infrastructure by extending free wi-fi in the city, including our fibre network and our 4G small cell network
- Enable the delivery of Smart City projects through the IoT network
- Provide open data to public and private sectors
- Find efficiencies using IoT and Open Data
- Increase SME's and innovation in the City

Are our changes resulting in improvement?

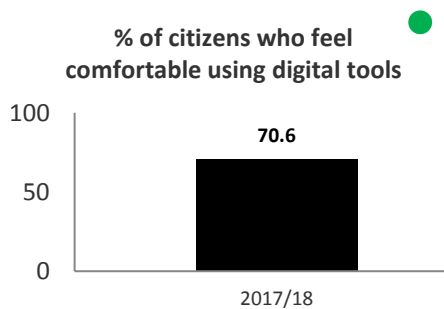
— Performance — 17/18 improvement aim

- Yes
- Getting there
- Not yet

Digital Connectivity



Digital Skills and Education





Aberdeen's full-fibre transformation

What is a Gigabit City?

A Gigabit City is a Metropolitan area with full-fibre infrastructure capable of supporting the current and future digital needs of the entire city, including residents, the public sector, business and mobile network operators.

Aberdeen will be the first city in Scotland to receive next generation full-fibre broadband as part of CityFibres national rollout. Aberdeen was chosen as the first Scottish city because of the City's strong technology and energy sector and the benefits to the sector.

What is full-fibre and why is digital investment important?

Full-fibre investment is especially important in the UK as our internet infrastructure is still reliant on limited copper cabling. With full-fibre infrastructure connecting directly to premises all users can enjoy the benefits of reliable gigabit-speed internet connectivity.

Internet traffic is rising by over 20% each year and with purpose built full fibre underpinning our connectivity needs Aberdeen will be primed to prosper in the information age and continue to grow and build on our reputation as one of the foremost business hubs in the UK and Scotland.

What are the benefits for Aberdeen?

- Increased number of households that are in properties passed by superfast broadband provision
- Increased number of Businesses that have access to ultrafast broadband
- £40m of private investment from CityFibre and £51m of business benefits
- Future-proofed connectivity, with almost unlimited bandwidth
- Gigabit-internet speeds = 1000 megabits per second
- Increased productivity and cost savings for local connected businesses

Gigabit Timeline

Jan 2017: Aberdeen City Council connect over 100 sites including schools, libraries & community centres

Dec 2017: Network extends to over 100kms as Aberdeen City Council connect another 57 sites

Feb 2018: FTTP expansion announced in partnership with Vodafone, extending existing network to reach nearly every home and business

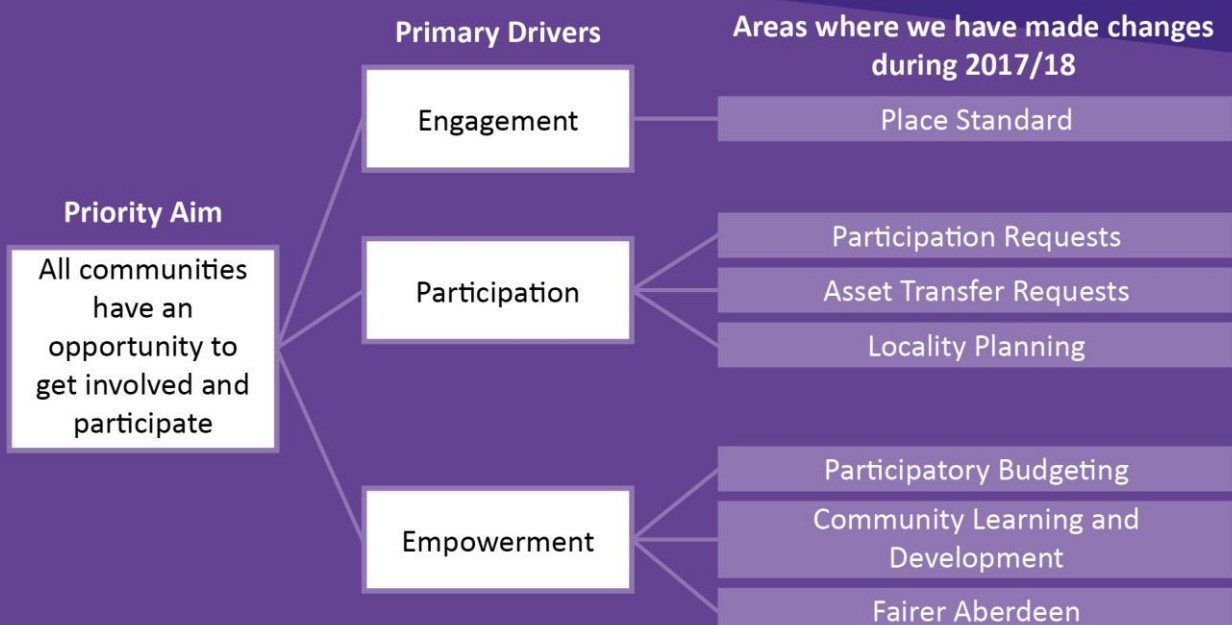
Jul 2018: Construction of FTTP roll-out due to begin

Early 2019: First homes go live with gigabit speeds

WORKING WITH COMMUNITIES



Engagement, Participation and Empowerment



What key changes have we made?

Locality Partnerships

Locality Planning is a statutory requirement of the Community Empowerment Act. It requires Community Planning Aberdeen (CPA) to identify localities, with a maximum population size of 30,000 residents, where people experience significantly poorer outcomes than other people across the city and Scotland as a result of socio-economic disadvantage. Community Planning Aberdeen identified three priority localities in Aberdeen. These are:



**Torry
Locality**



**Middlefield, Mastrick,
Cummings Park, Northfield and
Heathryfold**



**Seaton, Woodside
and Tillydrone**

Locality Partnerships were established in April 2017 to serve these communities and oversee the delivery of Locality Plans. The Locality Plans were co-produced with community residents in 2017 through discussions and events. Easy read versions of these plans have been produced and the first Annual Reports against these will be published in December 2018.

£170,000 spent on Participatory Budgeting in 2017/18

Four UDECIDE participatory budgeting (PB) events took place in March 2018 in George Street, Castlehill, Pittodrie and the city centre and the three regenerations areas. The events were organised and delivered by steering groups consisting of residents and partners supported by community staff from Aberdeen City Council. Four events were delivered with the help of 28 volunteers, including Police Scotland Youth Volunteers. Bids for the budget were received by 125 local groups, individuals and organisations, and 389 residents voted on the proposals across all these with £70,000 made available to 40 successful projects.

Projects included setting up a farmers' market, free school summer holiday activities, Community Food sharing fridge's, support for local veterans and a funding for children's orchestra and many other projects. In Wales Street Aberdeen City Council tenants were able to have their say on how to spend £75,000 to improve their own housing blocks, with 71% of eligible properties voting. Additional funding of £30,000 has also been made available for residents in Torry to improve local unused green space.

Participation Requests and Asset Transfer Requests

The Community Planning Partnership held an event in November 2017 with the [Scottish Community Development Centre](#) (SCDC) to promote participation requests and asset transfers in the city. The event was aimed at community group members with around 50 people attended to gain a better understanding of what their participation requests and asset transfers rights are and what the local arrangements are for supporting groups with these. There has been one formal participation request to the city which is ongoing where members of Torry Community Council, Aberdeen City Council and SEPA aim to improve a local burn in the community.

In 2017/18, three community asset transfers from groups across Aberdeen have been received or completed by the City Council. This has included a local [Men's Shed](#) who would like to make use of a former cadet hut in Peterculter as a workshop, a community church in Seaton wishing to convert a number of disused huts into a community centre and the ongoing development of a gospel hall in Fittie.

See case study on page 50 for information on the Participation Request Project

Community, Learning and Development

The revised Community Learning and Development (CLD) Plan for 2018- 2021 will be in place by November 2018 and a priority over the next year is to continue to improve on engaging the community voice to assist in the governance and delivery of the CLD plan outcomes and meet national legislative duties under the Community Empowerment Act. The Partnership Forums which are responsible for the governance of the delivery of the CLD plan at local level and the National Improvement Framework priorities have been reviewed based on feedback from Education Scotland Inspections and the Partnership Forums. MARG groups have been implemented to support young people who are having difficulties in school, the support of the Education Social Worker and our partners has been paramount in this and groups are beginning to see initial successes with the young people they work with.

Working with schools continues to be a key area of delivery for the Youth Work team with 16 young people achieving Dynamic Youth Awards, 21 young people achieving Bronze Awards and 4 achieved Silver Youth Achievement Awards. In addition, 45 young people have achieved the new HI Five awards. The Adult Learning team have supported adults to achieve the following accredited Learning Awards: 12 adults have achieved their working with others SCQF level 3, 10 adults achieved ICT core skills level 2 and 12 adults achieved ICT core skills level 3, 24 adults achieved English as a Second Language for everyday life, 11 adults achieved other awards ranging from communication, adult achievement award and employability awards. The Healthy Minds team supported adults in recovery of Mental Health to achieve 6 John Muir awards and 2 SQA volunteering awards.

Fairer Aberdeen

The Fairer Aberdeen Fund is allocated by Aberdeen City Council and aims to tackle poverty and deprivation within the city, support partners to work together to achieve outcomes and to help more residents' access and sustain employment opportunities. The funding supports initiatives and services for the most disadvantaged communities in the city. In 2017/18 £1,650,000 was made available to support this work. The priorities identified were maximising income, getting people into work, improving health and wellbeing, building stronger communities and increasing skills and creativity.

The positive outcomes from these projects have seen a reduction of families requiring support from social work, 280 people being able to move into work and 130 people getting involved in producing community media. Overall 26,702 people were involved in or benefitted from 45 funded initiatives and small grants supporting community engagement. Over 15% of the people involved were under 16 years old. 954 volunteers contributed 125,849 volunteer hours valued at over £1,727,000 more than doubling the value of the fund.

Aberdeen City Place Standard – How good is our place?

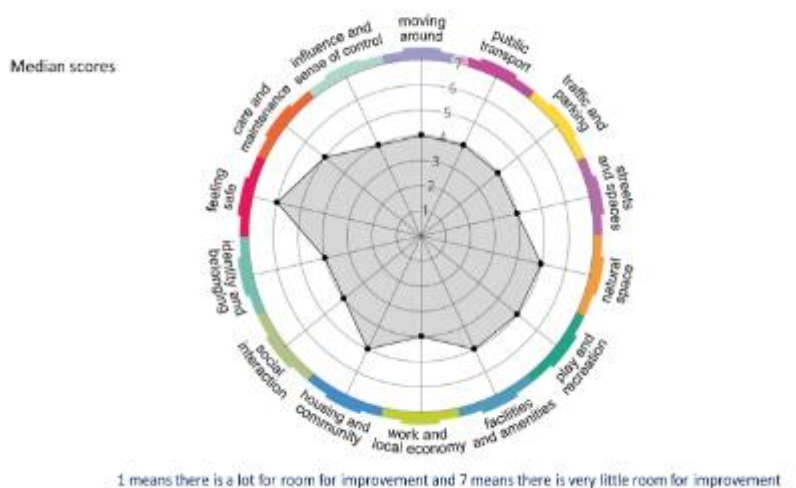
Research shows that the places where we spend our time have a big impact on our lives. The way a place looks, functions and feels can influence our health and wellbeing, and the opportunities we have access to. Improving the quality of places can help to tackle inequalities. Understanding the existing and potential strengths of a place can inform good decision making, allowing resources to be targeted to where they are most needed.

The online Place Standard data collection took place in early 2018 and a number of approaches were used by the project team to promote the tool. In Summer 2018 to Spring 2019 Focus Groups will work with Communities of interest targeting those demographics who traditionally do not participate in engagement activities. For example individuals in recovery of poor mental health, those with literacy challenges, those with disabilities and the LGBT Community. Focus groups in individual CPA localities will be held with Community Councils to be invited to be involved in organising community focus events for neighbourhoods.

Place Standard Results:

328 online surveys were completed which will support the design and delivery of successful places and create quality development where people live.

Aberdeen City Place Standard – How Good is Our Place?

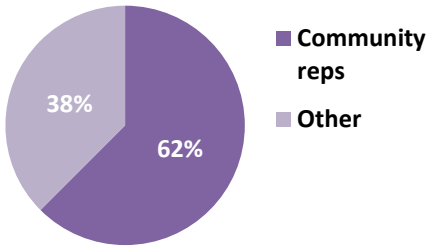


Are our changes resulting in improvement?

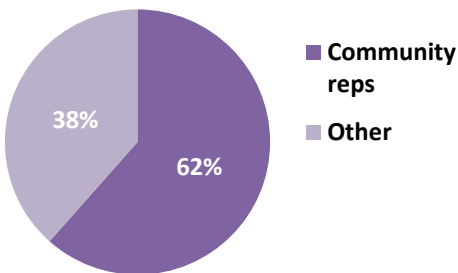
Performance 17/18 improvement aim

● Yes
● Getting there
● Not yet

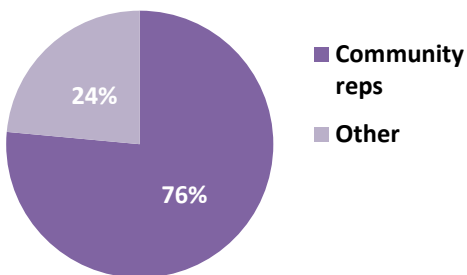
Partnership Membership Northfield ●



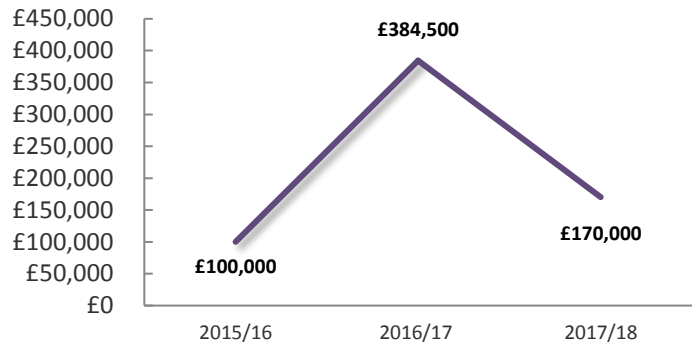
Partnership Membership Torry ●



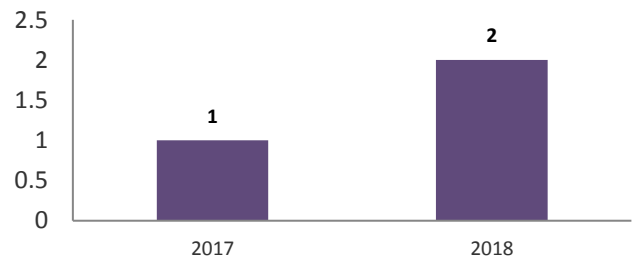
Partnership Membership Tillydrone ●



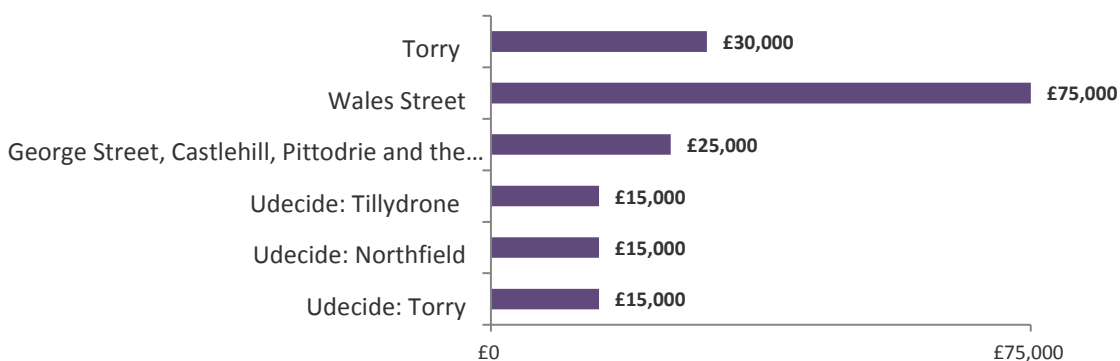
Yearly Participatory Budget



No. of Asset Transfer Requests



Participatory Budget 2017/18 Breakdown





Participation Requests

What is the Aim?

To support 100% of Participation Requests through to a satisfactory conclusion by all participants by December 2019.

Participation requests are a new means by which community groups can request to have a greater involvement in, and influence over, decisions and services that affect their communities and community lives.

How does this support community empowerment?

Participation requests are another avenue that communities can use to get involved with public sector organisations.

The project improvement team involves members of local communities. The improvement project is contributing to how Community Planning Aberdeen is engaging with local communities as outlined in the LOIP. It also supports the Community Empowerment, Engagement and Participation Strategy which was approved in August 2016.

The team intend to use information gathered from a variety of documents and consultations, including the LOIP, Local Development Plan, and City Voice to identify which communities could benefit most from the initial testing of change ideas.

There has been one formal participation request to the city which is ongoing where members of Torry Community Council, Aberdeen City Council and SEPA aim to improve a local burn in the community.

What changes are we currently testing?

- Engagement events with partners such as SCDC to raise awareness of participation requests with communities
- New communication materials to advertise opportunities across the city for all partners to use which are being developed in partnership with communities.
- Using social media such as Twitter and Facebook

Participation Requests
Community Empowerment (Scotland) Act 2015

Participation Requests
Participation requests are a new means by which community groups can request to have a greater involvement in, and influence over, decisions and services that affect their communities and community lives.

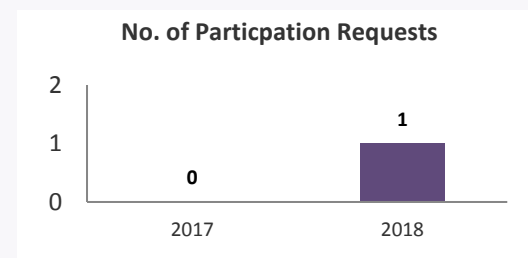
Participation requests can help to -

- **start a conversation** about something that matters to your community – highlighting needs, issues and opportunities for improvement
- **have your voices heard** in policy and service development
- **participate** in the design, delivery, monitoring or review of service provision
- **challenge decisions** and **seek support for alternatives** which improve outcomes

You can request to get involved where your group thinks it can make an improvement.




For more information and contact details for each organisation, please visit www.communityplanningaberdeen.org.uk

Community Planning Aberdeen



Who's who in Community Planning Aberdeen

CPA Board and Management Group Provides strategic leadership and direction.

<p>Chair CPA Board</p>  <p>Councillor Jennifer Laing, ACC</p>	<p>Vice-Chair</p>  <p>Campbell Thomson, Police Scotland</p>	<p>Chair Management Group</p>  <p>Angela Scott, Chief Executive, ACC</p>	<p>Partners involved</p> <ul style="list-style-type: none"> • Aberdeen City Council • NHS Grampian • ACHSCP • Police Scotland • SFRS • Skills Development Scotland • North East Scotland College • Nestrans • Active Aberdeen Partnership • Scottish Enterprise • Civic Forum • ACVO
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Outcome Improvement Groups




Aberdeen Prospers Responsible for improving our economy.

<p>Chair</p>  <p>Matt Lockley, ACC</p>	<p>Vice Chair</p>  <p>Allison Carrington, SDS</p>	<p>Partners involved</p> <ul style="list-style-type: none"> • Aberdeen City Council • Skills Development Scotland • North East Scotland College • Nestrans • Robert Gordon University • Scottish Enterprise • Civic Forum • ACVO • DWP
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Integrated Children's Services Board Ensuring children are the future.

<p>Chair</p>  <p>Rob Polkinghorne, ACC</p>	<p>Vice Chair</p>  <p>Neil Cowie, North East Scotland College</p>	<p>Lead Contact</p>  <p>James Simpson, ACC</p>	<p>Partners involved</p> <ul style="list-style-type: none"> • Aberdeen City Council • ACVO • Children's Hearings Scotland • NHS Grampian • Police Scotland • Scottish Children's Reporters Association • Scottish Fire and Rescue • ACHSCP • Active Aberdeen Partnership • Skills Development Scotland
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Resilient, Included & Supported Group Helping people live independently.

Chair	Vice Chair	Lead Contact	Partners involved
 <p>Sandra Ross, ACHSCP</p>	 <p>Derek McGowan, ACC</p>	 <p>Gail Woodcock, ACHSCP</p>	<ul style="list-style-type: none"> • Aberdeen City Health and Social Care Partnership • Aberdeen City Council • ACVO • NHS Grampian • Scottish Fire and Rescue Service • Police Scotland • Alcohol and Drugs Partnership • Active Aberdeen Partnership




Community Justice Group Improving outcomes for people involved in the justice system.

Chair	Vice Chair	Lead Contact	Partners involved
 <p>Angela Scott, ACC (Interim)</p>	 <p>Elaine Logue, Police Scotland</p>	 <p>Val Vertigans, ACC</p>	<ul style="list-style-type: none"> • Aberdeen City Council • Health and Social Care Partnership • Crown Office & Procurator Fiscal • NHS Grampian • Police Scotland • Scottish Courts and Tribunals • Scottish Fire and Rescue • Scottish Prison Service • Skills Development Scotland • ACVO • Alcohol and Drugs Partnership • Civic Forum • Active Aberdeen Partnership • Community Justice Scotland


Alcohol and Drugs Partnership Tackling issues arising from substance misuse.

Chair	Vice Chair	Lead Contact	Partners involved
 <p>Richard Craig, Police Scotland</p>	<p>Alex Purdie, SFRS</p>	 <p>Simon Rayner, ADP</p>	<ul style="list-style-type: none"> • Police Scotland • Aberdeen City Health and Social Care Partnership • Aberdeen City Council • NHS Grampian • ACVO • Scottish Fire and Rescue Service • Scottish Prison Service • Active Aberdeen Partnership • Alcohol and Drugs Partnership • Aberdeen in Recovery • Civic Forum • Aberdeen in Recovery

Sustainable City Group Creating a safe, attractive, welcoming environment.

<p>Chair</p>  <p>Jillian Evans, Public Health, NHS Grampian</p>	<p>Vice Chair</p>  <p>Gale Beattie, ACC</p>	<p>Lead Contact</p>  <p>Kelly Wiltshire, Nestrans</p>	<p>Partners involved</p> <ul style="list-style-type: none"> ● Aberdeen City Council ● Active Aberdeen Partnership ● ACVO ● CFINE ● Civic Forum ● NHS Grampian ● Police Scotland ● Scottish Fire and Rescue Service ● Sport Aberdeen ● Nestrans ● SEPA ● Scottish Natural Heritage
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Digital City Group Delivering innovative ways to utilise digital technologies.

<p>Chair</p>  <p>Andrew Howe Chief Officer Digital, ACC</p>			<p>Partners involved</p> <ul style="list-style-type: none"> ● Aberdeen City Council ● Aberdeen City Health and Social Care Partnership ● Police Scotland ● NHS Grampian ● Scottish Fire and Rescue Service ● ACVO ● Civic Forum ● NESTRANS ● University of Aberdeen ● Active Aberdeen Partnership
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Community Engagement Group Bringing the community perspective.

<p>Chair</p>  <p>Darren Riddell, SFRS</p>	<p>Vice Chair</p>  <p>Jonathan Smith, Civic Forum</p>	<p>Partners involved</p> <ul style="list-style-type: none"> ● Scottish Fire and Rescue Service ● Aberdeen City Council ● Police Scotland ● NHS Grampian ● ACVO ● Active Aberdeen Partnership ● Civic Forum ● Health and Social Care Integration Joint Board ● Community Council Forum ● Locality Partnerships
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Civic Forum Giving the community a voice.

Community Planning Board: Jonathan Smith	Community Planning Management Group: Lavina Massie	Community Engagement Group: Jonathan Smith (Vice Chair)	Fairer Aberdeen: Jonathan Smith, Arthur Forbes	Sustainable City Group: Arthur Forbes
Aberdeen Prospers: Jonathan Smith, Lavina Massie	City Centre Masterplan Reference Group: Arthur Forbes, Lavina Massie	Resilient, Included and Supported: Norma Grant	Community Justice: Faith-Jason Robertson-Foy, David Henderson	Alcohol and Drugs Partnership: Fay Robertson

Locality Partnerships Responsible for delivering our three Locality Plans.

<p>Torry</p>  <p>Jo Mackie, Locality Manager</p>	<p>Tillydrone, Seaton, Woodside</p>  <p>Paul Tytler, Locality Manager</p>	<p>Northfield, Mastrick, Middlefield Heathryfold, Cummings Park</p>  <p>Martin Smith, Locality Manager</p>	<p>Partners involved</p> <ul style="list-style-type: none"> • Community Representatives • Community Council Forum • Elected Members • School Headteachers • Youth Council • Aberdeen City Council • Police Scotland • NHS Grampian • ACVO • Active Aberdeen Partnership • Scottish Fire and Rescue Service • Aberdeen City Health and Social Care Partnership
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Community Planning Team Provides strategic support to Partnership colleagues.

<p>Community Planning Manager</p>  <p>Michelle Cochlan</p>	<p>Community Planning Development Officer</p>  <p>Elsie Manners</p>	<p>Performance and Improvement Officer</p>  <p>Guy Bergman</p>	<p>For all enquiries in relation to this report, or about Community Planning Aberdeen, please contact the Team by emailing: communityplanning@aberdeencity.gov.uk or visit www.communityplanningaberdeen.com</p>
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APPENDIX 1 – Narrative on current levels of improvement

PROSPEROUS ECONOMY: Aberdeen Prospers

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Investment in infrastructure						
Increase % occupancy in city centre premises	90.3%	90.7%	90.8%	90%	●	The occupancy rate has remained relatively stable between the October 2016 baseline and July 2017. City Centre vacancy rates have been in decline since peaking above 10% in early 2017.
Increase number of destinations served by Aberdeen airport	48	55	55	52	●	The number of destinations served has remained static in 17/18. The indicator now includes all scheduled and holiday charter destinations served.
Increase number of passengers using Aberdeen airport	2.9m	2.7m	2.8	3.0m	●	The number of passengers increased slightly in 17/18. The indicator now includes passengers from all scheduled and holiday charter destinations served.
Number of vessels arriving at Aberdeen harbour	7,428	6,438	6,775	7,600	●	The number of vessels arriving has increased slightly in 17/18.
Reduce journey times between key locations within the north east (Total Journey time across 12 journeys)	12hrs 05 mins (April 2012)	10hrs 25 mins (March 2017)	10hrs 56 mins (May 2018)	09hrs 40 mins (-20% 2020/21 aim)	●	Journey times have reduced by 14% since 2012 with this measure being on track to achieve a 20% reduction by 2020/21.
Reduce per capita local carbon emissions	5.8 tonnes	TBC	TBC	5.5	TBC	2016/17 and 2017/18 data is not yet currently available.
Number of hydrogen vehicles	10	28	30	20	●	We anticipate a rise due to further development of hydrogen technology in 2018/19 with additional hydrogen vehicles being deployed, including several hydrogen cars and vans to various CPP partners and Co-wheels car club, another two hydrogen-diesel waste trucks and 10 new hydrogen buses working with First Bus and Stagecoach as part of the JIVE project.
Increase the % of people cycling as main mode of travel	-	3%	3%	4%	●	There has been no change in the % of people cycling as a main mode of travel. The data source is City Voice - this question was included from 2016/17.
Increase in satisfaction levels with city's green spaces	-	44%	70%	50%	●	There has been an increase in the level of satisfaction with the city's green spaces with the 2017/18 aim being met. The data source is City Voice - this question was included from 2016/17.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes ● Getting there ● Not yet	
Take up of commercial office space (square feet)	401,000	279,000	468,000	0.5m	●	Office take-up reached 468,000 sq ft by year end, a total that, although 18% below the 10-year annual average, reflects a 68% increase when compared to 2016. Take up in 2017 has risen during a period of increasing office supply entering the market.
Decrease in supply of derelict land (hectares)	15.25h	13.2h	TBC	15h	TBC	2017/18 data is not yet currently available.
Decrease in supply of vacant land (hectares)	16.84h	16.9h	TBC	16h	TBC	2017/18 data is not yet currently available.
Footfall in Aberdeen's Business Improvement District	-	30,851,700	29,243,566	31,160,217 (+1%)	●	These figures represent Annual Footfall where previous figures represented a monthly average for the year. Footfall has fallen slightly. This is likely related to the downturn in the oil and gas sector spreading through the retail sector of the economy.
Increase % of people accessing city centre using travel other than car	-	52%	59%	53%	●	The data source is City Voice - this question was included from 2016/17 and measures the number of people who used a travel method other than a car at least once a week.
Innovation						
Maintain Aberdeen's high position in number of patents per head of population	Top 4 in UK	Placed 6th in the UK	Placed 5th in UK	Top 4 in UK	●	Aberdeen is a highly ranked city for patents and this has improved to 5th position.
Improve employment in growth sectors of life sciences	900	625	TBC	900	TBC	Employment within Life Sciences in Aberdeen City & Shire declined from 900 to 625 between 2015 and 2016.
Improve employment in growth sectors of food, drink and agriculture in City and Region	15,600	15,490	TBC	17,000	TBC	Employment within the Food and Drink (Excluding SIC 01 Agriculture) in Aberdeen City & Shire declined slightly to 15,490 between 2015 and 2016.
% of household waste that is recycled	38.2%	38.1%	TBC	39%	TBC	2017/18 data is not yet currently available.
% of partnership fleet low carbon vehicles	-	-	TBC	(+1%)	TBC	The number of low carbon vehicles registered in the city rose by 38% from 227 in 16/17 to 313 in 17/18. This could be due to greater awareness and availability of electric vehicles and charging infrastructure.
Increase energy production from other renewable technologies	-	-	TBC	+1%	TBC	Currently under development. Metric and data still to be confirmed.
Increase business gateway start up numbers (City and Shire)	1,163	1,000	1,227	1,186 (+2%)	●	Numbers of business gateway start-ups fell slightly in 2016/17 but have increased in 2017/18. There were fewer financial resources allocated to business gateway start-ups in 2016/17.
Business gateway "Growth companies" accepted into Scottish Enterprise's Growth Pipeline	41%	59%	55%	43%	●	There has been a slight decrease in the % of companies have been accepted on to the growth pipeline in 17/18.
Number of FDI projects as measured by Ernst and Young	9	16	14	10	●	Foreign Direct Investment projects in Aberdeen have increased in line with the increase in FDI projects across Scotland. Scotland is an attractive venue for FDI in the UK.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Inclusive economic growth						
% of Economic Footprint recommendations implemented	-	-	TBC	30%	TBC	We will update this indicator in due course as recommendations are implemented. Current Actions are: All public-sector partners to complete footprint proforma (March 2018). Action plan to be agreed and implemented, with clear focus on Improvement objectives (June 2018). Baseline evidence agreed (June 2018). Annual review of progress (June 2019).
Improve hotel occupancy rates	56.6%	63.2%	62.5%	60%	●	Hotel occupancy rates fell from 2015 but have since stabilised in the last year. This has coincided with the downturn in the oil and gas sector. Room rates have fallen more than occupancy rates as hotels have increasingly targeted the tourism sector. Average hotel occupancy was low throughout 2017, although rates were at 70.3% in Q3 2017.
Increase tourists to Aberdeen	806,000	TBC	TBC	+5%	TBC	The statistics are sourced from the Great Britain Tourism Survey (GBTS) and International Passenger Survey (IPS). 2016/17 and 2017/18 data is not yet currently available.
Increase GVA of tourism sector in Aberdeen	400m	TBC	TBC	+5%	TBC	The source of this is the Scottish Government Growth Sector data. 2017/18 data is not yet currently available.
Increase the % of those achieving a modern apprenticeship of all those leaving an MA	75% (City and Shire)	TBC	TBC	76%	TBC	This is Regional Skills Assessment data. 2016/17 and 2017/18 data is not yet currently available.
Increase educational attainment at NVQ4 and above of resident population	47%	52.6%	51.7%	50%	●	Educational performance is stable at the NVQ4 level. Compared to Scotland, Aberdeen City has a higher proportion of its workforce who are qualified to NVQ4 and above (51.7% in Aberdeen and 43.9% in Scotland).
Increase proportion of young people achieving successful destinations post-school	92% (City and Shire)	TBC	TBC	+1%	TBC	This is Regional Skills Assessment data and the 2015 data has now become available. 2016/17 data is not yet available and will be available in December 2018.
Reduce proportion of (employers) reporting skills gaps	14% (City and Shire)	TBC	TBC	10%	TBC	This is Regional Skills Assessment data and the 2015 data has now become available. 2016/17 data is not yet available and will be available in December 2018.
Increase proportion of businesses that report investing in on-the-job training, technical or job-specific training	-	-	TBC	+2%	TBC	Currently under development. Metric and data still to be confirmed.
Monitor success of ESF Employability Pipeline to increase economic activity	-	-	TBC	TBC	TBC	2017/18 data is not yet currently available.
Build at least 415 affordable houses a year	214	117	367	415	●	The 15/16 baseline figure was changed from the 415 which was the LHS target originally published in the LOIP. During 2016/17 the available funding and opportunities for development fell short of the aim of 415. However, 2017/18 has already seen 367 affordable completions.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					• Yes	• Getting there • Not yet
Build 1094 houses a year ¹	825	640	TBC	1094	TBC	The 15/16 baseline figure was changed from the 1094 which was the Housing Needs Demand Assessment target originally published in the LOIP.
Internationalisation						
Increase number of new jobs created from completed inward investment projects	170	203	TBC	173 (+2%)	TBC	Scottish Development International have dealt with an increasing number of inward investment projects in 2016/17 with an associated increasing number of new jobs.
Work with Visit Aberdeenshire to develop metrics to monitor and improve promotion and marketing of Aberdeen	-	-	TBC	-	TBC	Visit Aberdeenshire are developing a tourism strategy which will include appropriate metrics the end of financial year 2017/18. We propose to select appropriate measures from these metrics to be measured from 2018/19.
Improve times to and from Aberdeen airport by: Road Rail Bus	-	-	TBC	-	TBC	Currently under development. Metric and data still to be confirmed.
Increase number of rail passengers arriving at Aberdeen station	3.46m	3.06	TBC	3.53m (+2%)	TBC	We have 2016/17 baseline data, but 2017/18 data is not yet currently available.
Increase amount of freight arriving at Aberdeen harbour (Tonnes)	4.4m	3.8m	TBC	4.5m (+2%)	TBC	Fall in freight arrival is at a UK level. In 2016 Total tonnage decreased by 3% to 484.0 million tonnes. Coal handled showed the biggest decline of any cargo category more than halving to 12.0 million tonnes. Liquid bulk goods which account for 40% of total tonnage decreased by 2%. Crude oil handled has halved since 2000 to 87.1 million.
Increase number of inward trade delegations supported by ACC	30	22	TBC	32	TBC	2017/18 data is not yet currently available.
Improve attitudes of businesses from Aberdeen, and of those wishing to do business here, on readiness to do business in Aberdeen	-	-	-	+2%	TBC	Currently under development. Metric and data still to be confirmed.
Increase footfall at Aberdeen tourist attractions	TBC	TBC	TBC	+2%	TBC	Data is not yet currently available.
Improve number of national and international events at AECC by 10%	TBC	TBC	TBC	+2%	TBC	2017/18 data is not yet currently available. We expect this to increase in the future when we move to the new facility TECA (The Event Complex Aberdeen.)

PROSPEROUS PEOPLE – Children are our Future

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes ● Getting there ● Not yet	
Children have the best start in life						
Increase number of available early learning and childcare places: Places in local authority setting Other setting	- -	3,566 6,738	3,566 6,866	TBC TBC	TBC TBC	87.5% of eligible families have access to early learning and childcare places. The revised and re-structured Best Start in Life Outcome Group is leading partnership developments on the expansion of early learning and childcare. We are providing More places are becoming available and the group continue to support the ELCC expansion. The combined percentage of registered and funded allocations against the eligible 3 and 4-year-old population has increased to 87.5%, representing a four year high. Our aim is to increase the number of places by 40% by 2020/21.
% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of local authority and partner provider, primary and secondary schools and Early Learning Centres per financial year	96%	95.5%	95.8%	95%	●	The % of positive evaluations increased to 95.8% in 2017/18. There were a reduced number of inspections carried out in 2016/17 but the percentage of establishments achieving satisfactory or above ratings for each core Quality Reference Indicator (equating to a positive evaluation) increased.
Increased satisfaction of parents with ELCC services (proportion of parents surveyed indicating that they are 'happy' with the service)	90.1%	95.0%	95.2%	93.1%	●	According to an Out of School Care Survey undertaken in 2018, 95.2% of parents were satisfied and happy with the quality of the care their children receive in out of school care. A similar survey with parents of younger children will be carried out in in 2019 to ascertain their views.
Improve Recruitment [Increase in number of staff entering early learning and childcare sector] Data based on a Training Needs analysis	1,208	1,115	1,115	TBC	TBC	In order to deliver the expansion of ELC by 2020, we require a highly skilled workforce and we estimate that we will require an additional 300 practitioners in ELC settings across the city to deliver our expanded ELC offer by August 2020. This Aberdeen City: Workforce Delivery Plan updates on current developments and sets out our local Action Plan for how we intend to recruit and retain a highly skilled workforce in the city. Our target is to increase the number of staff entering the ELC sector by 150 in 2018/19 and 2019/20 to increase to 300 by 2020/21.
Increase in number of staff undertaking qualifications to improve quality and meet SSSC requirements: Support workers Practitioners Lead practitioners Managers	50% 86% 25% 19%	50% 89.4% 79.5% 59.2%	50% 89.4% 79.5% 59.2%	70% 90% 50% 50%	● ● ● ●	The Workforce Development and Expansion Funding has been targeted towards staff that need a qualification to meet SSSC registration requirements. This has seen an increase in the number of Lead Practitioners and Managers undertaking qualifications. Currently meeting or exceeding targets with exception of Support workers. The improvement activity planned and delivered within the Workforce Delivery Plan will lead to an increase in the number of workers qualified at all levels.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes ● Getting there ● Not yet	
Increase the no. of Me2 places available with a view to meeting 100% of demand	110	167	213	220	●	Currently we provide holistic Early Learning and Childcare Services to 213 eligible 2 year olds and their families through a range of providers. There has been year on year increases in uptake of Me2 places, however we continue to proactively promote this service to ensure provisions meets demand.
Increase in % of babies exclusively breastfed at 6-8 week review	36.1%	36.4%	36.8%	-	TBC	Breast feeding rates across the city have seen a slight increase. This has been supported by breast feeding initiatives in target areas of regeneration. These areas have seen a significantly increase in breastfeeding rates from 27% to 32%. The 2020/21 aim is that 46% of babies are exclusively breastfed at the 6-8 week review. The Breastfeeding Welcome initiative has been identified as best practice.
Decrease in smoking during pregnancy (3 year rolling average)	14.1%	14.1%	14.1%	-	TBC	The 2020/21 aim is that there is a 7% reduction in smoking during pregnancy.
Improvement in child dental health [% of P1 children receiving a 'low risk' letter from basic inspection]	67.2%	69.4%	TBC	69.5% (Current Scottish rate)	TBC	2017/18 data is not yet currently available.
Children are safe and responsible						
Reduce the number of young people in out of Authority Places	42	33	34	38 (-10%)	●	For 2017/18 the average number of looked after children who were looked after in a residential placement out with the City was 34. This has met and improved on the 10% reduction target set in 2015/16.
Ensure CP re-registration rates will be in line with the national average	Ab: 25% Scot: 16%	Ab: 20% Scot: 17%	Ab 28% Scot 16%	TBC	TBC	The Scottish average for children with a previous history of registration is 16%. The level of reregistration for Aberdeen City is 28%.
Increase in % of children's plans assessed as good (Currently in development)	-	-	TBC	TBC	TBC	These two metrics are currently in development with the previously mentioned APPA app being part of the process which will enable young people to become more involved in the development and review of their plans as well as yield important data on the wellbeing of young people on a Child's Plan.
Monthly Reviews of Children's Plans	-	-	TBC	TBC	TBC	
Reduce youth crime (No. of young people who were accused in relation to multiple CrimeFiles)	262	198	136	170	●	The focus on youth crime, has seen a further drop in offending. The number of young people who were accused in relation to multiple CrimeFiles has dropped from 262 in 2015/16 to 136 in 2017/18 and the number accused in relation to single CrimeFiles has dropped from 602 to 522, meeting our 2017/18 reduction targets in the LOIP.
Reduce youth crime (No. of young people who were accused in relation to a single CrimeFile)	602	559	522	587	●	
Reduce exclusion rates (per 1000 pupils)	40	47.6	TBC	35	TBC	The rate of 47.6 (per 1,000 population) is significantly higher than the rate for Scotland of 26.9. 2017/18 data is expected in December 2018.
Increase no. young people engaged in diversionary activity programmes	-	-	TBC	+2%	TBC	This measure will be reviewed in line with the review of the Youth Justice Strategy.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Children are respected, included and achieving						
Number of School S&Q, VSE HMle reports identifying pupil participation as a key area of strength	TBC Dec 17	TBC Dec 17	-	+10%	TBC	Data is not yet currently available.
Increase no. of established forums whereby young people can participate in youth democracy	TBC Dec 17	TBC Dec 17	-	+10%	TBC	Data is not yet currently available.
Percentage of pupils identified as having an additional support need educated in their local community	80%	90%	65.8%	85%	●	These measures continue to improve with actions being taken in line with the recommendations of the Inclusion review.
Reduction in Number of young People with ASN being transported	559	545	569	500	●	
Decrease no. of LAC educated out with the local authority (snapshot June 16, subject to variances in total LAC population size)	232	241	TBC	200	TBC	2017/18 data is not yet currently available.
Improve Proportion of Positive School Inspection Outcomes (Quality Indicators/Early Years, Primary, Secondary and Special Schools combined) ²	91.6%	50%	77%	93%	●	This is a revised wider metric, incorporating Education Scotland evaluation outcomes from early years, primary, secondary and special school provision and, as such, the outcome is not directly comparable with previous year data. There were a total of 4 establishments inspected with three of these combining evaluations of both nursery and primary provision, resulting in seven setting inspection outcomes. From these inspections, a total of 20 from 26 QRI evaluated resulted in a grading of Satisfactory and above.
Reduce Attainment Gap between highest and lowest achieving 20% (Tariff Scores)	1,752	1,678	1,621	1,700	●	The City's Average Tariff Score outcomes for both the lowest and highest 20% of candidates have experienced a reduction on 2016. However, this doesn't show the significant closing of the Average Tariff Score gap between these two cohorts within the City. This sustains a continuous four year period over which the differential between the two cohorts, based on the new CfE measures has recorded an improvement.
Increased LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above)	28%	28%	57%	33%	●	The focus in the work streams on this topic are directed at improving the administrative support to ensure that the appropriate professionals have the right info to provide immediate and bespoke support for individual LAC children. They are seeking a technological solution to this via SEEMiS and Care First (the school and social work databases)
% of teachers improving awareness of equality and diversity through CPD (Survey to be developed)	TBC Dec 2017	TBC Dec 2017	TBC	+10%	TBC	2017/18 data is not yet currently available.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Increase in the proportion of young people entering positive destinations upon leaving school (Initial SLDR survey)	90.1%	90.3%	90.8%	93.1%	●	The outcome for initial destinations of school leavers (S4-S6 only) from the 2016/17 academic year was marginally above that in the two previous years. The proportion of leavers in Higher and Further Education destinations has fallen to 72% from 73%, as a result of fewer leavers attaining a university entrance, although the City remains in the upper quartile of authorities for this combined measure. 15% of leavers were Employed at the survey point, the same as in the prior year and the proportion of leavers in a Training destination remained unchanged at 2%. The proportion of leavers who were recorded as being in Unemployment (either seeking or not seeking employment) remained at 8%, albeit that numbers of those who were unemployed and seeking work rose to 131 (8%) from 117 (7%)
Increase in the proportion of young people from deprived areas entering positive destinations upon leaving school (Initial SLDR survey)	82.6%	83.9%	83.6%	83.6%	●	This measure has achieved the 2017/18 aim to increase the proportion of young people from deprived areas entering positive destinations.
Increase in % of young people progressing into a positive destination on completion of an Activity Agreement	77%	78.4%	88.9%	79%	●	At conclusion of the fiscal period, a total of 32 of the 36 (88.9%) participants engaged by the Activity Agreement team in the previous 12 months were recorded as being in a positive destination on completion of the engagement period. This represents a significant rise in the proportion of young people experiencing a positive outcome as a result of this intervention and exceeds the 2017/18 aim.
Increase in the proportion of 16-19 year olds recorded as participating in education employment or training	91.0%	89.4%	TBC	92.0%	TBC	2017/18 data is not yet currently available.
Increase in number of young people completing formal and informal Achievement Awards: Formal (SQA Accredited) Informal (Non -Accredited)	37 1,600	47 1,783	TBC	52 (10%) 2,000 (10%)	TBC TBC	2017/18 data is not yet currently available.

PROSPEROUS PEOPLE – People are Resilient, Included and Supported When In Need

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
People and communities are protected from harm						
Increase number of partnership referrals received from:						These figures represent social work referrals through Carefirst.
Total	682	609	646	682	●	
ACC	-	174	219			
HSCP	-	4	5			
Independent	-	16	29			
NHSG	-	225	187			
Police	-	147	80			
SFRS	-	15	0			
Third Sector	-	28	126			
Increase number of usages of harm app	-	-	-	TBC	TBC	App is not yet live therefore no data is available.
Increase usage of Choose Life prevent suicide app.	6,000	18,738	22,000	6,600 (+10%)	●	The app and its digital suicide prevention campaign was the winner in two categories at the Scottish Health Awards 2017 with the awards being in 'Innovation' and 'Care for Mental Health'. More than 22,000 users were reached in 17 months since the launch of the app and supporting website which exceeds our 2017/18 aim. (March 2016 – August 2017) NHS Grampian saw the largest decrease in suicide in 2016 following release of national data on 3 August 2017 (The Aberdeen City reduction was 28%). The national suicide rate increased by 8% compared with 2015.
Decrease in numbers of Drug related deaths	45	46	54	28	●	There is an ageing group of older people with drug problems (OPDP) aged 35 years and over. A high proportion of this group have multiple underlying health conditions comparable to those 15 years older in the general population, many with chronic conditions often not identified or treated. There is a clear trend (also reflected nationally) of drug-related fatalities among OPDP. Mental health problems are also common and compounded by isolation and stigma hindering service access and community reintegration. The projection is for this group to grow before numbers stabilise and they become the mainstream client group for substance use services. Naloxone supply has increased from 544 in 15/16 to 695 in 16/17. Naloxone is the emergency life-saving antidote for overdoses caused by heroin and other opiates/opioids.
Reduce proportion of crime (2 + experiences) experienced by repeat victims	58%	TBC	TBC	TBC	TBC	Data will be available early in 2019.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Reduce proportion (or amount) of crime (5+ experiences) experienced by repeat victims (Source of data: Scottish Crime and Justice Survey – available biennially)	14%	TBC	TBC	TBC	TBC	
Reduce the average age gap from when someone starts drug use to when they seek help: Males (years) Females (years)	8.74 yrs. 6.94 yrs.	8.84 yrs. 5.69 yrs.	TBC TBC	TBC TBC	TBC TBC	2017/18 data is not yet currently available.
Reduce the average age that someone with an alcohol problem seeks help: Males (years) Females (years)	TBC	TBC	TBC	TBC	TBC	Currently under development. Metric and data still to be confirmed.
Increase the number of people and families who may be at risk that are identified for support	83	521	536	83	●	These figures have been made up from the new Alcohol Referral Process that replaced Albyn Place, Operation Begonia referrals and Priority Family Referrals from 17/18.
Increase number of Police Scotland Hate Crime Reports	261	242	257	287 (+10%)	●	Tackling hate crime is a priority and an important element in the drive towards creating a society where people live together respecting one another regardless of differences. We recognise that hate crime is often under reported. We want this to change and are asking people to speak out to help us tackle hate crime.
Increase the number of people identified to undertake an Earlier Intervention programme for domestic abuse perpetrators	TBC	TBC	TBC	TBC	TBC	2017/18 data is not yet currently available.
Increase the uptake of voluntary support for people including children harmed.	TBC	TBC	TBC	TBC	TBC	2017/18 data is not yet currently available.
Number of families assessed as having 3 or more improved outcomes 6 months following conclusion of support. (Priority Families)	-	-	21	26	●	21 families were assessed against this outcome, having received 6 months of support. Of those 18 (86%) had 3 or more improved outcomes. A slow start to the service meant that there was not sufficient throughput of families to reach the target.
Increase number of alcohol brief interventions delivered in wider settings (i.e. those not currently delivered in primary, accident & emergency and maternity settings)	1,330	1,406	1,587	1,400	●	Now carried out in broader range of settings and delivered from: ADA (third sector) ARI (In Patient Wards), City Hospital (CAARS) and NHS Healthpoint.
Increase number of Making Every Opportunity Count conversations. (Include home and fire checks)	-	6,567	17,000	850	●	Community organisations (166) + hospitals (2780). Note General Medical Service's contract negotiations are affecting GP practice involvement.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
No of clients supported by Community Links Workers to improve resilience, health and wellbeing (figures are cumulative)	-	-	TBC	40	TBC	Link Workers will be in place in 2018 where updated data will become available.
Reduce repeat homelessness (within 12 months)	5.6% (65 cases)	5.5% (68 cases)	6.4% (86 cases)	5%	●	The Homeless section of the Local Housing Strategy was approved in January this year and plans to develop a Housing First solution in partnership with local third sector organisations are now taking shape. A working group has formed to look at tenancy sustainment in greater detail and explore opportunities to improve the services offered to formerly homeless households. The Joint Delivery Plan further outlines work that is being undertaken and is in the pipeline to help meet these targets. The Scottish Government has asked for Rapid Rehousing Transition plans to be developed by all LA's by December 2018. These plans will include a redesign of temporary accommodation, a greater focus on prevention activity and the supports needed to end the cycle of homelessness.
Increase % of households previously homeless that have sustained their tenancy for more than 1 year	92.7%	91.87%	88.6%	94%	●	
Increase in number of police direct measures (Recorded Police Warnings)	286	747	1,314	(315) +10%	●	The number of Police Warnings (RPWs) has increased 459% between 2015/16 to 2017/18. There have been significant increases in numbers as the processes became embedded in Policing and officers became more familiar with it, seeing the obvious advantages of such a process. RPWs use different criteria to the previous Formal Adult Warning scheme and can be applied to more offences. To provide a more proportionate response to low level offending, a range of new offences, previously not eligible for a RPW, will be added to the scheme in July 2018. This should see a further rise in the use of RPWs for 2018 - 19.
Increase in individuals referred to relevant services at point of arrest	-	-	-	+10%	TBC	2017/18 data not available as the Project for Arrest Referral service is still in development.
Increase in number of people who were appropriately diverted from Court aged: 16-17 18-25 26+	63 14 33	17 20 32	31 21 54	+1%	● ● ●	The increase in the number of individuals diverted, particularly in the older age groups, may be as a result of a range of factors including improved communication between partners and the impact of various changes to prosecution policy. Improvement work is currently focussing on increasing the number of individuals aged 16 – 25 who are diverted.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
<p>Increase in % of individuals on a Community Payback Order Supervision Requirement indicating improved outcomes at the end of their Supervision: (Baseline Q2 2016)</p> <ul style="list-style-type: none"> - Housing 50% - Emp/Education/Training 22% - Drugs 57% - Alcohol 81% - Personal Relationships 58% - Self Esteem 58% - Mental Health 60% - Physical Health 29% - Money Issues 50% - Coping Skills 69% 				+1% “ “ “ “ “ “ “ “ “	●	<p>An improvement has been seen in the majority of the measures. Individuals who successfully complete their Community Payback Order Supervision are asked to provide this feedback via a questionnaire. (Some clients present with a range of difficulties and experiences of trauma).</p> <p>The service will continue to promote the use of questionnaires (not all clients agree to provide feedback in this way). In 2016/17, 24% of clients who successfully completed CPO Supervision, completed an Exit Questionnaire. Improvement work is beginning to look at increasing this to 46% by March 2019. This project will also look at how the information from the questionnaires is used to inform service development.</p>
<p>Increase in the no. of people commencing/undertaking alternatives to remand</p>	22	31	12	23 (+5%)	●	<p>There has been a fall in the number of Bail Supervision cases due to</p> <ul style="list-style-type: none"> i) a reduction in the number of people appearing at Court from police custody (individuals appearing in Court from police custody are more likely to be remanded, and therefore to be assessed for bail); ii) an increase in the number of instances where bail supervision has been offered, but standard bail or bail curfew has been imposed by the Court instead, and iii) a reduction in the number of cases where bail is opposed (it is these cases for which Criminal Justice Social Work Service would be looking to offer Bail Supervision).
<p>Increase in the % of non-statutory prisoners (those serving sentences of less than 4 years) who received relevant voluntary support on release³</p>	65%	70%	70%	75%	●	<p>All non-statutory prisoners leaving HMP & YO1 Grampian are offered where practicable the offer of support on release from service providers. The increase in those receiving support is as a result of confidence in the support being provided on release increasing, and the close working relationships of all providers to make the transition to the community less stressful. Out of a total 305 who were liberated, 43 declined support and 47 were not offered support (chiefly because they were in custody for short time periods of 14 days or less) and engagement of these individuals will be the future focus.</p>
<p>Increase in prisoners in HMP Grampian identified as having a mental illness that have a clearly defined multidisciplinary team care plan</p>	10%	-	-	15%	TBC	<p>Project still under development.</p>

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Reduction in % of individuals admitted to HMP Grampian with alcohol and drugs misuse issues (from initial prison screening)	100%	100%	100%	-1%	TBC	Analysis of 2017/18 data shows that 100% of individuals have alcohol and drugs misuse issues and that approximately two thirds of prisoners from Aberdeen City are already engaged with alcohol and/or drug treatment services prior to admission. A third of those admitted are new to alcohol and/or treatment services.
Increase in % of individuals accessing life skills/employability support and opportunities at different stages of the Criminal Justice System	-	-	-	TBC	TBC	No baseline, 2016/17 or 2017/18 data available yet as the project still under development. Early engagement with individuals identified as possible participants of the project in May 2018.
People are supported to live as independently as possible						
Number of people directing their own care and support as % of completed single shared assessments confirming eligibility	6%	TBC	TBC	+4%	TBC	2017/18 data is not yet currently available.
Establish the use of the Link App and measure increase in the utilisation of the app	-	-	-	TBC	TBC	Link App is not yet in place therefore no data is available.
Increase in % of individuals able to look after their health very well or quite well	96%	-	94.9%	96%	●	Of the 822 respondents who answered this question, almost all (94.9%) reported that they felt they could look after their health very well (52.6%) or quite well (42.3%). A small proportion of respondents reported they felt they were able to look after their health not very well (4.9%) or not at all well (0.2%).
Mortality rate per 100,000 people aged under 75 years	464.4	460.0	422.6	464.4	●	This data is published annually by ISD as part of the integration indicators.
Emergency admission rate for adults per 100,000 population	9,977	9,556	9,797	8,760	●	Emergency admission rates have been reducing modestly in the last 2 years. The aim is to get to 25th percentile in Scotland. The target figure is based on reducing from a monthly average rate of 784 per 100,000 to 730 per month.
People reporting that they have influence and a sense of control 'I feel able to participate in decisions and help change things for the better' (Place Standard Tool) ⁴	-	-	3.53 (Average score on Place standard 1-7 scale)	TBC	TBC	Place Standard Tool 2017/18 Results: when respondents were asked 'I feel able to participate in decisions and help change things for the better' the average score was 3.53 (On a scale of 1-7: 1 means a 'lot of room for improvement' and 7 means there is 'very little room for improvement')

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Reduce the gap in life expectancy for men and women in defined communities. Rate per 100,000 people aged under 75 – Tillydrone: Northfield: Torry:	-	Female 80.7 Male 75.8 Female 80.8 Male 77.6 Female 81.5 Male 78.1	Female 78.7 Male 73.7 Female 80.3 Male 76.3 Female 77.1 Male 71.6	TBC	TBC	
Increase number of organisations in Aberdeen being supported to detect health, safety and wellbeing issues to prepare a Healthy Working Lives action plan and associated policies	-	39 SME's Registered 58 Non SME's Registered	TBC	TBC	TBC	2017/18 data is not yet currently available.
Reduce the number of inactive people in Aberdeen	-	-	16%	TBC	TBC	Included in Cityvoice from 2017/18. Cityvoice 42 results were based around the question "In the last 4 weeks have you done any of the activities listed below?" Respondents were given a list of physical activities. 16% of the 837 respondents didn't do any of the activities in the previous four weeks. During 2016/17 there were 1,790,751 participations in activities provided by the Active Aberdeen Partnership Partners which is estimated to have risen to 2.5m for 2017/18.

PROSPEROUS PLACE – Empowered, Resilient and Sustainable Communities

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
<i>Safe and resilient communities</i>						
Number of community groups that include Community Resilience within their local plans	1	1	2	3	●	Improvement project approved by Sustainably Cities Group with aim of working with community groups known to locality and housing managers that may be suitable candidates to develop community resilience plans. Exercise Safe Steeple held on 13th June 2018 involving City Centre businesses and educational establishments. This will lead to development of relationships and planning with business and education sectors.
Assess effectiveness of community resilience arrangements through testing and exercising	1	1	TBC	3	TBC	Exercises have been held with the Culter group and exercises will be held with the other groups as and when plans are ready.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Development of resilience self-assessment toolkit	-	Completed	-	Feb 2017	●	The Self-Assessment Toolkit has been developed and formally adopted by the Council. CPA Partners are encouraged to adopt within their own organisations.
Self-assessment and identification of recommendations for improvement	-	Completed	-	Apr 2017	●	Monitoring of the actions arising from the Self-Assessment Toolkit is the responsibility of the Organisational Resilience Group which meets on a quarterly basis.
Maintain participation of all partners in Local Resilience Partnership groups and plans	100%	100%	100%	100%	●	Effective multi-agency planning and response arrangements continue under the auspices of the Local Resilience Partnership and Grampian CONTEST (Counter Terrorism Strategy) groups and sub groups
No. of public sector organisations actively participating in Community Action Days	-	-	-	1	TBC	Data is not yet currently available.
Increase the no. of crises averted as a result of the visiting schedule picking up an immediate problem (no heating, electricity, water etc.)	-	-	-	+10%	TBC	Data is not yet currently available.
Reduce the number youth annoyance and antisocial behaviour incidents reported to: Council – Anti-social behaviour	3,372	3,386	3,892	3,338 (-1%)	●	ASB related calls to the council showed an increase across the two fiscal years. Changes in Police Command and Control Systems in March 2017 mean that Youth Annoyance incidents are not categorised how they were historically.
Police Scotland – Youth Annoyance	2,271	1,869	1,827	2,191 (-1%)	●	
Reduce number of persistent offenders involved in incidences of youth annoyance and anti-social behaviour: Council – Anti social behaviour	74	TBC	TBC	73 (-1%)	TBC	Police Scotland figure relate to the Number of Under 18's with three or more criminal charges relating to ASB. Police Scotland – Youth Annoyance measure is no longer recorded - incidents are not categorised how they were historically.
Police Scotland – Youth Annoyance	59	55	34	59 (-1%)	TBC	
Increase the no. of young people engaged in diversionary activity programmes who take on a coaching or volunteering role within their communities	12	32	43	12 (+2%)	●	We work in partnership with the Dennis Law Legacy trust and Streetsport who actively engage with young people at risk of becoming involved in ASB. They offer young people a route into positive destinations and volunteering. Our Motorbike Project for Educational Development has also been launched which aims to provide early intervention and education to young people around the dangers of riding motorbikes encourages them to be more responsible.
Reduce incidences of wilful raising through fire safety themed education and awareness sessions being delivered to schools in localities where respective incidents show greater prevalence	437	346	355	433 (-1%)	●	Gramps Howes walks and talk's initiative delivered in spring to schools in localities where wilful fire-raising incidents showed greater prevalence. Information and leaflets were provided for teachers to discuss with the classes.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Increase partner referrals for home and fire safety visits around higher risk cases	529	634	629	534 (+1%)	●	The number of partner referrals for home fire safety and fire safety visits around higher risk cases has exceeded the 2017/18 target.
Maintain / Increase levels of home and fire safety education across primary schools (Absafe)	944 pupils	1,356 pupils	TBC	953 (+1%)	TBC	
Maintain home fire safety visits including care and repair / home-check	2,769	1,892	2,260	2797 (+1%)	●	Note – Care & Repair (C&R) stopped undertaking visits in conjunction with SFRS after June 17.
Work in partnership to reduce the % of violent crimes* (Violent Crime* = All Assaults, Serious Assaults, Attempted Murder, Murder, Robbery and Assault with intent to rob. (Inc. Emergency Service / Police Assaults)	3,513	3,525	3,281	3,478 (-1%)	●	There was a decrease in Violent Crime in 2017/18. Police Scotland has maintained their focus on preventing violent crime and bringing perpetrators to justice. Key partnerships such as the Weekend Partnership and Community Safety Partnership continue to look to exploit preventative opportunities.
Increase no. of participants in Best Bar None and Unight to promote responsible drinking: Best Bar None Unight	42 17	43 25	52 33	44 (+5%) 19 (+10%)	● ●	In 2017 the Best Bar None Award scheme invited applications citywide where previously there was a city centre boundary restriction. 52 venues were accredited under the scheme. All city centre licensed venues are dually invited to join Best Bar None and Unight, promoting the city centre as a safe and secure environment for patrons to enjoy a night out. Membership of Unight continues to grow with a total of 33 active members. Commitment continues to promote and market Unight to establishments and the licencing board.
Increase no. Awareness raising events tackling Domestic Abuse across Aberdeen City	6	TBC	TBC	12	TBC	2016/17 and 2017/18 Data is not currently available.
Increase the number of referrals made through the Disclosure Scotland Domestic Abuse Scheme (DSDAS)	112	TBC	TBC	113 (+1%)	TBC	2016/17 and 2017/18 Data is not currently available.
Monitor and reduce the number of domestic abuse incidents	2,535	2,505	2,757	TBC	●	Improvement Projects are underway in two priority Locality areas to reduce Domestic abuse offenses and raise awareness.
Work in partnership to reduce all crime across Aberdeen City all crimes & offences (group 1 - 7)	30,810	28,507	25,424	30,502 (-1%)	●	The Aberdeen City Local Police Plan that reaffirms Police Scotland's commitment to reducing crime, serving and protecting communities and working collaboratively with our partners.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Increase % of people who feel safe in Aberdeen City (City Voice respondents)	83%	91%	85.5%	+1%	●	Cityvoice survey results show that agreement (either agree or strongly agree) with the statements was highest in relation to feeling safe in the neighbourhood where I live (85.5%) and people are friendly in my neighbourhood (76.0%).
People friendly city						
Achieve Older people friend status using the Design of Streets with Older People in Mind Toolkit	-	-	TBC	60%	TBC	
Achieve UNICEF Child Friendly City status (pilot project, criteria to be confirmed)	-	-	TBC	TBC	TBC	In 2016/17 a successful application to become part of UNICEF's Child Friendly Partners Programme resulted in Aberdeen City becoming the first Scottish Local Authority to be accepted onto the programme to work towards achieving UNICEF Child Friendly City status. Progress is being made through the initial 'Discovery Phase' of the project. Events have taken place across the city to inform and engage a range of key stakeholders in identifying our areas of strength and areas of focus. We are working collaboratively with UNICEF to complete this phase of the process.
Increase % of Schools actively engaged with the UNICEF Rights Respecting Schools Award	-	52%	78%	+5%	●	In 2016/17 52% of Primary, Secondary and Special schools were registered and/or progressing towards the award. In 2017/18 this has increased to 78% of schools who are actively engaged in the award process.
Reduce the % of inactive: Adults Children	-	-	16% Adults	TBC	TBC	Included in Cityvoice from 2017/18. Cityvoice 42 results were based around the question "In the last 4 weeks have you done any of the activities listed below?" Respondents were given a list of physical activities. 16% of the 837 respondents didn't do any of the activities in the previous four weeks. Cityvoice does not identify inactive children. During 2016/17 there were 1,790,751 participations in activities provided by the Active Aberdeen Partnership Partners which is estimated to have risen to 2.5m for 2017/18.
Increase % uptake of recreational walking	62%	-	70%	64%	●	Cityvoice 42 results: 70% of people had walked (at least 30 minutes for recreational purposes) in the last four weeks. Walking was the most commonly reported daily mode of transport into the city with 17.0% saying that they walked into the city every day. Of all the modes of transport walking was most commonly rated as 'easy' with approximately two-thirds (65.7%) of respondents who answered this question rating walking as easy or very easy.
Ensure all public leisure centres are accessible for people with a disability	-	60%	TBC	70%	TBC	This figure is based on programming of facilities and looking at how we make participation more accessible. This links with both the Facilities strategy and the strategy for an Active Aberdeen.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Increase provision of free meals provided during school holidays to children entitled to free school meals	-	-	1,734	25%	TBC	ACC and Partners piloted for the first time in the 17/18 financial year the award winning "Food and Fun" programme which was targeted at Locality primary schools during Easter and Summer holidays. 1,734 meals were delivered across the schools. The success of this project has led expansion of this project with 10,000 further school meals due to be delivered in 2018/19 during the holidays. The majority of meals were provided to children entitled to free school meals. Overall satisfaction with the Food & Fun programmes was high. 98.4% of parents indicated that their child enjoyed attending. Over 40% said their child's behaviour at home was better since attending. Overall the children were happy (86%) with attending the Food & Fun summer holiday clubs. Overall, the majority of children were happy with the taste (96%), choice (87%) and amount (94%) of food on offer. Over 50% of parents said they find it harder to make ends meet during the school summer holidays. Over 80% spend more on food during the summer holidays. Almost a third sometimes find themselves without enough money to buy food.
Reduce no. of people affected by Household Food Insecurity ⁵ During the last 12 months, was there a time when you: -Were worried you would not have enough food to eat? -Were unable to eat healthy and nutritious food? -Ate only a few kinds of foods? -Had to skip a meal? -Ate less than you thought you should? -Your household ran out of food? -Were hungry but did not eat? -Went a whole day without eating?	- - - - - - - -	- - - - - - - -	9.1% 7.6% 10.2% 12.6% 9.1% 9.8% 2.8% 6.9% 4.0%	-10%	TBC	Cityvoice 42 results: While most respondents answered 'no' to each question, an important minority reported that they had had issues around food during the past 12 months. For example, 12.6% reported that they ate only a few kinds of foods and 10.2% reported that, they felt they were unable to eat healthy and nutritious food.
Increase provision of allotments and community food growing spaces	468	468	511	473 (+1%)	●	The 2017/18 target has been met with a 9% increase against the 2015/16 baseline. It should be noted that the figures only represent Council owned allotments. No other forms of growing space are included. The increase against the baseline is due to improvement works creating 7 Mini Plots & 5 Micro Plots at Redmoss Allotment Site. Work is ongoing to provide an allotment growing space to Aberdeen Multicultural Centre Group. AMC is a user led charity, dedicated to making a positive impact on the lives of the diverse communities in Aberdeen. Waiting lists have also further decreased since 16/17.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Countesswells Development – Creating a new place based community on a 3000 unit housing development.	-	-	TBC	TBC	TBC	The development is now progressing towards completing 500 houses by 2019/20. It is anticipated that this is the trigger point by which the first education requirements in the community will be needed and therefore the first community learning hub requirements. Meetings are scheduled to discuss this further involving public sector partners to ensure that from the outset the learning hub concept will be delivered within the development programme.
Increase in no. of people involved in friends of parks groups	-	100+ groups	100+ groups	120 (+20%)	●	The number of groups and people involved continues to grow.
Increase in no. of people involved in environmental walkabouts	-	5 walkabouts	6 walkabouts	6 walkabouts (+20%)	●	The staff resource available to lead on walkabouts has been reduced in 2017/18. A new way of leading walkabouts is currently being discussed within the service.
Increase in number of asset transfer requests	0	0	3	1	●	Gospel Hall - Aberdeen City Council has completed one asset transfer during 17/18. The Fittie Development Trust requested to convert the former Gospel hall into a community centre. This was approved in June 2017 and plans are in place to open the centre in summer 2018. Culter Men's Shed - Since January 2018, the Council has been supporting the Culter Men's Shed with an asset transfer request for the old scout hut in Culter. Seaton Huts - Seaton Community Church submitted an asset transfer application at the end of 2017. It is looking to redevelop the site to create a more modern and fit for purpose facility for the community to enjoy.
Maintain level of Britain in Bloom or Beautiful Scotland awards achieved	Gold	Gold	Gold	Gold	●	Awarded Gold medal for Aberdeen in the prestigious Champion of Champions Keep Scotland Beautiful Campaign category and Seaton Park crowned winner of the Parks and Green Spaces prize. Best ever score achieved.
Increase number of 'It's your neighbourhood' awards achieved	5	25	30	25	●	Results confirmed in late October 2017. We estimate that Aberdeen has added to its awards from 2016/17.
Increase in volunteers involved in Britain in bloom and other environmental opportunities	-	-	3,802	+20%	TBC	3,097 volunteers delivered 27,915 hours of volunteering time in 2017/18. Volunteer numbers continue to increase through formal Friends groups, community groups and public volunteers.

DIGITAL CITY – Creating A Digital Place

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Digital Connectivity						
% of households that are in properties passed by superfast broadband provision	83%	83%	95.5%	95%	●	The DSSB programme now reaches 95.5% of homes in Scotland. CityFibre and Vodafone Partnership will roll out full fibre connectivity to a further 80K properties in Aberdeen city between 2018 – 2020.
% Businesses have access to ultrafast broadband	0%	0%	TBC	20%	TBC	Aberdeen is a pilot city for DCMS Full Fibre voucher scheme which launched in 2017 – to date 26 business have applied for this scheme. 2017/18 data is not yet currently available.
Increase in average download speeds (M/Bts)	19.5	20.4	26.4	25	●	The average download speed of 26.4 M/Bts meets the 2017/18 target to achieve an average of 25 M/Bts. City Fibre network will give 1Gbps capability to Home and business who connect.
Attract public and private sector investment in digital infrastructure	-	10M	40m	£10m	●	CityFibre and Vodafone announced a £40million investment Feb 2018. The City Region Deal Digital Strand are also investing in Digital Infrastructure.
% of free Wi-Fi across the city	0%	20% across high footfall public realm areas	TBC	20%	TBC	Free public Wi-Fi is now provided in 33 public buildings. Further deployment now rolled out to the beach esplanade area, Lynx Ice arena and Beach Leisure centre and in the city centre, Thistle Street and Rose Street. 2017/18 data is not yet currently available.
% coverage of boosted 4G coverage and 5G capability across the city	33%	(90% Estimated – 17/18 to date)	TBC	60%	TBC	A small cell network was rolled out through ACC wireless concession contract. A site at Union Square and a network along King Street incorporating provision at University of Aberdeen and Pittodrie. This network is currently being looked at to be expended in various areas in the city such as the new TECA Arena - 5g commercial deployment is scheduled to begin in 2020. 2017/18 data is not yet currently available.
% of city with sensor network to capture data	0%	(20% – Estimated 17/18 to date)	TBC	20%	TBC	2017/18 data is not yet currently available.
Data						
Secure internationally recognised standards accreditation	-	In progress	TBC	Dec 17	TBC	2017/18 data is not yet currently available.
Deliver a regional data platform	-	In progress	TBC	Dec 17	TBC	2017/18 data is not yet currently available.
Number of employees across the CPP with a high level of analytical skills	-	In progress	TBC	10	TBC	2017/18 data is not yet currently available.
Digital Innovation						
Number of digital start ups	42	TBC	TBC	50	TBC	2017/18 data is not yet currently available.

Improvement measures	2015/16 Baseline	2016/17 Data	2017/18 Data	2017/18 Aim	Are we improving?	
					● Yes	● Getting there ● Not yet
Number of living labs across the city	1	(2 – 17/18 to date)	TBC	3	TBC	2017/18 data is not yet currently available.
% increase in citizens receiving care in the home	5%	(6% – 17/18 to date)	TBC	10%	TBC	2017/18 data is not yet currently available.
Dashboard fully operational	-	-	TBC	Dec 17	TBC	2017/18 data is not yet currently available.
Number of community applications released each year	-	TBC	TBC	5	TBC	2017/18 data is not yet currently available.
Digital Skills and Education						
% of public sector employees with a standards level of digital skills	5%	TBC	TBC	10%	TBC	2017/18 data is not yet currently available.
% of school leavers and students who have high levels digital skills	TBC	TBC	TBC	40%	TBC	2017/18 data is not yet currently available.
% of citizens who feel comfortable using digital tools	-	-	70.6%	15%	●	Included in Cityvoice from 2017/18. This set of questions asked about use of digital technology for a number of different tasks relating to: managing information; communicating; transacting; problem solving; creating. The tasks specified are taken from the Basic Digital Skills measure tool developed specifically to measure the level of digital skills of adults across the UK.

Proposed amendments to Local Outcome Improvement Plan 2016-26

¹ **Build 1094 houses a year:** The 15/16 baseline figure was changed from the 1094 which was the Housing Needs Demand Assessment target originally published in the LOIP.

PROSPEROUS PEOPLE: Children are our Future

² **Improve Proportion of Positive School Inspection Outcomes (Quality Indicators/Early Years, Primary, Secondary and Special Schools combined):** Note this measure now incorporates Education Scotland evaluation outcomes from early years, primary, secondary and special school provision.

PROSPEROUS PEOPLE: People are Resilient, Included and Supported When In Need

³ **Increase in the % of non-statutory prisoners (those serving sentences of less than 4 years) who received relevant voluntary support on release:** The improvement aim for 2017/18 has been revised from 70% to reflect updated baseline figure of 56% for 16/17.

⁴ **% of people reporting that they have influence and a sense of control:** Note that the measures related to having an influence and a sense of control have been amended from the original measure published within the LOIP to reflect the Place Standard 1-7 scale used.

PROSPEROUS PLACE: Empowered, Resilient and Sustainable Communities

⁵ **Reduce no. of people affected by Household Food Insecurity:** Note that the measures related to Household Food Insecurity have been amended from the original interim measures published within the LOIP to reflect data gathered through the Annual City Voice Survey.

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APPENDIX 2 – ANNUAL REPORT 2017/18 COMMUNICATIONS PLAN

Method	Timescale	Target Audience				Medium for delivery	Who is responsible
		Public	Staff	Leadership	External		
September							
Community Planning Event	11 September 18		✓	✓		Full day Community Planning Event	<ul style="list-style-type: none"> Frank McGhee, Director of Commissioning Michelle Cochlan, Community Planning Manager Elsie Manners, Community Planning Development Officer
Annual Report to Council Strategic Commissioning Committee	13 September 18			✓		SCC Meeting	<ul style="list-style-type: none"> Frank McGhee, Director of Commissioning Michelle Cochlan, Community Planning Manager Guy Bergman, Performance and Improvement Officer
December							
Annual Report to CPA Board	3 December 18			✓		CPA Board Meeting	<ul style="list-style-type: none"> Frank McGhee, Director of Commissioning Michelle Cochlan, Community Planning Manager Guy Bergman, Performance and Improvement Officer
Press release	December 18	✓	✓	✓	✓	CPA Website Partner Website Local Press Social Media Electronic circulation Blogs	<ul style="list-style-type: none"> Paul Smith, Corporate Communications Manager Elsie Manners, Community Planning Development Officer Partner's comms teams
Publication of Full Annual Report	December 18	✓	✓	✓	✓	CPA Website Partner Website Social Media Electronic circulation	<ul style="list-style-type: none"> Elsie Manners, Community Planning Development Officer All Partner's communications teams

Method	Timescale	Target Audience				Medium for delivery	Who is responsible
		Public	Staff	Leadership	External		
Full Annual Report to Partner Governance Groups Public Summary	December 18			✓		Partner Meetings	<ul style="list-style-type: none"> All Partners
	December 18	✓	✓	✓	✓	CPA Website Partner Website Electronic circulation Community Engagement Events Social Media Electronic circulation Video	<ul style="list-style-type: none"> Guy Bergman, Performance and Improvement Officer Elsie Manners, Community Planning Development Officer Community Engagement Group Locality Partnerships All Partner's communications teams
Newsletter article	December 18	✓	✓			Community Newsletters Social Media Electronic circulation Communities Team Newsletter	<ul style="list-style-type: none"> Elsie Manners, Community Planning Development Officer Community Engagement Group Locality Partnerships All Partner's communications teams
Letter to, Scottish Government, Audit Scotland, Improvement Service	December 18				✓	Letter Electronic circulation	<ul style="list-style-type: none"> Frank McGhee, Director of Commissioning All Partners
Ongoing							
Staff and Member briefings	Ongoing	✓	✓	✓			<ul style="list-style-type: none"> Frank McGhee, Director of Commissioning All Partners

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	13 th September 2018
REPORT TITLE	Bon Accord Care Business Plan – Annual Report
REPORT NUMBER	COM/18/103
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 1 and 7 and remit 4.1 and 4.4.

1. PURPOSE OF REPORT

This report presents the annual reporting of the Bon Accord Care Business Plan.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approves the Bon Accord Care Business Plan Annual Report appended to this report for the Council's interests;
- 2.2 notes that the Integrated Joint Board issued a Direction to the Council instructing it to make arrangements for Bon Accord Care to continue to provide a range of services which are currently being delivered by Bon Accord Care for a period of 6 years from 1 August 2018 until 31 July 2024 and notes that this will be undertaken in accordance with the Powers Delegated to Officers; and
- 2.3 instructs the Head of Commercial and Procurement Services to implement a standard annual performance report template which BAC will be required to submit annually containing information on their performance against the outcomes set out in the revised SLA.

3. BACKGROUND

- 3.1 Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are Arm's Length External Organisations (ALEOs) owned by Aberdeen City Council (ACC). For operational purposes Bon Accord Care is used as a collective term to refer to both companies. BAC was set up in 2013 and the Funding and Service Provision Agreement in place with the Council was due to expire on 31 July 2018.

- 3.2 At its meeting on 22 May, the Integrated Joint Board directed the Council to put in place arrangements for BAC to provide a range of services which are currently being delivered by them for a period of 6 years from 1 August 2018 until 31 July 2024. The IJB has the legal power to direct the Council to renew the BAC contract as it is a strategic commissioning decision which they have delegated power to decide. This extension is being progressed in two stages, firstly a 7-month contract extension commencing 1 August; and secondly, a new contract for 5 years and 5 months which will have new outcome based specifications and robust contract management measures. This is being undertaken in accordance with the Powers Delegated to Officers, namely the delegation to the Director of Commissioning: - “To approve (or to nominate a person as having authority to approve) any procurement or contract, as a result of a Direction from the Integration Joint Board to the Council and/or a relevant business case, where the estimated value of the contract is of or above £50,000 (supplies/services) or £250,000 (works), subject to the approval of the Chief Officer – Finance and the Head of Commercial and Procurement Services.”
- 3.3 A summary of the annual performance report which is appended to this report shows performance metrics in relation to efficiency and quality of service delivery. The Care Inspectorate, which is the scrutiny body which looks at ways to ensure that care in Scotland meets high standards has graded 98% of BAC’s services as either good or very good. The inspection report states: -
- “The care and support that we saw during our inspection was of a very good standard and all of the people we spoke to praised the high standard of care.”

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report. Core funding to Bon Accord Care for 2018/19 paid under direction from the Integration Joint Board is £26,750,000. Funding for 2019/20 will be determined as part of the Integration Joint Board budget setting process.
- 4.2 The Integration Joint Board has also commissioned Bon Accord Care as provider of last resort to provide services at Kingswells Residential home. It is anticipated that this will cost approx. £2.4m in 2018/19 and will be met from the Adult Residential Services and Transformation budgets.
- 4.3 Similarly, other services may be directly commissioned from Bon Accord Care, both under Direction from the Integration Joint Board or other Council services and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.4 The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report. Extension of the BAC contract is being undertaken following a Direction from the IJB and in accordance with the Delegated Powers of the Director of Commissioning as detailed above.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A
Legal	Risk of delay or no agreement as regards the proposals to revise the SLA.	L	Proposals have been discussed at length with BAC and a partnership approach has been taken to re-designing the SLA. This process is progressing well.
Employee	N/A	N/A	N/A
Customer	Risk of poor service provided to customers.	L	Amendment of the BAC SLA with revised outcomes and more robust contract management should contribute to customer satisfaction by ensuring delivery of a high standard of services to the customer.
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	Poor performance by BAC/not performing in accordance with their business plan could impact on the Council's reputation.	L	Amendments to the BAC SLA with revised outcomes should ensure good performance by BAC.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The annual report evidences contribution by BAC towards the LOIP theme of prosperous economy.

	Review of the existing SLA with BAC to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.
Prosperous People	The annual report evidences contribution by BAC towards the LOIP theme of prosperous people. Review of the existing SLA with BAC to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.
Prosperous Place	The annual report evidences contribution by BAC towards the LOIP theme of a prosperous place. Proposals to review the existing SLA with BAC to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous place.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required for this report.
Privacy Impact Assessment	Not required for this report.
Duty of Due Regard / Fairer Scotland Duty	Not required for this report.

9. BACKGROUND PAPERS

None.

10. APPENDICES (if applicable)

Bon Accord Care Business Plan – Annual Report

11. REPORT AUTHOR CONTACT DETAILS

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Title Team Leader, Commercial Legal Team
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Annual Performance Report 2017/18

Working together for your 5 star service

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10	Our performance	22	Case study - Margaret's story
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15	Compliments and complaints		

Chairman's Welcome

I am pleased to present our fifth annual performance report, which I believe reinforces the positive difference we continue to make to some of the most vulnerable people in our community here in Aberdeen City.

As you will read, the report shares many of the highlights of the past year, following our holistic review of service delivery and the resulting transformational changes, which have been built around our team of dedicated staff and helped us to achieve substantial savings.

We have once again increased our quality grades, with 98% of our services achieving good or very good grades. We have continued to reduce absence levels due to sickness and Bon Accord Care was delighted to win several Healthy Living Awards and the Exceptional Employee Engagement accolade at the cHeRries awards.

We have remained focused on our strategic aims – to deliver our core business, maximise quality and efficiency and delivering innovative services at an early point of delivery.

I am very pleased with the journey through 2017/18 and I see continued strong commitment from our executive and wider management team to deliver genuine results for the people we support.

On behalf of the board, I encourage you to digest the report and share in Bon Accord Care's continued success.

Graham Parker, Chairman



Managing Director's Welcome

Welcome to our Bon Accord Care 2017/18 annual report. I am delighted to present this update on our continued progress.

We have now been in operation for five years and as well as highlighting the achievements and successes of last year, this report also brings into focus the journey we have been on, continuing to work together to deliver 5-star services.

As well as delivering our range of services, 2017/18 saw the implementation of the first stage of our strategic plan.

BAC's five-year strategic plan commenced in 2017 and had clear objectives across the company's three main strategic aims, which are to deliver on our core business, maximise quality and efficiency and deliver innovative services at an early point of intervention.

The plan was underpinned by a requirement to bring a change in service delivery to ensure continued viability of the company, ensuring delivery on a reducing financial envelope with an increasing demand and complexity of service.

The holistic review was a large-scale change project undertaken between November 2016 and March 2018, with the intention of initiating new ways of working through organisational redesign.

Change was focused on structure, volume, roles, responsibilities and reduction in duplication of tasks. The redesign was across all roles and structures within the company and engaged and involved all staff. The aims of the review were two fold, one to progress, strengthen and maximise efficient, quality service delivery models and secondly to provide value to our service users, commissioners and company.

This was a significant period of change for our workforce, service delivery and our service users. This report highlights some of the key measures and achievements that have been brought about.

I would like to acknowledge and thank our staff team, who have remained committed, motivated and open during this past year. Without them, we could not have achieved the success we have. Bon Accord Care is a team to be proud of and this report is testament to the hard work and engagement they have shown, striving to deliver Service, Quality and Value with Innovation, Integrity and Pride.

I hope you find this report informative and reflective of our past year.

Sandra Ross, Managing Director

Who We Are

Bon Accord Care is a key provider of older people's services within Aberdeen City.

An ALEO (Arm's Length External Organisation) of Aberdeen City Council, we are comprised of two registered limited companies, Bon Accord Care (BAC) and Bon Accord Support Services (BASS). Bon Accord Care contracts directly with BASS, which commissions directly with Aberdeen City Council. For operational use, we use Bon Accord Care as a collective term to reflect both companies.

We deliver adult social care services to the people of Aberdeen, providing support and encouragement to enable them to live as independently as possible, today and in the future. We have an important role to play in enhancing lives and wellbeing - what we do matters.

We work with our key partners, Aberdeen City Council (ACC) and Aberdeen City Health and Social Care Partnership (ACHSCP), to deliver a range of commissioned services across Aberdeen City. This is

where the majority of our income is from, with £26m of our £27m turnover.

We provide respite, rehabilitation, care at home, housing support, residential care and community responder service. These services are predominantly for older people although occupational therapy (OT), Hillylands Independent Living Centre and the Community Equipment Store provide support to all age ranges within the community. This is through provision of adaptations, specialist assessments and equipment provision which through early intervention strategies helps maintain and achieve maximum independence.

To support our internal staff and partnership colleagues, we have a learning and development function, which ensures our staff team is skilled and trained to carry out the roles for which we are commissioned. An SQA approved centre, we provide a range of SVQs in Health and Social Care, Business Administration and Modern Apprenticeships.

Core values

Service, Quality and Value delivered with Integrity, Innovation and Pride

Mission

Working together for your 5 star service

Our key strategic aims

- 1. Deliver on our core business**
- 2. Maximise efficiency and quality of service delivery**
- 3. Commence innovative services at an early intervention stage to reduce demand on more complex services**

Who We Are

Our Resources

Most of our income comes from the delivery of commissioned services across Aberdeen City.

As a company which is based on service delivery, our largest expenditure is staffing, which accounts for 85% of the total cost. We have a very lean management structure and business support function, with overheads carefully monitored and managed.

We recognise that as a company there will be continued pressure on public funding and understand the role we play in reducing expenditure, exploring new ways of working and new streams of income generation.

Our core services reflect the contractual part of our operations, for example care at home, residential services and occupational therapy. We also deliver on more commercial opportunities with the ambition being to bring in additional income to assist with the financial performance and sustainability of the company.

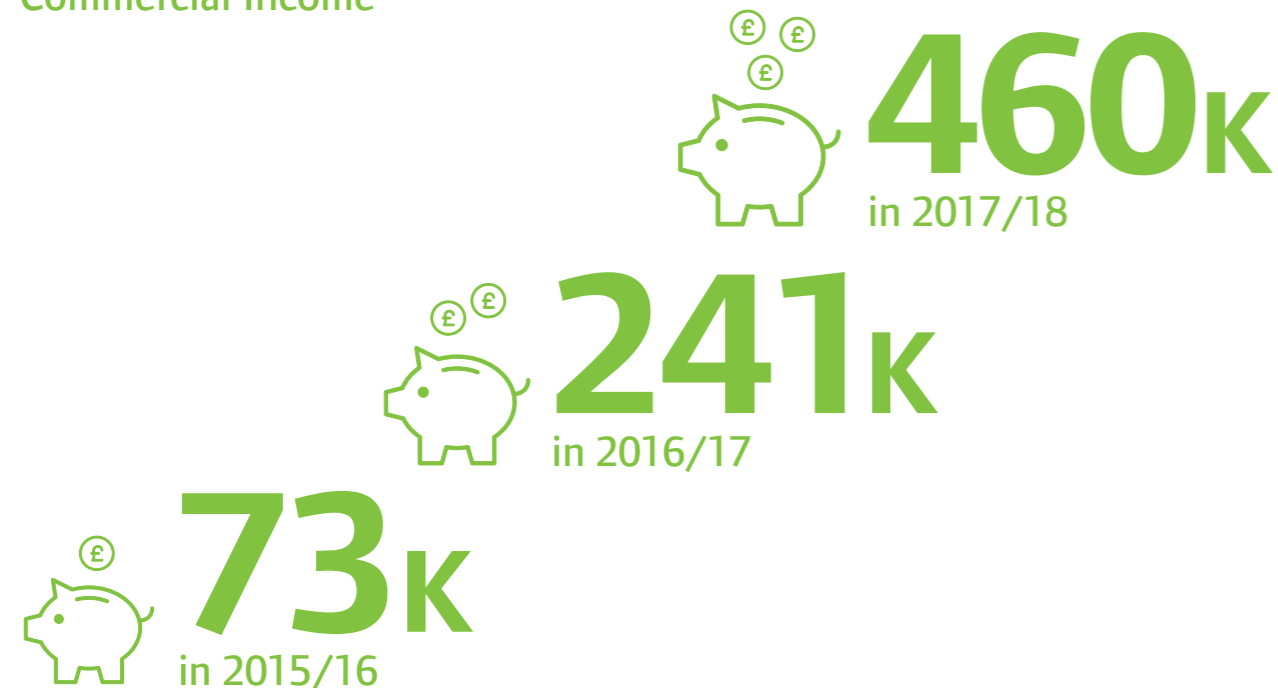
We provide City Home Helpers, a private, non-statutory service which is aligned with the traditional home help service. It provides support across a range of needs and ages to facilitate people remaining independent at home. This is operated on a model which will generate a degree of profit, we have seen growth but anticipate

with the investments we have made in 2017/18 that 2018/19 will show an increase in growth and income generation; both which will assist in the wider strategic aim of supporting people to live independently at home.

Another area where we have a more commercial focus is in equipment sales and rental; we can provide equipment at competitive prices and give professional support to facilitate appropriate choices. We can also assist with rental of larger items such as specialist seating and beds, this supports other providers and individuals with more cost effective measures to ensure the right equipment, at the right place and right time. This generates a small amount of income, but we anticipate and will focus on this as a growth area across 2018/19.

The support pool and learning and development are other areas in which we generate income, again to date these have not generated high levels of income; however, year 3, 4 and 5 of our 5 year plan will see greater emphasis on growth expected in these areas. We have invested in a customer relationship lead to help drive forward the potential within these areas and support our managers within service development, marketing and raising the profile, and we are already seeing positive impacts of this role.

Commercial Income



How We Report

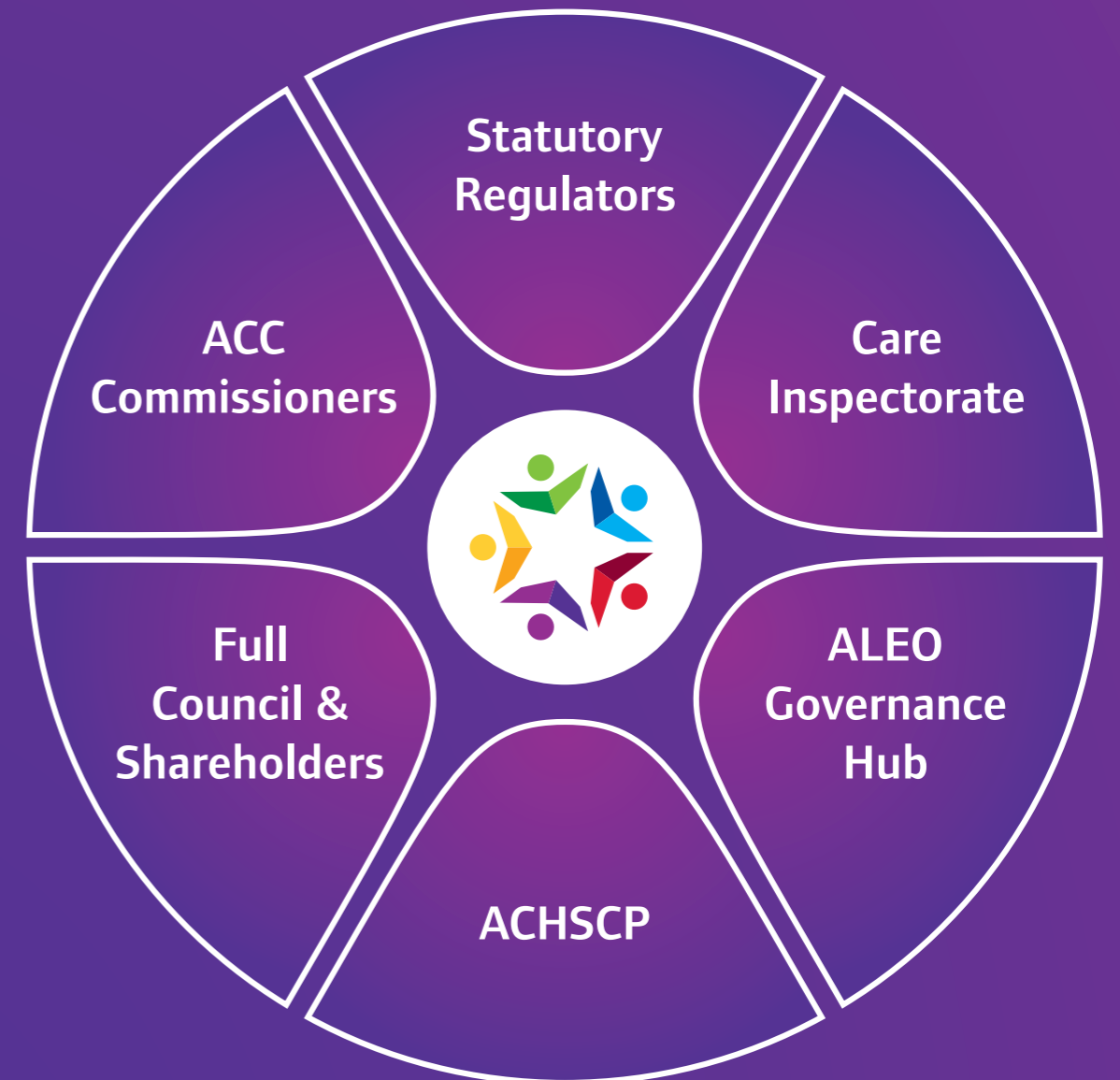
The joint Bon Accord Care Board meets eight times a year for general business. The board is made up of our chairman, managing director, finance director and four non-executive directors. Our members are the same today as when we were established in 2013.

Reports are prepared for the board which reflect financial, operational, personnel, risk and health and safety information.

Reports and information relating to service specifications are also shared with Aberdeen City Council and ACHSCP on a weekly and monthly basis.

An annual performance report is presented to full Council annually by the managing director.

Our care services are heavily regulated and regular inspections are undertaken by the Care Inspectorate, Fire Service and environmental health officers.





Who We Are

Governance

There is a high level of scrutiny and diligence to ensure that Bon Accord Care delivers the services for which we are funded.

The BAC directors are legally accountable to the shareholder (Aberdeen City Council) for the operations of the company and are responsible for setting the strategy and operational decisions that will meet our objectives.

Four times a year, the executive directors report on the financial, operational, risk and health and safety information to the ALEO Governance Hub, providing assurance of strong and effective governance at a company level.

In turn, this provides an assurance to members of both the strategic commissioning committee and the relevant service committees.

Our Work

We have a business focus with a strong social conscience, delivering a significant social impact to people across Aberdeen.

Our strategic aims and delivery of our contractual arrangements continue positively, and we are working closely with our key stakeholders to align ourselves with their priorities achieving positive outcomes for the people of Aberdeen.

We understand that integration and collaboration shows positive benefits and delivers new ways of working across Aberdeen and we recognise and closely align with the Scottish Government's national health and wellbeing outcomes.

Our continued ability to deliver confirms the positive role that Bon Accord Care has and the impact we can make by being flexible, adaptable, resource efficient and aligned with our own and our commissioner's key priorities.

Health and Social Care Standards	National Health and Wellbeing Outcome Link	ACHSCP Strategic Priority Link	ACC Strategic Priority Link	BAC Strategic Plan Link
1. Services provide high quality care and support that is right for the user	Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.	1. Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community.	Smarter Living: Quality of Life	Deliver on our Core Business
	Outcome 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	3. Promote and support self-management and independence for individuals for as long as reasonably possible.		
	Outcome 6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being	4. Value and support those who are unpaid carers to become equal partners in the planning and delivery of services, to look after their own health and to have a quality of life outside the caring role if so desired.		
2. Services fully involve their users in making decisions about their care and support	Outcome 4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services	2. Support and improve the health, wellbeing and quality of life of our local population.	Smarter Living: Quality of Life	Commencing new and innovative services at an early intervention stage to reduce demand on more complex services
	Outcome 5. Health and social care services contribute to reducing health inequalities	5. Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing.		
3. Service Users have confidence in the people that support and care for them	Outcome 3. People who use health and social care services have positive experiences of those services, and have their dignity respected		Smarter Living: Quality of Life	Maximise Efficiency and Quality of Service Delivery
4. Service Users have confidence in Bon Accord Care providing their care and support	Outcome 8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide	6. Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities.	Smarter Living: Quality of Life	Maximise Efficiency and Quality of Service Delivery
	Outcome 9. Resources are used effectively and efficiently in the provision of health and social care services	7. Support our staff to deliver high quality services that have a positive impact on personal experiences and outcomes		
5. Service Users experience a high quality environment			Smarter Living: Quality of Life	Maximise Efficiency and Quality of Service Delivery



Our Performance

Maximising Efficiency and Quality of Service Delivery

Bon Accord Care's five-year strategic plan, which commenced in 2017, had clear objectives across the company's three main strategic aims.

The plan was underpinned by a requirement to bring a change in service delivery to ensure continued viability of the company, ensuring delivery on a reducing financial envelope with an increasing demand and complexity of service.

The strategic plan – which you can read in full [here](#) – outlines our ambitions for the next five years. It builds on the solid foundations we have built in the first four years of operation by focusing on our three strategic aims – delivering on our core business; maximising efficiency and quality of service delivery; and commencing innovative services at an early intervention stage to reduce demand on more complex services.

These strategic aims ensure we remain focused on the task in hand, to deliver health and social care services to the people of Aberdeen.

With this in mind, 2017 saw BAC undertake a redesign, referred to as a 'holistic review'. This was a review of all roles, responsibilities and structure within the company to facilitate and generate new ways of working to ensure we were fit to face the challenges of the future.

It was undertaken as the first stage and foundation on which our five-year strategic plan would be achieved. The holistic review was a large-scale change project undertaken between November 2016 and March 2018, with the clear intention of developing new ways of working through organisational redesign.

The redesign was across all roles and structures within the company and engaged and involved all staff. Change would be focused on structure, volume, roles, responsibilities and reduction in duplication of tasks.

The aims of the review were to:

1. Progress, strengthen and maximise efficient, quality service delivery models
2. Provide value to our service users, commissioners and company

This was achieved by flattening the management structure, reducing the duplication of roles, ensuring consistency of roles and increasing capacity to increase volume of service delivery.

It was anticipated there would be a reduction in the overall headcount within the main commissioned services as well as financial benefits, although these were not quantified as the primary objective was to drive new ways of working through organisational redesign.

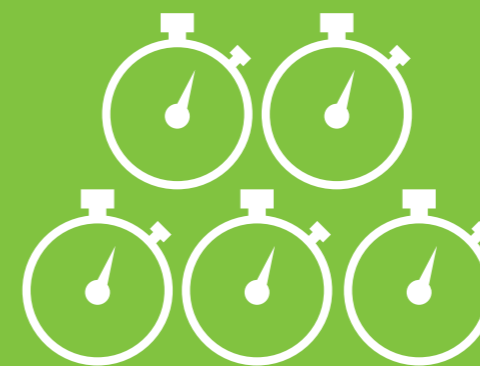
We were dynamic in our approach and agile responding to changes in the macro and micro environment as they emerged. Risk was managed, mitigated and responded to in a proactive manner to maintain 'business as usual' throughout the process.

The project benefited from a collaborative approach with all stakeholders and was completed on time and achieving the aims of the project. In the main, the stated benefits were realised although it is too early to fully scope the impact of some anticipated paybacks.

Additional operational and financial impacts were seen and significantly, there was a positive change in company culture.

Although many benefits can be identified, the main drive, to change the way we work through organisational redesign will start to be evidenced across the next two years as real innovation is organically grown by an empowered staff group with a feeling of real ownership of their company.

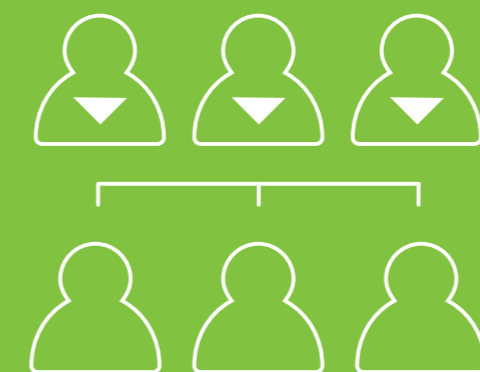
The holistic review achieved:



Five phases completed on time



Reduced management head count by 16.81 FTE



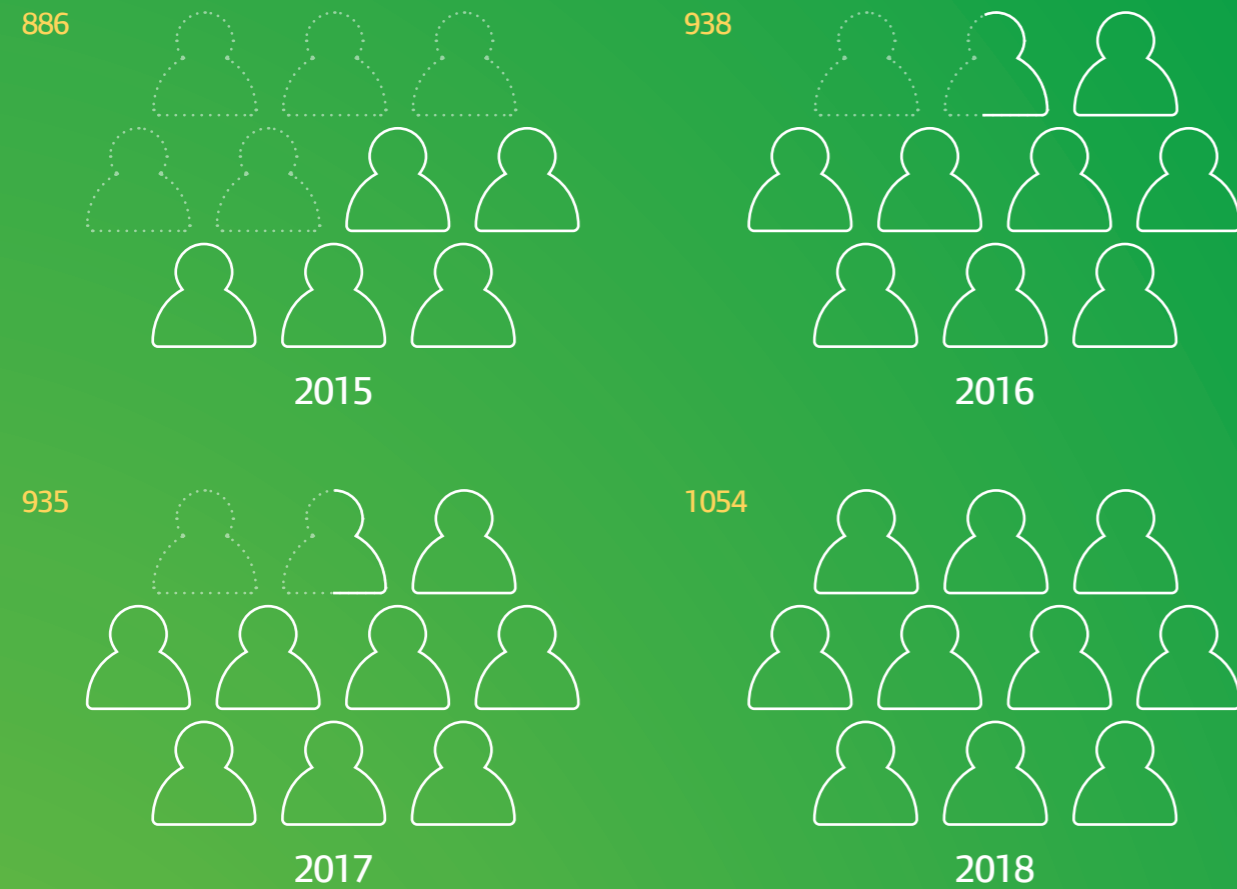
Increased front line staff by 51.96 FTE



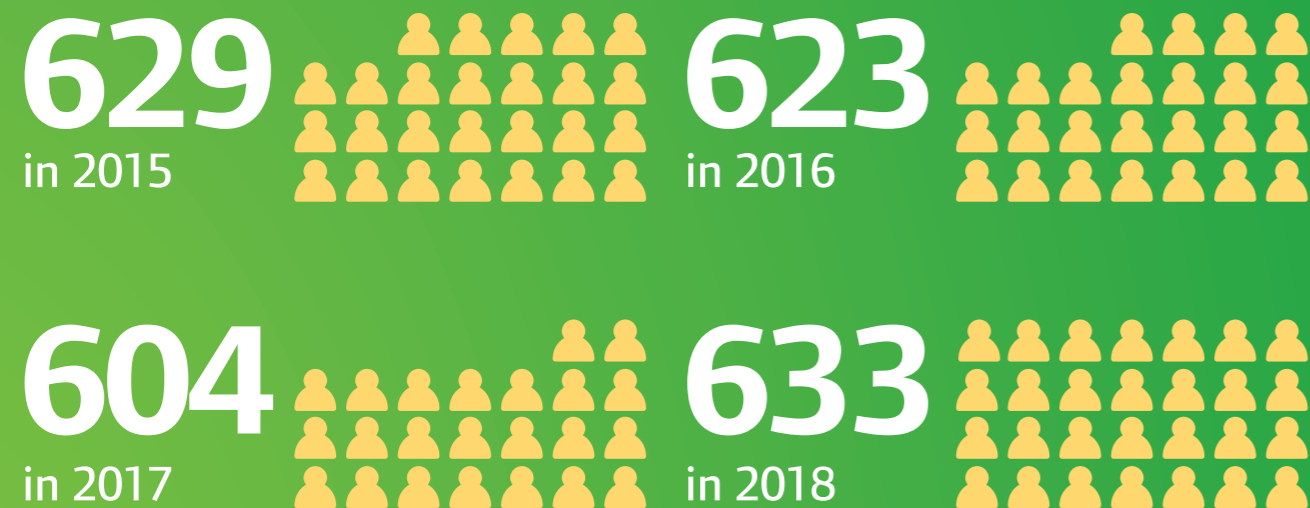
Saved £640K

Our Performance

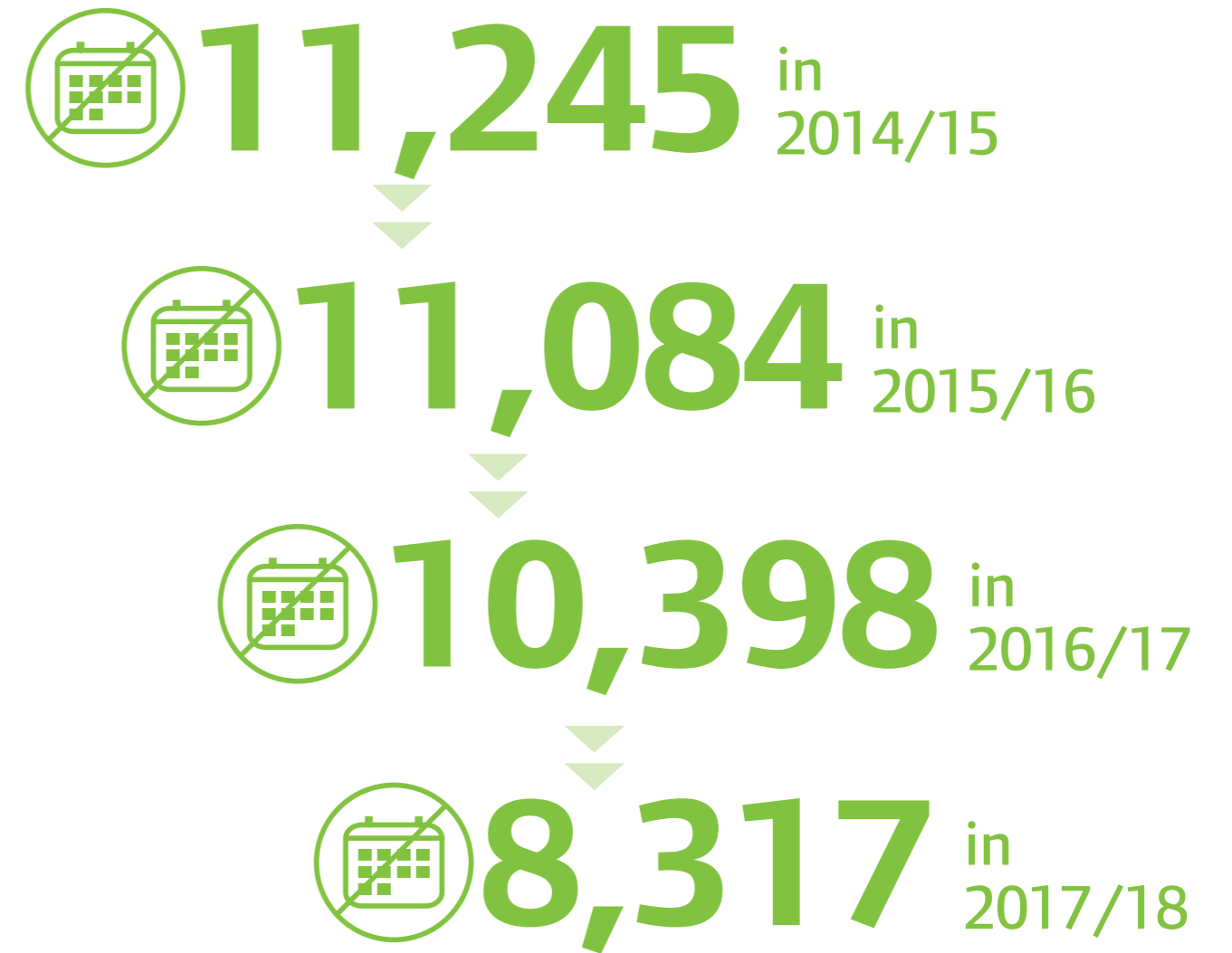
Total Number of Staff



Full Time Equivalent



Total days lost to absence



**26% Reduction
in Absence Levels
since 2014.**



Support Pool

Our support pool began in 2014, in response to high levels of overtime and agency use.

Over 300,000 hours have been delivered on the support pool since 2014. We have also seen significant decreases in agency, overtime and complaints.

Both the number of hours delivered and the number of workers has increased rapidly over the past four years, rising from 24,200 hours delivered in 2014/15 to 155,000 hours delivered in 2017/18 to our internal services.

We now have 726 active support pool workers.

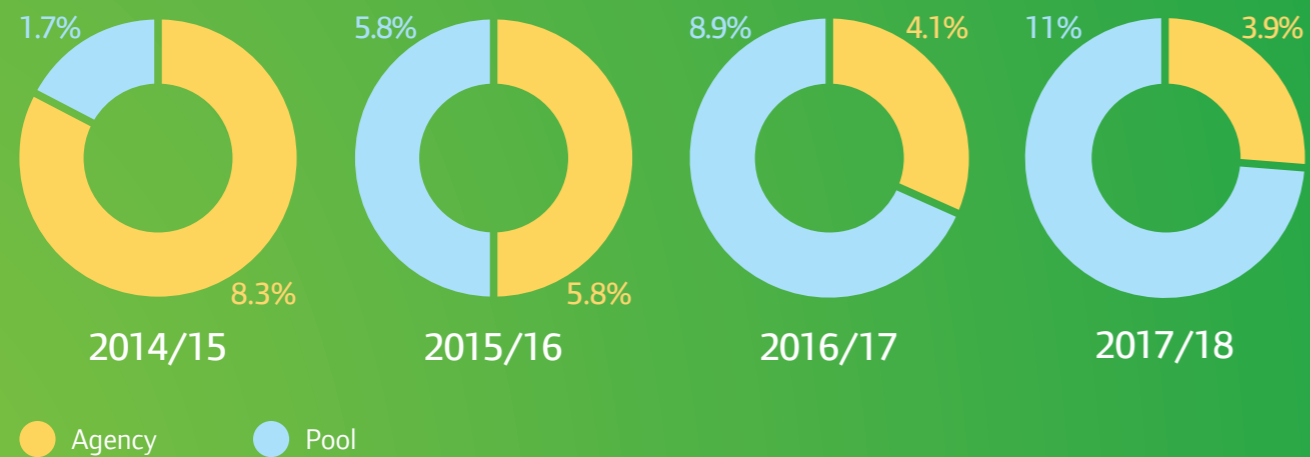
We have also been working in partnership with the Housing Support Service at Aberdeen City Council by providing relief workers to their service, working similarly to our internal services. Since 2015/16, 26,771 hours have been delivered, generating profit of £73,000. This has also had a financial benefit to their service.

Taking into consideration both our internal and external services, between both savings and profit, we have generated a total benefit of £608,300 over the years the pool has been in place.

We support the different services across Bon Accord Care, as well as our external services by providing a total of 10 different job roles.

With Care at Home South, we have a number of support workers through the support pool who work on a regular basis, which enables clients to get to know them. The support pool has also helped with our service in Aberdeenshire, where the small group of support pool workers provide a high level of care and have made the service affordable.

Reduction in Agency usage



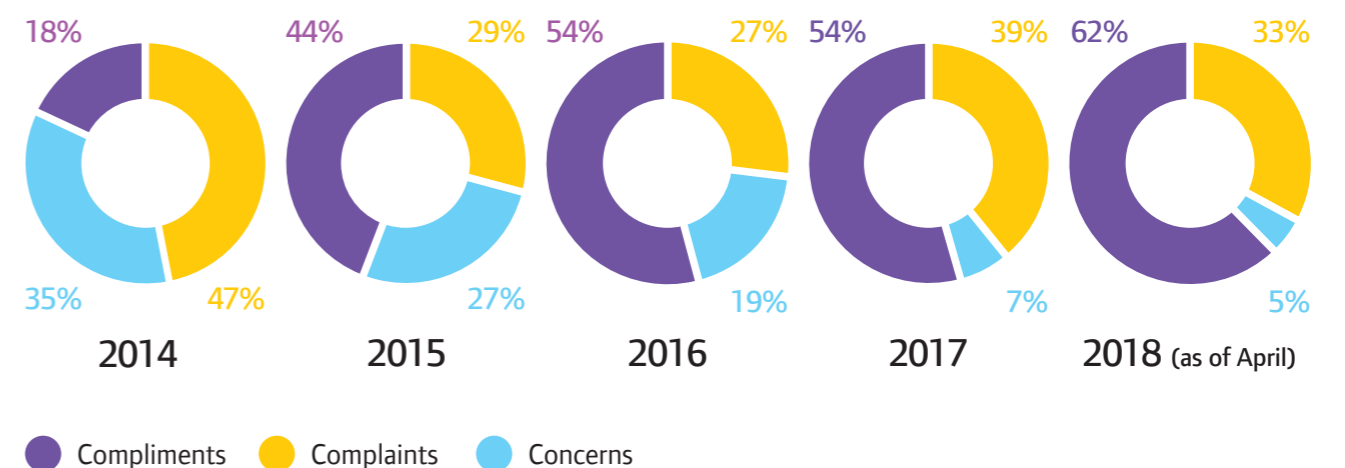
Our Performance

We never lose sight of our quality of service delivery, even though delivery is a key driver, as we provide services to some of the most vulnerable in Aberdeen City. We actively seek feedback, listen to views and learn from the opinions and information we receive from the people we support.

We are confident that the people who use our services feel comfortable, and have direct access to voice their views and opinions, ensuring we drive quality of provision in areas which are perceived as required.

The significant increase in compliments, rising from 18% in 2014 to 62% as at April 2018, means we can continue to embed best practice.

Increased Trend in compliments



Care Inspectorate Average Grade

The Care Inspectorate is a scrutiny body which supports improvement by looking at the quality of care in Scotland to ensure it meets high standards. Where it finds that improvement is needed, it supports services to make positive changes. Care services are given grades when inspected, which look at key areas like care and support, physical environment, quality of staffing, and quality of management and leadership.

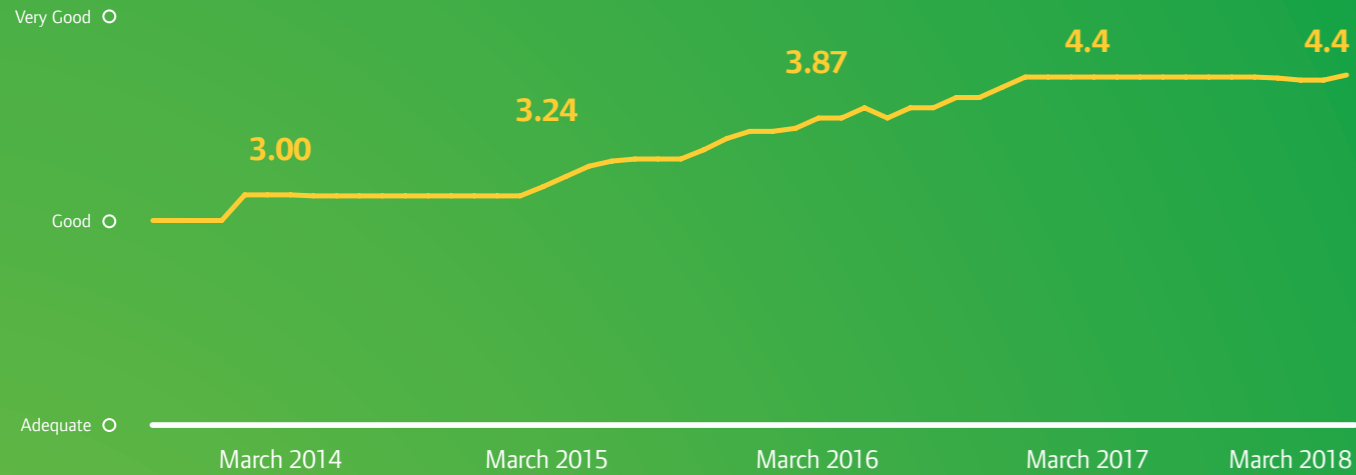
Each area of each care service is assessed on a scale from 1 to 6, where 1 is unsatisfactory and 6 is excellent, and an inspection report is published to show the findings.

Bon Accord Care had eight services when it was established and we now have 15 registered services. We have improved our grade average by 69% and 98%

of our services have either good or very good grades, as shown in the graph below.

The Care Inspectorate plans inspections through a Risk Assessment model and our services have largely been deemed low risk, which also demonstrates the confidence the Care Inspectorate has in our services.

“The care and support that we saw during our inspection was of a very good standard and all of the people we spoke to praised the high standard of care.”
Inspection Report (ICAH North), 19/04/18



Awards

Healthy Living Award



Bon Accord Care has successfully achieved Healthy Living Awards at Balnagask House, Coronation Court, Denmore Court, Craigielea Gardens, Fergus House, Rosewell House and Victoria Grange.

We were the first company here in the north-east and one of just a few across Scotland to gain this accolade in care homes and very sheltered housing.

Operated by NHS Scotland and supported by the Scottish Government, the Healthy Living Awards were given to recognise our commitment to delivering a five-star service and improving the health and wellbeing of every resident by following best catering practices.

cHeRries Awards



We were delighted to win the Exceptional Employee Engagement Award at the cHeRries awards in June.

This was in recognition of our holistic review of service delivery built around, and using, our staff team to deliver transformational change.

The awards recognise excellence in the fields of human resources, training and recruitment in the north-east of Scotland. The judges were looking for the best example of how an employee engagement strategy is having an impact on the organisation and how it is linked to improving key business objectives and outcomes.

Some of the BAC team attended the ceremony at Aberdeen Exhibition and Conference Centre and Sandra Ross collected the award on behalf of all our fantastic staff!





City Home Helpers



City Home Helpers was set up in January 2016 as a trading arm of Bon Accord Care to provide a range of local services for domestic, social and companionship support so older adults and people with disabilities can continue to live in their own home and remain connected to their community for longer.

It now delivers services across Aberdeen City within the customer home in the community, sheltered or very sheltered housing and retirement villages. Services are frequently delivered out with the customer home e.g. accompaniment to an activity, appointment or shopping.

The services offered support an early intervention approach to reduce demand on more complex services.

Since 2016, City Home Helpers has continued to increase the number of hours delivered, with the average monthly hours in 2016 being 292, increasing to 500+ in 2017 and continuing to increase in 2018.

The impact services are having on our customers can be life changing, for example supporting hospital discharge following long stays in hospital. City Home Helpers will ensure the customer's home is made safe and habitable for their return, even on occasion collecting them from hospital, thereafter continuing to provide support through the recovery period.

Our customers say

"The home-help service is very important for mum and myself and very important that it can be the same person regularly, especially for mum's dementia. Pat has come to mum regularly now for nearly two years and she is wonderful. I can depend on her, she is very good with carrying out the housework and anything else that is requested for her to do.

We have a day book that the family writes in about what we have been doing with mum and Pat reads it when she arrives and chats with her, as with the short-term memory, mum can't remember. We have also been happy with the home-helps who have come in as replacements for Pat, I met both Kay and Carol and liked them right away!"

City Home Helpers employs the best people and I would have no hesitation in recommending your services to others."

Mrs K Mennie (May 2018)

"I started the service in 2018 after I had a fall and I needed a hip replacement. It was planned to be short term however, within 2 weeks of starting I called the City Home Helpers team to ask if the service could continue.

For someone like myself that was in dire straits. It gives me peace of mind and helps me to remain in my own home while I recover from my operation. I like that I have the same home helper every week and I look forward to my visit. Even when I was away on holiday, I requested that Kay still come in and do my housework as I have gained a lot of trust in Kay, we have built up a very good and trusting working relationship.

Kay is a very helpful and charming lady, to be honest Kay could not be more helpful. She is such a hard working lady and always very polite and treats me with respect at all times. I am absolutely delighted with Kay and the service I receive. Kay has gone the extra mile for me and I feel lucky to have her as my home helper. I would definitely recommend City Home Helpers to other people as it is a great service."

Mrs S Blackett (June 2018)

Our staff say

"I have been with City Home Helpers now for over two years - very rewarding and the lovely customers you meet makes it all worthwhile. They become like family members, for me at least. I love it - what else can I say!"

Pat (May 2018)

"I think City Home Helpers is doing such a worthwhile job and I am proud to be part of it.

The office staff are always helpful and friendly."

Dorothy (May 2018)

Case Study

Provider of Last Resort

Bon Accord Care (BAC) has a service level agreement (SLA) in place with Aberdeen City Council (ACC) as 'Provider of Last Resort' (POLR). This reflects the requirement for BAC to step in should any care service across Aberdeen City fail.

We are required to support the service to ensure continued delivery, have a clear exit strategy, charge for additional costs and work with our commissioners, ACC, to keep the local authority aware of progress and impact.

To date, we have had POLR in place for a failing care at home service and supporting a smaller service due to the impact of flooding.

We have been on alert for another care at home provider and care home provider, although neither required the SLA to be activated.

We have a clear process to be followed should a POLR request be made.

On Friday, 31st March 2017, we were notified that a POLR request was likely to be made for a failing nursing home and BAC would be the lead agency to provide emergency provision. We have been acting under POLR since 1st April 2017 for this service.

ACC used its powers of 'step in' to a service which gave cause for concern and had Care Inspectorate grades of 1.

BAC and ACC worked together to ensure provision of a staff team with less than 24 hours' notice. This would require two nurses on each shift – neither of which were employed by ACC or BAC – and an additional 12 care staff for day shift, with four on night shift.

Full ancillary services, including meal provision, would also be required.

Overall this was a very large ask and the level of staffing required had not been anticipated.

In response, we undertook a number of key actions at service level and senior management were on site from the first morning to meet relatives and allay fears. Many families were upset and needed the opportunity to talk about their concerns.

Firstly, staff were brought in from ACC and BAC to cover the care shifts, and we provided an initial interim manager to work through the impact phase.



Case Study

Provider of Last Resort

ACC's learning disability service provided staff for one unit for the first four weeks. As many of the staff already knew service users, this proved to be very helpful. The local authority also provided cleaning and laundry staff.

BAC provided occupational therapy support to review manual handling plans and equipment. This support was maintained across the four weeks and a system is now operationalised for ongoing support.

ACHSCP requested support with speech and language, dietician, community psychiatric nurses and pharmacist support. All professions reviewed service users across the initial week and gave appropriate ongoing support and guidance.

Finding nursing staff proved difficult and ACHSCP could provide only minimal support, so cover was secured with the help of agencies.

BAC led the catering provision and worked with the manager and dietician to ensure that meals were reflective of the nutritional needs of the service users.

A full Health and Safety audit was completed by ACC, while an audit of the facilities was carried out by BAC to determine immediate issues and forward planning.

Interim variation to registration was requested and put in place, using Clashieknowe registration as a springboard.

Finally, an action plan was developed to facilitate the numerous agencies working together – each agency was invited to attend the weekly review meetings during the initial period.

We moved from emergency provision to business as usual and a manager with extensive experience within a care home was seconded to the service.

ACC learning disability staff provided support for more than four weeks – a valuable service in the initial period – and the ancillary support provided proved invaluable.

The support pool and BAC staff were in place to provide care delivery, with recruitment taking place in a focused way to ensure continuity moving forward.

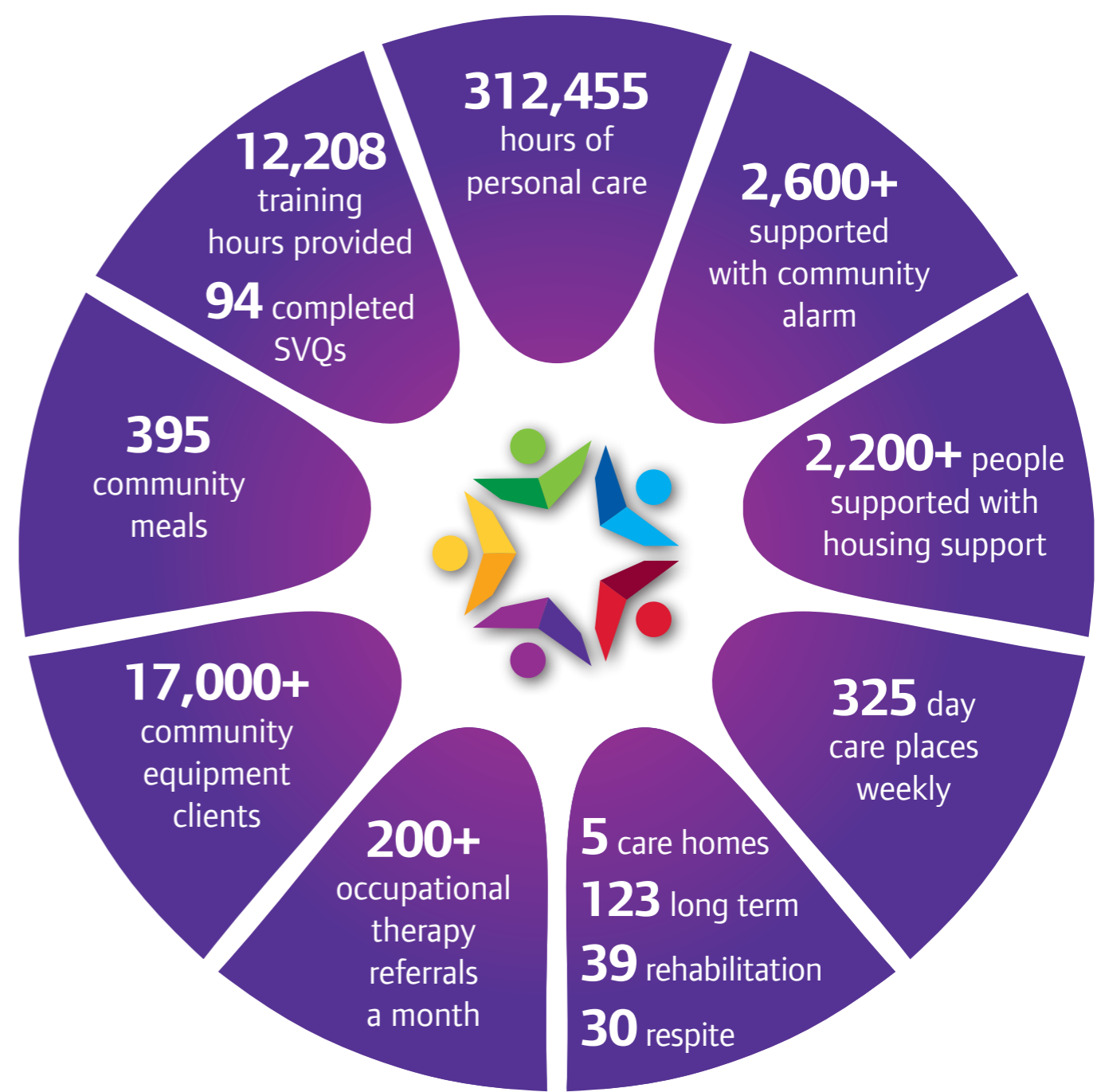
BAC has now stabilised the service as POLR, we have built relationships, trust and understanding with relatives, Care Inspectorate, commissioners and fundamentally increased the quality of care for the people we support in the service.





Our Performance

Delivering on our Core Business



Case Study

Margaret's Story

Margaret (72) had been struggling after the loss of her husband and had suffered health problems as a result.

After a time in hospital with serious illness, Margaret was discharged and found herself alone at home, feeling isolated and with the possibility of her health suffering again.

Bon Accord Care was asked to provide home visits to help her regain confidence and maintain her health. We have so far provided five months of care and our team visits up to three times a day.

Margaret said: "It has made a huge difference to my life having the carers visit me at home, I really look forward to them coming in. I have a good relationship with them and feel I can talk to them about anything."

"They encouraged me to join the local 'Young at Heart' group to get me out of the house. Without visits from my carers I would have slipped back to my old ways. It's better than any medicine, they have helped me to take much better care of myself and my home."

Financial Report

Bon Accord Care Limited & Bon Accord Support Services Limited Consolidated Profit & Loss Accounts for 2017/18

	2017/18 £000s	2016/17 £000s	2015/16 £000s	2014/15 £000s
Incomes				
Core ACC contract	26,289	26,436	26,146	25,977
Other incomes	497	646	677	615
Total Incomes	26,786	27,082	26,823	26,592
Operating Costs				
Staff Costs : Payroll	(19,156)	(20,232)	(20,224)	(20,327)
Support pool	(2,191)	(1,641)	(1,003)	(282)
Agency	(936)	(1,008)	(1,316)	(1,996)
Premises	(1,554)	(1,562)	(1,606)	(1,646)
Supplies & services	(2,292)	(2,071)	(2,002)	(1,916)
Transport	(200)	(271)	(303)	(299)
Other operating costs	(223)	(231)	(226)	(234)
Total Operating Costs	(26,552)	(27,016)	(26,680)	(26,700)
New Business Initiatives Net surplus	90	(9)	(24)	0
Provider of Last Resort Income	2,684	0	0	0
Expenditure	(2,684)	0	0	0
Stock revaluation	0	0	0	172
Surplus before int, dep & tax	324	57	119	64
Interest receivable	13	15	30	13
Depreciation	(51)	(30)	(30)	(30)
Corporation tax	(67)	(3)	(2)	0
Trading Surplus	219	39	117	47
Decrease/(increase) in pension liability	(365)	(749)	1,232	(2,057)
Decrease in holiday pay accrual	(6)	38	45	49
Income / (Expense)	(152)	(672)	1,394	(1,961)

Financial Report

2017/18 has exceeded my expectations, the company has managed to beat the operational efficiency targets set to an extent that the company was able to deliver a £219,000 trading surplus after investing £250,000 on improvements to the environment and facilities of our residential homes. Care Inspectorate gradings have been maintained and the activity levels asked of us have been met. Overall, a successful year and one that is a great credit to our managers and their staff.

As in previous years the very positive trading result is negated by the necessity to report (under FRS102) an actuarial view of the present value status of our staffs' final salary pension arrangement with the North East Scotland Pension Fund. This assessment sees our reported pension deficit increasing by £365,000 to £10,176,000. This increase is a charge to our reported statutory accounts which along with a small adjustment to accrued holiday pay, turns the reported Trading Surplus of £219,000 in to a Comprehensive Expense of £152,000.

Readers should understand that the provision presented in the accounts for the actuarially assessed pension liability does not mean that the company faces any "must be paid now" liability, rather it is a closely regulated and prudent external assessment of the overall present value of the pension funding position at a snapshot in time. No cash losses or charges arise in any practical sense. Readers may also note we have provided for £67,000 for Corporation Tax on company profits – no taxable loss.



Alistair MacLean, Finance Director

Financial Report

Meeting our financial obligations means that our overall efficiency savings targets have been met and exceeded. The table on the next page compares operational expenditures year on year since 2015 and demonstrates the savings made, in absolute terms, year on year.

2017/18 delivered £1,126,000 of new efficiency savings after investing £250,000 to improve the environment for our service users in our residential facilities. Since 2015 we can now report a total of £2,604,000 of savings delivered after accounting for the unavoidable increases arising from pay award, pension costs and changes to Government legislation.

This year has been one of significant change, we undertook, completed and have implemented the holistic review referred to earlier, which examined all aspects of how we manage, staff and deliver the services we provide.

This brought significant changes to our company and altered the roles of many people within our organisation. The driver behind the process has been service and quality improvement, the result has been both these things but also increased capacity within the company with management streamlined, increased customer facing staff and significant savings being generated both in 2017/18 and beyond.

The process is now complete, and we now enter the next phase of our company development – to improve quality and increase service delivery through new ways of working and exploring innovative digital solutions.

Another development to our business in the year has been the taking on of Kingswells Nursing Home. This was a major undertaking for the company under our responsibilities as the “Provider of Last Resort” to Aberdeen City Council. The company was notified on 31 March 2017 that the Care Inspectorate was removing the existing provider of care at Kingswells and we would be required to take on the running of the facility from 7.30am the following morning. Our management and staff responded magnificently and we were able to take control and staff the facility and deliver the necessary care to its 54 vulnerable adult residents the next morning. This was only possible due to the commitment and sacrifice of our staff and the fact that company has built in significant flexibility in the management of its staff resource through our support staff pool and our general working practices.

Readers will note that our use of support pool staffing expenditures increased again in the year, this has proved an invaluable service to the company delivering direct savings (£204,000) compared to the external agency costs

it replaces but more importantly it allows the company to match its staff resource more closely to the actual daily workload demands. Indeed, the Kingswells Provider of Last Resort business could not have been managed so well if managers had not had a flexible source of staffing to call on to replace the staff that had to be committed to Kingswells at such short notice.

Our external business saw a material increase in the year generating £90,000 of profit on a turnover of approximately £500,000 – a significant improvement on previous years. Our best performer has been the supply of relief staff to the Homeless Services in Aberdeen which generated £45,000 profit alone. Our other businesses, Care at Home, Learning and Development, Occupational Therapy Equipment and City Home Helpers all performed profitably, we are targeting additional growth from these areas in the coming years.

I would also like to bring attention to a small but useful innovation in the year; the provision of “company cars”. We have contract hired three Smartcar For4s for three years. The aim being to allocate them to high mileage business areas, i.e. our Community Carers. We operate the vehicles 24 hours a day, 7 days a week and the costs of the cars are more than compensated by savings in business mileage.

The experiment has been a great success, the cars need to deliver 8,000 business miles a year to break even. I had hoped to see 12,000 miles per annum from each car, the reality has been more like 20,000 miles per vehicle in the first year. The savings generated are approximately £15,000 in the year.

Looking ahead, the company is now in the 2018/19 business cycle and in common with previous years we have been asked to deliver material efficiency savings (£600,000) whilst maintaining activity levels. I can report that we are currently ahead of budget so are on track to meet our financial commitments for 2018/19.

The business environment we operate within demands that we continually improve and develop efficiencies, we are no different to any commercial operation in that respect. The year on year savings mean cumulative changes to how we work and deliver services. As part of our company strategy we continue to seek improvement and to deliver best value for money for the people of Aberdeen.

In summary, the company has again delivered against its service objectives, exceeded its financial objectives and is firmly on track to meet our business targets for 2018/19 and beyond.

Financial Report

	2017/18 £000s	2016/17 £000s	2015/16 £000s
Previous year actual operating cost	27,016	26,680	26,700
Pay inflation	364	218	320
Incremental pay increases	161	188	280
Employer’s pension contribution increase	0	0	316
Employer’s NI increase	0	300	0
Living wage legislation	0	16	0
Modern apprentice levy	68	0	0
Reduction in tech project funding	(150)	0	0
“No change” operating cost	27,459	27,402	27,616
Actual reported operating costs	26,552	27,016	26,680
Operational efficiency savings realised	907	386	936
Trading surplus delivered	219	39	117
Overall efficiency savings delivered	1,126	425	1,053

- **Invested £250K in service improvements**
- **£740K savings target met**
- **Contractual targets met**
- **£219K trading surplus generated**



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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	13 th September 2018
REPORT TITLE	Aberdeen Performing Arts Business Plan - Annual Report
REPORT NUMBER	COM/18/101
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 1 and 7 and remit 4.1 and 4.4

1. PURPOSE OF REPORT

This report seeks Committee approval of the Aberdeen Performing Arts (“APA”) Business Plan Annual Report.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approves the Aberdeen Performing Arts Business Plan Annual Report appended to this report for the Council’s interests;
- 2.2 notes progress made in the period 1 April to 30 June 2018 in the Creating A Spark Performance Report appended to this report;
- 2.3 instructs the Head of Commercial and Procurement Services to review and amend the Council’s SLA with APA to ensure that it is outcomes-focused and contains robust contract management measures; and
- 2.4 instructs the Head of Commercial and Procurement Services to implement a standard annual performance report template which APA will be required to submit annually containing information on their performance against the outcomes set out in the revised SLA.

3. BACKGROUND

- 3.1 APA is a company limited by guarantee with charitable status established as an Arm’s Length External Organisation (“ALEO”) of the Council in 2004. APA operates the Music Hall, His Majesty’s Theatre and The Lemon Tree, as well as managing three festivals and the Box Office for 20+ venues in the region. APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children’s theatre, opera, ballet, dance, comedy and music across the venues. Alongside this

programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the north-east, runs an associate artist programme in schools and communities, curates three festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene. APA is an active member of 'Culture Aberdeen', the city's cultural network and was actively involved in the development of the ten year cultural strategy and action plan for the city which was endorsed by the Council at the meeting of the City Growth and Resources Committee on 24th April 2018. APA is also an active member of the Youth Arts Strategy Group and manages the remaining funding from the Youth Arts Collective North East which is collectively developing a new Youth Arts Strategy for the north-east.

3.2 Key statistics for 2017/18 are as follows: -

- 312,677 APA tickets sold
- 150,000 tickets sold on behalf of 22 venues
- 500,000+ footfall at HMT and The Lemon Tree
- 263,632 paying attendance across 2 venues (Music Hall currently closed for refurbishment)
- 575 Performances
- True North 2017, 21 events, 4,789 paying attendances
- Granite Noir 2018, 25 events and 4,585 paying attendances
- Youth theatre groups for ages 5-19 years, 2410 creative learning participants and 7500 participations
- Music Hall Stepping Out Programme, 42 performances attended by 30,795
- Number of visiting companies and artists 372
- Number of FTE Employee Headcount: 235, FTE: 100 (based on salaried staff plus 56,000 casual hours worked in 17/18. This equates to 47 full-time, 33 part time and 155 casual staff.
- Social media: Website users 845,507 per year, Facebook followers – 11,261, Twitter Followers – 8,781

3.3 The APA Business Plan 2018-2021 was approved by the Education and Children's Services Committee on 14th September 2017. The Business Plan, in the executive summary, lays out ten artistic and five organisational goals, which are then translated into a set of activities and actions designed to improve the organisations effectiveness and efficiency and to continue to make a contribution to the cultural life of the city.

3.4 The APA Board receives a Creating A Spark Performance Report quarterly, aligned to the Business Plan targets. First quarter report appended.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report. The Council provides core funding of £975,000 per year to APA.

4.2 In addition, the following Common Good funding is provided: -

Contribution to the cost of major west end productions	£75,000 (matched by Creative Scotland)
Rent on the Lemon Tree	£36,000
Rent on the Lemon Tree office	£10,000
Culture programme - True North	£50,000
Culture programme - Granite Noir	£60,000

- 4.3 The Council has contributed £1m capital, £770,000 additional funding, and a further £2m available as a loan to APA for the refurbishment of the Music Hall.
- 4.4 The Council has funded repairs to the roof of HMT of £288,000 and the lift at HMT of up to £80,000, in recognition that the restoration levy has been fully utilised on the Music Hall refurbishment.
- 4.5 APA is a regular funded organisation of Creative Scotland, who have contributed £1m to the programming of the organisation from April 2015-March 2018, and an application for a similar level of funding from 2018 – 2021 was successful.
- 4.4 APA has a turnover of over £12m per year, and as one of Scotland’s biggest performing arts companies, manages some of the city’s most iconic buildings.

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	Reducing the level of Council investment could impact on the organisation’s ability to effectively maintain the Council’s assets and to attract external funding support.	M	APA has effective financial arrangements and the Council only provides a proportion of the total turnover of APA.
Legal	Main Service Level Agreement was entered into in 2004 and requires to be reviewed.	H	Revising the main Service Level Agreement will provide an opportunity to ensure best value for the Council’s resources and to review outcomes to align with the business plan and the LOIP.

Employee	APA staff not being supported.	L	This Business Plan provides clear support for staff.
Customer	The risk of the plan not being delivered.	L	This is mitigated by a strong senior management team and effective board
Environment	Not applicable.		Not applicable.
Technology	APA provides box office services to a number of organisations.	L	Any risk is mitigated by effective maintenance of the system, as is described in the body of the Business Plan.
Reputational	APA has a reputation for providing high quality cultural provision and strong artistic direction.	L	Any risk is mitigated by the clear artistic direction this business plan lays out.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	APA contributes significantly to the Economy of the North East of Scotland and this is articulated in the Business Plan.
Prosperous People	Audience development, talent development, succession planning and staff development are articulated in the business plan. APA strives to increase the diversity of its board members.
Prosperous Place	The Music Hall redevelopment is a key deliverable of the CCMP (City Centre Masterplan) and APA manages three of the city's most iconic venues, and festivals with a growing reputation enhancing the perception of the city. APA are represented on the 365 Events group and the Culture network.
Enabling Technology	APA's organisational goals include: to Continue to exploit digital technologies to drive organisational transformation.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required for this report.
Privacy Impact Assessment	Not required for this report.
Duty of Due Regard / Fairer Scotland Duty	Not required for this report.

9. BACKGROUND PAPERS

None.

10. APPENDICES (if applicable)

APA Business Plan 2018-21 – Annual Report
APA Creating A Spark Performance Report April – June 2018

11. REPORT AUTHOR CONTACT DETAILS

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FUTURITY: IMAGINING NEW FUTURES



THREE YEAR PLAN 2018/19 – 2020/21

FUTURITY: IMAGINING NEW FUTURES

THREE YEAR PLAN
2018/19 – 2020/21

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FUTURITY | Introduction

Futurity: [noun] "Renewed or continuing existence"

Aberdeen Performing Arts (APA) is driving and supporting change in the North-east. Our reveal of the £7.9m transformation of the historic Music Hall in 2018 kicks off the life of this Business Plan – a signal of renewal and revival for the area.

APA's maturity, stability, viability and durability promise futurity. With an annual turnover in the region of £12m, APA is one of Scotland's biggest performing arts organisations. The expert team combines experience with innovation, creativity, curiosity and openness. APA's confidence, vision and track record as a creative enterprise bode well for the region. Our progressive, imaginative, transformative approach to arts programming ensures that there's nothing remote about the North-east of Scotland.

Rooted in the North-east, APA provides cultural leadership in an economy that is pivoting away from oil and gas reliance. APA's patch, Aberdeen City and the Shire, stretches from "one of the last great places on earth" (the Cairngorms) to "one of the world's top-rated coastlines" (*National Geographic*); the city is "one of the most architecturally distinctive in Europe" (*The Scotsman*). The area is rich in natural assets, built heritage and history. It has retained an authentic character that supports the North-east's place-making efforts. There's a fresh focus on the role of the arts in creating a rounded and fulfilling life for both locals and travellers to the region from across the world to work. The city's offer to cultural tourists has also taken on a stronger significance in the mixed economy. Not for the first time in its history, Aberdeen is morphing.

Over the centuries, one driver of the economy gives way to another charting the changing times... farming, salted fish, hides, wool, salmon, whaling, paper, linen, cotton, granite, spinning, jute, comb-making, whisky, shipbuilding, education, medicine, oil and gas. The arts builds bridges from the past to the future and the rich traditions of the North-east give voice to its people and their ways, bringing new experiences and shaping the character of the area. Whatever the change, however dramatic, the arts help promise futurity.

Imagining New Futures

With vision in our sights and creativity in our grasp, APA is perfectly positioned to effect change through a process of thought leadership, shared imaginings, co-creation, inspiration and delivery. We work closely with partners in the arts, tourism, education and all the region's business sectors to ensure we contribute fully to the 'futurity' discourse, leading the way on the contribution the arts can make to the development of the North-east. The re-launch of the transformed Music Hall in 2018 bodes well for Aberdeen City and the Shire, bringing more performances, more produced and curated work, continuing artists in the city, creative learning at the heart, Freshly Squeezed Productions, multiple stages to share stories from the region and across the world. All backed up by stronger business systems, robust risk management, an Open House EDI policy embraced by all staff and commitment to sustainability both in the operation and management of three venues, but also the artistic vision of the programme and produced work. Futurity.

Collaboration with APA extends resources, builds capacity in the sector and creates cohesion across the diverse artistic communities that enliven the North-east. Our impact as co-programmers, co-producers, co-curators, incubators of new talent, critical friends and mentors, contributors to cultural planning, educationalists - sits at the heart of the North-east's artistic community, driving change, and anchoring the cultural infrastructure.

IN A NUTSHELL | Executive Summary

CREATING A SPARK = TAKING INSPIRATION FROM THE SPARKLE IN THE GRANITE, SPARKING IDEAS, SPARKING THE IMAGINATION, IGNITING CREATIVITY, SPARKLING WORKFORCE

MISSION	CREATING A SPARK
VISION	To be a vibrant cultural hub at the heart of city life: inspiring, exploring and engaging through live performance and creative projects
THE APA WAY	BE REMARKABLE

ABERDEEN PERFORMING ARTS

- One charity, one trading company, 250 employees
- One holistic view of three city centre venues: His Majesty's Theatre, Music Hall, The Lemon Tree
- Cultural hub for the North-east
- Box office for 30 venues in the North-east
- Seven bars, two cafes and a restaurant

A YEAR IN THE LIFE

- 750+ performances, 2 festivals
- 15,000+ creative learning engagements
- 450+ visiting companies and artists
- 400,000+ paying attendees
- £12m+ turnover

LOOKING TO THE FUTURE

The theme of this business plan is futurity, and our priorities are very much about seeing things come to fruition. APA's artistic vision stands at a pivotal point between the past and the future. The life of our reinvigorated vision has been inspired by the transformation of the Music Hall, the impact of the Producers' Project, the legacy of three years of regular funding from Creative Scotland as well as a shift in the position and perception of culture in the North-east of Scotland. All of which have encouraged us to revisit and refresh our artistic goals and to re-evaluate our considerable cross-art form and multi-venue potential. In short, imagine a new future. Aberdeen is famous for its Northern Lights as well as the sparkle in the granite. Our re-imagined vision looks North to our European neighbours who share and creatively understand the impact of extremes of light and dark, as well as to the rest of Scotland who know us for the glint as well as of the tenacity of the stone that defines us. All of which enables us to stand strong in a sense of place with a growing confidence in our cultural offering, increased infrastructure to support delivery and an ongoing commitment to artistic leadership.

THE MARKET

Our reach extends from the Highlands and Islands to the Central Belt. Our immediate catchment area is the North-east of Scotland, extending into Moray, Aberdeenshire, Angus, Dundee, parts of Perth and Kinross and Fife. For signature events we aim to attract audiences from across the UK. Aberdeen is Scotland's third biggest city with a diverse and international population. The combined population of Aberdeen City and Aberdeenshire is 490,000. Our population is growing at a faster rate than the Scottish average, with 75% of the gain is due to migration, giving us an increasingly diverse population base. We reach 65,000 households, 44% within a 30-minute drive of the city centre. GDP growth in the North-east has been consistently above the Scottish average but, since the downturn, is now beginning to lag. Notwithstanding, our target is to increase our reach to 62,000 by 2021. In the lifetime of this plan we aim to achieve 1,250,000 paying attenders and more than 2,250,000 people in total crossing our threshold to make use of our services.

GOALS

1. **PROGRAMME** Create a distinctive and diverse artistic programme
2. **TALENT** An incubator for artists and talent development in the North-east
3. **CREATIVE LEARNING** Provide inspirational creative engagement and participation opportunities
4. **CITY VISION** Provide cultural leadership to shape city vision and a creative Scotland

ENABLERS

We are a learning, growing organism, thoughtfully managing our ecology:

- **PEOPLE** The team of experts working behind the scenes to present each show
- **SERVICES** All the services we provide to support our artistic output – customer services, finance and corporate, marketing, production and technical, operations, food and beverage
- **INFRASTRUCTURE** The responsible guardianship of our iconic venues – His Majesty’s Theatre, the Music Hall, and The Lemon Tree. The caretaking of our assets – from data management to knowledge management.

THEMES

Running throughout all that we do are three themes:

- **CONNECTIVITY** Our venues are creative magnets for diverse connections. Culture, communication, people skills, strong ICT, harnessing digital, community engagement and professional networks are all part of this connective tissue. Customer service excellence and strong stakeholder relations are core strengths
- **LEADERSHIP** A smart organisation with leadership at all levels, we provide cultural leadership in the North-east, modelling and learning from best practice in arts and business
- **SUSTAINABILITY** With a green lens, we maintain a responsible ecological view of our world. Our maturity and experience strengthen the organisation’s stability, durability, viability and futurity

TOP TEN ARTISTIC GOALS

1. Step into a transformed Music Hall with an open to all community weekend, a wow factor gala programme and artist inspired interpretation
2. Create and curate new experience-led programming strands that cross art forms, venues and audiences
3. Realise the creative and commercial potential of our home-grown festivals – *True North* and *Granite Noir* – through strategic working across Aberdeen Festivals and other city partners
4. Build on the legacy of the Producers’ Project by formalising Freshly Squeezed Productions into a producing framework for developing talent across and between art forms
5. Integrate the *Stepping Out Associate Artist* programme into our wider producing vision through commissioning of work for the Music Hall’s new digital places and online spaces
6. Kick start re-imagining the building, brand, identity and potential of The Lemon Tree
7. Ensure principles of sustainability and equality, diversity and inclusion form the foundations of our artistic practice and programme
8. Place creative learning at the heart of our produced programme, from community engagement to international co-productions
9. Establish a talent development programme that encompasses and supports technical, producing, programming and creative roles
10. Maintain an integral, high-profile role in the region’s cultural infrastructure

TOP FIVE ORGANISATIONAL GOALS

1. Under the ‘Being Remarkable’ banner, continue to roll out a programme of organisational development to build Team APA
2. Continue to exploit digital technologies to drive organisational transformation
3. Continue to develop innovative and inclusive ways of evaluating the performance of cultural activities, buildings, business processes and personnel
4. Continue to build robust information security measures to protect sensitive customer data
5. Increase profitability of our bars and restaurant and develop corporate hospitality, conference and events business

THE STORY SO FAR | Background

The Plan

This Business Plan has been developed from our previous plan (2015/16 – 2017/18), and it is informed by our experiences, feedback received and regular research. It is owned by the Board of Aberdeen Performing Arts and the entire team at APA, who have all been involved in developing the plan through workshops, meetings and cultural conversations held internally and externally.

The plan is written for a range of audiences: for the Board to establish direction and monitor progress; for the management team as an implementation tool; for the staff to enable engagement; and for our stakeholders to help them connect with us. It links vision, action and progress for APA. Our specific plans for activity, management and marketing, together with the financial profile, form the main body of this Business Plan with financial projections for the period from 01 April 2018 to 31 March 2021.

Our Organisation

APA has had charitable status since 2002. In 2004, His Majesty's Theatre, the Music Hall and Aberdeen Box Office transferred from Aberdeen City Council into the newly formed, arms-length trust. In 2008, The Lemon Tree was added to the APA portfolio of venues, providing the opportunity to develop a strong artistic vision and cohesive programme of performing arts at the small, mid and large-scale under single management. APA contributes to strategic planning for the arts through the area's culture network, shaping the shared arts plan and city centre Masterplan.

We are a creative hub and focal point for the performing arts, community engagement and talent development in the North-east. Our three iconic city centre venues are all on a national and international touring circuit for the performing arts and a vital part of Aberdeen and Scotland's cultural infrastructure. We offer emerging talent expertise and support to help develop professional practice. We run a wide range of creative activities, projects and workshops for all ages and stages in our own venues as well as in schools and community settings. Our expert team provides support for other arts organisations and companies in the region, extending understanding, appreciation of and participation in the arts and supporting audience and industry development.

Our Programme

"The Music Hall was my first stage. It's where life-changing adventures begin!"
Emeli Sande, Scottish double Brit Award winning artist and songwriter

We produce, curate and present a diverse programme of performing arts. We champion and provide opportunities for musicians at all stages of their careers and across all genres. Our theatre programme ranges from large-scale musical theatre and stage plays at His Majesty's Theatre to small-scale, experimental and innovative work at The Lemon Tree. We commission, nurture and produce new writing, devised work, cross-sector creative projects and theatre for and with children and young people from our Producers' Hub at The Lemon Tree. We programme innovative and international seasons of contemporary dance at HMT and The Lemon Tree and co-commission work with Citymoves, the city's dance development agency. We are a strategic partner for festivals in the North-east and produce two festivals ourselves annually – True North, the North-east's festival of music and song writing and Granite Noir, Aberdeen's new crime writing festival. We are also commissioning and programming partners for several other festivals in the region and across the country, including DanceLive, Luminare, Manipulate and sound. Our growing creative partnerships with arts and cultural organisations and festivals – regionally, nationally and internationally – ensure that we are playing our part in positioning Aberdeen as a creative city with a lively and diverse cultural scene.

Artist Support and Talent Development

"Arts venues in Aberdeen such as The Lemon Tree are no longer simply a staging post for artists passing through, but are hubs of creativity giving voice to local performers and writers. This is something I hope will continue, nurturing emerging talent as well as providing fresh inspiration for established artists."

Local writer and director **Neil Cargill**, supported through our Scratch Nights, an Artist Exchange and the wider Producers' Hub to attract funding for his project Akiha Den Den

Talent across genres and career stages has long been supported and promoted by APA's creative team. Over the past two years, thanks to the support of Creative Scotland's Producers' Project, we've expanded our offer of supporting artists and developing talent into theatre and dance. This has involved reaching out to, and working with, emerging and established artists both within and outwith the region.

Through the creation of a Producers' Hub at The Lemon Tree, we've initiated a strong programme of nurturing new writers through our regular Scratch Nights, we've incubated early stage ideas and talent through initiatives including *Scrapyard* and *Rough Mix North-east* and nurtured next stage projects through our programme of Artist Exchanges, many of which have progressed to full production. In exchange for our financial and producing support, we've asked artists we work with to give something back to the region through workshops or opportunities to learn. Thus, helping us, and the wider cultural sector, to grow a skilled, connected and sustainable artistic community in the North-east.

Over the past two years we've also upped our producing game through our early years Christmas shows, co-producing new work with national companies such as Visible Fictions. Alongside this, we have established a track record of developing far-reaching Associate Artist programmes, which have provided seasoned artists with opportunities to stretch their creative wings via new commissions and emerging artists' opportunities to be supported and mentored by them in return.

At the same time, we have established a growing reputation for cross-sector working with higher education, enabling us to attach research to practice and open new funding streams for creative work.

Creative Learning and Engagement

"Youth theatre... has shaped me into who I am and how I perform and act to this day. I would have been a completely different person leading a very different life if youth theatre had not introduced me to the creative arts and everything I want to become in the future." **Alex, age 17**

We believe that participating in creative projects helps to enrich the experience and understanding of the arts and provides an inspirational context for learning. We run a wide range of creative classes, activities, projects, masterclasses, talks, debates and workshops for all ages and stages in our own venues, and we take our team and kit out and about to engage participants within schools and communities.

From 2014-2017, we served as the lead partner for the Youth Arts Collective North-east (YACNE) – one of the Time to Shine Youth Arts Hubs set up by Creative Scotland to deliver free arts activity for young people aged 0-25 and we are now going on to lead the new youth arts strategy for the city. New youth music activity now matches our long-standing youth theatre programme and offers inspirational music-making and appreciation from early years to young adults. Weekly classes and workshops enable participants to develop skills in creativity and performance and build confidence. Creative engagement attracts learners to use professional studio and stage space within our venues.

Key Achievements

During the life of the last Business Plan, APA has transformed with a new Leadership Team, a strengthened Creative Team and new Extended Management team. Every area of our operations has been refreshed, including core ICT and business systems, a new IP telephony system, upgrades to AudienceView ticketing and Artifax events management systems, new EPOS software and a new intranet. The Music Hall's £7.9m transformation is underway, safeguarding our architectural heritage for future generations and delivering our vision for the future. Meantime our associated Stepping Out programme has enabled us to present work in new venues and public spaces across the city and undertake an ambitious Associate Artist programme. We've re-invigorated cultural leadership and generated new arts, business, academic and community partnerships – all contributing to city centre regeneration and regional growth. We've invested in talent and promoted a world class cultural programme. We've encouraged young people and a broad range of local community groups to engage with their passion. We're an open house with open minds. We're careful with our resources and ensure that what we do today safeguards the organisation for tomorrow. Achievements include:-

- Unique programming and producing: initiated *True North* festival of music and song, *Granite Noir* book festival, *Freshly Squeezed* programming, *Northern Arc* sessions, lunchtime *Culture Café*; co-produced six new *A Play A Pie and a Pint* productions a year with Óran Mór and early years festive show productions with national companies such as Visible Fictions, *Scratch Nights*, Artists Exchanges, *Scrapyard* and *Rough Mix* residency projects and *Artists in the City* programme
- On target to achieve 1, 250,000 paying attenders over the three-year cycle of the current Business Plan and 35,000 creative learning participation
- Launched *Stepping Out*, the Music Hall programme at HMT, The Lemon Tree and various venues, spaces and places across the city
- Secured £500,000 for and led Youth Arts Collective North East (YACNE) working with 20+ partners
- Developed APA's production role through Creative Scotland's two-year funded Producers' Project
- Secured £7.9m in confirmed grants, pledges and loans for the Music Hall transformation, starting work in 2016
- Achieved Investors in People accreditation, Healthy Working Lives (Bronze) and the government's rigorous Customer Service Excellence charter mark
- Award Winning: Aberdeen Area Tourism Awards 2015 – Winner; Community Involvement; Trend Awards 2015 and 2016 – Winner; Outstanding Contribution to the North-east Lifestyle Scene; Northern Star Business Award 2016 – Finalist; Outstanding Contribution to Society; Northern Star Business Awards 2014 – Finalist; People Development; Live UK Music Business Awards 2014 – Runner Up; Best Venue Teamwork (Lemon Tree); Finalist Best Venue Teamwork (Music Hall)

Our Venues

HIS MAJESTY'S THEATRE

An Edwardian masterpiece, His Majesty's Theatre is a category A listed proscenium arch theatre designed by celebrated architect Frank Matcham and opened in December 1906. It is a stunning example of its kind with its Kemnay granite façade, three graceful curved balconies and excellent sight lines and acoustic. It is a fully equipped producing and receiving theatre with a capacity of 1,400. Since its opening, HMT has welcomed international touring companies, nationally renowned artists and Scottish and home-grown talent. In 2005, a capital investment programme improved access, created new workshop and rehearsal facilities, office accommodation, Green Room and a contemporary extension housing a new foyer, box office, restaurant and café bar.

THE MUSIC HALL

Originally opened as Aberdeen's Assembly Rooms in 1822, the category A listed hall with its 1,300-seat auditorium was added in 1859. One of Scotland's oldest and most historic concert halls, it has been at the heart of cultural life in the city ever since. In 2016, APA launched a £7.9m fundraising campaign for the transformation of the Music Hall due to relaunch in 2018. The main auditorium is renowned for its excellent acoustic. The transformation will restore the auditorium, create full access from street-to-seat and, working within the same footprint, reconfigure the space to create a new creative learning studio, a 100-seat performance space, new conference and meeting space, new box office, new café-bar and upgraded artist accommodation.

THE LEMON TREE

The Lemon Tree began life as St. Katherine's Club, built in the 1930's by the Young Woman's Christian Organisation to support local women. It has remained a meeting and social space at the heart of community and cultural life in the city ever since. The Lemon Tree (named after a tavern originally on this site) was formed in 1992 as the base venue for Aberdeen's Alternative Festival. The two performance spaces – the 550 capacity Lounge, and 166 seat Studio – bring adventurous music, theatre, comedy and dance to the city and provide unforgettable, intimate opportunities to experience an exciting array of new work and small- to mid-scale performing arts in the North-east.

OUR PLACE IN THE WORLD | Strategic Context

REGIONAL CONTEXT

The Bigger Picture

Aberdeen Performing Arts plays a key role in partner strategies to shape Aberdeen as a creative, bold, ambitious and dynamic city, driving renewal and regeneration. APA's business plan is aligned to the ambitions of partners in Aberdeen City and Shire and has contributed to the development of the city Masterplan, the area's partnership Cultural Strategy, the Area Tourism Strategy, 365 Events Strategy and the region's strategic priorities. An active participant in discussion and debate, APA provides an independent voice for artists and the arts, keen to demonstrate leadership and deliver the vision for the creative community. This Business Plan will contribute to city, regional and national ambitions for arts and culture, place-making, improving the public realm, economic development, creative industries, talent development and retention, cultural tourism, education and quality of life:

- Providing a unique cultural offer that makes Aberdeen a great place to live, work and visit
- Contributing to city centre regeneration through a lively programme and great venues
- Telling the story of Aberdeen and creating a strong sense of place and identity for the region through our shared arts and culture
- Developing opportunities that attract and keep talent in the area to produce and present stimulating work
- Attracting cultural tourism on an international scale
- Creating community cohesion, improving health and wellbeing and encouraging community engagement
- Providing creative learning in support of the Curriculum for Excellence
- Moving culture centre stage in Aberdeen through reinvigorated cultural leadership

NATIONAL CONTEXT

Scottish Government

The Scottish Government's five strategic objectives describe the kind of Scotland that we want to live in – a Scotland that is Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener. The cultural and creative industries are identified as a growth sector, and the strategy recognises Scotland's international reputation for creativity. The sector has grown rapidly over the last ten years and has the potential to grow further, as outlined in the creative industries strategy. APA has a significant role to play in achieving Scottish Government *National Objectives* as they relate to arts and culture, creative industries, talent development, education and tourism in the North-east:

- We realise our full economic potential with better employment opportunities
- We are better educated, more skilled and more successful, renowned for our research and innovation
- Young people are successful learners, confident individuals, effective contributors and responsible citizens
- We have tackled the significant inequalities in Scottish society
- We take pride in a strong, fair and inclusive national identity
- We reduce the local and global environmental impact of our consumption and production
- Public services are high quality, continually improving, efficient and responsive to local people's needs

Creative Scotland

Creative Scotland is the public body that supports the arts, screen and creative industries. APA is a Regular Funded Organisation contributing to delivering their vision for Scotland, articulated in the ten-year plan *Unlocking Potential Embracing Ambition 2014–2024*.

Visit Scotland

Tourism is an £11bn sector at the heart of Scotland's economy, attracting visitors to our strong culture and heritage offer. APA contributes to the tourism offer producing two festivals and a year-round programme in our historic venues. The Music Hall transformation on Union Street will help promote a strong sense of place.

EventScotland

Scotland: The Perfect Stage is Scotland's national events strategy, which outlines a vision for attracting and hosting events up to 2020 and defines the seven key impacts by which EventScotland will measure the successes of Scotland's events industry: tourism; business; image and identity; media; participation and development; environment; and social and cultural benefits. APA makes a strong contribution to the nation's events calendar.

Historic Environment Scotland

Historic Scotland is charged with safeguarding the nation's historic environment. APA is responsible for managing the Music Hall and His Majesty's Theatre – two of Scotland's most precious cultural assets – and we are committed to protecting our built heritage and to growing opportunities for people to enjoy and understand the value of these assets through learning and engagement activities.

THE RICH MIX | Equalities, Diversity and Inclusion

The Spark That Ignites Change

APA runs an Open House: a home-from-home and a special place; transparent in its operation; near, open, warm, accessible, available, interested and relevant. Collaboration extends our resources, builds capacity and creates cohesion across diverse communities that enliven the North-east. We're the local link in an international chain, raising Aberdeen's profile and bringing the world to the city.

APA's mission – 'Creating a Spark' – in the context of Equalities, Diversity and Inclusion (EDI) envisages a spark that can ignite change, challenge norms, act with boldness and integrity and open avenues to new relationships, new experiences and new ways of thinking. Our three year plan for EDI builds on the plan we developed in March 2016. Our Open House Policy commits us to mainstreaming equality and fulfilling our duties across all nine protected characteristics and Creative Scotland's additional social and economic deprivation strand. We will strive to ensure that the services we provide, the company culture we nurture and our engagement with artists and audiences reflects a genuine understanding of and commitment to EDI. Mindful that it is better to do a few things well, we are planning to focus on disability and socio economic deprivation as we believe that we have the potential to improve our services and extend our reach in these areas over the lifetime of this plan.

Four Themes

Four broad themes underpin our thinking on Equalities, Diversity and Inclusion:

1. **Celebrating Difference:** a healthy organisational culture that promotes diversity and equality
2. **Creativity at Heart:** diverse creative practices improve resilience
3. **No Labels, No Barriers:** straight talking, open, friendly culture
4. **Open Thinking:** awareness and a warm welcome are top priority, stretch and challenge

Four Drivers

1. **Creative Choices:** select bold work that confronts prejudice, challenges attitudes, says the unsaid
2. **Participation:** afford opportunities for self-development, fulfilment and engagement
3. **Audience Development:** ensure our language, style and imagery is open and representative
4. **Organisational Development:** develop positive organisational culture and monitor impact

Monitoring

We know that research, information gathering, planning and review are critical to our EDI success and we know we have a way to go to put better systems and processes in place. For this reason we have taken the decision to strengthen leadership in this area and create the new post of Head of Business Transformation.

Equal Opportunities & Dignity at Work Policy

We recognise the importance of a positive, diverse, inclusive, fit for purpose company culture. For this reason we have taken the decision to expand our Leadership Team to create the new post of Head of Organisational Development. We are committed to providing a working environment that allows all employees to realise their full potential and to contribute to the success of our business. Responsibility for implementing the Equal Opportunities Employment and Dignity at Work Policy lies with everyone in APA. We believe in taking positive action to prevent discrimination and harassment

Music Hall Transformation

Our Inclusive Design Approach places people at the heart of the design process for our £7.9m transformation of Scotland's concert hall in the North-east. From the outset, we have planned to create spaces, products and experiences that are physically and perceptually accessible, usable and meaningful to the greatest number of people with a re-design that guarantees street-to-seat access. When the Music Hall re-opens in 2018, we see this as an opportunity to mark step change. Our Music Hall associate artist programme has already got the ball rolling.

The Rich Mix: Equalities, Diversity, Inclusion			
Objective	Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Strengthen equality, diversity and inclusion in the production, presentation and enjoyment of arts and culture	Further develop our EDI Action Plan for 2018/19 – 20/21 building on the March 16 Plan Put in place new and refreshed systems to improve gathering and evaluation of information Secure our Customer Service Excellence accreditation year on year	Review, Report and Update Plan Undertake external stakeholder consultation to assess impact of plan Secure our Customer Service Excellence accreditation year on year.	Review, Report and Update Plan Secure our Customer Service Excellence accreditation year on year.
Develop the role of the Board, the Leadership Team and the Diversity Team to ensure that our EDI Policy and Plan, <i>Open House</i> , is owned and understood across the organisation.	Appoint new post of Head of Organisational Development to Leadership Team Appoint EDI Board Champion Establish a cross departmental EDI Working Group Roll out EDI awareness refresher training for employees and Board	Review Memorandum and Articles	Make space to recruit for 3 new Board members (negotiate reduction in council nominated places on Board)
Focus on achieving and demonstrating step change in two protected characteristic areas - disability and socio economic deprivation	Review Services for People with disabilities Review Carer's Policy and pricing Strategy Introduce an Access Membership Scheme Roll out YMI projects	HMT: new passenger lift and new ramp at stage door Music Hall: new platform lift at main entrance, lift access to balcony, more wheelchair spaces Roll out YMI Projects	Accessible Communications Plan Project with Looked After Children Associate Artist Project Migrant Communities project

	Project with Looked After Children Associate Artist Project Migrant Communities Project Pathways to positive Destinations Programme	Project with Looked After Children Migrant Communities Project Associate Artist Project Roll out YMI Projects	Apply for YMI funding to roll out new projects
Make the most of the Music Hall redevelopment and re-launch to strengthen EDI in the production, presentation and engagement of the arts	Undertake projects in 3 areas of multiple deprivation - Torry, Woodlands and Northfield	Continue delivering projects in areas of multiple deprivation	Continue delivering projects in areas of multiple deprivation

Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Equalities, Diversity and Inclusion, Leadership and Workforce

IMAGINING NEW FUTURES | Cultural Programme

“If you can, look into the seeds of time and say which grain will grow and which will not.” Macbeth

APA’s artistic vision stands at a pivotal point between the past and the future. The life of our re-invigorated vision has been inspired by the transformation of the Music Hall, the impact of the Producers’ Project, the legacy of three years of regular funding from Creative Scotland as well as a shift in the position and perception of culture in North-east Scotland. All of which have encouraged us to revisit and refresh our artistic goals alongside re-evaluating our considerable cross-art form and multi-venue potential. In short, imagine a new future. Our process of Imagining New Futures has involved the whole creative team. We all take ownership of its vision and will all share, drive and contribute to the fruition of its goals over the life of this Business Plan.

Our four artistic goals are:

1. **PROGRAMME** Create a distinctive and diverse artistic programme
2. **TALENT** Be an incubator for artists and talent development in the North-east
3. **CREATIVE LEARNING** Provide inspirational creative engagement and community participation
4. **CITY VISION** Provide cultural leadership to shape city vision and a creative Scotland

Throughout the transformation of the Music Hall, we’ve safeguarded the spirit of the building during its redevelopment via our dynamic *Stepping Out* programme, ensuring we maintain and develop audiences and provide opportunities and alternative stages for national productions, as well as emerging and established talent while the building is closed to the public. Now our far-reaching *Stepping In* programme kicks in. Launched by consecutive community and gala weekends, this programme will open the doors to a considerably expanded offer to audiences and artists. New performance spaces will enable us to experiment with new forms of programming, alongside easier progression for talent from The Lemon Tree stages to the Music Hall spaces. New Creative Learning areas will open exciting possibilities for community engagement, talent development as well as refreshed classes and activities for young people.

Stepping In is embodied by a new floor to ceiling digital projection space at the entrance to the Music Hall, which makes a bold artistic outward looking statement across the city’s main thoroughfare – Union Street. Commissioning new, and re-mastering existing, content will form a new, very public-facing strand to APA’s produced programme. The *Stepping In* space is just one element of the Music

Hall's new programme, which is designed to be a contemporary art space for an artist-driven coherent journey through the building and its history. This programme is supported by a digital asset management system and will feature a unique integrated series of hardware installations designed for the on-going commissioning of new creative work.

The Producers' Project achieved a considerable impact on the producing ambitions and potential of APA and the North-east. The legacy of this has been supported by Creative Scotland's RFO funding and shaped into Freshly Squeezed Productions, which will be managed and delivered by a cross-art form producing and programming team based at The Lemon Tree. This team is dedicated to supporting talent and producing new work and will unite the creative and creative learning teams to expand the impact, reach and diversity of potential partners and communities we can work with. It will encompass existing work such as our early years Christmas co-production, Project Band and A Play A Pie and A Pint series. However, it will also expand to include a late spring/early summer co-production, Scratch Nights that will integrate music, comedy and spoken word alongside new playwriting, and producing support for music as well as theatre and dance.

A further legacy of the Producers' Project will be to strengthen community connections and open new international programming and producing partnerships. Projects such as *What Country Friends Is This?* developed in partnership with the Centre for Early Modern Studies and WORD centre at the University of Aberdeen will come to fruition as a new production based on a visit by the Kings' Players to Aberdeen and Gdansk in Poland in 1601 and re-imagine *Twelfth Night* within the context of historic and contemporary stories of Polish and Scottish migrants. We will continue to nurture our growing working relationships with the University of Aberdeen on projects such as our involvement in research into Icelandic humour, all opening new funding streams, potential international partners and practical, audience friendly ways to link research and practice.

Our produced work, creative learning and new projects sit alongside and complement a diverse programme of received work. This programme acknowledges the importance of the large-scale productions that enable HMT to stand proud as the region's flagship cultural venue championing the best of both local amateur productions and national and international excellence. However, our refreshed artistic vision will see the programme experiment with new areas of themed and creative programming. These will embrace all art forms, be programmed across all our stages and spaces and champion themes of sustainability, curiosity, second languages, new and familiar experiences, as well as cater for audiences' comfort zones and create pathways that encourage all to step outside of them.

Our commitment to Imagining New Futures respects traditional forms of delivery and provides platforms for the creative interpretation of our heritage. However, we also have artistic and entrepreneurial eyes on the horizon. These eyes are constantly searching for new talent, new voices, new audiences, new partners, new models through which to create and promote work, new ways of doing business and new stories to tell. We understand that artists need to earn a living as well as develop their practice and will provide flexible opportunities that will enable time to do both, for example, development time in the evenings and weekends. We know we cannot do it alone and will continue to seek out strategic partners that will enable the work, and the money behind it, to go further. Long-standing connections and fresh partnerships are the lifeblood of APA. Together with like-minded artists, organisations, businesses, educationalists, funders and individuals, we commission, co-create and present work. We share our platforms – online, on stage, in the community.

When it comes to nurturing new talent, we will provide financial and producing support via our Artist Exchanges to those who have a spark for enterprise as well as creativity, or a commitment to social impact alongside artistic expression. We will champion projects that give back, as well as those that fly free. Three Artist Exchanges will be delivered each year. When seeking co-producing partners for our two planned annual theatre productions, we will choose companies that are open to a diversity of platforms to deliver work, including digital as well as live stages. Companies that are as excited by creating in partnership with our creative learning team as they are with established professional talent.

Our programming team has long supported the best in local, national and international talent. Over the life of this Business Plan, we will revitalise our approach and offer. For example, we plan mini music festivals that will support the best of the local independent music scene alongside regional

artisan food and drink producers and spaces for visual artists to sell their work. Our programmed work will feature regular curated areas of boutique pop up events, second language nights featuring bands, comedians and theatre that reflect the diversity of Aberdeen’s population and The Listening Experience – left-field programmes of spoken word, music, comedians and film programmed in partnership with other city centre venues such as The Belmont Filmhouse. We plan post working day, early evening informal experience-based programming supported by our food and beverage offering and will add a personal touch via programmers’ choice recommendations.

Our re-imagined vision looks north to our European neighbours who share and creatively understand the impact of extremes of light and dark, as well as to the rest of Scotland who know us for the glint as well as of the tenacity of the stone that defines us. All of which enables us to stand strong in a sense of place and position that has a growing confidence in our cultural offering, an increased infrastructure to support delivery and an ongoing commitment to social as well as artistic leadership. However, most of all we are Imagining New Futures to ensure that our stages are looked after, cared for and remain relevant and fit for purpose as valuable cultural assets and storytelling platforms for the generations who are growing up behind us and everything they will need from them.

Partnerships and collaboration will lie at the heart of success – local, national and international - Aberdeen City Libraries, Aberdeen Climate Action, Aberdeen Festivals, Aberdeen Inspired, The Belmont Filmhouse, Citymoves, DanceLive, Gray’s School of Art, Peacock Arts, sound, SPECTRA, University of Aberdeen, Creative Carbon Scotland, RSNO, Scottish Ballet, FST, ITC, Luminare, Manipulate, NTS, Playwright Studio Scotland, the Traverse, Tortoise In A Nutshell, Glasgow Lunchtime Theatre, Granite Noir, Northern Arc and True North Scandinavian partners, Kabosh Theatre, Queen Margaret University, Royal Conservatoire, SAAS, Scot Grad Scheme, North East Scotland College, American Conservatory Theatre and so on.

Goal 1: PROGRAMME | Create a distinctive and diverse artistic programme

APA is unique in the scale, range and offering of its programme, now expanding into produced as well as received work. Our vision encompasses a holistic view of our three venues and their possibilities, backed by our field-leading *Open House*, which drives accessibility through relaxed performances and an inclusive approach. Our tried and tested commercial leaning programming will support our growing desire to take risks and experiment across art forms and styles with an ambition to deliver both *My First Gig* and *My Best Concert Ever*. Big name comedy sits alongside spoken word and local talent receives equal billing to world class talent. Our festival offerings and themed programming will expand and work strategically across the city, while our growing multi art form producing ambitions will be formalised into Freshly Squeezed Productions. A re-invigorated Music Hall will open new programming and producing possibilities, marrying heritage with contemporary, digital with live and be driven by a desire to curate audience experiences within the venue as well as excellence on stage. All of which aligns with our Cultural Strategy partners’ desire for Aberdeen to become Scotland’s Creative Lab.

Goal 1: PROGRAMME Create a distinctive and diverse artistic programme		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Deliver 650+ performances at our venues Reopen the Music Hall with <i>Stepping In</i> community weekend and three gala concerts Develop <i>True North</i> as part of the region’s festivals portfolio to include 20 events and attract 4,000+ attendances	Deliver 750+ performances at our venues Develop <i>True North</i> as part of the region’s festivals portfolio to include 22 events and attract 4,500+ attendances Develop <i>Granite Noir</i> as part of the region’s festivals portfolio to include 27 events and attract 2,200+ attendances	Deliver 775+ performances at our venues Develop <i>True North</i> as part of the region’s festivals portfolio to include 25 events and attract 5,000+ attendances Develop <i>Granite Noir</i> as part of the region’s festivals portfolio to include 30 events and attract 2,500+ attendances

<p>Develop <i>Granite Noir</i> as part of the region's festivals portfolio to include 25 events and attract 2,000+ attendances</p> <p>Introduce one new curated programming strand or activity (e.g. The Listening Experience, Musical Impressionism Weekend)</p> <p>Present three themed seasons across the year featuring at least five performances or activities in each</p> <p>Co-produce one Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce one production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce six productions of A Play, A Pie & A Pint of which three rehearse and open in Aberdeen</p> <p>Present work by one new, internationally renowned, producer at HMT (e.g. RSC)</p> <p>Programme four productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission three new digital works for the Music Hall's cross-platform programme</p> <p>Co-commission three new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>	<p>Introduce one new mini music festival with local independent partners</p> <p>Introduce one new curated programming strand or activity and consolidate the one introduced in year one</p> <p>Present three themed seasons across the year featuring at least five performances or activities in each</p> <p>Co-produce one Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce one production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce six productions of A Play, A Pie & A Pint of which three rehearse and open in Aberdeen</p> <p>Programme four productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission three new digital works for the Music Hall's <i>Stepping In</i> cross-platform programme</p> <p>Co-commission three new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>	<p>Deliver two new mini music festivals with local independent partners</p> <p>Introduce one new curated programming strand or activity and consolidate the one introduced in year two</p> <p>Present three themed seasons across the year featuring at least five performances or activities in each</p> <p>Co-produce one Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce one production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce six productions of A Play, A Pie & A Pint of which three rehearse and open in Aberdeen</p> <p>Programme four productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission three new digital works for the Music Hall's <i>Stepping In</i> cross-platform programme</p> <p>Co-commission three new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>
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Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence & Experimentation, Creative Learning, Places and Quality of Life, Equalities, Diversity and Inclusion, Digital, Environment, Leadership and Workforce, Connected to the World

Goal 2: TALENT I Be an incubator for artists and talent development in the North-east

“Through the producing support offered by APA around building our company, what seems like an impossible mountain to climb was made achievable....10 Feet Tall would not be moving in the direction of where it is currently without this support and advice.”

Cameron Mowat – actor/director 10 Feet Tall Theatre Company

Talent development will involve teamwork across production and technical, creative learning and programming. Through integrated, cross departmental working, we will provide opportunities and pathways for artists, producers and technicians to progress from amateur to professional. These opportunities will include formal structures such as modern apprenticeship schemes alongside informal mentoring and advice sessions, work experience and a structured programme of creative opportunities. We will create criteria for each opportunity against which we will benchmark new approaches to establish and maintain fair practice.

Mentoring opportunities will include working with visiting artists and recognise and champion the potential of the individual to create their own future. We will scout for talent at events such as the Edinburgh Fringe Festival and create a safe, supportive space in which to innovate, experiment, succeed and fail. We will offer careers advice, mentoring and industry connections to support creative or technical development. In line with the citywide platforms and partnerships we created through *Stepping Out*, their work will be made visible across the city. All of which will align with our Cultural Strategy partners’ desire for the city to unlock creativity.

Goal 2: TALENT Be an incubator for artists and talent development in the North-east		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art	Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art	Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art
Deliver three Artist Exchange residencies including one with a Nordic writer	Deliver three Artist Exchange residencies including one with a Nordic writer	Deliver three Artist Exchange residencies including one with a Nordic writer
Engage three Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall	Engage three Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall	Engage three Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall
Develop criteria for selecting artists we support	Develop two co-producing partnerships for an early years Christmas production and a Spring/Summer touring production	Develop two co-producing partnerships for an early years Christmas production and a Spring/Summer touring production
Offer producing opportunities linked to Music Hall heritage interpretation	Identify and headhunt two artists, guest curators, producers, promoters or programmers to work with	Identify and headhunt two artists, guest curators, producers, promoters or programmers to work with
Develop two co-producing partnerships for an early years Christmas production and a Spring/Summer touring production	Create opportunities for technical training and development	Create opportunities for technical training and development
Identify and headhunt two artists, guest curators, producers, promoters or programmers		
Create opportunities for technical training and development		

Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence and Experimentation, Creative Learning, Equalities, Diversity and Inclusion, Digital, Connected to the World, Places and Quality of Life

Goal 3: CREATIVE LEARNING Provide inspirational creative engagement and community participation

Creative Learning is reflected in everything we do at APA and is summed up in our mission, ‘*Creating A Spark*’ – the spark that ignites creativity and in our vision, ‘*A vibrant cultural hub at the heart of city life, inspiring, exploring and engaging through live programming and creative projects*’ and in our values specifically ‘*curiosity*’ and ‘*optimism.*’ We aim to support and retain participants throughout their lifelong learning journey through inspirational workshops and innovative projects and a positive, safe and supportive learning environment.

Collaboration is at the heart of our creative learning – as lead partners for the Youth Arts Collective North-east, the emerging youth arts strategy and Year of Young People 2018, with our audiences and participants and our producing, programming and curating collaborations with artists and creatives - are all part of shared experience and continuous improvement through creative learning.

Our new youth music projects target harder to reach children and young people through interactive sessions for tiny tots aged 1 - 4 (Imagine) and age 5 – 8 (Mini Maestros). Our Youth theatre spans ages 4 - 19 starting with Play and Create right through to our senior youth theatre averaging 100+ participants in total. We celebrate the work of our young people with an annual festival showcase of performances and sharings.

The Music Hall Stepping Out programme is taking us out and about, engaging with hard to reach young people and families, specifically from high SIMD areas to encourage ownership and involvement in the Music Hall redevelopment, seek out new audiences and nurture the next generation of music lovers. In 18/19, the Music Hall Stepping In re-launch community project will engage with 1000+ participants and 10,000 attenders over the launch weekend.

We regularly engage with schools across the region and have established a teachers’ network. We provide newsletter updates, educational materials, tours, work placements, pre and post show talks, masterclasses and concessionary tickets. We partner with national companies to deliver workshops including the National Theatre of Scotland, Scottish Ballet, Scottish Opera and the RSNO.

Our programmes are contextualised by masterclasses, seminars, critical debate, talks - our authors’ panels at Granite Noir, music industry seminars at True North, post show talks for the National Theatre’s Jane Eyre and Hedda Gabler at HMT.

Our associate artist programme is shaped by community engagement, our scratch nights support local talent and our artist exchanges bring artists together to share experience.

Our EDI Action Plan focuses on targeted engagement with people with disabilities (particularly young people), people experiencing socio-economic deprivation, looked after young people and the North-east’s migrant communities, all with the aim of encouraging people to achieve their full potential through arts and cultural activity.

Our new Pathways to Positive Destinations work experience programme will give us a structured programme of work placements, internships and apprenticeships offering skills development opportunities in the arts and cultural sector and routes into employment.

CREATIVE LEARNING Provide inspirational creative engagement and participation opportunities		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Deliver five core youth theatre classes for ages 5-19 years with 90 attenders per term and a total of 2,700 participations	Deliver five core youth theatre classes for ages 5-19 years with 95 attenders per term and at total of 2,850 participations	Deliver five core youth theatre classes for ages 5-19 years with 100 attenders per term and at total of 3,000 participations
Deliver five core youth music classes for ages 1-19 years with 54 attenders	Deliver seven core youth music classes for ages 1-19 years with	Deliver nine core youth music classes for ages 1-19 years with

<p>per term and a total of 1,620 participations</p> <p>Introduce two new youth music activities in the Music Hall creative learning space.</p> <p>Deliver three YMI outreach classes and one Stepping Out community choir attracting 40 attenders per term and a total of 480 participations</p> <p>Deliver two music and drama summer schools for ages 7-18 attracting 40 participants</p> <p>Deliver the Music Hall <i>Stepping In</i> project including 8 projects, with 1,000 participants and 10,000 attenders over the weekend</p> <p>Music Hall Babies project delivered in the lead up to the reopening with 25 participants</p> <p>Develop a range of Music Hall educational tours and packs online covering a range of ages, stages and subjects</p> <p>Lead the Year of Young Person in Aberdeen</p> <p>Expand and diversify our tutor pool and improve EDI induction and training for creative learning tutors</p> <p>Develop Teachers' Network to include 20 teachers meeting at least four times</p> <p>Develop our engagement with online communities introducing one new activity (e.g. warm up of the week)</p> <p>Recruit 25 new volunteers and ambassadors</p> <p>20 schools workshop/tour sessions at HMT for 400 young people</p> <p>Deliver 20 pre or post-show talks, 10 public/schools workshops, and three masterclasses connected to the mainstage programme</p> <p>two internships & 10 work placements as part of new structured Pathways to Positive Destinations programme</p>	<p>95 attenders per term and a total of 2,500 participations</p> <p>Introduce two new youth music activities in the Music Hall creative learning space.</p> <p>Deliver two music and drama summer schools for ages 7-18 attracting 40 participants</p> <p>Building on the new Youth Theatre Festival, establish links with Creative Learning teams in Eden Court & Dundee Rep theatres to share work and audiences in each venue</p> <p>Establish one new international youth theatre exchange programme</p> <p>Introduce new classical music appreciation workshops and lunchtime concerts for schools, delivering four sessions</p> <p>Develop Teachers' Network to include 25 teachers meeting at least four times</p> <p>Develop our engagement with online communities introducing one new activity</p> <p>Recruit 25 new volunteers and ambassadors</p> <p>Deliver 25 schools workshop/tour sessions at HMT for 500 young people</p> <p>Deliver 20 pre or post-show talks, 10 public/schools workshops, and five masterclasses connected to the mainstage programme</p> <p>Deliver two internships and 10 work placements as part of new structured Pathways to Positive Destinations programme</p>	<p>120 attenders per term and a total of 3,000 participations</p> <p>Deliver two music and drama summer schools for ages 7-18 attracting 40 participants</p> <p>Establish one new international youth music exchange programme with choirs from France, Norway and Iceland</p> <p>Deliver six classical music appreciation workshops and lunchtime concerts for schools</p> <p>Develop Teachers' Network to include 30 teachers meeting at least four times</p> <p>Develop our engagement with online communities introducing one new activity</p> <p>Recruit 25 new volunteers and ambassadors</p> <p>Deliver 25 schools workshop/tour sessions at HMT for 500 young people</p> <p>Deliver 20 pre or post-show talks, 10 public/schools workshops, and five masterclasses connected to the mainstage programme</p> <p>Deliver two internships and 10 work placements as part of new structured Pathways to Positive Destinations programme</p>
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Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence & Experimentation, Creative Learning, Equalities, Diversity and Inclusion, Places

Goal 4: CITY VISION | Provide cultural leadership to shape the city vision and a creative Scotland.

The re-launch of the Music Hall will generate cultural waves across the region. It will ground our imagined new vision for cultural leadership on a local and national scale, offering regional partnerships to strengthen voice, increase impact and widen opportunity. The increased infrastructure it will provide will enable us to expand the reach and possibilities of our expertise, resources and facilities to power arts in the North-east. We will build on the programme of ambassadors and advocates for the arts in the region, nation and internationally the Music Hall’s redevelopment has established by extending these to become champions for the organisation as a whole.

We will continue the work of bringing artists to the city and seek ways to take home-grown talent abroad. Our stages, screens and spaces will further strengthen national programming partnerships (*Manipulate* and *Luminate*) and producing partnerships (*A Play A Pie* and *A Pint*) as well as our own flagship *True North* and *Granite Noir* festivals. We will develop storytelling to articulate the region’s bright future around programming, producing, talent development and creative learning.

Goal 4: City Vision: Provide Cultural Leadership to shape the city vision and a creative Scotland		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals – sound, Look Again, DanceLive</p> <p>Develop programming ambition to establish more national links, such as Fresh From the Seasons, and linked programming with other venues</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Produce and create work that has national and international touring potential</p> <p>Launch the redeveloped Music Hall as a venue, a place, a brand, an identity and a customer experience</p> <p>Lead and link with city-wide initiatives (Year of Young Person)</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east</p>	<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals–sound, Look Again, DanceLive</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Lead and link with city-wide initiatives</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east and its cultural contribution</p> <p>Memberships of regional, national and international Boards and bodies</p>	<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals sound, Look Again, DanceLive</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Lead and link with city-wide initiatives</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east and its cultural contribution</p> <p>Memberships of regional, national and international Boards and bodies</p>

Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence and Experimentation, Connected to the World, Places and Quality of Life

RE-IMAGINING SPACES | Capital Projects

We are the guardians of iconic and much loved venues in the North-east. This brings with it the responsibility to manage, maintain and ensure the stunning spaces we occupy, amplify and share are fit for purpose and capable of delivering our ambitious artistic vision. Our restoration levy brings in around £230K a year towards fabric repairs and replacement of essential equipment. His Majesty's Theatre, the Music Hall and The Lemon Tree are all owned by Aberdeen City Council and managed by APA by means of a service level agreement and a full repairing lease. We are caretakers of the future, creating memories and safeguarding the city's built heritage as a legacy for future generations to enjoy, always with an eye on balancing sustainability, accessibility, affordability and the quality of the user experience. Our venues are stages upon which the North-east can tell its stories, share its history and envision its future, all in alignment with Aberdeen Cultural Strategy's ambition to 'tell our story to the world.'

Music Hall Transformation

This Business Plan comes into effect as the Music Hall £7.9m transformation comes to fruition in autumn/winter 2018. It will be our priority to inhabit and familiarise ourselves with this new space, populate it with artists and audiences, and enjoy!

His Majesty's Theatre

The experience of hosting a more diverse range of concerts and comedy at HMT and welcoming new audiences is a positive legacy of the Music Hall closure that will influence programming at HMT ahead. As a category A listed building, HMT requires significant ongoing investment. During 2017, £285,000 of work alone has been carried out to secure the roof at HMT. Projects identified for the lifetime of this Business Plan include replacing our passenger lift, carpeting, seating and plasterwork repairs, as well as upgrades to bars.

The Lemon Tree

Next on the agenda for APA is a re-imagining of The Lemon Tree to achieve our ambition to be a talent hub and incubator for new work and emerging artists. To this end, we will be developing plans and seeking partners to enhance performance and production facilities, create rehearsal and hot desk spaces, improve social space and provide a home for youth arts.

Re-imagining Spaces: Capital Projects			
Objective	Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Review and prioritise long term capital plan for replacement of major items of equipment and infrastructure.	Ensure we have 10 year maintenance Plans for all three APA venues		
Music Hall	Re-launch the transformed Music Hall		
The Lemon Tree	Replace sound desk	Develop and take forward redevelopment plans to achieve our ambitions for The Lemon Tree to be a talent hub and producing hub in the NE	Develop and take forward redevelopment plans to achieve our ambitions for The Lemon Tree to be a talent hub and producing hub in the NE
His Majesty's Theatre	Replace the passenger lift and undertake plasterwork and ceiling repairs	Replace outside lift with ramp for universal access through stage door	Undertake upgrades to bars and replace seating

Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence and Experimentation, Places and Quality of Life, EDI, Digital, Environment

FOR AND WITH | Audiences and Stakeholders

Stakeholders

We are all about making purposeful creative connections... reaching out... being relevant... contributing to a rich life for the communities we partner with. Our stakeholders in delivering this plan will include artists and creatives – from a music beginner to national orchestras; youth groups to national companies; promoters and producers; other arts organisations; customers, visitors and audiences; the local community; funders and investors at city, regional and national level; influencers from art critics and local media to bloggers and Tweeters and all the suppliers that help make our organisation tick.

Stakeholder Engagement

To this end, we will construct stakeholder engagement plans to support programming, projects and campaigns. We will meet with Community Ambassadors to enrich high-level data through their stories, gleaning ideas and fresh perspectives on our business. We will work with partner networks such as the regional Culture Network and Aberdeen Festivals to build capacity and share knowledge and resources. APA's representation on strategy groups in Aberdeenshire and professional networks nationally – such as the Federation of Scottish Theatres – gives us opportunities to influence the bigger picture. Initiatives like our Open House Days, Touch Tours and Relaxed Performances will grow connection, dialogue and understanding with audiences who need a bit more support.

Audience Development

The dynamic of large-scale commercial product alongside new, innovative and experimental work requires thoughtful planning and handling. We will work to build audiences for new work; encouraging customers to become regulars and ensuring we are confident that pricing, programming and EDI initiatives provide opportunities for all to enjoy APA. Audience development is a whole organisation approach led variously by marketing, sales, programming, creative learning, customer services and audience development, working together in harmony. This will power our ability to connect and contribute with the most diverse range of stakeholders. Data capture and data management is at the heart of the sophisticated business operation that attracts and serves APA's 400,000+ paying attenders each year. Metrics and data will inform our diverse and imaginative programming. Data allows us to test thresholds – of purse, taste, distance. We will convert data to insights and then marketing and audience development strategies. We will harness traditional marketing – print, advertising, PR, media and promotions – along with the new traditions – digital and social enhanced by rich media content – to ensure we are expanding our reach and keeping at the forefront of digital technology. As digital technologies continuously change the way in which we work and live, these intelligent processes will create a virtuous cycle of constant improvement fed by continuous feedback. An intelligent process will allow us to monitor customer patterns and feed those observations into sophisticated models that allow us to make real-time adjustments and decisions. Digital technologies will make it possible to identify opportunities for adaptation, analyse and make informed decisions on our current and future customer base. In return, this will make it faster for us to adapt and be more efficient as an organisation empowering us to tempt audiences to try the new, come back, eat as well as attend gigs, travel further and recommend us to their friends.

Programming offers such as the developing *True North* festival and *Northern Arc's* unique collaborations bring visitors to the area attracted by the prospect of a compact city and weekend of activity across our three city centre venues. The Marketing & Communications team will work with Box Office to mine data in our AudienceView system. Ongoing customer feedback, post-show emails, monthly surveys and a major annual survey of 30,000 customers will offer rich data to help understand behaviour, attitudes and buying patterns. Culture Republic, the national audience development agency, will help us understand reach and relevance, contextualise findings and draw meaningful insights. The robust Chartermark, *Customer Service Excellence*, is at the heart of our strategy to retain customers and increase the frequency of customer attendance. Our Food and Beverage team runs seven bars, two cafés and a restaurant enriching the audience experience and contributing to our business model.

Evidence of Demand

The population of Aberdeen City in 2014 was 228,990; 1,860 higher than the previous year. The population of Aberdeenshire was 260,500. The APA customer base mirrors the profile of the North-east. Aberdeen City also has a high number of groups in the younger demographics (Aspiring Homemakers and Rental Hubs) offering real opportunity for audience development across each venue. Although over-represented in the upper social grades and groups with prosperity, Aberdeen still has the biggest gap between rich and poor in the UK outside of London. There is definitely potential to extend the reach of our customer base into the rural areas of Aberdeenshire and target the Country Living and Rural Reality groups. Some 64% of bookers live within a 30-minute drive of APA venues, and each year around one-fifth of bookers to APA venues are new customers.

GDP growth in the North-east has been consistently above the Scottish average but, since the downturn in the oil and gas industry, it is beginning to lag. In 2014, local GDP growth was 3.5%. From 2016-18 it is forecast to be 1.4%, 1.3% and 1.6% – all below the Scottish average 1.6%, 1.8% and 2%. Unemployment has almost doubled in the last year: from August 2015-16, there was a 79.2% increase in Aberdeenshire (55% in Aberdeen), while the Scottish unemployment rate fell by 1.2%.

Because of the economic downturn in Aberdeen, we are closely monitoring our sales patterns. There has been a level of consistency with booking trends over the last few years. School bookings have remained consistent, and group bookings have risen from 728 in 12/13 to 1131 in 15/16. However, the economic downturn in the North-east is beginning to impact. Popular shows continue to sell well (although Panto sales for 2016 were slightly down from the previous year), but repeat or less well-known titles can be more challenging.

In terms of ticket sales, our priority, as in our previous Business Plan, is not simply to increase sales but to diversify programmes and audiences while increasing yield and attendance. This remains our priority as well as trying to retain the 20% of audiences who are new attenders. In 2015/16, we managed to increase the ticket yield to £23.34 from £19.62 in 2012/13, which is a 16% increase.

For and With: Marketing, Sales, Audience Development, Customer Service			
Objective	Action Year 1: 18/19	Action Year 2: 19/20	Action Year 3: 20/21
Develop targeted campaigns to increase market share	Position and strengthen the identity of the Lemon Tree in Scotland and the NE Reposition the Music Hall post redevelopment Develop a younger audience base +2% Share and amplify the story of the arts in the North-east (ACC arts strategy +Aberdeen Festivals) Extend the reach and impact of True North (target Dundee, Inverness, Perth) Extend the reach and impact of Granite Noir	Develop and build a loyal audience for Freshly Squeezed Productions Extend the reach and impact of True North (target Dundee, Inverness, Perth) Extend the reach and impact of Granite Noir (UK wide) Extend customer and stakeholder knowledge of APA Combine marketing campaigns with technologies such as online direct debits and fund raising tools to increase our Friends membership by 10% by 20/21	Extend the reach and impact of True North (target Dundee, Inverness, Perth) Extend the reach and impact of Granite Noir (UK wide) Introduce proximity marketing campaigns and social media integrated WiFi hotspots to enrich our customer database
Increase sales, upsell and improve ticket yield	Increase Music Hall sales after re-opening and develop a younger audience base +2% Commission a pricing plan for the reopening of the Music Hall that stretches across all art forms and is accessible to all	Increase APA ticket yield by a further 2% Increase Music Hall sales after reopening Review and evaluate our effectiveness as a regional	Increase APA ticket yield by a further 2% (Total 6%) Increase Music Hall sales after reopening and develop a younger audience base +2%

	<p>Increase APA ticket yield by 2%</p> <p>Undertake an audit/analysis of online user experience for non-ticket items - memberships, merchandise, ticket insurance, and restaurant bookings</p> <p>Achieve a 3% increase in sales online (to 65%)</p>	<p>ticketing agent for partner venues.</p> <p>Achieve a 3% increase in sales online (to 68%)</p> <p>Develop e-commerce activities to enhance consumer online buying experience</p>	<p>Investigate the use of the AudienceView API to improve the online experience and increase sales</p> <p>Achieve a 3% increase in sales online (to 71%)</p>
Extend reach and develop a more diverse audience base	<p>Increase Music Hall audiences by 2%</p> <p>Increase Music Hall younger audiences by 2%</p> <p>Increase True North audiences by 2%</p> <p>Increase Granite Noir audiences by 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2%</p>	<p>Increase Music Hall audiences by further 2%</p> <p>Increase Music Hall younger audiences by 2%</p> <p>Increase True North audiences by a further 2%</p> <p>Increase Granite Noir audiences by a further 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2%</p>	<p>Increase Music Hall audiences by further 2% (6% total)</p> <p>Increase Music Hall younger audiences by 2% (6% total)</p> <p>Increase True North audiences by 2% (6% total)</p> <p>Increase Granite Noir audiences by a further 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2% (6% total)</p>
Expand our digital marketing platforms and content to build and diversify audiences and enhance online customer experience	<p>Develop a web strategy for all strands of our business</p> <p>Launch new digital asset management system for Music Hall</p> <p>Increase web traffic by 3% to 1,236,000 annual visitors</p> <p>Launch microsite for Granite Noir to help establish distinct identity</p> <p>Commission video content for new Music Hall Stepping In Space (3 commissions annually)</p>	<p>Extend digital asset management system to HMT</p> <p>Introduce a dedicated space on website for APA associate artists - develop new digital platforms (digital scrapbooks and soundboards) for artists and performers to engage new audiences.</p> <p>Launch microsite for True North to help establish distinct identity</p> <p>Increase web traffic by 3% to 1,273,080 annual visitors.</p> <p>Music Hall Stepping In Space (3 commissions annually)</p>	<p>Analyse, evaluate and report on the success of our web strategy</p> <p>Extend digital asset management system to The Lemon Tree</p> <p>Increase web traffic by 3% to 1,311,272 annual visitors.</p> <p>Music Hall Stepping In Space (3 commissions annually)</p>
Improve customer service and satisfaction levels	<p>Achieve Customer Service Excellence Award Compliant 9 and compliant Plus 3 out of 12</p> <p>Roll out the APA's tailor made <i>Being Remarkable</i> training programme to APA workforce</p> <p>Develop and run annual Open House day (50 participants)</p> <p>Aim for 90% good and very good in monthly surveys</p>	<p>Achieve Customer Service Excellence Award Compliant 8 and compliant Plus 4 out of 12</p> <p><i>Being Remarkable</i> training programme refresher</p> <p>Develop and run annual Open House Day (75 participants)</p> <p>Aim for 92% good and very good in monthly surveys</p>	<p>Achieve Customer Service Excellence Award Compliant 7 and compliant Plus 5 out of 12</p> <p><i>Being Remarkable</i> training programme refresher</p> <p>Develop and run annual Open House Day (100 participants)</p> <p>Aim for 95% good and very good in monthly surveys</p>

Creative Scotland Ambitions and Connecting Themes; Excellence and Experimentation, Access and Creative Experiences, Places and Quality of Life, Equalities, Diversity and Inclusion, Environment, Digital, Connected to the World

FUTURE PROOFING | Change, Sustainability, Digital, Safety

Change

As a learning organisation, we are constantly fluxing and flexing to work our wonders in an ever-changing world. With the aim of future-casting and future-proofing, in 2016/17 we restructured to create a new Leadership Team, bringing additional artistic and creative skills to the senior management team and creating a Business Transformation unit to support organisational change. Our Organisational Development function continues to support change and growth in the development of people, teams and skills in pursuit of Imagining New Futures.

Sustainability

We are a socially responsible company, and we care about the impact we have on the world around us. We are committed to behaving in an environmentally sustainable manner. We believe there is more we can and should do to reduce our carbon footprint and achieve wider sustainability goals, and at the same time reduce some of our costs. Planet APA is APA's environmental sustainability policy. A team of green champions works together and with external partners to develop innovative solutions that address environmental challenges, increase energy efficiency and introduce carbon reduction measures in our processes and assets. We work closely with Creative Carbon Scotland (CCS) on a strategy to develop the tools and expertise to collect data, measure and report our carbon emissions and other environmental impacts.

Digital

Digital by default, information technology and data management are all at the heart of APA's business activities. Digital technologies touch all areas of our business, from internal and external communication and marketing to finance and payroll, HR and administration; from café tills to paperless ticketing, CRM and booking systems; from energy monitoring to facilities management to the sophisticated systems that support stage productions and ultimately to new creative processes and presentation of work. We will continue to embrace digital innovation and integrate core business systems to create new opportunities, business models, products and services, generate new revenue streams and create unique customer experiences.

Data is one of our most valuable assets. The organisation's success and growth relies on intelligent data analysis and good data management. Business planning now incorporates the capture, management, cleaning, enhancement, protection, archiving and migration of data assets. We are developing systems to gather metrics from our CRM and IP telephone systems, using the data to measure and monitor performance of our online sales systems, email marketing campaigns and telesales campaigns. Third-party systems such as web monitoring and performance tools, social media-integrated public WiFi hotspots and Google Tag Manager provide additional data on customer transactions to help us improve our customer interfaces. Load testing helps us to plan for major on-sales and ensures the robust performance of our online booking systems under stress.

Health and Safety

We are committed to ensuring all staff, customers and visitors are safe in our venues. Our aim is for continuous improvement in all areas of APA business. We intend to update and audit our Health and Safety Improvement Plan bi-annually and implement and achieve the recommendations from this plan in a timely manner. We have a Health and Safety working group chaired by our Operations Manager, and this group reports in to APA's Organisational Development subcommittee, chaired by a Board member. This committee receives quarterly reports on health and safety with a focus on continuous improvement. In 2017/18 we commissioned an external audit of Health and Safety conducted by Law at Work, the recommendations of which we will implement during the lifetime of this business plan.

Future proofing: Change, Sustainability, Digital Transformation, Health and Safety

Objective	Action Year 1: 18/19	Action Year 2: 19/20	Action Year 3: 20/21
Take positive action to tackle climate change	<p>Work with Resource Efficient Scotland and Creative Carbon Scotland to establish accurate baseline measurements for energy consumption and waste production against which to measure our carbon footprint</p> <p>Commission a study on how to accurately measure energy usage</p> <p>Investigate potential projects that could reduce the impact of travel on our carbon footprint</p> <p>Put in place an ethical procurement strategy</p> <p>Achieve Green Tourism Business scheme accreditation</p>	<p>Reduce our carbon footprint by 5% against baseline established</p> <p>Investigate ISO 2012-1 accreditation</p> <p>Deliver an action research project in partnership with Creative Carbon Scotland and University of Aberdeen or RGU</p> <p>Explore ways in which APA can be a catalyst for change in our sector the North-east</p> <p>Maintain Green Tourism Business accreditation</p> <p>Deliver a project to address the impact of travel on our carbon footprint</p>	<p>Reduce our carbon footprint by a further 5% against baseline established</p> <p>Move to predominately LED-sourced lighting schemes in all areas of all three venues by 2021</p> <p>Maintain Green Tourism Business accreditation</p> <p>Evaluate the impact of Planet APA our Environmental Sustainability Policy and Development Plan</p>
Continue to develop and share transformational sector-leading digital business practices.	<p>Benchmark our digital strategy against other arts organisations</p> <p>Expand digital archiving processes across the organisation</p>	<p>Investigate the integration of data flow across software systems: CRM and ticketing, event management, IPT, website API, and EPOS systems</p>	<p>Expand application of APA intranet for corporate communication, including extranet function</p>
Embed a culture of continuous improvement in health and safety management and practice	<p>Implement the recommendations of the external H&S audit undertaken in 2017</p>	<p>Implement the recommendations of the external H&S audit undertaken in 2017</p>	<p>Implement the recommendations of the external H&S audit undertaken in 2017</p>

Creative Scotland Ambitions and Connecting Themes: Access and creative Experiences, Digital, Environment, Places and Quality of Life, Equalities, Diversity and Inclusion,

BEING REMARKABLE | Governance and Leadership

Maturity and futurity are watchwords for APA when it comes to governance and leadership

Governance

Aberdeen Performing Arts is a company limited by guarantee with charitable status incorporated in July 2002. The trading arm of the company, APA Trading Ltd, runs our food and beverage operations. APA is governed by a Board of Directors comprising of seven independent Directors, four Directors nominated by Aberdeen City Council and one Employee Director. Directors are appointed for a period of four years with the option of serving a second term. His Majesty's Theatre, the Music Hall and The Lemon Tree are owned by Aberdeen City Council and managed at arms-length by APA. The role of the Board encompasses policy planning, legal, financial, management and advocacy responsibilities. The Board meets four times a year and is responsible for setting strategic direction and governance of the Company. Two constituted sub-committees meet in advance of the main Board to focus in detail on key areas – Finance, Audit & Property and Organisational Development. We have comprehensive Board appraisal in place and are due to refresh our Memorandum and Articles of Association in 2019.

We carry out both open recruitment and targeted promotion to minority groups to publicise opportunities to join the Board. As a result, we have improved the gender balance, age profile and have members who now wish to represent LGBT and disability communities. To continue to improve diversity, we are in discussion with Aberdeen City Council with the aim of reducing Councillor representation from four to three to free up an extra place that can be advertised in the public domain.

Leadership

APA's leadership aspires to be responsive, progressive, imaginative, in tune with the changing world and driven by principles of high performance, high staff inclusion and creating a positive environment where managers lead, enable and support staff to succeed. The Leadership Team seeks and creates opportunities for staff to engage, develop their passions, contribute, grow their skills and realise their full potential. Our volunteer programme helps to grow capacity, skills and creative opportunities within the local and creative communities.

We aim to inspire passion and pride as advocates, ambassadors and influencers for the arts in the North-east. We all work to a range of procedures and guidelines that ensure consistent performance and clear expectations across the organisation. An internal communication framework, performance appraisal system and clear HR policies support our staff.

Organisational Culture

The APA Way – Mission, Vision and Values, Code of Conduct, Rights & Responsibilities and Operational Standards – was co-created by the team and signed off by the Board of APA and to guide 'how we do business around here' at APA.

Mission CREATING A SPARK

Vision To be a vibrant cultural hub at the heart of city life: inspiring, exploring and engaging through live performance and creative projects

Values **CurioSity:** be adventurous, entrepreneurial, open to ideas, find new ways of working
OPtimism: stay positive, no blame culture, be ambitious, aim high
LoyAlty: respect colleagues, be there for them, go the extra mile, be a good ambassador for APA
Resilience: never give up, always working harder and smarter, be flexible, learn from mistakes
TeamworK: work together, one team, one vision

Operational Standards

Health & Safety: look out for our customers, colleagues, suppliers and contractors, create wellbeing
Courtesy: respect our customers and colleagues, build trust and create team-spirit
The Show: always aim for 5 star programmes and productions
Efficiency: always look for a better, smarter way – we love ideas

The *APA Way* is a powerful way of connecting with potential as well as existing employees and Board members and forms part of our selection, recruitment and induction procedures. It is core to APA's performance appraisal. Everyone has responsibility for sharing the vision, living the values, creating a dynamic working environment, focusing on goals and motivating each other to deliver results. Action-centred and results-oriented, we are always looking for and encouraging ideas that help to achieve our shared vision.

In 2016/17 a programme of staff engagement called *Being Remarkable* started with a Leadership Team away day and was taken forward as a development programme across the organisation. This re-ignited a spark, bringing culture and customer service to the fore of thinking and planning to feed into this business planning process. We are developing a culture where change is normal and individuals are up for challenge, knowing they can contribute to shaping that change and be supported to succeed within it.

Organisational Development

We have invested in Organisational Development with both in-house and external expertise helping to achieve a step change in practices and shape growth. Our success depends on attracting, training, assessing, rewarding and retaining a committed and talented workforce and connecting our organisational goals and our values with the contributions of our workforce. A positive working culture and an articulation of employee benefits is critical to our ability to attract and retain a talented workforce. Our organisational development and HR function is central to the delivery of a culture and working environment that values high performance, excellence in leadership and management, effective and meaningful employee engagement and involvement, adaptability to change, team working, respect for difference and diversity, and organisational learning and development. Various working groups with representation from all levels and all aspects of the business drive forward delivery against key targets:

- The Green Team monitors delivery against *Planet APA*, our sustainability policy
- The Diversity Team monitors progress against *Open House*
- The Customer Services Team progresses actions and prepares for the rigorous annual *Customer Service Excellence* assessment, engaging with staff, customers and stakeholders
- A Healthy Working Lives group ensures that work-life balance and the wellbeing of staff is uppermost to ensure the pace and quality of work is sustainable in our ambitious organisation
- The Health and Safety Team monitors the safety of staff, customers and visitors in our venues
- The ICT Working Group works across all departments to identify training gaps and looking for ways we can make better use of information technology within our business

Being Remarkable: Governance, Leadership, Organisational Development			
Objective	Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Build a high performance team and a positive company culture within which employees are empowered to reach their full potential towards achieving our shared APA objectives	<p>Undertake Board training to ensure members understand their roles and responsibilities and have an appreciation of their contribution as a team and as individuals</p> <p>Develop the appraisal process for Board members.</p> <p>Embed the new leadership team and continue to develop a transformational leadership style across Team APA.</p> <p>Develop our cross company Creative Conversations to broaden and deepen contribution across the organisation; collaborative discussion and inform programming choices</p> <p>Under the Being Remarkable banner continue to roll out a programme of organisational development to build Team APA</p> <p>Play an active role on key city, regional and national forums.</p>	<p>Review Memorandum and Articles of Association.</p> <p>Develop electronic systems to manage key HR processes such as staff induction and starter/leaver processes.</p> <p>Ensure all 100+ permanent workforce have a relevant training and development plan</p> <p>Develop opportunities for workforce on-the-job training and work experience in collaboration with other organisations and apprenticeship schemes.</p> <p>Play an active role on key city, regional and national forums.</p>	<p>Extend appraisals to casual employees</p> <p>Introduce an inter departmental mentoring programme</p> <p>Play an active role on key city, regional and national forums.</p>

Creative Scotland Ambitions and Connecting Themes: Access and Creative Experiences, Excellence and Experimentation, Leadership and Workforce, Digital, Connected to the World

PRUDENCE | Financial Management

“Keep your eyes on the stars, and your feet on the ground.”

Theodore Roosevelt

The fundamental driver in financial terms for APA is ensuring OUR financial sustainability. A number of objectives identified in our previous Business Plan, have now been delivered:

- Pension auto-enrolment
- Delegated budgeting and control
- Compliance with FOI and Data Protection legislation

Additionally we have implemented the following initiatives:

- In-house payroll management
- Group Life Assurance for Scottish Widows pension scheme members
- Salary Exchange scheme for Scottish Widows pension scheme members

We've improved financial reporting, and financial matters are a standing agenda item at meetings of the Board and FAP sub-committee, the Leadership Team and Extended Management Team.

Looking to the future, we must be realistic about the challenges we face and take sensible, sometimes difficult, decisions to achieve the goals we set and obtain a surplus. We have a portfolio of three diverse venues that are interdependent; the more commercially inclined programme at HMT and the more eclectic performances at the Music Hall helping to underwrite the new work and emerging artists at The Lemon Tree. All three are vital in their own unique way to APA' success.

Economic factors, such as the current uncertainty surrounding Brexit and the current downturn in the oil and gas industry, have an impact on APA in terms of our audience attendance and spend, the ability to attract big shows to Aberdeen, ticket prices, fundraising and running costs. The diminishing public sector purse is also likely to adversely impact on our creative ambitions.

The Music Hall will be closed from April 2016 to September 2018, which is a loss in cultural terms for APA and in financial terms from reduced performance income and trading income from the café and bars. However, we have been successful in securing £7.9m in grants, pledges and loans for the redevelopment. The loan element of £1.5m from ACC will require to be repaid therefore the fundraising campaign continues to raise this sum.

We have full repairing leases on all our venues (two of which have listed status), and these facilities are costly to maintain and present a significant liability for APA in terms of high maintenance and running costs. Our reserves have been depleted funding the Music Hall redevelopment and carrying out major fabric repairs at HMT and The Lemon Tree. The Lemon Tree is in desperate need of modernisation.

Fair pay for artists and staff

As the single biggest contributor to the creation of opportunities for artists and arts workers in the North-east, APA ensures fair pay as a minimum. We go beyond this to fully involve the creative community in shaping and delivering our business and aims to offer a ladder to successful professional practices. This helps create a flourishing environment for artists and arts workers to grow, feel valued and contribute to their full potential, feeding a healthy society.

Most artists seek opportunities to develop and present work; they are not looking for 'a job'. We understand this and the impact it has on the potentially uncertain, unstable life of the artist and the risk that we lose home-grown talent. We will flex to accommodate needs, schedule payments, pay promptly, pay fair and offer other means of support to contribute to a supportive working environment. We ensure that artists' commissions and contracts are realistic and appropriate. We pay all of our employees at least the National Living Wage. This is an additional cost we are committed to each year as the rate increases in line with government policy.

Financial Projections 2018 – 2021

	Budget 2017/18 £	Year 1 Estimated 2018/19 £	Year 2 Estimated 2019/20 £	Year 3 Estimated 2020/21 £
Income				
Artistic Programme Income	6,181,530	7,460,000	7,805,800	8,029,916
Grants, Sponsorship, Trusts & Foundations	1,368,988	1,547,660	1,567,660	1,547,660
Trading Company Income	1,298,453	1,508,000	1,721,450	1,766,779
Other Income	1,546,117	1,037,100	1,070,652	1,104,495
	10,395,088	11,552,760	12,165,562	12,448,850
Expenditure				
Artistic Programme Costs	5,215,031	5,920,872	6,291,312	6,419,378
Wages & Salaries	2,783,359	3,036,799	3,150,116	3,215,486
Marketing Costs	535,199	478,600	480,522	497,782
Property Costs	448,530	528,500	539,070	549,851
ICT Costs	247,309	216,528	220,858	225,276
Finance & Corporate Costs	237,999	319,869	344,066	358,348
Trading Company Costs	489,969	576,150	637,993	650,934
Capital Financing Costs	202,261	210,500	220,965	236,284
	10,159,657	11,287,818	11,884,903	12,153,338
Net income / (expenditure)	235,431	264,941	280,659	295,511
Restoration levy (ring fenced)	-235,400	-250,000	-260,000	-270,000
Surplus / (deficit)	31	14,941	20,659	25,511

The financial forecast has been prepared on the basis of knowledge available to us at this time and by making certain assumptions. Our objective is to achieve at least a breakeven position, which we are looking to do in 2017/18 due to the continuing closure of the Music Hall, whilst striving to make a surplus to build up our General Reserve in accordance with our policy to enable us to safeguard the liabilities of the company.

It is our opinion that this forecast represents a reasonable estimate of the financial outcome of the organisation over the period. Should risks materialise such as a decrease in income, delayed opening of the Music Hall or loan repayments having to be made for any capital project funding shortfall then we would endeavour to mitigate the impact by making appropriate reductions to the artistic programme and producing work and by implementing staffing and process efficiencies.

Key assumptions:

- Music Hall reopens half way through Year 1. Artistic Programme income and costs reflect the developments articulated elsewhere in this document.
- Trading company achieves growth – both organic and new income (see below).
- Increase for National Living Wage incorporated in staff costs each year.

- Inflation rate for expenditure estimated at 2% each year.
- Assumed fundraising target for Music Hall project is achieved therefore no loan is required.
- Aberdeen City Council core funding remains at standstill but additional project funding of £100,000 is provided year on year for True North and Granite Noir
- Creative Scotland Regular Funding increases from £1,000,000 to £1,250,000 over three-year period to:
 - Expand our curated programming offer across our three city centre venues, capitalising on a transformed Music Hall and repositioned Lemon Tree. (£45,000)
 - Enable an Associate Artist programme that will establish the North-east as a region to incubate and create new work. (£45,000)
 - Establish Lemon Tree Productions enabling us to invest in producing and make a significant and meaningful contribution to the wider Scottish theatre, dance, music and literature sector (£60,000)
 - An assistant producer role to support the delivery of our artistic development priorities (£50,000)
 - An increased festival offering that will achieve a direct and positive impact on a regional economy impacted by a prolonged economic downturn (£30,000)
 - A much needed new sound desk at The Lemon Tree which will enable this venue to maintain and grow its considerable offering across music, theatre and dance (£20,000)

APA Trading Company

APA operates a wholly owned subsidiary company that encompasses food and beverage and merchandise sales across all three venues. A great deal of investment has been made in the last couple of years in terms of time and resources with the aim of driving up profitability, improving customer service standards, achieving greater management control and ensuring long term sustainability. It is fair to say this is still a work in progress. We aim to provide a flexible and responsive hospitality service in our restaurant, cafes and bars to reflect the different requirements of the business with the priority being opportunities provided by audiences to the cultural programme.

Our ongoing objectives are:

- Set revenue and profit targets that are clear and measurable, challenging yet deliverable
- Continue to review and amend supply chain for quality and pricing
- Develop more detailed audience profiles for events to inform offering and marketing
- Develop corporate hospitality, conference and events business
- Expand marketing opportunities via apps and website and actively seek new business
- Develop additional customer feedback mechanisms

Prudence: Financial Management and Accountability			
Objective	Action Year 1:18/19	Action Year 2: 19/20	Action Year 3: 20/21
Ensure financial sustainability and accountability	<p>Continue to invest in training our managers to increase financial awareness and encourage active management of budgets. (Sage training, understanding financial statements, budgeting principles).</p> <p>Continue to take steps to delegate responsibility and ownership to budget holders</p> <p>Continue to explore efficiency savings with managers</p> <p>Continue to seek new funding sources for produced work, talent development and creative learning,</p>	<p>Maintain efficient and effective financial processes and internal controls by means of ongoing review of working practices.</p> <p>Endeavour to generate a surplus to make a contribution to general reserves of £20k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Engage with and support initiatives to improve pay</p>	<p>Endeavour to generate a surplus to make a contribution to general reserves of £25k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>

	<p>Endeavour to generate a surplus to make a contribution to general reserves of £15k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>	<p>and conditions for artists</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>	
Diversify to generate additional income streams	<p>Develop Music Hall conference and events business (net income target £5,000)</p> <p>Develop HMT corporate events (net income target £10,000)</p> <p>Introduce ticket insurance (net profit (£5,000))</p>	<p>Develop Music Hall conference and events business (net income target £10,000)</p> <p>Develop HMT corporate events (net income target £12,000)</p> <p>Ticket insurance (net profit (£7,000))</p>	<p>Develop Music Hall conference and events business (net income target £20,000)</p> <p>Develop HMT corporate events (net income target £15,000)</p> <p>Ticket insurance (net profit (£10,000))</p>

Creative Scotland Ambitions and Connecting Themes: Leadership and Workforce, Place and Quality of Life, Equalities, Diversity and Inclusion

NOTHING LEFT TO CHANCE | Business Continuity

Business Continuity

APA is developing a company-wide business continuity plan, in line with industry standards, to ensure we can deliver essential services in the event of an emergency or during the disruption of normal day-to-day activities. Business continuity management helps us to understand our organisation better, supports good governance, protects against risk, ensures all business areas have mitigation plans, supports on-going staff training and influences the growth of our business. We will review the plan on a quarterly basis or when any major changes to infrastructure or procedures might impact on the performance of the business. We will develop relationships with local organisations and form partnerships in the cultural sector to ensure business activities can respond to any type of disruption – whatever its size or cause.

It is part of the business of APA to take risks and it's everyone's responsibility to calculate, minimise and mitigate against risk. APA's risk registers flag and mitigate against any areas of uncertainty. These are monitored by the Leadership Team, by managers and in sub committees and at the quarterly Board meetings. Our teams undertake risk assessments and actively manage risk across the company from risk assessment plans to day-to-day decisions such as the Music Hall redevelopment, programming, health and safety, buildings and equipment and customer service.

Information Security

Information technology is at the core of APA's business activities, and we take security extremely seriously. We process and transmit sensitive cardholder data to sell tickets online, by telephone and in person; take revenue for food and beverage sales in our catering outlets; and take donations for fund-raising campaigns. We also store, processes and transmit personal data relating to all its stakeholders. People must therefore have trust in our business.

We will continue to adapt to an environment where cybersecurity threats are becoming more sophisticated, targeted and prevalent. We are building robust security measures and instilling an awareness of these threats into all our staff. We lead by example – actively reviewing the changing landscape and responding proactively to new threats. Investment in state-of-the-art security appliances and software solutions, robust anti-malware, continuous staff-awareness training and resilient business continuity planning will help protect our organisation against cyberattacks.

Nothing Left to Chance: Business Continuity			
Objective	Action Year 1: 18/19	Action Year 2: 19/20	Action Year 3: 20/21
Create a framework for resilience.	<p>Develop a comprehensive business continuity plan to identify critical operations and risks, restore critical operations during a crisis, and create a plan to communicate with key people during crisis.</p> <p>Ensure risk registers are in place for all key areas of business.</p> <p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Ensure compliance with the EU General Data Protection Regulation (GDPR) directive (2018)</p> <p>Attain CyberEssentials accreditation</p> <p>Maintain staff engagement with the importance of information security through training such as phishing email awareness campaigns and password protection measures</p>	<p>Continue to build robust security measures such as internal and external vulnerability scans, network monitoring and logging, targeted threat protection, and access control.</p> <p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Review compliance with the EU General Data Protection Regulation (GDPR) directive (2018)</p> <p>Attain CyberEssentials accreditation</p> <p>Investigate ISO 27001 Information Security Management accreditation</p>	<p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Review compliance with the EU General Data Protection Regulation (GDPR) directive (2018).</p> <p>Attain CyberEssentials accreditation</p>

Creative Scotland Ambitions and Connecting Themes: Excellence and Experimentation, Leadership and Workforce, Digital

PROOF AND THE PUDDING | Monitoring & Evaluation

Management, Monitoring and Reporting

We evaluate the performance of cultural activities, business processes and personnel. A programme of performance review is in place throughout the company, including individual appraisals, one to ones, regular team meetings and a bi-annual staff survey. The goals and objectives in the Business Plan are monitored by the APA Board and management team through quarterly *Creating a Spark* reports. External and internal audit ensures high levels of accountability and ongoing review of operations, business practices and management systems.

The new post of Head of Business Transformation will lead the development of new and innovative performance management systems and help us all to share responsibility for tracking, analysing and acting on outcomes.

We actively track the return on investment we make on behalf of funders, audiences, artists, local people and all stakeholders with an interest in our venues, the arts and the health and wellbeing of the local community and economy. We do this by having robust, efficient and effective business

systems and processes in place, by monitoring box office sales and income, audience trends, visitor numbers, the traffic we attract in our venues, through our social and web presence and the reputation of the organisation measured through feedback from customers, participants, artists, creative practitioners, our staff, the media and other commentators. We actively recruit community ambassadors to be a sounding board for us and engage with internal and external participants.

External Assessment

We submit ourselves annually to rigorous external assessment processes. APA was the first and is still one of only two cultural organisations in Scotland with the Customer Service Excellence Chartermark, either Compliant or Compliant Plus in all categories. We have also taken the company through Investors in People accreditation and Healthy Working Lives. All of this helps to provide a thorough, rounded, holistic and independent view of the organisation.

Feedback

We collect stories as a means of evaluating the difference we make to individuals, communities, the city and the North-east through arts and cultural activity. It helps us to make sense of the past and understand possible futures. These stories can take many forms, from oral and written to music, photography, drama, and film. One such project was the *Your Hall, Your Story* project to celebrate the Music Hall redevelopment through personal stories. We have many ways of recording and sharing information on line and in person. Personal stories provide qualitative information that is not easily categorised or analysed and provide insights and impacts that cannot be measured numerically.

Proof and the Pudding: Monitoring and Evaluation		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Embed new post of Head of Business Transformation	Develop new and innovative performance measures	Attain Healthy Working Lives Gold Award
Benchmark our performance against other arts organisations	Attain Healthy Working Lives Silver Award	Undertake regular external assessments and audits Achieve CSE year on year
Undertake regular external assessments and audits	Undertake regular external assessments and audits Achieve CSE year on year Achieve Investors in Young People Accreditation	
Achieve CSE year on year		
Maintain Investors in People Accreditation		

Creative Scotland Ambitions and Connecting Themes: Excellence and Experimentation, Access and Creative Experiences, Leadership and Workforce, Equalities, Diversity and Inclusion, Digital

Appendix 1 Artistic Programme

Our vision for Aberdeen is as city.... where everyone can be transformed and inspired through engagement in the arts and culture.

Aberdeen City Cultural Strategy

APA's artistic programme lies at the heart of everything we do. We are proud to promote an artistic vision committed to Imagining New Futures and the distinct high quality programming, producing and creative learning ambitions attached to each of our artistic goals and unique venues. Over the life of this business plan we will increase our individual offer alongside our commitment to deliver within a coherent city wide cultural and heritage voice – a voice that curates, commissions and considers a unified cultural contribution to the North-east and a creative Scotland.

To achieve this we are committed to abiding by industry standard rates and working conditions set out by organisations such as ITC, Equity, BECTU, UK Theatre, Scottish Society of Playwrights and the Musicians' Union.

This appendix will provide an overview of APA's programming, creative projects, produced and commissioned work as well as our creative learning programme and opportunities, before detailing activity and milestones across financial years 18/19, 19/20 and 20/21.

Overview

Programming

APA's programme is spread across our three city centre venues and art forms. It showcases international talent alongside local amateur productions and provides the framework around which our produced and commissioned work is developed and much of our creative learning activity planned. Each programming year is marked out in milestones of three seasons and corresponding brochures. Although divided into art form and genre below, over the life of this business plan we will refresh our programming offer and diversify into new themed programming strands and curated seasons. These will complement our core offering, provide pathways to increased international connections, link art forms and venues and provide clear audience access and pathways.

APA's programme has a proven track record of supporting regional and national festivals such as sound, Aberdeen Jazz Festival, manipulate and Luminare. Over the course of this business plan we will extend our festival partners to include festivals such as SPECTRA (Aberdeen's festival of light) and the Edinburgh International Children's Festival. We also programme two annual festivals of our own – **True North** and **Granite Noir** – the latter delivered through a city wide collaboration with other strategic cultural and heritage partners.

These festivals, and our Stepping Out programme attached to the redevelopment of the Music Hall, enabled us to programme high quality cultural experiences at venues and in spaces across the city (outdoor band stands, city centre night clubs, university libraries). APA will continue to programme outside of our venues and outside of the box and in doing so commits to taking cultural programming and creativity to all corners of the city in line with the Aberdeen City Cultural Strategy.

Music

Classical

The Music Hall is the Scotland's concert hall in the North-east and is known and loved for its first class natural acoustic. Its programme embraces and showcases Scotland's world class national orchestras and ensembles alongside signature concerts and recitals. There will be annual seasons from BBC Scottish Symphony Orchestra, Dunedin Consort, Hebrides Ensemble, Royal Scottish National Orchestra, Scottish Chamber Orchestra and Scottish Ensemble, plus recitals from internationally renowned artists. We have ensured continuity of programming for classical music during the closure of the Music Hall by using His Majesty's Theatre for orchestral concerts and by using unusual spaces

for pop-up concerts, which has enabled us to retain and diversify the audience. The redeveloped Music Hall will reopen with a spectacular classical concert featuring the RSNO alongside world-leading artists. In addition to a refreshed partnership with the Scottish orchestras, we will work closely with the fantastic Scottish Ensemble, both as a presenter of their work but also as a collaborator in co-curating clusters of work around a chosen classical music theme. We will introduce a new programme of schools concerts and workshops developing classical music appreciation for younger audiences.

Roots and World

The North-east of Scotland is known for its rich heritage of music-making which has spread across the world. Our Roots and World Music programme celebrates home grown traditional work, while forging programming partnerships with musicians from around the globe. This programming strand includes **Northern Arc** – unique concerts that explore our links with northern countries using their roots music as a starting point and partner the best of Scottish traditional talent with musicians from other northern countries. And **Old Roots New Shoots**, a regular season at The Lemon Tree showcasing the best in contemporary and emerging roots and world music artists delivered in partnership with Other Music Promotions and Spindrift Productions. We will also include large-scale signature concerts showcasing leading folk and world music artists from home and abroad.

Pop and Rock

APA programmes the North-east's two leading music venues – the Music Hall and The Lemon Tree – both of which have a long-standing reputation for presenting top quality contemporary music. Alongside regular slots for big name bands, singers, songwriters, solo artists and tribute bands, our considerable pop and rock offering will support **Freshly Squeezed** – a scouted programme of gigs for emerging talent and promising musicians, and **True North**, Aberdeen's festival of music and song, which is a contemporary urban festival inspired by the region's illustrious song-writing past.

Jazz and Blues

Aberdeen loves jazz and the blues. In addition to our on-going programme of national and international jazz artists and orchestras, including regular performances by the Scottish National Jazz Orchestra, APA is a key delivery partner for Aberdeen's annual jazz festival. We are particularly keen to experiment with this genre over the life of this business plan to drive experience led programming strands in less traditional programming slots such as after work and Sunday lunchtime. The redeveloped Music Hall will give us two new programming spaces for more intimate, informal and experimental work.

New Music

APA programmes, supports and encourages new and experimental work. We work closely with the region's sound festival to deliver both large and small scale new music performances across the programming year at The Lemon Tree and the Music Hall. We will work in partnership with sound to help diversify and grow the new music offer and audiences in the region, through collaborative programming and commissioning.

Theatre

Drama

Our stages support drama productions from the Fringe to the West End. We provide programming opportunities for the work of Scottish and UK theatre producers including the National Theatre of Scotland, the National Theatre and the Royal Shakespeare Company as well as large, mid and small scale producing venues and companies (Old Vic, Dundee Rep, Traverse, Tron, Grid Iron). We are on the Board of the UK wide Touring Partnership which promotes, supports and shares good practice across national touring as well as the Federation of Scottish Theatre through which we stay connected to the Scottish sector and maintain supportive relationships with Scottish producers, venues and producing companies.

Musical Theatre

HMT is the farthest north number one house receiving West End work in the UK. We work hard to attract and programme the best blockbuster productions (*Wicked*, *Mamma Mia*, *Shrek*) and West End musical productions (*In the Heights*, *Beautiful*, *Sunset Boulevard*, *The Commitments*) for audiences across the North-east and beyond. Equally important is our role in supporting and presenting the best of the North-east's thriving amateur musical theatre companies and large scale Scottish-based producing companies (Selladoor).

Children and Families

Children and families are important audiences for APA. A family highlight of our programme is a spectacular large scale pantomime produced in partnership with Qdos Pantomimes. However, productions for family, schools and young audiences are an integral part of our programme across the year across our venues from shows such as *The Gruffalo* at HMT, to the work promoted through Puppet Animation Festival at The Lemon Tree.

Dance

Through our long standing partnership with Aberdeen's dance agency Citymoves, APA programmes a strong offering of contemporary dance across scale and venues as part of the city's annual Dance Live festival, and we have previously secured exclusive performances by some of the world's most interesting choreographic voices (including Mark Morris and Jasmin Vardimon). However, dance features year round in our seasonal brochures from productions by national touring companies such as Scottish Ballet and Scottish Dance Theatre alongside UK companies including Rambert and Michael Bourne's New Adventures.

Opera

Scottish Opera brings two classic titles to HMT each year, ensuring that North-east audiences have access to the operatic canon produced to exceptionally high standards. In addition to developing our partnership with the national opera company, we will seek to bring other work to the city at a large and small scale, working with companies such as Opera North, English Touring Opera, NOISE Opera and Opera Bohemia.

Comedy

Comedy is a main stay of both the Music Hall and The Lemon Tree's core programme. Our carefully researched programme features gigs starring big name celebrity comedians side by side with the best of emerging comedic talent. Over the course of this business plan we aim to expand our comedy offer across our new programming strands, themed seasons and experience based offers, as well as building links with and providing opportunities for local comedy performers.

Literature and Spoken Word

Our long standing regular **Culture Café** events are a key cornerstone of our literature programme. However, over the course of this business plan we will significantly expand our literature and spoken word offer, creating new regular events and opportunities for grass roots writers and spoken word performers, to seasons curated around known writers across genres and nationalities. This programming strand will celebrate and showcase words, what we do with them, what they mean to us, how they communicate collective narratives, share personal stories and encourage us all to expand our horizons and change lives for the better.

Festivals

A huge success... It's just going to get bigger and even better.
Stuart McBride in response to the first Granite Noir

APA programmes two signature festivals – **True North**, Aberdeen's festival of music and song, and **Granite Noir** the North-east's crime writing festival. These festivals are key milestones in our programming year and in achieving our artistic ambition to align with a Nordic as well as a Scottish north. They provide opportunities for us to link programming across our venues while simultaneously taking work, performers and artists into other city centre locations and 'non traditional' spaces – a

priority identified in the Aberdeen City Cultural Strategy. New planned festival 'fringe' activities will also drive this aim.

Our festivals offer something for audiences of all ages and provide workshop and learning opportunities around their core programme and platforms for local talent to be programmed alongside established names. They enable us to build strategic partnerships across Aberdeen (Belmont Filmhouse, Aberdeen City Libraries, Aberdeen City and Aberdeen Shire Archives, the Anatomy Rooms) and build supportive sponsorship and other relationships with local business (Skene House Apartments, Fierce Beer) thus increasing the festivals' economic benefits and building bridges between the arts and business communities.

Over the life of this business plan we will integrate commissioning and talent development initiatives into our festivals (see produced work), thus raising the profile and progression opportunities for new work and emerging artists. For example, work developed through a True North Artist Exchange in Year One could receive a festival premiere in Year Two and the supported artist then provide mentoring opportunities in Year Three.

Elements of festival programming will be included across the whole year, e.g. one Granite Noir event per brochure. Thus helping to maintain the profile and potential of each festival on a year round basis. We also plan to develop smaller one day festival events that will incorporate spaces for local artisan food and drink producers and arts and crafts artists to sell and promote their produce and work as part of the festival offering.

Creative Projects, Produced and Commissioned Work

Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprise and new ideas.

Aberdeen City Cultural Strategy

APA is a creative organisation. Through us new work is nurtured, new ideas come to fruition, new voices are heard and new ways of working and models of production tested. Our creative projects, produced and commissioned work will be delivered through **Freshly Squeezed Productions**, the Music Hall's new **contemporary art spaces** and an on-going **Associate Artist** programme.

Freshly Squeezed Productions

All of APA's produced work and creative projects have been consolidated under the brand of Freshly Squeezed Productions. The work created through it will be developed and delivered by our experienced cross-disciplinary creative team. The opportunities provided have been created with the intent to create pathways of progression for work and the desire to commit to long term producing relationships with artists, companies and bands, as well as openings for one off relationships and one project stands.

Specific producing strands over the course of the business plan are:

- A regular programme of cross art form **Scratch Nights** of new work
- An on-going programme of **Artist Exchanges** supporting theatre, dance and music artists, some of which will be attached to our **True North** and **Granite Noir** festivals
- A spring and autumn season of **A Play, A Pie & A Pints** in partnership with Oran Mor
- Two **in house co-productions** per year – one Christmas show for early years and one spring/summer production

Ongoing opportunities for creative projects will be pursued. Specific projects in progress with plans to come to fruition over the life of this business plan include **What Country Friends is This?** A project that weaves contemporary experiences of arrival and concepts of 'home' for members of Aberdeen's Polish communities around historical research into a visit by the King's Players to Aberdeen in 1601. The players also visited Gdansk in Poland in 1601 and developing relationships with the Gdansk

Shakespeare Theatre are opening up international partnership possibilities for this project. While growing relationships with Creative Carbon Scotland, Aberdeen Climate Action and the Climate Futures group have committed APA to exploring creative possibilities for boundary pushing artistic work that re-imagines social, economic and environmental models as well as artistic practice.

The Music Hall contemporary art spaces and Associate Artist Programme

The Music Hall's new digital art spaces will include a Stepping In projection mapped entrance lobby as well as platforms for screen based content and sound installations. New content across these spaces will be commissioned for the re-opening of the building in autumn/winter 2018. To achieve this a programme of Associate Artists will be delivered to create a coherent programme of new work aimed at drawing stories out of the walls of the building and complement a more traditional heritage interpretation offer.

An ongoing Associate Artist programme aimed at providing fresh contemporary content for these digital and traditional spaces will form a new and integral part of APA's produced programme with key milestones identified as three new commissions for each space per year to bring the commissions in line with the seasons of the programming year. Other opportunities for Associate Artists will be pursued and potentials include resident artists curating seasons alongside providing mentoring for local talent and producing a piece of commissioned new work.

APA's website is an important space through which to raise the profile and extend the reach of our Associate Artist programme. We plan online curated spaces built around the commissioned artists and their work that will enable APA's website to be a creative as well as a marketing space, thus expanding the reach and accessibility of our produced work and artistic programme.

Creative Learning

Creative Learning is reflected in everything we do at APA and is summed up in our mission, '*Creating A Spark*' – the spark that ignites creativity and in our vision, '*A vibrant cultural hub at the heart of city life, inspiring, exploring and engaging through live programming and creative projects*' and in our values specifically '*curiosity*' and '*optimism.*' Our creative learning team are involved in informing, influencing, shaping and delivering many aspects of our programme, including as part of the team leading the newly formed Freshly Squeezed Productions.

The creative learning programme is underpinned by our 'Engage' programme of weekly classes in youth theatre and youth music, which enables young people to discover, learn and excel in the arts as well as develop transferable skills which all aid in helping them fulfil their potential. Our core programme will develop as we reopen the Music Hall with a new dedicated space for creative learning. During the closure of the hall, the Stepping Out programme has taken us out and about, engaging with hard to reach young people and families, specifically from high SIMD areas to encourage ownership and involvement in the Music Hall redevelopment, seek out new audiences and nurture the next generation of music lovers. The Music Hall's Stepping In relaunch will be led by creative learning and will include performances, workshops and activities throughout the spaces in the redeveloped hall.

We regularly engage with schools across the region and have established a teachers' network. We provide newsletter updates, educational materials, tours, work placements, pre and post show talks, masterclasses and concessionary tickets. We partner with national companies to deliver workshops including the National Theatre of Scotland, Scottish Ballet, Scottish Opera and the RSNO.

Our programmes are contextualised by masterclasses, seminars, critical debate, talks - our authors' panels at Granite Noir, music industry seminars at True North, post show talks for the National Theatre's *Jane Eyre* and *Hedda Gabler* at HMT.

Our new Pathways to Positive Destinations work experience programme will give us a structured programme of work placements, internships and apprenticeships offering skills development opportunities in the arts and cultural sector and routes into employment.

Year One: 2018/19

The highlight of APA's programme of work for 2018/19 is the re-opening of a transformed Music Hall. Alongside core programming and produced work, the first half of this year will focus on delivering strong community engagement and a high profile Associate Artists programme. This will build to a community 'Stepping In' opening weekend, a Gala opening weekend and an artist driven interpretation programme. The opening of the building, its new performance spaces and commissioning platforms will drive a refreshed approach to programming across all three venues leading to new programming strands and themed seasons created by our in house creative programming team, guest curators, specialist programmers and young promoters.

The opening will in turn launch a new Associate Artist programme which will integrate with the programming team to guest curate seasons, and the creative learning team to maintain APA's commitment initiated through our Stepping Out programme, to place artists in the city to inspire communities and bring creative life to city spaces and places.

The commissioned work our Associate Artists create will form a key element of the overall produced programme and creative projects. This year will also see our producing ambitions flourish through a new working relationship with the Traverse and demonstrate our Open House access commitment to artists as well audiences.

Programming Milestones 18/19

Music

- **Classical:**
 - **12** orchestral concerts (RSNO, SCO, BBC Scottish Symphony Orchestra);
 - **four** ensemble concerts (such as Dunedin Consort, Hebrides Ensemble, Scottish Ensemble, Orchestra of the Age of Enlightenment, Academy of Ancient Music, The Sixteen);
 - **two** signature concert recitals (such as Lief Ove Andsnes, Juan Diego Florez, Yo Yo Ma, Joshua Bell,);
 - **one** curated weekend exploring a chosen theme (for example, musical impressionism featuring recitals by Jean-Yves Thibaudet, Scottish Ensemble, Maxwell Quartet, talks on the genre, debate on musical labelling, masterclass).
- **Roots and World:**
 - **three** Northern Arc concerts (such as Fiddlers' Bid with Maarja Nuut, Blazin' Fiddles with Frigg, Eddi Reader with Nelly Furtado);
 - **six** Old Roots New Shoots events (such as Lau, The Chair, The Shee, Saltfishforty);
 - **four** large-scale roots/world music concerts (such as Phil Cunningham's Christmas Concert, the Treacherous Orchestra, Ladysmith Black Mombazo, Bokante)
- **Pop and Rock:**
 - **12** Freshly Squeezed gigs;
 - **80** other rocks and pop gigs (such as Courtney Barnett, Katie Melua, Guy Garvey, Caro Emerald, Emeli Sande, Sigur Ros, Texas, Kate Nash, The Maccabees, Michael Kiwanuka, Elvis Costello, Billy Bragg, John Grant, Rag n Bone Man, Laura Marling, PJ Harvey, Frightened Rabbit, Father John Misty, First Aid Kit, Midlake, Mogwai, Wild Beasts, Kate Tempest, Thundercat, Temples, Car Seat Headrest, Girl Ray, Kevin

Morby, Real Estate, Big Thief, Hurray for the Riff Raff, Angel Olsen, Francois & The Atlas Mountains, Stillhound, Happy Meals)

- **Jazz and Blues:**
 - **12** Jazz and Blues gigs;
 - **One** large scale and **four** small scale performances as part of the Aberdeen Jazz Festival (such as Chick Corea, Herbie Hancock, Hot Antic Jazz Band, Davina and the Vagabonds, The Excitements)
- **New Music:**
 - As a programming partner of **sound** we will deliver **one** large scale and **four** small scale events

Theatre

- **Drama:**
 - **ten** drama performances at The Lemon Tree (including Grid Iron's *South Bend*, Paper Doll Militia's *Egg*);
 - **50** drama performances (7 productions) at HMT (including NT's *War Horse*);
 - **three** international performances as part of manipulate visual theatre festival
- **Musical Theatre:**
 - **140** performances (18 productions) from touring West End to local amateur (including *Legally Blonde*, *The Girls*, *Sunshine on Leith*, *Flashdance*, *Jersey Boys*, *The Band*, *Nativity*)
- **Children and Families:**
 - **24** performances (6 productions) for children and families at HMT (includes *Teletubbies*, *What the Ladybird Heard* and *Peppa Pig*);
 - **63** performances of HMT's annual family pantomime;
 - **six** family shows at The Lemon Tree (including touring work from the Edinburgh International Children's Festival and Starcatchers);
 - **four** performances as part of the Puppet Animation Festival

Dance

- **Ballet**
 - **10** classical ballet performances at HMT by Scottish Ballet;
- **Contemporary dance:**
 - **seven** large scale theatrical dance performances (one production) at HMT (such as Matthew Bourne's *New Adventures*, *Strictly Come Dancing*)
 - **four** contemporary performances at HMT (such as Scottish Ballet, Scottish Dance Theatre, Michael Clark Company, Rambert, Hofesh Shekhter, Jasmin Vardimon Company, Sydney Dance Company, Nederlands Dans Theatre)
 - **eight** performances at The Lemon Tree as programming partners for Aberdeen's Dance Live festival

Opera

- **Six** opera performances at HMT including work by Scottish Opera and one other company (such as Opera North or English Touring Opera)

Comedy

- **30** comedy performances across all three venues (such as Russell Brand, Sarah Millican, Katherine Ryan, Dara O Briain, Scott Gibson, Richard Gadd, Fern Brady, Limmy, Jamali

Maddix, Kate Tempest, Nick Mohammad, Lolly Adefope, Mae Martin, Ursula Martinez)

Literature and Spoken Word

- **Six** Culture Café events (such as Graeme Macrae Burnett, Ali Smith, Alexander McCall Smith, Andrew Greig)
- **Three** Granite Noir events to complement the main festival

New Themed Seasons and Curated Programming

Over the course of this year we will introduce **three** themed seasons or curated programme, one per programming season, featuring at least **five** events. These could include:

- Programming inspired by a key date, event, anniversary or celebration (such as the centenary of a key musician's birth, Disability Awareness Month, International Women's Day)
- A series of concerts, talks, workshops and exhibitions exploring the roots of music from around the world to link with our Roots and World, literature and creative learning programming
- The best of new Scottish talent
- Northern Voices linking the Nordic, Scottish and imaginary north, questioning new economic models, artistic sensibilities, contemporary work, folklore and futures. To include partners such as Lateral North
- Curated heritage concerts celebrating the work of a legendary artists
- A season celebrating the Year of Young People 2018

New Programming Strands

Two new programming strands featuring at least **five** performances will be launched in 18/19 to coincide and complement the re-opening of the Music Hall and bring life to its new small scale performance space and café/bar. While 'Programmer's Choice' highlights will feature throughout the brochure. New ideas for small spaces that also link to our big spaces include:

- After work early evening post work 'socials' showcasing emerging jazz, funk DJs, soul, comedy, spoken word with the ticket price including a food and drink offer and linking with local distillers, brewers and artisan food producers.
- The Listening Experience: a new strand of spoken word, performance poetry and literature events (featuring artists such as Simon Munnery, Tim Key, Murray Lachlan, Bridget Christie, Nish Kumar).
- Second language nights: a series of events exploring the spoken word of one of the many languages spoken within the ethnic communities represented in Aberdeen, as well as BSL as a performance language (featuring artists/partners such as Sofie Hagen, Polish Cultural Institute, Daniel Simonsen, Comedy Box Norway (Stavanger), Stand Up Norge).
- A programme of talks and lectures on contemporary culture, art and music delivered by academics, writers, broadcasters etc. (featuring speakers such as Will Self, Stuart Maconie, Caitlin Moran, Viv Groskop).

Festivals

We will continue to develop **Granite Noir** and **True North** in order to expand impact and opportunity across the city.

Granite Noir will strengthen its strategic and artistic positioning in the north including our commitment to Nordic writers. The festival will programme across The Lemon Tree, HMT and the Music Hall as well as other city centre venues and spaces. The festival will include **one** commissioning opportunity, **one** Artist Exchange, **six** headline events, **six** in conversation events, **six** Nordic Noir events, **two**

writers workshops, **six** events for children and families, **three** film screenings, **two** late night music events (e.g. Folk Noir) and **one** exhibition. Partners include: Belmont Filmhouse, Aberdeen City Libraries and Aberdeen City and Aberdeenshire Archive.

True North will continue to build on its strong start as a contemporary urban festival inspired by the art of the singer songwriter. The festival will programme across The Lemon Tree and Music Hall, as well as other city centre venues and spaces. The festival will include **one** commissioning opportunity, **one** Artist Exchange, **seven** headline concerts, **one** curated tribute concert, **two** talks/panel discussions, **one** masterclass, **two** children/family events, **three** days of fringe programming across the city. Partners include: Brewdog, Tivoli Theatre, Maritime Museum, Aberdeen City Council Events.

Music Hall Relaunch

A grand Gala opening weekend will complement the Music Hall's Community Opening weekend (detailed under Creative Learning below). Our Gala opening will showcase the best in national and international musical talent, lead a headliner first season and launch long term refreshed programming. The Gala weekend will include:

- **One** opening orchestral concert with the Royal Scottish National Orchestra conducted by Marin Alsop and a new work from composer Helen Grime.
- **One** curated world/roots concert celebrating the music of the North-east featuring an acclaimed musical director, local, national and international musicians and engaging local ethnic communities. Artists in consideration include Nitin Sawhney, John McCusker, Aidan O'Rourke, King Creosote, Mary MacMaster, Nicki Wells, Jonny Hardie, Simon Gall, Iona Fyfe, Jenny Sturgeon, Jarlath Henderson, Karine Polwart, Kathryn Joseph, Roddy Woomble, Nuala Kennedy
- **One** big name gig from a leading contemporary performer. Artists in consideration include Emeli Sande and Christine and the Queens

Creative Projects, Produced and Commissioned Work Milestones 18/19

Freshly Squeezed Productions

Over the course of this year Freshly Squeezed Productions will produce:

- **Three** cross art form themed Scratch Nights providing a stage and opportunity for all
- **Three** Artist Exchanges /retreats enabling periods of next step R&D for new work and progression for promising Scratch Night Artists. Plans for this year are: a **Granite Noir** embedded exchange with a Northern Voices theme linking with the Traverse's New Directors' strand and pairing a Nordic writer and new Scottish director (spring 2019); A **True North** embedded exchange joining a local musician with a well-known songwriter to develop and share new ideas (autumn 2019); one other exchange for an artist with access needs such as a deaf poet performing in sign language, or physical theatre piece for a performer with limited mobility (summer 2019)
- **Six** A Play, A Pie and A Pint (30 performances) produced in partnership with Oran Mor with **three** rehearsing and opening at The Lemon Tree
- **One** Christmas co-production (32 performances) for The Lemon Tree with a Scottish theatre company, producer or venue e.g. Tortoise in a Nutshell, the Traverse, Red Bridge Arts
- **One** spring/summer co-production, potentially to play at the Fringe and then undertake an autumn Scottish tour.
- Undertake **one** period of research and development for What Country Friends is This? with enhanced community engagement with Aberdeen's Polish community, building bridges with the Traverse's project for Polish voices and strengthening working relationships with the Gdansk Shakespeare theatre
- Host **two** Green Tease events and seed **one** new creative project in partnership with Climate Futures and Creative Carbon Scotland, the later to be developed over the next two financial

years

The Music Hall contemporary art spaces and Associate Artist Programme

- Commission **four** pieces of new work as part of an ongoing Music Hall Associate Artist programme including three for the projection mapped *Stepping In* lobby
- Undertake **one** Granite Noir co-commission in partnership with SPECTRA Aberdeen's festival of Light and **one** True North festival commission
- Undertake **one** co-commission with sound festival

Creative Learning Milestones 18/19

Music Hall

The newly transformed Music Hall will reopen with our community *Stepping In* weekend during which we will invite the public into the hall for the first time, sharing with them the redeveloped spaces and a host of new commissions, performances, activities and workshops for all ages. The work performed will include work created by the Music Hall Associate Artists and by participants in the Music Hall *Stepping Out* community engagement project. Following the re-opening we will develop a range of Music Hall educational tours and packages covering a range of subjects related to the venue and its activities. A special project attached to the reopening of the venue will be the *Music Hall Babies* project in which any babies born in Aberdeen during the month one year prior to the re-opening will be offered bi-monthly multi art form workshops throughout their first year of life, and will hopefully begin a lifelong connection to the Music Hall.

Youth Theatre

- Weekly *Engage* classes:
 - **30** sessions of *Play* (P1-3)
 - **30** sessions of *Create* (P4-7)
 - **30** sessions of Junior Youth Theatre (S1-2) plus **two** performances of devised production
 - **30** sessions of Intermediate Youth Theatre (S3-4) plus **three** performances of devised production
 - **30** sessions of Senior Youth Theatre (S5-6) plus **three** performances of devised production
- **One** Youth Theatre Festival combining Junior, Intermediate & Senior Youth Theatres in a celebration in The Lemon Tree
- **Six** sharings of work (one per term per class) for *Play* and *Create* classes.

Youth Music

- Weekly *Engage* classes
 - **30** sessions of *Imagine Tiny* (1-2yrs)
 - **30** sessions of *Imagine Tots* (3-4yrs)
 - **30** sessions of *Mini Maestros* (P1-3)
 - **30** sessions of *Mega Maestros* (P4-7)
 - **30** sessions of *Project Band* (14-19yrs)
 - **Two** new classes will be developed in the Music Hall Creative Learning Studio
- **Three** outreach classes and **one** community choir aimed at hard to reach participants in regeneration areas funded by YMI Access to Music Making
- **One** *Project Band* showcase, showing work written & performed by young people from the class in a public gig in The Lemon Tree
- **Twelve** sharings of work (one per term per class) for *Imagine Tiny*, *Imagine Tots*, *Mini Maestros* and *Mega Maestros* classes.
- **Four** new lunchtime concerts for schools with supporting workshop which introduce young people to classical music for the first time.

Workshop Programme

- **20** Schools workshop/tour sessions at HMT
- **10** Workshops for public and schools connected to the mainstage programme
- **Three** classical music masterclasses for elite musicians delivered by leading musicians from the Music Hall programme
- **Three** Northern Arc workshops

Other Activities

- **Four** Teachers Network sessions
- **One** Junior Music & Drama Summer School for young people aged 7-11
- **One** Senior Music & Drama Summer School for young people aged 12-18
- **Three** My First Gigs throughout the year as part of the year round impact of True North

Year Two: 2019/20 & Year Three 2020/21

Years two and three of our artistic programme will maintain the same core programming milestones as 2018/19 with a focus on consolidating the Music Hall's programming and positioning. Programming for this venue will ensure a recognised identity and audience development potential across all of its performance spaces and cafe bar.

Over the course of these two years we plan to turn fresh eyes onto The Lemon Tree with the aim of reinvigorating its brand, reevaluating its offer and taking forward plans for capital investment. Programming plans include events such as one day mini festivals taking over and transforming the venue.

Our producing ambitions will invest in sourcing opportunities for continued life for what will be a growing portfolio of co-productions alongside maintaining a commitment to new ones. For example we will seek new venues for our existing Christmas co-productions alongside on going touring opportunities including international touring for other shows. We will simultaneously forge further producing relationships with other Scottish venues and producers, such as the Byre who also have a commitment to working with academics to further research as practice.

In terms of our creative projects, What Country Friends is This? will reach fruition as a performance and community engagement project, the new project seeded in 2018/19 with Climate Futures will take its next steps and a new project will undergo early stage planning and R&D each year.

Our Associate Artist programme will continue to commission for the Music Hall's spaces and mature into one resident artist per year (from ensemble to poet to digital artist) who will spend more committed time in the city, producing a series of works, provide long term coaching and mentoring to local talent and open up opportunities for cross sector collaborations.

Programming Milestones (per year)

Music

- **Classical:**
 - **15** orchestral concerts;
 - **six** ensemble concerts;
 - **three** signature concert recitals;
 - **one** curated weekend exploring a chosen theme.
- **Roots and World:**
 - **four** Northern Arc concerts;
 - **eight** Old Roots New Shoots events;
 - **two** signature concerts

- **Pop and Rock:**
 - **12** Freshly Squeezed gigs;
 - **100** other rocks and pop gigs
- **Jazz and Blues:**
 - **12** Jazz and Blues gigs;
 - **One** large scale and **four** small scale performances as part of the Aberdeen Jazz Festival
- **New Music:**
 - As a programming partner of **sound** we will deliver **one** large scale and **four** small scale events

Theatre

- **Drama:**
 - **10** drama performances at The Lemon Tree;
 - **50** drama performances (7 productions) at HMT;
 - **three** international performances as part of manipulate visual theatre festival
- **Musical Theatre:** **140** Music Theatre performances (18 productions) from touring West End to local amateur.
- **Children and Families:**
 - **24** performances for children and families at HMT;
 - **63** performances of annual family pantomime;
 - **10** family shows at The Lemon Tree.

Dance

- **Ballet**
 - **10** classical ballet performances at HMT by Scottish Ballet;
- **Contemporary dance:**
 - **seven** large scale theatrical dance performances (one production) at HMT
 - **four** contemporary performances at HMT;
 - **eight** performances at The Lemon Tree as programming partners for Aberdeen's Dance Live festival

Opera

- **six** opera performances at HMT

Comedy

- **40** comedy performances across all three venues.

Literature and Spoken Word

- **Six** Culture Café events
- **One** Granite Noir event per brochure to complement the main festival

New Themed seasons, curated programming and programming strands

- **Three** themed seasons or curated programmes

- The consolidation of the **two** new programming strands introduced last financial year with the aim of phasing one out in 2020/21 and introduce a new one
- On going 'programmers' choice' highlights

Festivals

- Both **Granite Noir** and **True North** will consolidate their offer and adjust their programming in response to a repositioned Lemon Tree and commitment to contribute to the delivery of the Aberdeen City Cultural Strategy.
- **One** day mini music festival at The Lemon Tree featuring pop-up, boutique events showcasing the local independent sector (music, food, drink). Potential partners Fierce Brewery, Porters Gin, House of Elrick Gin, Brewdog, Food Story, Chameleon Records

Creative Projects, Produced and Commissioned Work Milestones

Freshly Squeezed Productions

Over the course of each financial year Freshly Squeezed Productions will produce:

- **Three** cross art form themed Scratch Nights
- **Three** Artist Exchanges
- **Six** A Play, A Pie and A Pints produced in partnership with Oran Mor with **three** rehearsing and opening at The Lemon Tree
- **One** Christmas co-production for The Lemon Tree
- **One** spring/summer co-production

The Music Hall contemporary art spaces and Associate Artist Programme

- Commission **six** pieces of new work as part of an ongoing Music Hall Associate Artist programme including three for the projection mapped Stepping In lobby
- **Undertake one** Granite Noir co-commission in partnership with SPECTRA Aberdeen's festival of Light and **one** True North festival commission
- Commission one artist for a long term residency and more complete body of work. Aim to strengthen international connections through this residency.

Creative Learning Milestones

Youth Theatre

- Weekly *Engage* classes:
 - **30** sessions of *Play* (P1-3)
 - **30** sessions of *Create* (P4-7)
 - **30** sessions of Junior Youth Theatre (S1-2) plus **two** performances of devised production
 - **30** sessions of Intermediate Youth Theatre (S3-4) plus **three** performances of devised production
 - **30** sessions of Senior Youth Theatre (S5-6) plus **three** performances of devised production
- **One** Youth Theatre Festival combining Junior, Intermediate & Senior Youth Theatres in a celebration in The Lemon Tree
- A network will be established with other theatres to share work and audiences for youth theatre
- **Six** sharings of work (one per term per class) for *Play* and *Create* classes.

Youth Music

- Weekly *Engage* classes
 - **30** sessions of *Imagine Tiny* (1-2yrs)
 - **30** sessions of *Imagine Tots* (3-4yrs)
 - **30** sessions of *Mini Maestros* (P1-3)
 - **30** sessions of *Mega Maestros* (P4-7)
 - **30** sessions of *Project Band* (14-19yrs)
 - **Two** new classes will be developed in the Music Hall Creative Learning Studio
- **One** *Project Band* showcase, showing work written & performed by young people from the class in a public gig in The Lemon Tree
- **Twelve** sharings of work (one per term per class) for *Imagine Tiny*, *Imagine Tots*, *Mini Maestros* and *Mega Maestros* classes.
- **Six** lunchtime concerts for schools with supporting workshop which introduce young people to classical music for the first time.

Workshop Programme

- **20** Schools workshop/tour sessions at HMT
- **10** Workshops for public and schools connected to the mainstage programme
- **Three** classical music masterclasses for elite musicians delivered by leading musicians from the Music Hall programme
- **Three** Northern Arc workshops

Other Activities

- **Four** Teachers Network sessions
- **One** Junior Music & Drama Summer School for young people aged 7-11
- **One** Senior Music & Drama Summer School for young people aged 12-18
- **Three** My First Gigs throughout the year as part of the year round impact of True North

Appendix 2

Situation Analysis

BOARD DEVELOPMENT SESSION

Monday 16 January 2017

STRENGTHS:

- Iconic buildings
- Venues:
 - Three major venues
 - cross-art form
- Infrastructure
- Reputation:
 - Strong brand/ well regarded
 - Jane and wider team
- Loyal customers – repeat / APA Friends
- Brochures (developed over years)/Marketing
 - ‘What’s On’
 - Separate Lemon Tree brochure
- Diversity:
- Artistic – unique in Scotland
- Vision and ambition
 - Aiming high/True North & Granite Noir
 - Aberdeen focus
- Interconnect with other venues / collaboration
- PASSION
- Leadership
- Inclusive
 - Professional/amateur – raising standards
- Building new models
- Ability to support Lemon Tree
- Universities – casual staff venues in heart of town
- Major tours, Panto
- Cross subsidy – broader programme??
- Good management structures
- Good Board/Management Team
 - Always reflecting/reviewing
- Good teams throughout/ People/Experience - Mix
- Embrace change

WEAKNESSES

- Lemon Tree: Fit for purpose? Refresh? Tired?
 - Weakest point – sightlines, heating
- Population – sustain audiences
- Comfort – upper circle
- Smallest of city’s capital projects:
 - Lower profile
 - Fighting for money
 - Donors keep a low profile
- Geography/Location for Product
 - Touring shows
 - Isolation
 - Central Belt bias (are we trying to emulate too much?)
- Old buildings
- Limited resources / Funding
 - Financial
 - Assets
 - Corporate / ticket buying
- Competition for funding
- Building repairs
- Board representation at sub-committees
- Public/Industry Perception
- Lack of cultural appreciation/awareness of our assets
- National profile – Aberdeen not just Oil & Gas

OPPORTUNITIES

- Charitable status
- City Deal/Masterplan
- Lemon Tree (Develop)
 - Natural creative home
 - Activities in another space
- Music Hall Redevelopment / Relaunch
 - Box Office at heart
 - New performance space
 - Downturn and impact of culture
 - Reinvigorate Union Street
 - Stepping Out
 - New Partnerships: SPECTRA
 - Brand perception
 - Building new audiences
- New business opportunities
- New operator at AECC
- Digital/Social Media
- F & B Development
- Right product, extend customers / profits
- Make and create local work
- Schools and community engagement
- Visit Aberdeenshire / Cultural network
- AWPR
- Theatrebus
- Northern Arc
- Encouraging new talent within APA
- Coherence: Aberdeen Festivals
- Technology: Exploiting for marketing/sales/business process
- Collaboration (cultural organisations)
- Build own curated/produced programme
- Packages with hotels and restaurant eg. True North, big shows
 - 1906 post show meal

THREATS (CHALLENGES)

- FUNDING (funding cuts)
- Downturn in economy
- Music Hall Redevelopment - £1.4m to pay
- Pricing
- We don't own our buildings
- Maintenance costs
- Closure of the Music Hall
- Music Hall fundraising
- Infrastructure
- Staff Retention
- Need to keep West End shows
- Lack of product/repeat business
- Cinemas – comfort, broadcast live performances
- Competition for time and money with other venues:
 - Blue Lamp, Tivoli
 - AECC new build – large and small scale venues
- Too far North??
 - Central belt – perception that Scotland stops there
- Seen to be well off –lose out
- Manage risk
- P & J plug Art Gallery
- Cyber security

Appendix 3

What People Say About Us

Granite Noir

“Granite Noir has made me rediscover my love of reading.”

“My daughter attended Shoo Rayner’s working. She was delighted that he liked her picture and it featured in his YouTube video. It has really boosted her confidence.”

True North

“Just like to say what a fantastic few days of amazing music in Aberdeen! Culminating in the brilliant Kate Bush tribute !! well done to all at True North!”

“Still in awe of an ace event this weekend - True North!”

Scratch Nights

“I think the Scratch Nights are wonderful, and the variation of different kinds of work are what made it interesting.”

“The Scratch Nights are great. Keep them happening and make it as appealing as possible for artists to meet and contribute.”

“To watch the next playwright de jour break through would be a worthy thing to see.”

Creative Learning

“Very happy - my daughter loves going”

“Our daughter first started the Imagine tots classes last year with her and as soon as I told her about the mini maestros and that Kirsty Robertson would be the teacher, she immediately wanted to join.”

Producers’ Project

“It has opened up the possibility of me working as an artist in the North-east in the long term.”

“As an actor who is new to the game I want to be able to create theatre. Previously I had assumed that this would probably mean me having to move south, but, hopefully I might be able to stay and make a career here.”

“Things should come from Aberdeen, not just to Aberdeen. Work needs to be conceived, developed and created here.”

Senior Youth Theatre Quotes

“Youth theatre in general has become an integral part of who I am and it has shaped me into who I am and how I perform and act to this day. I would have been a completely different person leading a very different life if youth theatre had not introduced me to the creative arts and everything I want to become in the future. It has built my confidence no end and has taught me the vast majority of my performance skills. I wouldn’t go back and change anything from youth theatre as the best people and events in my life have come as a result and through youth theatre.” **Alex, age 17**

“Youth theatre for me has helped me pursue the hobby and potential career that I have been interested in for all my life. In a way it’s made me grow in confidence and I find it easier to take to anyone and everyone which, in the long term has helped with things like interviews

and jobs. I've made lots of friends through youth theatre and I think it's helped me express myself and (as strange as it sounds) it's helped me and diverted me from things and people that could have got me into trouble." **Amy, age 16**

Youth theatre has always been a place where I have been able to express myself without fear of judgement. It has taught me essential skills needed to progress in the world of drama and creative arts. It is always the highlight of my week and has helped me form essential skills that will be beneficial in all aspects in life such as communication and leadership skills, resulting in me becoming a more developed and independent individual. **Rosemary, age 17**

APA's Youth Theatre Programme is more than just a drama group. The staff that I have been lucky enough to work with within the Creative Learning Team, have offered me support and mentorship and have made me feel valued in given me a voice to share my ideas. The skills, knowledge and network I have gained through being part of this programme have provided me with real life experiences and opportunities, and I am truly grateful for everything the Creative Learning Team at APA has given me. **Gemma, aged 18**

Stepping Out Feedback

"In the Lemon Tree I enjoyed singing in front of the adults. I also enjoyed experimenting with others schools. Thank you for teaching us a song you made for us." Sophia P5/6

"I enjoyed making the sounds for the beginning because it was really fun." Andrew P5/6

"I liked it when we wrote our own song." Amy P5/6

"My best part was when we performed the songs." Kian P5/6

"I liked making the sounds because everyone joined in" Lucas P5/6

Youth Arts Collective North-east

Appendix 4

Board Membership

Craig Pike: APA Chairman. Lawyer specialising in Private Client work with Ledingham Chalmers LLP, with previous experience as Area Personnel Manager for Boots The Chemists. A Director and performer with local theatre groups, producing shows at His Majesty's Theatre and ACT Aberdeen, as well as a performer and member of comedy group 'The Flying Pigs' having produced work for stage, radio and TV. Formerly Vice Chair of Castlegate Arts Limited, which operates ACT Aberdeen. Holds an LL.B. (With Options in Management Studies), a Diploma in Personnel Management and Diploma in Legal Practice.

Jamie Allan: The elected Employee Director on the APA Board. He is currently the Assistant Front of House Manager in the Customer Services team having previously been part of the Operations team. He has over eight years' experience of Duty Management of APA venues as well as many years' management experience in the field of Welfare to Work. As Employee Director, he serves a two-year term on the Board.

Dame Anne Begg: was a secondary school teacher then head of English in Angus schools before serving as Labour MP for Aberdeen South from 1997 until 2015. Dame Anne has the rare genetic condition, Gaucher's disease. She was 1988's Disabled Scot of the Year, the first permanent wheelchair user to be elected to the Commons since 1880 and was awarded a DBE in the 2011 New Year's Honours List for services to equal opportunities and disabled people. In Parliament, Dame Anne served on the Work and Pensions Select Committee from 2001 and was its Chair from 2010-15 during a time of unprecedented welfare and pensions reform. She is presently a non-executive Council member of the SSSC (regulatory body for social and care workers); a non-executive Board member of NHS Grampian and Moray Integrated Joint Board; and chairs Aberdeen City Council's Disability Equity Partnership. She is Patron of many charities and a trustee of the Chance to Flourish charity. She was awarded an Honorary Doctorate from the University of Aberdeen in June 2016.

Councillor Marie Boulton: Depute Leader of Aberdeen City Council, member of Education Sport and Culture Committee, Enterprise Planning and Infrastructure Committee and Grampian Joint Police Board. External appointments include Friends of Aberdeen Art Gallery, Aberdeen International Youth Festival, ACT Aberdeen, North East Arts Touring and Museums Galleries Scotland.

David Burnside: Was until recently a practising Solicitor in Aberdeen and a consultant for Burness Paull in their Employment and Pensions Division. David provides employment law advice from his own company, Burnside Legal Services (Aberdeen) Ltd., represents solicitors at their Discipline Tribunal and provide witness training for persons involved in court proceedings. He specialised in court work, both criminal and civil and Employment Tribunals and in 2013 was awarded an accolade at the cHeRries Awards Ceremony for his outstanding contribution to Employment Law. A founder member of the Employment Law Group and for 25 years accredited as a Specialist in Employment Law. David was a member of the post-incident steering committees for the Chinook, Piper Alpha, Brent Spar and Cormorant Disasters and acted as joint lead negotiator in the Piper Alpha Disaster, giving him considerable knowledge in dealing with complex issues and significant experience in dealing with the media. David is a Board member of the Legal Defence Union and past President of the Society of Advocates in Aberdeen and of the Aberdeen Bar Association. In 2001, he became Chairman of the Board of Governors of the Albyn School for Girls and was instrumental in preparing the school for a move to co-educational status.

Dr Duncan Cockburn: Director of Planning and Policy Development, Robert Gordon University. Convenor of the University's Public Art and Cultural Engagement Advisory Group, member of the working group established by RGU to report on the Cultural Regeneration of the North-east, chair of the Board for the proposed regional Visual Arts and Design Festival and involved in the development of the university's proposed Centre for Northern Culture and Design. He is responsible for the university's approach to equality and diversity including the development of Equality Outcomes and

compliance with the Equality Act 2010. He is the university's equality champion for sexual orientation and a founder member of the university's LGBT staff network. He brings experience of trustee governance as a board member of Gay Men's Health, through his role in the creation of an SCIO as part of the university's approach to philanthropic funding and in a previous post as Head of Student Participation in Quality Scotland. He has a MA (Hons) with first class honours in History and PhD in History from the University of Aberdeen.

Councillor Sarah Duncan: Sarah Duncan attended Dyce Academy and studied Modern History at Oxford University. She then trained as a solicitor and worked for a City of London financial services firm. She returned to Aberdeen in 1998, worked as parliamentary assistant to Dame Anne Begg, MP for Aberdeen South and, since 2001, has worked for UNISON, the public services trade union in both Glasgow and Aberdeen. Her particular interests are health and social care, arts, literature, theatre, culture and sport.

Councillor Claire Louise Imrie : Convenor of the Petitions Committee of Aberdeen City Council, Member of the Licensing and Education Committee, a Board member for Gordon Highlanders Museum and Macdonald Art. External appointments include Chair of Aberdeen International Youth Festival and Friends of Hazlehead Park. Claire is also a Director of a small food business and has previous experience in the oil industry and Health and Safety industry. Claire is also a member of Aberdeen Opera Company, performing at HMT and various venues around the city and has made television appearances in commercials.

Kathy Fowler: Deputy Executive Director of Aberdeen Institute of Energy and former Registrar for the College of Physical Sciences at Aberdeen University with more than 25 years' experience of the Higher Education system. Responsible for strategic planning, international activity, estates, communications and equalities, she was responsible for College policies, procedures and guidelines/protocols to ensure compliance with legislation including Health & Safety, Disabilities, Equal Opportunities, and Freedom of Information. She brings extensive experience of business continuity planning, ICT and software procurement and refurbishment and new build projects in support of the College Estates Strategy. She is currently Chair of the AUA, the Higher Education Professional Support services organisation. She has undertaken many professional development programmes including the UUK Continuing Professional Development Award and the International Leadership Management Development programme. She has an MA Hons in English from the University of Aberdeen.

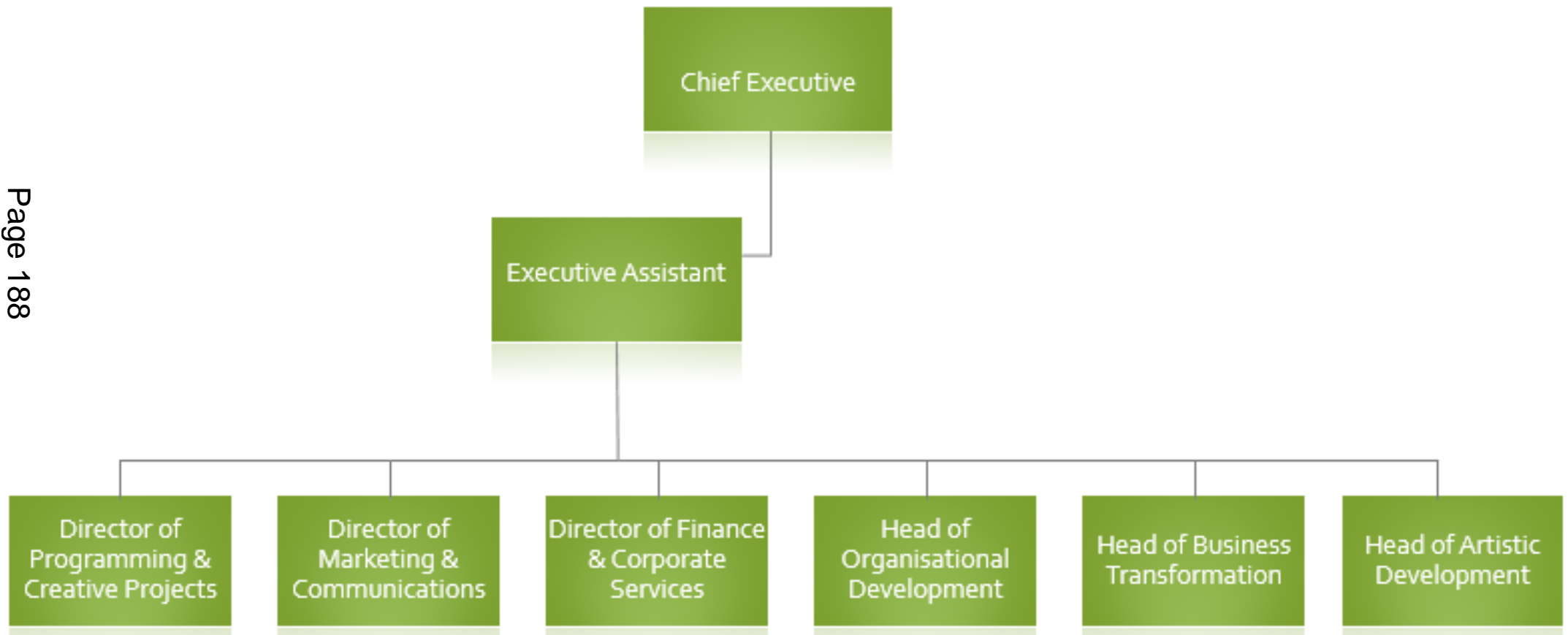
Catriona Mackenzie: Catriona was elected as a Councillor in the Torry/Ferryhill ward of Aberdeen City Council in May 2017. Prior to becoming a Councillor Catriona worked as a local broadcast journalist in Aberdeen before moving into work in press relations. Catriona was born in Aberdeen and raised in the city and shire, as well as living for a time in the USA and Middle East before returning home a decade ago. She is a graduate of both the University of Aberdeen, where she studied English and music, and the Robert Gordon University where she studied journalism. During her music courses, Catriona was a first study singer, performing regular solo recitals as well as being part of the Choral Society, and joined the university's chamber choir for its first performance at the BBC Proms. She is also a self-described 'passable pianist' and 'lapsed saxophonist' and is a lifelong fan of the arts.

Harry Yorston: Harry is a management consultant with over 30 years' experience in the Oil and Gas Industry and has held senior management and Board positions with several international oil companies. He has expertise in HR, HSE, Performance Management and Change Management. Harry chairs the APA Organisational Development Committee and Music Hall Strategic Board. Harry brings commercial acumen to APA, a passion for the arts and a belief in the positive impact the arts can have on young people. Harry is also Vice-Chair of Home Start Aberdeen where he leads strategic planning and was previously Deputy Chairman of Eden Court Highlands. He has an MBA from Heriot Watt University and a BA Hons from RGU in Business Studies.

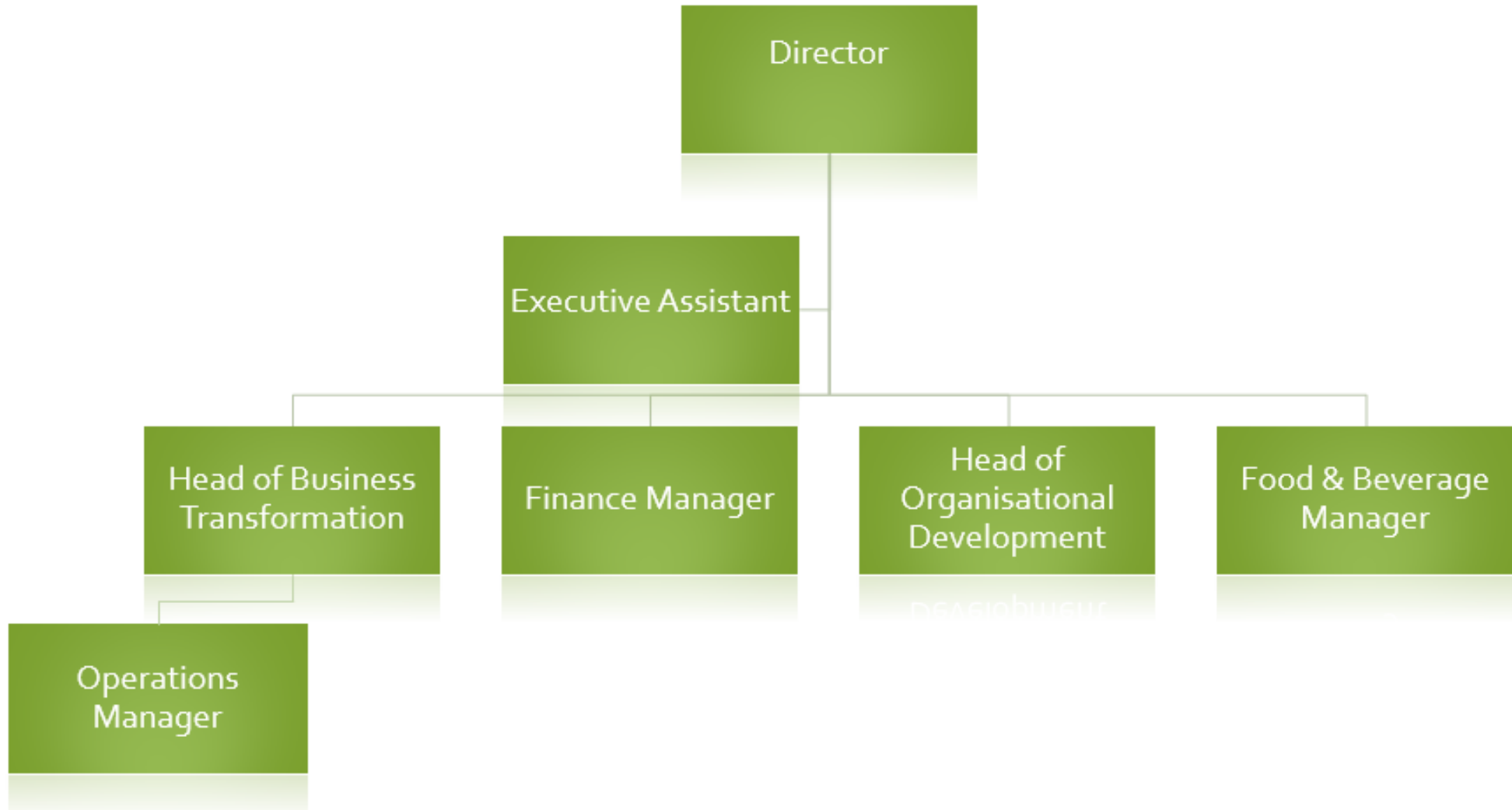
Appendix 5

Organisational Structure

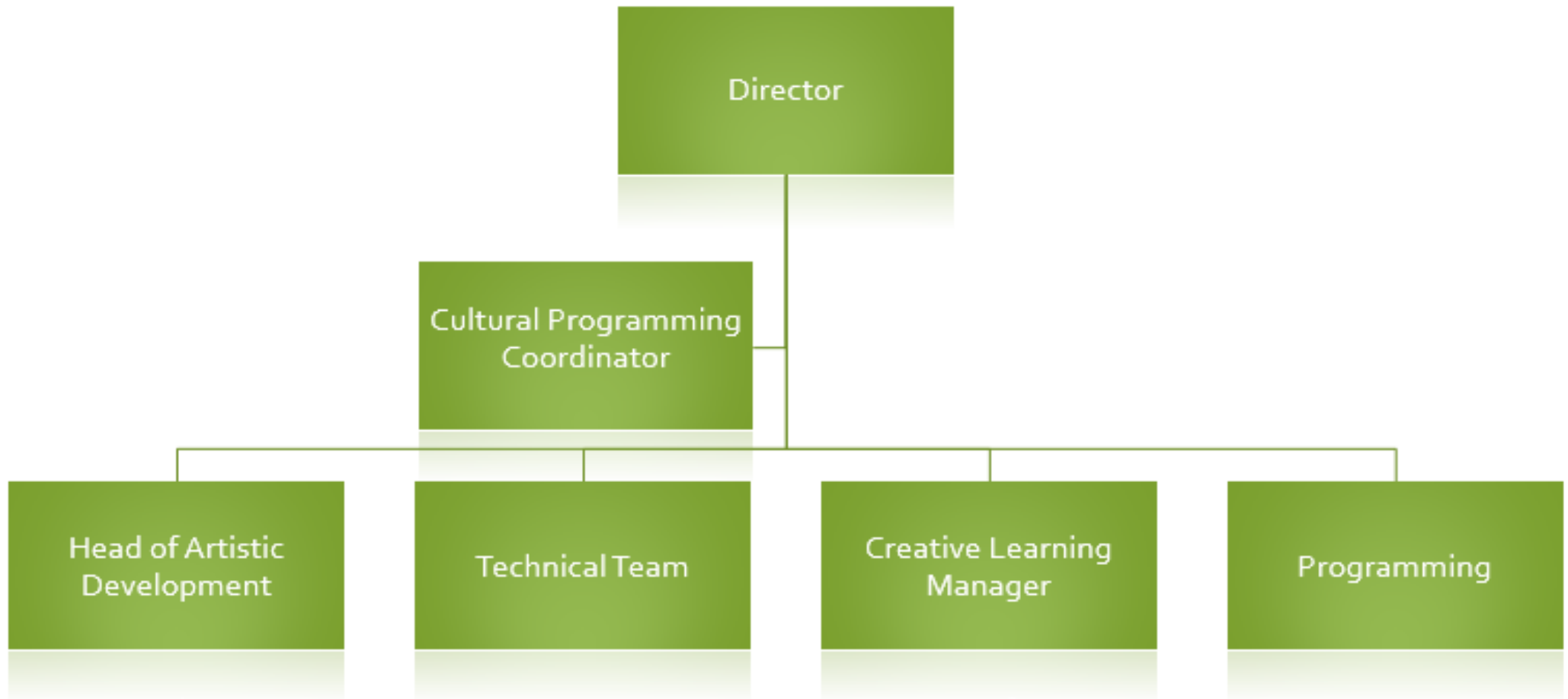
APA Leadership Team



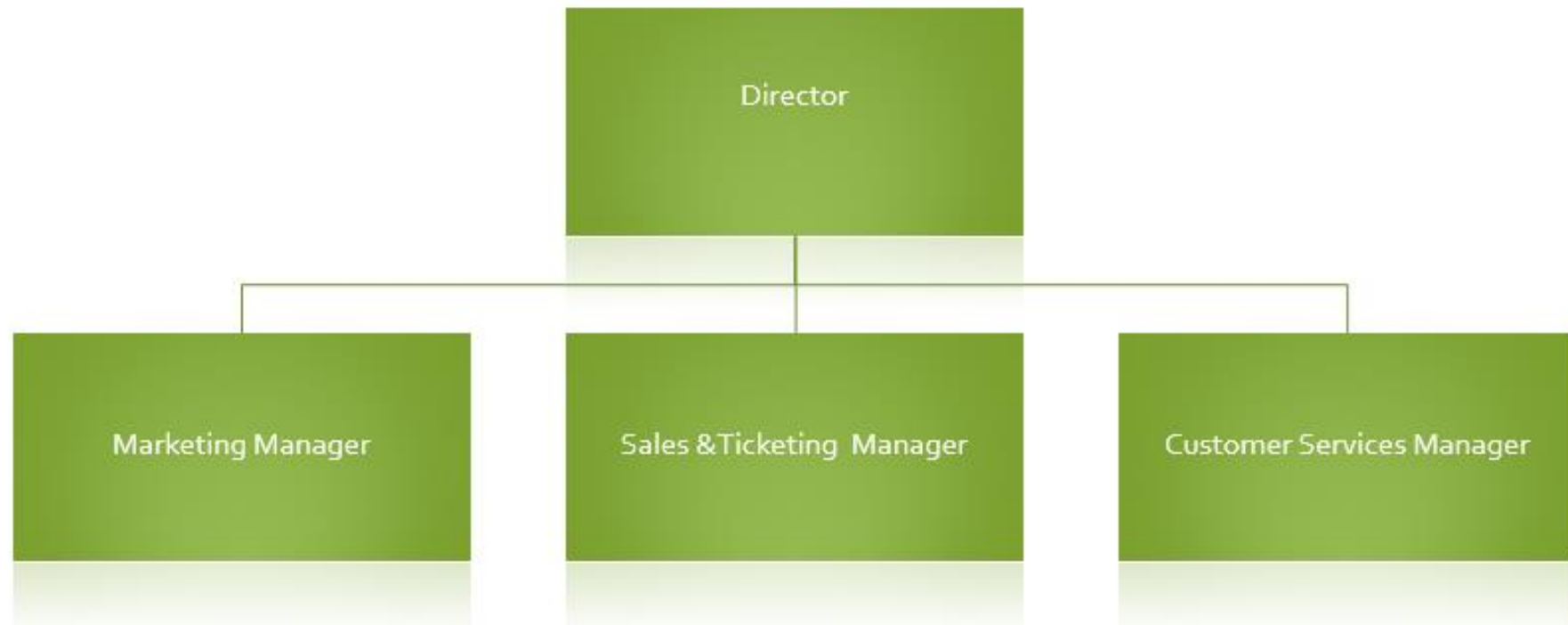
Finance & Corporate Services



Programming and Creative Projects



Marketing and Communications

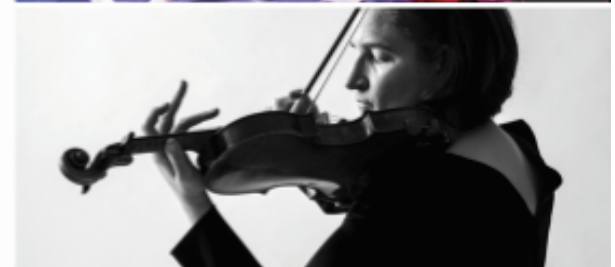


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CREATING
A SPARK!

Performance Report

April - June 2018



Creating a distinctive and diverse artistic programme	P3
Incubating and developing talent in the north-east	P5
Providing inspirational creative engagement and participation opportunities	P7
Providing cultural leadership to shape the city vision and a creative Scotland	P11
Reaching Out: customer services, access equalities, diversity and inclusion, marketing	P11
Being Remarkable: leadership, governance, employee engagement	P15
Future Proofing: environmental, business systems and business continuity	P17
Safe and Sound: health and safety, compliance, risk	P18
Refreshing and re-imagining spaces	P19
The Trading Floor: ticket sales, conference and events, food and beverage	P20

Deliver **650+** performances

His Majesty's Theatre

There were **20** productions at HMT this quarter featuring **80** performances, attended by just over **53,000** people. New musical theatre productions included *Fat Friends* and *Son of a Preacher Man*. There were excellent returning productions of *Legally Blonde*, *Flashdance* and *Sunshine on Leith*. *The Kite Runner*, which was described by many as one of the best stage plays seen at the venue. The programme also included Scottish Opera's production of Tchaikovsky's *Eugene Onegin*, a first stage production of *The Teletubbies*, and two popular local comedy productions with the annual student show, this year titled *Fittie Fittie Bang Bang*, and the return of the Flying Pigs with their revue show *Now That's What I Call Methlick*.

Lemon Tree

There were **77** performances to almost **10,000** audience members at The Lemon Tree this quarter. Music highlights included performances from iconic artists The South and Ralph McTell, contemporary artists Pinact, Lional and Nina Nesbitt, jazz from saxophonist Yolanda Brown, and the first staging of the roots and world music festival, the Other Music Festival, which included our Northern Arc Session with Heidi Talbot and Swedish group Vasen and a performance by the Bollywood Brass Band. In addition to two productions of *A Play, A Pie and A Pint*, the theatre programme included 2 productions for Scottish Mental Health Awareness week. There was an extended programme of family work in and around the Easter holidays with the annual Puppet Animation Festival, a show about family called *Grandad and Me*, and an explorative production for early years called *The Attic*.

	Current Quarter (Apr - June 2018)		Year to date total (18 - 19)	
	Performances	Attendances	Performances	Attendances
Comedy	13	8,390	13	8,390
Dance	7	600	7	600
Drama	20	5,778	20	5,778
Family	15	2,040	15	2,040
Festivals	10	912	10	912
Music	33	12,265	33	12,265
Musical Theatre	48	30,611	48	30,611
Producing	14	1,971	14	1,971
TOTAL	160	62,567	160	62,567

	<table border="1"> <tr> <td>His Majesty's Theatre</td> <td>80</td> <td>53,090</td> <td>80</td> <td>53,090</td> </tr> <tr> <td>The Lemon Tree</td> <td>78</td> <td>9,384</td> <td>78</td> <td>9,384</td> </tr> <tr> <td>Other</td> <td>2</td> <td>93</td> <td>2</td> <td>93</td> </tr> <tr> <td>TOTAL</td> <td>160</td> <td>62,567</td> <td>160</td> <td>62,567</td> </tr> </table>	His Majesty's Theatre	80	53,090	80	53,090	The Lemon Tree	78	9,384	78	9,384	Other	2	93	2	93	TOTAL	160	62,567	160	62,567
His Majesty's Theatre	80	53,090	80	53,090																	
The Lemon Tree	78	9,384	78	9,384																	
Other	2	93	2	93																	
TOTAL	160	62,567	160	62,567																	
Deliver Music Hall Stepping Out Programme across the city	<p>There were 12 Music Hall Stepping Out concerts in Q1 attended by almost 10,000 people. They included the RSNO's Classic FM Hall of Fame concert with John Suchet, comedians Jon Richardson and Paul Chowdhry, and music events Someone Like You – The Adele Songbook, Whitney Queen of the Night, Nashville Live, Some Guys Have all the Luck – The Rod Stewart Story, and Irish singing sensation Nathan Carter. The majority took place at His Majesty's Theatre, with a Northern Arc Session at The Lemon Tree and a Culture Café event at the Belmont Filmhouse.</p> <table border="1"> <thead> <tr> <th></th> <th>Current Quarter (Apr – June 2018)</th> <th>Full year total (18 - 19)</th> </tr> </thead> <tbody> <tr> <td>No. of performances</td> <td>12</td> <td>12</td> </tr> <tr> <td>Attendances</td> <td>9,805</td> <td>9,805</td> </tr> </tbody> </table>		Current Quarter (Apr – June 2018)	Full year total (18 - 19)	No. of performances	12	12	Attendances	9,805	9,805											
	Current Quarter (Apr – June 2018)	Full year total (18 - 19)																			
No. of performances	12	12																			
Attendances	9,805	9,805																			
Music Hall Launch programme	Plans are well underway for a Stepping In community event and a gala classical concert to mark the re-opening of the Music Hall																				
Music Hall Opening Season	We are programming the opening season in the Music Hall and tickets are already on sale for some concerts																				
True North: 20 events + 4,000+ attendances	<p>True North takes place from Thursday 20 to Sunday 23 September 2018 and the programme is now complete. The programme includes 27 events featuring more than 70 acts. Sales are good to date It includes:</p> <ul style="list-style-type: none"> • Headline gigs by Mogwai (HMT), Tracyanne and Danny (Tivoli), The Magic Numbers, Mull Historical Society and Glasvegas (Lemon Tree). • A special tribute to the music of David Bowie called Lady Stardust curated by Camille O'Sullivan and featuring a lineup of top names including Duke Special, Eliza Carthy, Kathryn Williams and Richard Hawley. • An opening night launch party at the Lemon Tree featuring top Scottish emerging artists Zoe Graham, Solareye and Man of Moon. • My First Gig at the Lemon Tree for 9-12 year olds featuring the Harmonica Movement. 																				

	<ul style="list-style-type: none"> • Panel discussions in the HMT Studio on the topics of mental health for musicians, and funding for artists. • A three-day workshop for young bands by leading tutor and performer Graeme Smillie • A film programme at the Belmont Filmhouse featuring Zidane: A 21st Century Portrait which has a soundtrack by Mogwai and The Man Who Fell to Earth starring David Bowie. • A free fringe programme across the weekend with performances by festival artists and local performers in venues throughout the city including a stage under the leopard in Marischal Square's Atrium. • Two secret gigs by festival artists in unusual locations to be revealed on social media.
Granite Noir: 25 events and attract 2,000+ attendances, 1000+ online visits to festival related content on Granite Noir TV and 2 new commissions, 1 x internship	Programming for Granite Noir in February 19 is nearing completion. Granite Noir TV will be launched shortly. Applications for local writers to be part of the festival through our Locals in the Limelight slot are currently open.
Co – programme, co-produce and co-commission in partnership with regional festivals	Working in partnership with the National Theatre of Scotland, Creative Carbon Scotland and Peacock Visual Arts we are co-delivering The Fierce Urgency of Now - an evening of food, discussion, and artistic provocations about climate change in December.
1 x themed season on the coast/sea	Planned for Spring 19

2. Be an incubator for artists and talent development in the North-east	
Music Hall Commissions 2 x digital art commissions for the Stepping In artspace 1 x poetry + illustration commission 1 x music commission (choirs)	<p>We have received all 12 poems that will form part of an exhibition, commissioned by APA to be premiered in the Music Hall. Poets are from every country in the UK and include Jackie Kay, Simon Armitage, Liz Lochhead, Sinead Morrissey, Gillian Clarke. Artist Andrew Cranston will be working in residence with Peacock Visual Arts over the coming months to create illustrations for each poem.</p> <p>Following workshops in schools, young people were invited to write a piece around the concept, 'Aberdeen is my Home'. This competition forms part of APA's 'Year of Young People' project, funded by Event Scotland. The winning lyrics have now been sent to composer Katy Cooper who will use them to write a song which will be performed by APA's Community Choir during the Music Hall opening weekend celebrations.</p>
Music Hall heritage interpretation project (Create Music Hall	The Music Hall archive has now been transferred to Resource Space an online Digital Asset Management System that will enable remote access to the archive and its growing number of assets.

archive and content for digital interpretation)	<p>Stepping In space The hardware tender for the Stepping In screens has been awarded and the first commission has been confirmed. The commission is inspired by the Music Hall archive we have been researching and documenting over the last two years .</p> <p>Touch Screens The contract for the touchscreens has been awarded to create and design the software that will drive the touch screens which will tell the story of the Music Hall from its origins in 1822 to date.</p> <p>Education Packs & Tour scripts Early drafts of the education packs have been developed.</p>												
Co-produce 6 x A Play, A Pie and A Pint	<p>Two PPP co-productions took place over the course of this quarter, <i>Margaret Saves Scotland</i> by Val McDermid and <i>Chic Murray: A Funny Place for a Window</i> by Stuart Hepburn</p> <table border="1" data-bbox="987 699 1693 1010"> <thead> <tr> <th></th> <th>Current Quarter (April-June 2018)</th> <th>Full year total (18-19)</th> </tr> </thead> <tbody> <tr> <td>No. of co-productions</td> <td>2</td> <td>2</td> </tr> <tr> <td>No. of performances</td> <td>12</td> <td>12</td> </tr> <tr> <td>Attendances</td> <td>1786</td> <td>1786</td> </tr> </tbody> </table> <p>The autumn PPP season has been confirmed as: <i>Tap Dancing with Jean Paul Sartre</i> by James Runcie <i>The Last Picture Show</i> by Morag Fullarton <i>Turns of the Tide</i> by Lynn Ferguson</p>		Current Quarter (April-June 2018)	Full year total (18-19)	No. of co-productions	2	2	No. of performances	12	12	Attendances	1786	1786
	Current Quarter (April-June 2018)	Full year total (18-19)											
No. of co-productions	2	2											
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Support 1 x artist exchange (The Shelter)	<p>The work in progress sharing of Half Way Rock an Artist Exchange with writer Neil Cargill and sound artist Simon James took place on Thursday 30 August. Half Way Rock is a mixed-media play based on stories from the North-east coast which intertwines voices, sounds and music to create a narrative and performance.</p> <p>Heroine a new performance supported through one of our early Artist Exchanges has since gone onto full production and is currently part of the Made in Scotland showcase at the Edinburgh Festival Fringe.</p>												

Produce 2 Scratch Nights	A Scratch Night around the theme of Midsummer took place on Wednesday 20 June and was a mix of new short scripts, spoken word and performances by members of APA's Project Band class.
Christmas show remount for age 7 and under	Night Light our early years Christmas show at The Lemon Tree is now on sale. Night Light has been co-created by Scottish children's theatre artist Andy Manley and Danish theatre company Teater Refleksion. The show is for age 3 – 6. The show is a little theatrical poem, set within an installation, about darkness and children's relationship with light.
Develop criteria for selecting artists we support and review contracts	A review of commissioning contracts has taken place to ensure compliance with the Criminal Finance Act of 2017
Undertake an IP audit.	Due to take place in Spring 19

3. Provide inspirational creative engagement and participation opportunities					
Deliver 5 youth theatre groups for ages 5-19 years with 90 attenders per term and a total of 2,700 participations		Current Quarter (Apr-June 2018)		Year to date total (18-19)	
		Participa nts	Participatio ns	Participa nts	Participatio ns
	Play (P1-3)	24	240	24	240
	Create (P4-7)	30	300	30	300
	Junior YT (S1-2)	16	208	16	208
	Inter YT (S3-4)	21	273	21	273
	Senior YT (S5-6)	13	169	13	169
	TOTAL	104	1190	104	1190
Deliver 5 youth music groups for ages 1-19 years with 54 attenders per term and a total of 1,620 participations Develop and introduce 2 new youth music activities in the Music Hall creative learning space. January 18		Current Quarter (Apr-Jun 2018)		Year to date total (18-19)	
	APA IN-HOUSE	Participa	Participatio	Participa	Participatio

			nts	ns	nts	ns																								
		Imagine Tiny (1-2yrs)	8	80	8	80																								
		Imagine Tots (3-4yrs)	12	120	12	120																								
		Mini Maestros (P1-3)	11	110	11	110																								
		Mega Maestros (P4-7)	10	100	10	100																								
		Project Band (14-18yrs)	11	110	11	110																								
		TOTAL	52	520	52	520																								
		OUTREACH																												
		Imagine (1-4yrs)	0	0	0	0																								
		Mini Maestros (P1-3)	0	0	0	0																								
		Mega Maestros (P4-7)	0	0	0	0																								
		Middlefield Choir	8	64	8	64																								
		TOTAL	8	64	8	64																								
		GRAND TOTAL	164	1774	164	1774																								
Deliver 20 pre or post-show talks, 10 public/schools workshops, 20 HMT schools tours and 3 masterclasses Develop Teachers' Network to include 20 teachers meeting at least 4 times annually			<table border="1"> <thead> <tr> <th></th> <th colspan="2">Current Quarter (Apr-June 2018)</th> <th colspan="2">Year to date total (18-19)</th> </tr> <tr> <th>CREATIVE LEARNING</th> <th>Participa nts</th> <th>Participatio ns</th> <th>Participa nts</th> <th>Participatio ns</th> </tr> </thead> <tbody> <tr> <td>Teachers' Network</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> </tr> <tr> <td>Tours</td> <td>150</td> <td>150</td> <td>150</td> <td>150</td> </tr> <tr> <td>TOTAL</td> <td>160</td> <td>160</td> <td>160</td> <td>160</td> </tr> </tbody> </table>			Current Quarter (Apr-June 2018)		Year to date total (18-19)		CREATIVE LEARNING	Participa nts	Participatio ns	Participa nts	Participatio ns	Teachers' Network	10	10	10	10	Tours	150	150	150	150	TOTAL	160	160	160	160	
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TOTAL	160	160	160	160																										
Deliver 10 schools work placements	2 schools work placements were delivered in May 2018. In addition, 4 Aberdeen University students completed shadowing placements within our Creative Learning team as part of their Community Music Degree.																													

Deliver creative learning activity for *True North* and *Granite Noir*

The Creative Learning programme for **True North** this year includes, a young bands workshop and performance with **Graeme Smillie**, two panel discussions – one around mental health and well-being and the other on funding for artists – as well as a **My First Gig**.

Develop and deliver our new youth arts festival **Light the Blue** for ages 7-18 attracting **40** participants

In June 2018, we launched **Light the Blue** our first arts festival for young people as a celebration of the youth arts activities that take place year-round as part of our Creative Learning programme. The festival showcased performances by our Junior, Intermediate and Senior youth theatre classes for secondary aged young people, as well as an end of festival celebration in the form of a live music gig performed by young people from within our Project Band music class. The festival also featured workshops in performing, directing and beatboxing, as well as a performance and workshop for local ASN School, Orchard Brae. More than **200** young people participated as part of the inaugural festival, which aimed to give performance and participatory opportunities for young people from across Aberdeen City and Aberdeenshire. There was a total of 678 audience members across the festival.

Music Hall
Deliver the Music Hall Stepping In project (**4** projects, with **1,000** participants and **10,000** attenders over the opening week)

	Current Quarter (Apr-June 2018)		Year to date total (18-19)	
STEPPING IN	Participa nts	Participatio ns	Participa nts	Participatio ns
Music Hall Babies	38	342	38	342
Community Choir	90	990	90	990
Middlefield Choir				
TOTAL	128	1332	128	1332

Produce and deliver **Stepping In** community launch event

Music Hall Babies: recruit 50 babies and put in place a year long participative arts programme

Music Hall Babies Project

We continue to engage with our Music Hall Babies on a weekly basis, with 53 babies signed up and an average of 32 attending sessions thanks to sponsorship from Nexen. From May 15th to June 19th, the group worked with artists from Scottish Dance Theatre and Citymoves in movement workshops. These workshops were well received by the parents, with feedback received including:

Music Hall Choirs
Recruit 80 to new adult community choir and establish 3 new children’s choirs x 3

- “[I] was surprised at how involved the babies were with the dancing! I thought it would have just been the grown ups with the babies watching.”*
- “I’ve bought scarfs to use at home because of how much she enjoyed them in the class”*
- “Love it and feel very lucky to be part of it!”*
- “Yes we love coming each week - sad when the blocks end & excited for the new blocks. So pleased the project is running through the summer.”*
- “I am quite a shy person so I was surprised at how much I came out of my shell & my confidence improved.”*
- “[I was surprised at] how mesmerised by little one was at seeing the dancers moving around in a way she hadn’t seen before.”*

Drake Music and Orchard Brae Music project for young people with additional support needs

Spinning Songs an

<p>intergenerational project with Scottish Opera with a local nursery and primary one class and care home</p> <p>Year of Young People Music Hall ambassador programme. Recruit 30+ young people</p>	<p>The group entered in to its third block of sessions on July 10th, which are being delivered by artists from Aberdeen City Councils' Geronimo project. The sessions are focused around sensory activities using low cost resources, which parents are then able to recreate at home. A photographer attended sessions, with this block finishing with an exhibition in His Majesty's Theatre on August 14th.</p> <p>We have engaged the University of Aberdeen to conduct a piece of research into this project. The research proposal is titled '<i>Exploring the experiences and meaning making of participants in the Music Hall Babies multi-arts project.</i>' This will research the experiences and outcomes for the families and communities involved in the project. 17 participants have agreed to take part in the research and monitoring throughout the Music Hall Babies project.</p> <p>Community Choir APA's Community Choir continues to welcome 80+ singers on a weekly basis. The choir performed an end of term concert on 22nd June in The Lemon Tree Studio to an audience of 150 people. The choir are currently on a summer break and will begin rehearsals again in September.</p> <p>Young Ambassadors With over 60 young people registering their interest in being an ambassador for the Music Hall, we held a launch event in The Lemon Tree on May 9th. 30 young people aged 13-18 attended this event. 12 of these young people were Syrian Refugees and were supported by a translator for the purposes of the launch event. These young people were recruited through Aberdeen City Council's Early Intervention and Community Empowerment Team.</p> <p>The first workshop for the Young Ambassadors took place on May 25th in His Majesty's Theatre Education Studio, and was attended by 19 young people and focussed around the aims and ambitions for the project, with the Young Ambassadors creating a Manifesto for their work in 2018.</p> <p>A group of 10 Young Ambassadors attended the launch event for 'Light the Blue', APA's Youth Arts Festival. Following this event, the Young Ambassadors wrote reviews of the evening, one of which was featured on the APA website: http://www.aberdeenperformingarts.com/news/blog/guest-blog/review-of-our-light-the-blue-launch-by-our-young-ambassador-rory-mciver</p> <p>11 Young Ambassadors took part in a tour of His Majesty's Theatre, as well as a workshop on Thursday June 28th. The workshop was delivered by media expert Fynn Elkington from 'FoSho Video'. This workshop gave the young people training in creating relevant and captivating social media content, which will form a large part of their work as Ambassadors.</p>
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<p>4. Provide cultural leadership to shape the city vision and a creative Scotland</p>	
<p>Play an active role on key city, regional and national forums. Board memberships:</p>	<p>In this current reporting period, Leadership Team members have attended meetings and workshops run by Culture Aberdeen, 365 Events, Aberdeen Festivals, Federation of Scottish Theatre, Year of Young People, Youth Arts Strategy, Music and Lyrics consortium, UK Arts Marketing Consortium Conference, the UK Theatre Symposium and a working party organised by the Federation of Scottish Theatre reviewing contracts and fees for the Scottish Society of Playwrights</p>
<p>Participate in city/region initiatives: UNESCO Creative City bid for Aberdeen, Year of Young People, Aberdeen cultural strategy, Aberdeen youth arts strategy, Queen's Square Masterplan</p>	<p>Members of the Leadership Team participated in a UNESCO Creative Cities workshop led by Aberdeen City Council, and consultations on the Queen Street proposals in the City Centre Masterplan and the redevelopment of Union Terrace Gardens. The Chief Executive participated in a workshop led by Aberdeen City Council to review the 365 events group and Aberdeen Festivals</p>

<p>5. Reaching out: customer services, access, equalities, diversity and inclusion (EDI), marketing (research, audience development, press and media)</p>	
<p>Customer Services: Customer Feedback</p>	<p>Customer Feedback October – April to June 2018</p> <p>0.1% complaints from paying customers</p> <p>99% of the feedback we received in the last quarter was responded to within our advertised timescales.</p> <p>APA Welcome <i>My Mum and I were crying with laughter!! It was wonderful! Joe was outstanding in the part of Frank Spencer! I don't know if it's possible but I wanted Mr Pasquale to know how much we enjoyed it. Some Mothers Do 'Ave 'Em Customers</i></p>

	<p><i>"We really couldn't fault a thing"</i> Compliment around event</p> <p><i>It's always a worry going to places when you suffer with panic attacks but having an amazing team member like her helps more than I could ever describe. She is an absolute credit to your team and I will know for future to book lower seats!! "</i> Customer wanted to praise staff member</p>
Customer Services: Achieve Customer Service Excellence Award	The application process for the Government's externally validated Customer Service Excellence Award is underway and will be submitted by 24 th August. The CSE assessor visit will take place on 11 th September.
Access:	<p>Equalities, Diversity and Inclusion In the last quarter we had 6 shows that had accessible performances included (Audio described, Captioned, BSL signed).</p> <p>Audio Description Over the last quarter we worked with the audio describers association to offer tasters to visually impaired customers who had not previously attended an audio described performance. We also made connections with the NESS Young people's sensory group and Aberdeen/Aberdeenshire Macular society.</p> <p>Mobile Connect Mobile Connect – a Wi-Fi based hearing system that allows users to access a boosted sound or listen in to audio description via an app that can be downloaded on their smartphones has been purchased and in the process of being installed across our 3 venues thanks to sponsorship from Apache. Due to go live with this in September in HMT and Lemon Tree. This will sit along our current infra-red system in HMT and will be a stand-alone system in the Lemon Tree offering new opportunities to the hard of hearing in this venue. Staff training will be taking place in August with a soft launch to customers at the start of September.</p> <p>Familiarisation Visits We have started offering familiarisation visits on request for people with additional support needs so that we can talk through requirements, put plans or adjustments in place and allow customers to familiarise themselves with the surroundings, services and plan ahead. <i>We had a fabulous time, thank you for all your help our son really enjoyed the show. He coped so well with all the smaller children around too. Thank you so much again, it really makes a difference to be able to access activities if we can get assistance and can prepare beforehand.</i></p> <p>HMT Access Ramp We have installed an access ramp at stage door at HMT for wheelchair users and people with restricted mobility. We are reconfiguring our Stage Door area to make it more welcoming to artists and visitors.</p>

Marketing: Market Research:	<p>Food and Beverage Offer A survey was sent to all bookers in the last 12 months to ask whether they have used 1906 Restaurant at HMT, Café 1906 and our bars.</p>																																																															
Marketing: Audience Development:	<p>Business Development Our Director of Marketing and Communications is leading an extended development working group to identify cross-over and opportunities for audience development across Fundraising, Conference and Events and Marketing.</p> <p>APA Friends Marketing Team is leading an APA Friends working group to identify opportunities for growth with new and existing audiences. Members of the working group include Box Office, Marketing, Development.</p>																																																															
Marketing: Digital Development	<p>APA Website The APA website is undergoing development to ensure full support and intrgration with our new ticketing and customer repationship management system due to go live 29 August.</p> <p>Social Media Statistics</p> <table border="1" data-bbox="607 799 2188 1394"> <thead> <tr> <th>APA</th> <th>Apr-17</th> <th>May-17</th> <th>Jun-17</th> <th>Apr-18</th> <th>May-18</th> <th>Jun-18</th> </tr> </thead> <tbody> <tr> <td>Likes</td> <td>10,454</td> <td>10,498</td> <td>10,527</td> <td>11,209</td> <td>11,229</td> <td>11,261</td> </tr> <tr> <td>Engagement</td> <td>995</td> <td>1011</td> <td>1385</td> <td>4872</td> <td>1310</td> <td>2713</td> </tr> <tr> <td>Reach</td> <td>34,090</td> <td>25,928</td> <td>44,485</td> <td>89,384</td> <td>34,448</td> <td>62,890</td> </tr> <tr> <th colspan="7">HMT</th> </tr> <tr> <td>Likes</td> <td>18,751</td> <td>19,011</td> <td>19,189</td> <td>22,070</td> <td>22,276</td> <td>22,502</td> </tr> <tr> <td>Engagement</td> <td>51,163</td> <td>26,181</td> <td>37,159</td> <td>47,546</td> <td>38,709</td> <td>45,666</td> </tr> <tr> <td>Reach</td> <td>902,808</td> <td>569,368</td> <td>654,555</td> <td>665,753</td> <td>660,451</td> <td>718,329</td> </tr> <tr> <th colspan="7">Lemon Tree</th> </tr> </tbody> </table>	APA	Apr-17	May-17	Jun-17	Apr-18	May-18	Jun-18	Likes	10,454	10,498	10,527	11,209	11,229	11,261	Engagement	995	1011	1385	4872	1310	2713	Reach	34,090	25,928	44,485	89,384	34,448	62,890	HMT							Likes	18,751	19,011	19,189	22,070	22,276	22,502	Engagement	51,163	26,181	37,159	47,546	38,709	45,666	Reach	902,808	569,368	654,555	665,753	660,451	718,329	Lemon Tree						
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	Engagement	6,095	11,480	5092	6,127	6,422	5,426
	Reach	182,949	304,614	153,070	127,381	135,908	133,004
	Music Hall						
	Likes	7,211	7,222	7,234	7,526	7,538	7,554
	Engagement	1,814	2,033	217	2,249	906	1,081
	Reach	25,595	24,962	2,755	43,989	22,492	25,388
					Apr was Russell Brand so skewed		
	Twitter Insights	Apr-17	May-17	Jun-17	Apr-18	May-18	Jun-18
	Followers added	80	56	51	69	55	26
	Reach	56,957	85,183	73,371	435,421	237,138	242,667
	Engagements	1,222	1,958	841	7,211	3,376	3,382
	Likes	123	555	100	509	466	484
	Link Clicks	251	394	159	2,754	635	459
Marketing: Brand Development	Following consultation, brand identity, architecture and guidelines are being updated						
Marketing: Press and Media	We issued 130 press releases in this reporting period. We received good coverage of the Music Hall and Stepping In in the press. We were invited to write a column in the AGCC Business Bulletin from our CEO and our Creative Learning Manager was interviewed for a feature in the new Society lifestyle magazine in the Evening Express.						
Marketing: Campaigns	Key Campaigns in this reporting period <ul style="list-style-type: none"> • True North Music Festival: In the lead up to getting ready to go onsale • Panto: through the Spring we received casting for Snow White. We announced Lee Mead and Juliet Cadzow 						

	<p>separately to give us two press statements and this resulted in strong coverage that translated into ticket sales. Discussions were then held with QDOS to identify new opportunities in the marketing campaign that we can implement once we are through the Summer months.</p> <ul style="list-style-type: none"> The priority campaigns completed or worked on between Apr-Jun included Snow White, Sunshine on Leith, The Kite Runner and getting ready to go onsale with The Lemon Tree Christmas show Night Light.
<p>Marketing: Re-launch the transformed Music Hall as a venue, a brand and a customer experience and achieve a successful staff, customer, artist, audience and stakeholder journey back into the hall</p>	<p>Production and installation of all signage within the Music Hall has been commissioned</p> <p>Recruitment planning is underway with Box Office and Customer Services to allow adequate time to train staff to achieve a successful journey back into the Music Hall. Focus group sessions will be held with Marketing and Communications, including Box Office, Customer Services, Marketing, Development and Conference & Events to ensure consistent delivery of the APA Welcome across business areas.</p> <p>Stakeholder engagement mapping is underway to engage key stakeholders around Aberdeen City, including business on Union Street to achieve buy-in and support promotion of the opening.</p>

<p>6. Being Remarkable: Governance, Leadership and Employee Relations, Engagement and Development</p>	
<p>Governance and Leadership: Review Memorandum and Articles of Association</p>	<p>This is scheduled for consideration at the November 18 APA Board meeting</p>
<p>Governance and Leadership: Develop the appraisal process for employees and board members. Undertake 80 appraisals in 2018</p>	<p>Appraisals have been completed. This year's learning, training and development plan has been created following review of all output from the appraisals, and work will begin next quarter on reviewing the process for next year. 2019 appraisals will move to our online system, resulting in less paper, and the ability to more continuously/regularly record, track and review progress throughout the year.</p>
<p>Employee: Achieve Healthy Working Lives accreditation (Silver)</p>	<p>We continue to promote campaigns and activities as we work towards Bronze re-accreditation and Silver accreditation. This quarter has seen campaigns and activities related to blood donation, healthy eating week, healthy recipes, providing free fitness tests for staff, cycle to work, summer yoga sessions, and a wildlife walk (puffin spotting). We will complete our Bronze reaccreditation application in August, and our Silver accreditation application in September/October.</p>

Employee: Develop management competencies	Scottish Enterprise continues to support APA's management/leadership development programme.
Employee: Recruitment and Induction	<p>14 new employees joined APA this period. These staff joined in a variety of departments including Box Office, Bars and Catering.</p> <p>The new HR system, People HR, was used extensively during this period in the recruitment process, and new electronic/automated processes to improve the induction/onboarding experience have been implemented. This has resulted in managers being notified and reminded of their role/tasks in the induction process, as well as notifications to departments like IT in order to ensure staff are set up and equipped to do their job in a timely manner.</p>
Employee: Engagement and Internal Communications:	<p>Key members of staff attended training on Sharepoint administration, and the internal comms plan was refreshed.</p> <p>The staff newsletter, Centre Stage as well as In the Know, our Music Hall newsletter continues to be used to keep staff and stakeholders informed of progress.</p>
Employee and Board: Learning and Development	<p>This quarter saw a variety of learning opportunities for our staff, external and internal, including GDPR awareness, People HR training, Fire Evacuation training, Copywriting, Bars/Customer service development evening, and various conferences and seminars.</p> <p>The training plan for the remainder of the year has been created based on training requests, review of appraisals, and analysis of skills/knowledge gaps in relation to our objectives and goals for this year.</p>

7.Future Proofing: Environmental, Business Systems and Business Continuity	
Environmental: Review and refresh Planet APA policy and action plan	<p>The Planet APA environmental sustainability policy and Green Action Plan has been reviewed and updated for 2018/19. The action plan incorporates a "traffic light" system for reporting on the progress of tasks. Picking out a few highlights: The falconry project has been a great success and deterred seagulls from nesting on the roof at HMT. It is recommended that this is repeated next year and extended to other venues as environmentally friendly preventative maintenance. The Urban Bees project officially launched in June, with local media attending the Aberdeen Inspired launch event. APA has also made use of an environmentally friendly delivery service, using an electric van to deliver goods between venues when our own van is booked out.</p>

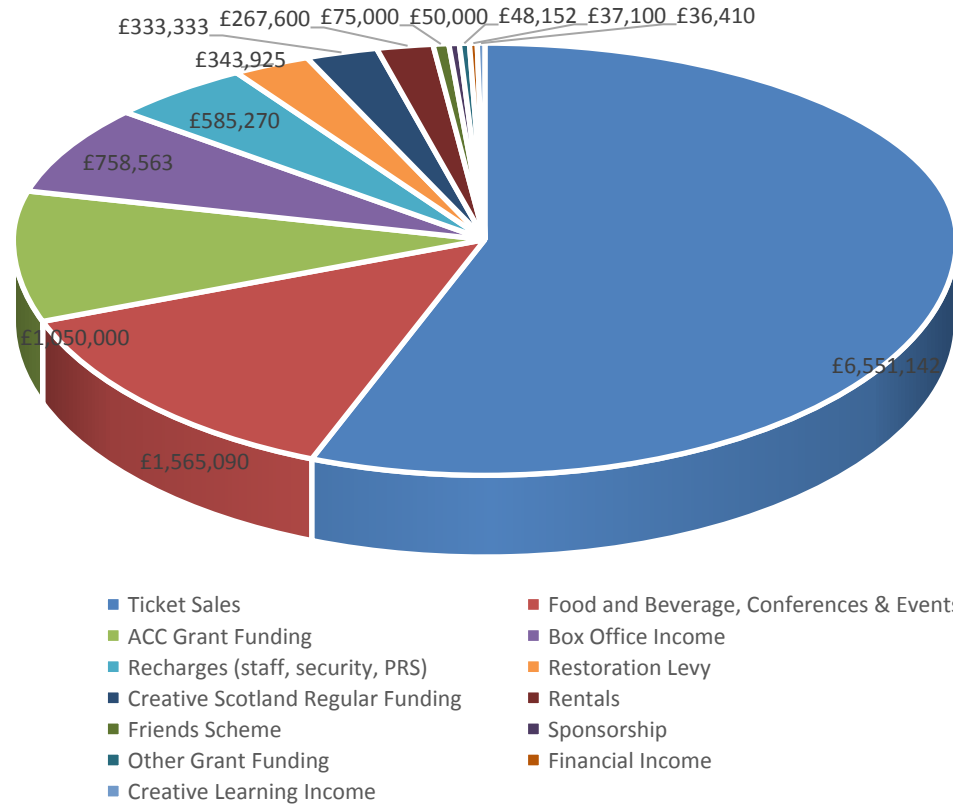
Environmental: Create a carbon management plan	From April 2018, Creative Scotland requires all Regular Funded Organisations (RFO's), as part of their funding agreements, to develop plans to reduce the carbon emissions related to at least one aspect of their activities. APA has selected the LED conversion of back of house light fittings, and house light conversion in HMT auditorium, as suitable projects to demonstrate our commitment to reducing carbon output. The Carbon Management Plan will be submitted to Creative Scotland before the due date of Friday 05 October.																												
Environmental: Establish accurate baseline measurements for energy consumption and waste production against which to measure our carbon footprint	<p>We continue to collect measurements for energy consumption, waste production and paper usage across all our venues. The measurements below are for His Majesty's Theatre and The Lemon Tree combined. Waste reports are provided quarterly so are split evenly across each month.</p> <table border="1"> <thead> <tr> <th></th> <th>Electricity (kWh)</th> <th>Gas (kWh)</th> <th>Water (cubic metres)</th> <th>Paper (sheets)</th> <th>Waste to Landfill (kg)</th> <th>Waste Recycled(kg)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>58736</td> <td>138551</td> <td>3431994</td> <td>16047</td> <td>2020</td> <td>2600</td> </tr> <tr> <td>May</td> <td>59836</td> <td>95190</td> <td>3431994</td> <td>16939</td> <td>2020</td> <td>2600</td> </tr> <tr> <td>June</td> <td>53050</td> <td>72382</td> <td>3431994</td> <td>10265</td> <td>2020</td> <td>2600</td> </tr> </tbody> </table>		Electricity (kWh)	Gas (kWh)	Water (cubic metres)	Paper (sheets)	Waste to Landfill (kg)	Waste Recycled(kg)	April	58736	138551	3431994	16047	2020	2600	May	59836	95190	3431994	16939	2020	2600	June	53050	72382	3431994	10265	2020	2600
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Environmental: Achieve Green Tourism Business scheme accreditation	The Green Tourism Business scheme accreditation is scheduled for Spring/Summer 2019. The working group will convene to agree the completion of tasks later this year.																												
Business Continuity: Put in place a business continuity plan	The Business Continuity Management Plan has been formally ratified by the Board.																												
Business Systems: New OD system in place by May 18	The new People HR system has been fully launched to all managers and staff, with training sessions, documents and videos. Use of the system will continue to be developed over the coming months with full integration with payroll (August), and use to automate processes and reduce manual/paper-based processes.																												
Business Systems: New ticketing and CRM system in place by August 18	The new ticketing system went live on 1 September 2018.																												
Business Systems: Web development	Website is being upgraded to interface with new ticketing system.																												
Business Systems: Upgrades	These include the installation of new Konica printers to replace all local printers – this enables us to accurately monitor ALL paper usage across the company. We've gradually rolled out Sophos AV across our IT estate, implemented a new sFTP solution through NextCloud, and set up VPN access for secure remote network access - all as part of our GDPR action plan.																												

8.Safe and Sound: Health and safety, compliance, legal and licensing	
Health and Safety:	The Health and Safety Champions continue to meet monthly and work through the implementation plan for 2018-19. All health and safety procedures are complete and up to date, and the team is reviewing Risk Assessments as part of the annual review. New COSHH units have been installed at HMT. A continued programme of e-light replacement is also underway. As part of our work in fire safety, all drapes in all venues have been flame-proofed. Installation of the fire curtain at The Lemon Tree is also complete. Fire evacuation training (performance and non-performance) took place at HMT in July and The Lemon Tree in August.
Compliance: achieve PCI-DSS v3.2 compliance, GDPR compliance, CyberEssentials accreditation	<i>PCI-DSS (cardholder data security):</i> Working towards PCI-DSS compliance <i>GDPR:</i> All the tasks to achieve GDPR compliance were completed by the May deadline. <i>CyberEssentials:</i> Working towards CyberEssentials accreditation
Licensing:	A variation to the Premises Licence for the Music Hall was submitted for consideration at the 4 th September 18 Licensing Board and has been approved.

9.Refreshing and re-imagining spaces: Capital projects	
Review and prioritise long term capital plan for replacement of major items of equipment and	Our communications, server and security infrastructure are being upgraded as part of a refreshment programme to deliver the 2018-21 Imagining New Futures business plan. Work has now commenced on the installation of Gigabit fibre connectivity at all three venues, making use of the UK government's Gigabit Voucher Scheme , with redundant OpenReach circuits offering additional resilience. A new SAN has been installed and firewalls/next-gen AV are in place to strengthen APA's security posture and mitigate against high-risk threats such as ransomware.
Ensure we have 10-year maintenance plans for all three APA venues	A ten-year plan is in place for the Music Hall, a five-year plan for HMT, and a conditions survey has been completed
HMT passenger lift replacement	Complete.

Commission and install HMT stage door ramp	Complete
Upgrade to HMT stage door	Complete
Upgrade stalls bar at HMT	In progress
Deliver the Music Hall transformation project	Meetings of the Music Hall Strategic Board are taking place quarterly in advance of APA Board meetings. The last meeting of the Strategic Board took place on Thursday 9 th August 2018. Programme to completion is in place and on track. Good progress is being made on site with the contractor on all fronts. Client fit out will be underway from September 18.
Develop the Music Hall new Stepping In Digital Artspace: <ul style="list-style-type: none"> • Select hardware, • Commission software • Develop an asset management system 	All on schedule
10.The Trading Floor: cultural, conference and events, food and beverage, ticket sales + ancillary income	
Target Income FY 18/19	

Aberdeen Performing Arts Income FY 18-19



Cultural:

- Ticket sales target HMT **£5,642,500**
- Ticket sales target Music Hall **£655,000**
- Ticket sales target The

On track. Sales at HMT look solid for the rest of year with encouraging figures for Music Hall shows which are already on sale for Spring 2019.

His Majesty's Theatre – there were excellent sales for Sunshine on Leith, The Kite Runner and Now That's What I Call Methlick. Sales are very much picking up again as we head to the end of the summer holidays – sales for Jersey Boys, Cilla and Fame in August and September are doing really well. After Lee Mead casting

Lemon Tree £138,630	<p>announcement, and with a press call scheduled for 21 August, we expect panto sales to reach target this year.</p> <p>Music Hall – there are around 20 shows already on sale including the orchestral seasons, as well as some music and comedy shows including Mike and the Mechanics, Collabro and Rhod Gilbert. Sales are encouraging.</p> <p>The Lemon Tree – sales are broadly in line with expectation at this point in the year and we are exceeding target figures for both music and comedy to date. Tickets are on sale now for this year’s festive production ‘Night Light’.</p>
<p>Conference and events:</p> <ul style="list-style-type: none"> • Develop Music Hall conference and events (net income target £5,000) • Develop HMT corporate events (net income target £10,000) • Develop The Lemon Tree corporate/non cultural events • (net income target x) 	<p>The Conference and Events brochure and website content has been drafted is is undergoing a final review. A holding page was set up on our current website whilst the new website is developed,</p> <p>Relationships with various city stakeholders continue to be developed particularly with the convention bureau team at VisitAberdeenshire. There are also ongoing conversations with local and national event organisers on a number of events for the Music Hall in 2019 and into 2020. Upcoming confirmed events include a private reception in 1906 for 100+ people and a ½ day conference at the LemonTree.</p>
<p>Food and Beverage: Maximise profit generated by the restaurant, café and bars.</p>	<p>Restaurant and Bar performance is steady and sales of ice cream ahead of target mainly due to the number of children’s shows in the period and the unusually warm spell of weather.</p>
<p>Food and Beverage: Develop F&B offer for the Music Hall</p>	<p>The offer at the Music Hall for the Café/Bar is in development. Menus for pre-show suppers will be created to suit each show demographic. Conference and Events packages have been agreed.</p>
<p>Ancillary: Diversify to generate additional income streams:</p> <ul style="list-style-type: none"> • Introduce ticket insurance 	<p>Ticket Insurance was introduced in financial year 17/18.</p>
<p>Fundraising: general</p>	<p>Various applications are underway</p>

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	13 th September 2018
REPORT TITLE	Sport Aberdeen Business Plan – Annual Report
REPORT NUMBER	COM/18/105
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 7 and remit 4.1 and 4.4

1. PURPOSE OF REPORT

This report seeks Committee approval of the Sport Aberdeen Business Plan Annual Report for the Council's interest.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approves the Sport Aberdeen Business Plan Annual Report appended to this report for the Council's interests; and
- 2.2 instructs the Head of Commercial and Procurement Services to implement a standard annual performance report template which Sport Aberdeen will be required to submit annually containing information on their performance against the outcomes set out in the revised SLA.

3. BACKGROUND

- 3.1 The current arrangement for the management and development of the city's indoor and outdoor sports facilities and for the provision of sport, physical activity and wellbeing services targeted at those most in need are delivered by the Council's Arm's Length External Organisation (ALEO), Sport Aberdeen. It commenced trading in 2010 under a 10-year contract (Funding and Service Provision Agreement). The future of this arrangement is the subject of a separate report to this Committee. The Funding and Service provision Agreement requires Sport Aberdeen to submit a business plan for approval by the Council on an annual basis.
- 3.2 The rolling 3-year business plan appended to this report includes the performance management framework that Sport Aberdeen will utilise which will involve a combination of internal and external mechanisms to measure its performance against its business and operational objectives. This framework

will involve all managers within Sport Aberdeen, with results reported to the company's Corporate Governance Committee on a quarterly basis for scrutiny and challenge and to Aberdeen City Council via the Strategic ALEO Board. The strategic objectives Outcomes and implementation plans of Sport Aberdeen are detailed on pages 22 to 41 of the Appendix. This sets out the delivery plans of Sport Aberdeen between now and 2021 and how they propose to perform against the various activities and outcomes. The detail of the performance metrics are to be reported on a quarterly basis to through a structured contract management framework to the Council's Strategic ALEO Board.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council provided Core funding of £5,458,903 to Sport Aberdeen in 2017/18. As the remit of Sport Aberdeen is expanded, the 2018/19 equivalent funding would be £6,013,164 incorporating Garthdee Alpine Sports and Adventure Aberdeen.
- 4.2 Funding for 2019/20 will be determined as part of the budget setting process.
- 4.3 Other services may be directly commissioned from Sport Aberdeen and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.4 There are no financial implications arising directly from the recommendations of this report, as it provides an overview of historical financial performance for the year 2017/18. The information from the annual report will be considered by officers in the budget setting process.

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	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A
Legal	Risk of delay or no agreement as regards the proposals to revise the SLA.	L	Proposals will be discussed and explained to Sport Aberdeen and they will have opportunities to put forward their own proposals.

Employee	N/A	N/A	N/A
Customer	Risk of poor service provided to customers.	L	The proposal to amend the Sport Aberdeen SLA with revised outcomes should contribute to customer satisfaction.
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	L	The proposal to amend the Sport Aberdeen SLA with revised outcomes should ensure good performance by Sport Aberdeen.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous economy. Proposals to review the existing SLA with Sport Aberdeen to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.
Prosperous People	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous people. Proposals to review the existing SLA with Sport Aberdeen to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.
Prosperous Place	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of a prosperous place. Proposals to review the existing SLA with Sport Aberdeen to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous place.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required for this report.

Privacy Impact Assessment	Not required for this report.
Duty of Due Regard / Fairer Scotland Duty	Not required for this report.

9. BACKGROUND PAPERS

None.

10. APPENDICES (if applicable)

Sport Aberdeen Business Plan – Annual Report

11. REPORT AUTHOR CONTACT DETAILS

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2018/19 – 2020/21 Business Plan



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CHAIRMAN'S FOREWORD

This updated version of 'Shaping the Future' builds on the company's notable achievements in 2017/18, particularly in terms of reaping the rewards of £2m capital investment made into refurbishment of venues, and with a growing recognition nationally of the success of the company's programmes and activities with an ever-increasing number of awards and accreditations being received. To be recognised as the best in the UK and in Scotland is a tremendous achievement; one of which we are all incredibly proud.

This business plan recognises the transfer of staff and services of Adventure Aberdeen into our portfolio, which significantly enlarges the breadth of our offer. It also recognises the very real financial challenges facing the city council in terms of its ongoing reduction in government funding. Sport Aberdeen welcomes the recent decision of the council in confirming its support for Sport Aberdeen.

Notwithstanding this, 'Shaping the Future', continues to set the positive aspirations of Sport Aberdeen over the next three years continuing the broadening of the remit of the company and the modernisation of our business. This is summarised neatly in our guiding strategic vision of 'Inspiring people, creating opportunities and changing lives through sport and physical activity'.

Our business continues to grow, particularly through partnership working, where external funding and pooling of resources enables the company to expand its reach, particularly for those individuals and communities who face the greatest barriers to participation in sport and physical activity.

Working with and on behalf of Aberdeen City Council and other partners in the city, I am confident that 2018/19 will continue to embed the new culture and approach to sport in the city and will be another exciting year for sport and physical activity in Aberdeen.

Shaping the Future sets out our priorities, and the impact we intend to make, across the city of Aberdeen during the next three years. On behalf of the Board of Directors, I commend this plan to you and look forward to further successes for sport and physical activity in Aberdeen. I would also hope for Sport Aberdeen to continue to be recognised for the positive role that it plays in delivering sport and physical activity throughout the city.

None of this will be possible without the continued Team Sport Aberdeen effort and I know I speak for the full Board when I say how grateful I am to our workforce for helping to shape the future of sport and physical activity in Aberdeen.

Colin G. Taylor
Chairman of the Board



1. INTRODUCTION

- 1.1 This business plan, Shaping the Future, covers the period 2018/19 – 2020/21, and sets out Sport Aberdeen’s aspiration for the future growth and direction of the company, building on the achievements of the company, recognising how far it has come since it commenced trading in July 2010 and the increasing pace of change over the last two years.
- 1.2 The company continues to enjoy a positive relationship with its main funding partner, Aberdeen City Council (ACC). Significant projects passed to Sport Aberdeen as a consequence of the transfer of additional strategic sports functions, responsibilities and staff to Sport Aberdeen in 2015, including the formation and development of the Active Aberdeen Partnership (AAP) and the publication of the Aberdeen Sports Facilities Strategy and the Strategy for an Active Aberdeen (both under the auspices of the AAP), have provided clarity on the strategic direction for sport and physical activity in the city and the role expected of Sport Aberdeen.
- 1.3 Of particular significance is the recognition of the importance of sport and physical activity to the health and wellbeing of the city’s communities and the role that Sport Aberdeen can play in supporting the delivery of Community Planning Aberdeen’s Local Outcome Improvement Plan 2016 – 2026 (LOIP).
- 1.4 Internally the development of a sales and retention culture and a changed approach to service delivery continues at a significant pace, with the company focussed on achieving 10,000 Get active members. This has been enhanced by new appointments to the Senior Leadership Team (SLT) and Extended Leadership Team (ELT) bringing new skills and experience to the company. The ongoing support of Aberdeen City Council in providing a bank guarantee of £5m to enable the company to continue with its investment proposals is fundamental and enables the company to continue to modernise the facilities it operates on behalf of Aberdeen City Council, its products and its way of doing business with its customers, reflective of the 21st century.
- 1.5 As in previous years the business plan is a rolling three-year business plan which is reviewed, updated and presented for agreement by Aberdeen City Council on an annual basis, reflecting the agreed annual funding arrangement. This final version of the business plan has been amended following confirmation of the company’s core grant funding for 2018/19, including agreed funding for the operation of Adventure Aberdeen, with a (likely invalid) assumption of a standstill budget for subsequent years.
- 1.6 The business plan provides clarity to the Board of Directors and all staff on the priorities for the company and also serves a purpose of informing other partners and stakeholders on how Sport Aberdeen may support other partners and stakeholders in achieving their own objectives. The business plan will also underpin applications for external funding and further diversification of its business base.

2. PREPARATION FOR ‘SHAPING THE FUTURE’

2.1 **Process:** In updating Shaping the Future for 2017/18 and with an awareness of the likely scale of the reduction in Sport Aberdeen’s core grant, the company’s SLT and ELT comprising the Senior Leadership Team and senior managers across all company areas were involved in reviewing company activities, identifying areas for improvement, service efficiencies and potential impacts on the business plan, with the process commencing in August 2016.

2.2 **Key Outcomes Achieved:** Reflecting on the recent past the following outcomes were identified as being fully or substantially achieved, with supportive evidence available:

OUTCOME	EVIDENCE
Increased Participation	Get active memberships; KPIs; Active Schools monitoring reports; Coached programmes, including hard to reach markets for Aquatics; 50-week programmes; tennis development programmes; looked after children programme; wider Active Lifestyles programmes; Adventure Aberdeen programmes;
Reached a Wider Audience	MoveMore programme; GP referral; pre-season football teams; Active Ageing; HW team; ASN sessions; LiveWell; growth of events programme; wider programmes; referral pathways; dementia friendly programmes; Adventure Aberdeen programmes;
Engaged with More Partners	AAP, Macmillan, NHS Grampian, corporate sponsors, swimming clubs, NGBs, RGU, ASV, sportscotland ; positive communication with SA.
Raised Profile of Sport Aberdeen	Winner of UK, Scottish and other awards and accreditations for activities across the company; Branding; website stats; social media stats; uniform; bi-annual survey results; improved response to recruitment ads; more positive media coverage;
Improved Quality of Service Delivery	Significant investment into facilities and equipment through a planned investment programme, spearheaded by Get active @ Jesmond; MV programme; Quest recognition with all centres achieving Quest accreditation / re-accreditation; Audit programme; Quality and Performance Framework; Branding, noticeboards, signage, website, fewer service failures; Customer engagement processes; SwimMark accreditation; Launch of Scottish Swimming’s new Aquatics Framework; Sales and retention processes; Learn to Skate programme (Skate UK) brought in-house;
Become More Efficient	Online bookings launched, including golf, group exercise classes, Get active memberships and other sports bookings; Improved facility maintenance; Reduction in sickness absence costs; Increased opening hours; LMIS research; Targeted marketing campaigns, including #naeexcuses campaign New ICT arrangements; Direct debit payments introduced for coached programmes.
Upskilled Staff	SLT / ELT Management Development Programme; Training logs; qualification records; Training programmes; PDRs; MA programme; 12-week employability programme.

2.3 **Areas for Improvement:** Again, following reflection on the past four years, the following areas for improvement were identified as requiring particular focus during the next three years if Sport Aberdeen is to maximise its potential and operate according to its vision, values and objectives:

PRIORITY AREAS	ACTIONS
Investing and Modernising Service Delivery	Facility booking processes, including school and community facilities; planning and prioritisation; ongoing building and health and fitness refurbishment and equipment investments; sales and retention processes; telephony improvements; use of SharePoint and other IT; DD review; Investment into Cromdale Outdoor Centre; Resources (instructors, equipment, transport) for Adventure Aberdeen to meet demand.
Improving Marketing and Communications	Internal comms; external comms; data collection, evaluation and use; establishing baselines; targeted approach ie inactive; raise the profile of SA brand and sub-brands and sport and physical activity in Aberdeen; customer and community engagement processes; SA distinction from competitors; Website content and customer journeys;
Investing in People	Training and development, liP or similar programme, SMARTER working implementation; recruitment processes; Active Workforce; Additional training for dealing with high tariff young people; Training for Adventure Aberdeen staff for driving / trailers;
Partnerships	Joined-up approach to prevent duplication; progress against new city-wide strategic plans; Community Planning Aberdeen outcomes; NGB partnerships; health and social care partnership working; Active Workforce;

2.5 **Challenges:** A number of internal and external challenges exist impacting on Sport Aberdeen. These include:

- Balancing the conflicting objectives of improving outcomes for the most disadvantaged communities with the need to operate a viable, sustainable business model;
- Delay in securing Sport Aberdeen’s contract revision and the associated impact on accessing key funding for further significant investment projects beyond the term of the current £5m Aberdeen City Council bank guarantee;
- Uncertainty around future core grant funding agreements in light of further austerity cuts;

2.6 A SWOT and PESTEC analysis was also undertaken, the results of which can be found attached as appendix A and B. The findings of these were also considered in setting our objectives and actions for the forthcoming three-year period. The same exercise was undertaken specifically for Adventure Aberdeen. (Appendix C and D).

2.7 **Context:** Sport Aberdeen does not manage its business, nor deliver its services, in isolation. Its key funding partner, Aberdeen City Council, sets out the services to be delivered and the key outcomes to be achieved through a Funding and Services Agreement (FSA) and other contractual documentation. This is currently being reviewed by ACC to reflect the key LOIP outcomes and a new approach to commissioning of services by the council.

2.8 The City Council is also impacted by external factors, including the policy direction of the Scottish Government and **sportscotland**, along with other factors which may not be wholly within its control e.g. the economic downturn caused by the drop in the price of oil. In addition, it is signed up to a joined-up approach to the planning and delivery of services through the Community Planning Aberdeen Local Outcome Improvement Plan, as illustrated in Figure 1 below.

2.9 The establishment of the Active Aberdeen Partnership (AAP) and its remit for developing a more cohesive approach to sport and physical activity in the city is significant. Sport Aberdeen is also required to play its part in delivering the Active Aberdeen Partnership’s Strategy for an Active Aberdeen, the Aberdeen Sports Facility Strategy, the city’s Aquatics Strategy, developed in 2014/15 and the new Aberdeen Playing Pitch Strategy (2018)

2.10 More locally SA is impacted by:

- local circumstances, including competitor provision;
- the general economic climate;
- the council’s concessionary access scheme; and
- on a positive note, the legacy arising from recent high-profile sporting events and local successes.



Figure 1 - External context within which Sport Aberdeen delivers services

2.11 These all serve to require SA to increase its focus on diversifying its business base, identifying other partnership opportunities and maintaining its market share, within a competitive and well-provided for sporting landscape, including other sports facilities provided by the public, private and not-for-profit sectors.

3. VISION, VALUES AND OBJECTIVES

3.1 Our Vision

“Inspiring people, creating opportunities and changing lives through sport and physical activity.”

3.2 Our Mission Statement

Our mission is to become the leading innovative sport and leisure trust striving for excellence in the north east of Scotland helping to make Aberdeen a successful, active and healthy city.

We will achieve this by becoming:

YOUR Brand of Choice

By providing value for money sport and physical activity opportunities that are accessible for all, providing high quality customer services.

YOUR Provider of Choice

By providing a flexible business model with the capacity for growth and diversification.

YOUR Employer of Choice

By providing an environment that successfully attracts, develops and retains talent.

YOUR Partner of Choice

By being trusted and highly regarded, with a reputation for delivering innovative, creative and joined up solutions.

The vision has been amended since the first three-year business plan to reflect the contributions of the Board of Directors, staff involved in the Shaping the Future sessions and the contributions of partners.

3.3 Our Strategic Objectives – The Five Ps

Our strategic objectives have been reduced in scope to better reflect our priorities and support the achievement of our vision:

- **Participation:** To promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen, focusing on assisting the least active to become more active resulting in an increase in participation of 1% and an increase in Get active members to 10,000;
- **Places:** To modernise Sport Aberdeen’s facility stock as part of an overall planned investment strategy supporting the city’s sporting ambitions;
- **Partnerships:** To build external relationships and work in partnership across all sectors focussing on improving health and wellbeing outcomes for the people of Aberdeen;
- **People:** To be recognised as the ‘employer of choice’ for those seeking a career in sport and physical activity in Aberdeen; and
- **Processes:** To implement robust processes across the company delivering quality, excellence, efficiency and effectiveness in our capacity as a charitable organisation.

3.3 Our Values

The values that will underpin the delivery of our organisation are summarised below:

- **Customer Focused:** placing our customers at the heart of our services;
- **Valuing our Staff:** recognising staff are key to the company's success we will equip staff with the skills that they need, so that they uphold the company's standards and represent it positively in our local communities;
- **Excellence:** committed to continuous improvement as part of our aim of delivering excellence in all that we do;
- **Innovation:** being innovative and enterprising as a means of identifying solutions and developing our business;
- **Inclusive:** we will provide equality of opportunity and inclusive access to our services; and
- **Respect:** we commit to working with all people fairly and openly, ensuring that differences are valued and that all people are treated with respect.

4. DESCRIPTION OF OUR BUSINESS

4.1 Company Ownership / Legal Entity

Sport Aberdeen is a private limited company (Company Registration No 350981). It is also a registered charity with the Scottish Charity Register (Registered Charity No. SC040973). Its Memorandum and Articles of Association determine its operation and governance arrangements.

Sport Aberdeen complies in full with all company and charity law legislation and reporting requirements.

The company has been granted licences and leases to occupy the sports venues it manages by Aberdeen City Council and its main activities are governed by the Funding and Services Agreement signed between Sport Aberdeen and Aberdeen City Council.

4.2 Location

Sport Aberdeen is based in Aberdeen and delivers services across the city from a network of specialist sports venues, community-based leisure venues, as well as operating a range of physical activity and health-related programmes within community settings. Its city-wide spread is considered to be one of its key competitive advantages. It now also operates adventurous activities and outdoor learning from bases in Kingswells and in Cromdale, Speyside.

4.3 Hours of Operation

The headquarters of the company is based at Broadfold House and from this location provides a telephone enquiry service for general enquiries, bookings, lettings, coached programmes (Aquatics, Ice Skating, Tennis and Gymnastics) and finance queries from Monday to Friday from 8.00am to 6.00pm (excluding public holidays). Its main sports venues and physical activity services are provided for up to 363 days per year and up to 18 hours per day throughout the city.

4.4 Our Structure and Services

Our Structure and Services We Will Deliver

Sport Aberdeen currently employs 231 staff working across the city, of which 157 are full time and 74 are part time. This equates to 230.59FTE (37 hours per week). In addition, there are 193 individuals on Sport Aberdeen’s casual workers list. It has an annual gross budget of £13,139,580 (net £5,758,903).

Divisional Overview



Figure 2 - Senior Leadership Team Structure

4.5 Governance and Management Arrangements

- 4.5.1 Sport Aberdeen’s vision and future direction is established and led by its Board of Directors, of which there are currently 11, three of which are councillor nominations put forward by Aberdeen City Council. Board Directors are appointed for their relevant sporting or business expertise as well as their knowledge and understanding of Aberdeen as an area from both the business and community perspectives. Succession planning is set out in its articles.
- 4.5.2 The Board and Committee structure is shown overleaf. Each of these is chaired by a Board Director. Additional expertise is also sought, where necessary, by the appointment of co-optees to these committees.

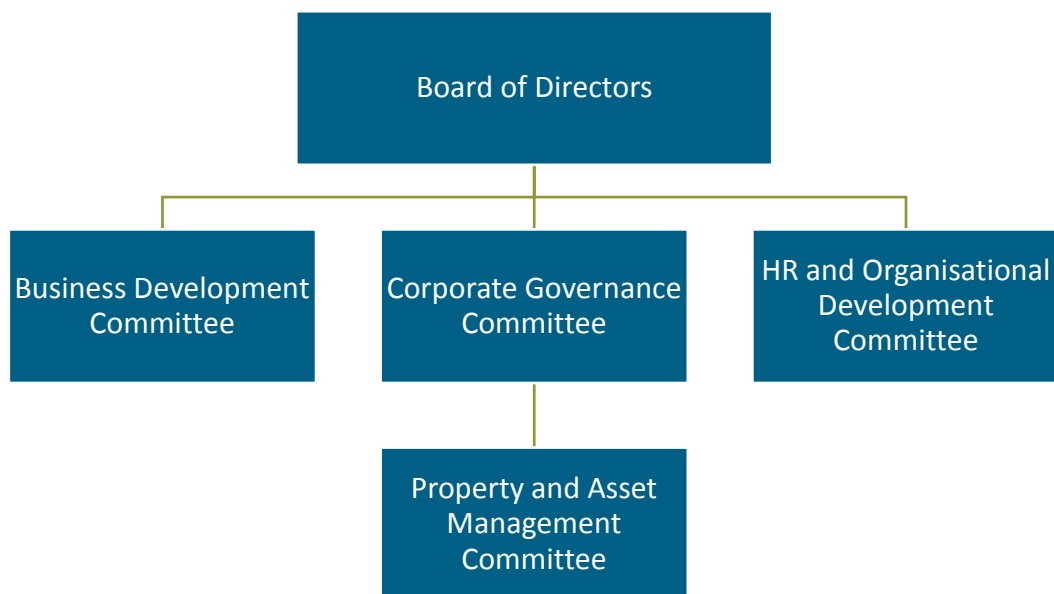


Figure 3 - Sport Aberdeen Governance Structure

- 4.5.3 The schedule of meetings is now well established and is set out on an annual basis at a frequency balancing the need for business monitoring and scrutiny and decision making with the resource requirements for servicing the meeting schedule and achieving business outcomes. The financial performance of the company is reported on, at minimum, a bi-monthly basis. Overall performance is scrutinised on a quarterly basis.
- 4.5.4 On a day-to-day basis the business is managed by the Managing Director, supported by a Senior Leadership Team comprising three Service Directors, Head of Finance and Corporate Resources and Head of Human Resources and Organisational Development. All are appropriately professionally qualified and experienced in their respective roles within the company, providing strategic leadership and direction to the company and their respective teams. A Scheme of Delegation is approved annually by the Corporate Governance Committee clarifying roles, responsibilities and decision making. SLT meet on a fortnightly basis with both routine and ad-hoc matters of business featuring on the agenda.
- 4.5.5 Recognising the need for greater input into the management and direction of Sport Aberdeen, an Extended Leadership Team has been put in place incorporating managers having a key remit across one of more areas of the business.
- 4.5.6 Over the term of the previous business plan, new arrangements for inducting, training and developing staff, including a performance development review framework, have been put in place recognising the company's commitment to being the employer of choice. Arrangements such as the monthly 'employee of the month' nomination process are used to recognise great performance of individuals and teams, with winners recognised by certificates presented at a Board meeting as well as a performance reward. Recognising the importance of rewarding all staff for good company performance, the Board has previously instigated the payment of a small performance bonus where the financial performance of Sport Aberdeen has been considerably better than anticipated; a gesture much appreciated by all staff teams. The company also proactively encourages staff to attend award presentations if they have been nominated for external awards, as a further means of

encouraging continued excellence and rewarding great performance. These measures are an important part of a retention strategy and wider measures to enhance the future growth of the company.

4.5.7 A number of the company's activities are delivered in accordance with partnership agreements with other organisations. Clearly the most important of these is the Funding and Services Agreement, which sets out the requirements of ACC and Sport Aberdeen in delivering outcomes for the city of Aberdeen. Other notable partnerships include the following:

- a) Active Aberdeen Partnership (AAP) – providing leadership and a step change in the sporting ambition and aspiration within the City of Aberdeen by harnessing all the key stakeholders in a cohesive strategic partnership;
- b) **sportscotland** – provides part funding for the delivery of the Active Schools programme;
- c) MacMillan – provides part funding over the term of the contract for the delivery of the MoveMore programme, aimed at encouraging physical activity for those living with cancer;
- d) Scottish Swimming – provides the licence agreement for the use of the Scottish Swimming Learn to Swim Framework as well as advice, support and CPD for Aquatics teachers;
- e) Grounds maintenance – a partnership with idverde (formerly The Landscape Group (Scotland)), delivered under an outcome performance framework for high quality grounds maintenance activities and an investment strategy for outdoor sports facilities;
- f) Paths for All – provides funding and Walk Leader training enabling the delivery of the Walk Aberdeen programme in community settings;
- g) Aberdeen Foyer – Sport Aberdeen and Aberdeen Foyer have been awarded £150,000 funding from the Life Changes Trust to work with more looked after children and care-experienced young people, offering them sport and physical activity and creative pursuits to develop their skills and enhance their life chances.
- h) Looked After Children (LAC) – delivered in conjunction with Aberdeen City Council and an anonymous donor uses sport and physical activity opportunities for LAC, with Sport Aberdeen acting as the 'Corporate Leisure Parent'.

4.5.8 A number of other arrangements are in place in which partnerships deliver in-kind benefit. These include arrangements to deliver Sport Aberdeen's event programme.

4.5.9 Working in partnership with other organisations is seen as fundamental for Sport Aberdeen to achieve not only its own objectives and outcomes, but also those of the other organisations with whom we work.

5. FINANCIAL MANAGEMENT AND FINANCIAL PLAN

5.1 With improved financial management in place having been put in place over the term of the previous business plan, Sport Aberdeen now has a solid understanding of its business activities and the extent to which they contribute (positively or negatively) to the overall financial performance of Sport Aberdeen.

5.2 Funding Streams

Sport Aberdeen is funded in four main ways:

- a) ACC's grant payment provided in return for the delivery of key services / outcomes as specified in the Funding and Services Agreement (FSA);
- b) Other external grant funding programmes, including those of sportscotland and Macmillan etc, paid in return for the delivery of key services / outcomes as specified in the relevant partnership agreement/s;
- c) Sponsorship / commercial activity paid in return for specified activity, some of which may be contributions in kind; and
- d) Income receipts for activities and programmes offered.

5.3 In accordance with our financial procedures, budget holders are responsible for the preparation of their annual budgets, under the direction of the Head of Finance and Corporate Resources. Budgets are subsequently scrutinised by the relevant Service Director and thereafter challenged by the Senior Leadership Team.

5.4 The overall approach to budget setting, in which service efficiencies are considered alongside proposals for growth and / or new business opportunities, allows the company to be well placed to capitalise on new opportunities that may arise, to reduce unnecessary expenditure and to grow the business within the context of a standstill or reduced budget from Aberdeen City Council.

5.5 Further challenge and scrutiny to the budget process is provided by Corporate Governance Committee and the Board as part of agreeing the three-yearly business plan. In addition, budgets and overall performance are reviewed on a bi-monthly and quarterly basis respectively. Where areas of underperformance are identified, specific action plans are developed, with progress reported on a regular basis to the appropriate committee.

5.6 This budget and business plan has been prepared on the most recent financial and other information available to the company and confirmation of Sport Aberdeen's core grant funding from Aberdeen City Council. The key assumptions are detailed more fully in section 5.9 below.

5.7 To deliver the range of services it is commissioned to deliver by Aberdeen City Council and other key funding partners including sportscotland and Macmillan, the company has identified the following budgets in key areas.

5.8 Sport Aberdeen High Level Budget 2018/9 – 2020/21

The high level 2018/9 position is identified as follows:

Sport Aberdeen High Level Budget 2018/19

			2018/19	2019/20	2020/21
	SA	AA	Total	Total	Total
Facility Income	6,420,415	415,000	6,835,415	6,835,415	6,835,415
Other Income	545,262	0	545,262	545,262	545,262
ACC Funding	5,458,903	300,000	5,758,903	5,758,903	5,758,903
	12,424,580	715,000	13,139,580	13,139,580	13,139,580
Staffing	7,036,986	502,800	7,539,786	7,539,786	7,539,786
Utilities	945,475	10,000	955,475	955,475	955,475
Ground Maintenance	1,002,529	0	1,002,529	1,002,529	1,002,529
Other	3,439,590	202,200	3,641,790	3,641,790	3,641,790
	12,424,580	715,000	13,139,580	13,139,580	13,139,580
Balance	0	0	0	0	0

5.9 Key Assumptions on the High-Level Budget

- Facility Receipts:** A significant review of pricing, block booking arrangements and discounts has been undertaken for implementation in September 2018 and together with the predicted growth in Get active memberships results in a small increase in income.
- sportscotland Funding:** Continuation of funding of £349,000 has been included for the Active Schools programme.
- Macmillan Cancer Support:** Funding of £73,000 is confirmed for 2018/19. This funding supports the delivery of the Move More Aberdeen project.
- Walk Aberdeen programme:** external carried forward funding receipts to support the ongoing delivery of the Walk Aberdeen programme.
- Commercial activity:** a changed approach to commercial activity during 2018 is anticipated to bring in additional income beyond the current level.
- ACC Core Funding:** core revenue funding for both Sport Aberdeen and Adventure Aberdeen is included for 2018/19 at the confirmed level. Note there are no ACC capital funding receipts included in the above figures.
- Payroll:** this is based on a revised Sport Aberdeen structure necessary to deliver the identified services. Additional costs arising from the increase in auto-enrolment contributions and COSLA pay award have been included.
- Utilities:** inflationary increases of 2%, 5% and 2.5% for gas, electricity and water respectively have been included, following advice provided to Sport Aberdeen from the council's energy management section.

- i) **Grounds Maintenance:** the future contract price is determined according to the contractual terms using a specific price index (GM87).
- j) **Adventure Aberdeen:** the general assumption is the budget is as per previous years, together with additional one-off items for ICT, transport and insurance costs.

5.10 **Sport Aberdeen Reserves Policy**

Sport Aberdeen's Articles and Memorandum of Association define its reserves policy. It is the intention of the Board to accumulate a reserve fund to afford the company some protection against possible future adverse economic conditions. After consideration of the working capital position of the company, the Board considers £630,000 to be a prudent sum to be set aside as working capital, with a further £630,000 to be retained as reserves. It has been agreed that any remaining balances can be used to invest to improve the company's services as part of its overall strategy. However, it is the Board's intention that the company's reserves are not used to support under-funded services.

The annual accounts also require the Board Chair to comment on the current reserves position, in addition noting any expenditure against the value. This will leave the amount which is the general reserves of the company. The Board will seek to build its reserves when the trading performance of the company allows it to do so.

The latest audited accounts available (2017/18) identify the reserves of the company being -£1,108,769.

5.13 **Sport Aberdeen Pensions Liability Management Policy**

Sport Aberdeen is a member of the North-East Pension Fund. It currently contributes 13.5% of qualifying employee salary to the pension fund. Its current pension deficit liability is £3,199,000. The Board do not anticipate adopting a strategy to minimise this pension deficit liability within the term of this business plan.

6. MARKETING

Sport Aberdeen delivers its services primarily to the residents of Aberdeen; however it is recognised that as a centre for commuting and wider leisure activity Sport Aberdeen draws its customers from a larger catchment area, extending into parts of Aberdeenshire and Moray. It is also recognised that the geography of Sport Aberdeen’s markets extends further still within the context of specific business activities and events, for example for golf activities and the BHGE 10K Running Festival. The key market for the majority of its services is however considered to lie within the boundaries of Aberdeen itself. A programme of market research incorporating users, non-users and partners is used to gauge customer opinion and receive feedback which subsequently informs the direction for the business and marketing activity.

6.1 Market Analysis

The demographics of the Aberdeen city area are as follows:

AGE STRUCTURE OF ABERDEEN CITY'S POPULATION, 2017

Aberdeen City	All Ages	0-14	15-24	25-34	35-44	45-54	55-64	65-74	74-84	85+
Population	228,800	32,758	30,558	44,861	30,365	28,782	25,914	19,082	11,499	4,711
%	100	14.3	13.4	19.6	13.4	12.6	11.3	8.3	5.0	2.1

Source: National Records of Scotland, Mid 2017 Population Estimates, Scotland

- Other figures show that Aberdeen has a fairly even split of men and women, and a propensity to have higher disposable incomes than across other areas of the county.
- That said, around 44% of the city fall into the lower half of the social economic break – a key target for SA with a number of its objectives around targeting hard-to-reach groups, areas of low participation and areas deemed as regeneration communities by Aberdeen City Council.
- The dominating age range of residents is 25-34, with most of the population growth between 2001 and 2011 occurring in the 16-24 and 45-64 age brackets. (*Census 2011 data*).
- Children (aged under 16) only made up 14.4% of the city’s population compared with the Scottish average of 16.1%. (*Census 2011 data*).
- Young adults (16-24) were over-represented, with 16.1% compared to the Scottish average of 13.1%. (*Census 2011 data*).
- Aberdeen’s population is generally younger than that of Scotland as a whole.

Current Members- Demographics

An analysis of Sport Aberdeen’s current Get active members (GA1-5) provides considerable demographic information and market intelligence.

	ALL	Get Active 1	%	Get Active 2	%	Get Active 3	%	Get Active 4	%	Get Active 5	%
Female	4045	169	50.9%	2510	56.9%	75	67.0%	59	47.6%	32	7.7%
Male	5142	163	49.1%	1903	43.1%	37	33.0%	65	52.4%	383	92.3%
0-15	440	8	0.1%		0.0%		0.0%		0.0%		0.0%
16-24	1134	13	0.1%	679	7.3%	20	0.2%	13	0.1%	35	0.4%
25-34	2298	71	0.8%	1508	16.3%	41	0.4%	44	0.5%	137	1.5%
35-44	1834	86	0.9%	1039	11.2%	37	0.4%	42	0.5%	113	1.2%
45-54	1409	91	1.0%	719	7.8%	10	0.1%	15	0.2%	82	0.9%
55+	2162	63	0.7%	468	5.0%	4	0.0%	10	0.1%	48	0.5%
Total	9277	332		4413		112		124		415	

	%	Active Lifestyles	%	Golf	%	Loyalty	%	Get Active Futures	%	Get Active Starts	%
Female	44.0%	10	10.1%	51	3.4%	928	56.8%	173	37.2%	38	46.9%
Male	56.0%	89	89.9%	1461	96.6%	706	43.2%	292	62.8%	43	53.1%
0-15	4.7%		0.0%	7	0.1%	97	1.0%	247	2.7%	81	0.9%
16-24	12.2%		0.0%	74	0.8%	83	0.9%	217	2.3%		0.0%
25-34	24.8%	1	0.0%	191	2.1%	305	3.3%		0.0%		0.0%
35-44	19.8%	8	0.1%	158	1.7%	351	3.8%		0.0%		0.0%
45-54	15.2%	7	0.1%	231	2.5%	254	2.7%		0.0%		0.0%
55+	23.3%	174	1.9%	851	9.2%	544	5.9%		0.0%		0.0%
Total	100.0%	190		1512		1634		464		81	

LMIS data as of 04/07/2018

Overall, Sport Aberdeen members:

- Have an appropriate balance of uptake between men and women, except for golf which is almost entirely made up of men;
- Have an appropriate age mix, with key age groups of 16 – 44 for fitness, 25 – 54 for splash and 45+ for golf;
- 83% of our members do not have an Access to Leisure memberships.

The analysis of our current market has been used as the basis of the company's marketing strategy and associated plans for engaging with our markets, informing them of Sport Aberdeen's products and services with the aim of increasing our market share.

6.2 Market Segmentation

Target Mosaic Groups – Key Business Areas

From an understanding of demographics and analysis of our customer profile it is evident that our market is not a single homogenous market and in fact comprises a number of segmented markets.

Sport Aberdeen has purchased Mosaic Scotland data which enables it to profile its current members against the base of Aberdeen City households. Appended to demographic information, the Mosaic profiles allow greater insight and understanding into key markets and increases effectiveness in targeted marketing campaigns. Mosaic profiling breaks down populations into a number of groups. Further information is available to the Marketing and Communications Team as to the makeup of these groups and their characteristic habits.

Aberdeen City – Mosaic Groups

The top five Mosaic Groups making up Aberdeen City are;

- Rental Hubs 25.9% of Aberdeen City Households
- Municipal Change 8.5% of Aberdeen City Households
- Prestige Positions 8.0% of Aberdeen City Households
- Domestic Success 7.6% of Aberdeen City Households
- Modest Traditions 7.4% of Aberdeen City Households

Sport Aberdeen's current members

Sport Aberdeen's current members are predominantly made up of four key Mosaic Scotland groups;

- Aspiring Homemakers 9.7% of all SA members
- Domestic Success 13.1% of all SA members
- Modest Traditions 11.2% of all SA members
- Rental Hubs 15.1% of all SA members

The data in the initial Mosaic report was analysed three ways by taking into account groups by total member numbers, groups by potential household market and also by index (the index represents the market potential and is the target % / base % x 100). Simply put, any group with an index over 100 is a group we are more likely to have and attract as a member. These groups then form Sport Aberdeen target groups.

From analysing the data, we can start to identify target groups based on propensity to be an SA member and the potential market growth (potential ROI) if targeted.

Overall – Main Target Mosaic Groups

The analysis reveals that three of Sport Aberdeen's key member groups are also highly populated in Aberdeen City – Rental Hubs, Domestic Success and Modest Traditions.

Further assessment shows that Aspiring Homemakers is a fairly large part of the Aberdeen population (Group 7/14 in terms of population size) and this group is 68% more likely to be a Sport Aberdeen member than the base population so it is the fourth overall target group.

Target Mosaic Groups – Key Business Areas

Research undertaken by the Marketing and Communications Team has identified the markets for three key business areas. These markets have been identified important to Sport Aberdeen through a review of risk and associated income streams. This also demonstrates how the profiling data is applied to the communication and research plans:

BUSINESS AREA	MARKETS BY DEMOGRAPHIC	MARKETS BY MOSAIC GROUPS
Fitness Membership	Adults (M, F) 18 - 45	Aspiring Homemakers Domestic Success Modest Traditions Rental Hubs
Coached Programmes	Children (M, F) [Parents] 0 – 12	Aspiring Homemakers Domestic Success Prestige Positions Rental Hubs
Golf Membership	Adults (M) 55+	Domestic Success Prestige Positions Modest Traditions Senior Security
Active Workforce	Adults (and their families)	N/A

6.3 Competition

Sport Aberdeen faces strong competition from a range of competitors for each of its main services and programmes, including competitors from the public (including education), private and not-for-profit / voluntary sectors. On an annual basis Sport Aberdeen undertakes extensive market research into its competitors, including their offer and pricing policies, and also keeps abreast of new developments and industry trends in order for its own offer to remain competitive.

6.4 Pricing

It is vitally important to Sport Aberdeen as a not-for-profit organisation, that it strikes an appropriate balance between the need to operate a viable and sustainable business model with its key objectives of increasing participation and providing opportunities for those who may not be able to access opportunities elsewhere. Our pricing policy is therefore intended to strike a balance between these conflicting objectives and also recognising the varying quality of our offer, in terms of its aging facility stock. As part of its market research programme our pricing policy in comparison to that of its competitors is reviewed. It will also be reviewed when significant investment into its venues is made.

A key part of our pricing policy is our general commitment to Aberdeen City Council’s Access to Leisure Scheme (concessionary access) which provides free or discounted access to our venues and programmes for those eligible.

6.5 Advertising and Promotion

Sport Aberdeen uses both traditional media (newspapers, magazine and radio) and digital channels (website, social media and email) to advertise its services and programmes as part of a segmented approach to advertising and promotion. Planned promotional campaigns run throughout the year to take account of seasonal promotions for Get active memberships, together with regular adverts for other programmes and services. The company is placing greater emphasis on tracking the effectiveness of all advertising campaigns to ensure effective use of its advertising budget.

7. STRATEGY – STRATEGIC OBJECTIVES, OUTCOMES AND IMPLEMENTATION

KEY APP – Active Aberdeen Partnership	DPP – Director of Performance and Planning	HHROD – Head of HR and Organisational Development	DHAC – Director of Healthy and Active Communities
SLT – Senior Leadership Team	DCLO – Director of Community Leisure Operations	FCRM – Head of Finance and Corporate Resources	ELT – Extended Leadership Team

A glossary of terms used is available at the end of this business plan.

OBJECTIVE 1 – PARTICIPATION TO PROMOTE AND INCREASE OPPORTUNITIES FOR PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY FOR EVERYONE IN ABERDEEN, FOCUSING ON ASSISTING THE LEAST ACTIVE TO BECOME MORE ACTIVE RESULTING IN AN INCREASE IN PARTICIPATION OF 1% AND AN INCREASE IN GET ACTIVE MEMBERS TO 10,000

NOTES

1. The targets referred to in the objectives below reflect Sport Aberdeen’s commitment to playing its part in delivering increased participation in sport and physical activity. Baselines will be as at year end 2015/16.

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.1	To lead, via the Active Aberdeen Partnership (AAP) the review of the city’s ‘Fit for the Future Strategy’ (Sport and Physical Activity Participation Strategy), implementing its recommendations, where applicable, and monitoring impacts and outcomes and reporting to the Active Aberdeen Partnership as required		<ul style="list-style-type: none"> o Ambitious and sustainable participation strategy which will lead to an increase in sport and physical activity participation by city residents within and external to sporting venues; o Improvements to the health and wellbeing of all city residents; 	<ul style="list-style-type: none"> o Engagement in process; o Implementation of strategy; 	▲	▲	▲	SLT / AAP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.5	To deliver the Golf Aberdeen modernisation and Development Plan to modernise and sustain the golfing offer within Aberdeen		<ul style="list-style-type: none"> ○ Increased participation on golf, particularly by young people, families and women; ○ Improved revenue contribution to Sport Aberdeen’s business; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of partnerships developed; ○ £ additional income generation 	▲	▲	▲	DPP / DCLO / DHAC
1.8	To implement the recommendations arising from the strategic and operational review of the Linx Ice Arena to maximise participation in all ice sports and increase the sustainability of the LIA		<ul style="list-style-type: none"> ○ Increased participation in all ice sports; ○ Improved revenue contribution to Sport Aberdeen’s business; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of partnerships developed; ○ £ additional income generation 	▲	▲	▲	DPP / DCLO / DHAC
1.9	To deliver the Active Schools programme in accordance with sportscotland agreement, providing support to all schools in Aberdeen to increase the amount of extra-curricular sport and physical activity opportunities available to children and young people, including those with additional support needs (ASN)		<ul style="list-style-type: none"> ○ Increased physical activity levels; ○ Personal and social development; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of hours of activity offered; ○ Number of school – club links; ○ Case studies / questionnaires; 	▲	▲	▲	DHAC
1.10	To promote the Get active Membership scheme to reach the target of 10,000 Get active members by March 2020 to promote sport and physical		<ul style="list-style-type: none"> ○ Regular participants in sport and physical activity rewarded; ○ Increase in the number of customers undertaking 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of ‘unique’ customers being active; ○ Value of rewards (£) offered; 	▲			DPP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	activity within SA venues and community-based programmes		<ul style="list-style-type: none"> regular sport and physical activity contributing to an overall increase of 1% per year; Improved communication with non-member participants in sport and physical activity participation; Increase in Get active members leading active and healthy lives 	<ul style="list-style-type: none"> Case studies; £ ROI / SROI 				
1.12	To assist adults with a disability (with a particular focus on Learning Disabilities) in Aberdeen to be more physically active through provision of a comprehensive programme of activities in a variety of settings throughout the city		<ul style="list-style-type: none"> Increased sport and physical activity participation; Increased access to community venues by target group; Effective engagement with adults with a disability; 	<ul style="list-style-type: none"> Participation statistics; Number of hours of activity offered; Case studies; 	▲	▲	▲	DHAC
1.13	Assist children and young people with a disability in Aberdeen to be more active through the provision of supported mainstream and specialist activities		<ul style="list-style-type: none"> Increased sport and physical activity participation; Increased access to community venues by target group; Effective engagement with adults with a disability; 	<ul style="list-style-type: none"> Participation statistics; Number of hours of activity offered; Case studies; 	▲	▲	▲	DHAC
1.14	Assist people in groups least likely to participate in a		<ul style="list-style-type: none"> Increased physical activity levels; 	<ul style="list-style-type: none"> Participation statistics; 	▲	▲	▲	DHAC

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	physical activity to be more active by provision of supported integrated programmes within community settings			<ul style="list-style-type: none"> ○ Number of hours of activity offered; ○ Case studies; 				
1.15	To work in partnership with ACC Childcare and Early Years to review and improve provision of after school and holiday activity programmes across the city		<ul style="list-style-type: none"> ○ Increased sport and physical activity opportunities for young children; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of hours of activity offered; ○ Case studies; 	▲	▲	▲	DHAC / ACC
1.18	To implement the new Scottish Swimming Framework in partnership with swimming clubs and other partners to improve the quality of learn to swim programmes, the number of participants progressing through the framework feeding into swimming clubs, as part of a recognised aquatics pathway		<ul style="list-style-type: none"> ○ Single learn to swim framework (Scottish Swimming); ○ Improved standard of swimmer joining swimming clubs; ○ Greater co-operation between swimming providers, clubs and Scottish Swimming 	<ul style="list-style-type: none"> ○ Number of swimmers on swimming pathway; ○ Performance figures; 	▲	▲	▲	DPP
1.20	To deliver the Macmillan MoveMore programme aimed at those living with cancer, in accordance with the partnership agreement between Sport Aberdeen and Macmillan Cancer Support		<ul style="list-style-type: none"> ○ Increased sport and physical activity participation; ○ Improved health and wellbeing; ○ Reduction in feelings of isolation. 	<ul style="list-style-type: none"> ○ Participation statistics; ○ HWB questionnaires; ○ Case studies; ○ £ investment; 	▲	▲	▲	DHAC / DCLO / Macmillan / NHS Grampian

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.21	To deliver the Walk Aberdeen programme across the city increasing the number of opportunities for people to take part in high quality health walks, in line with the National Walking Strategy and Paths for all, increasing the number of schemes each year		<ul style="list-style-type: none"> ○ Increased physical activity participation; ○ Improved health and wellbeing; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of hours of activity offered; 	▲	▲	▲	DHAC / Paths for All
1.22	To develop a programme for looked after children in the city for Sport Aberdeen to fulfil the role of 'leisure parent'		<ul style="list-style-type: none"> ○ Increased sport and physical activity participation by looked after children in the City; ○ Improved health and wellbeing; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of hours of activity offered; 	▲	▲	▲	DHAC
1.25	To investigate opportunities for the provision of 15" hole cups for juniors and beginners as a means of encouraging new participants to golf		<ul style="list-style-type: none"> ○ Increased physical activity participation; ○ Improved health and wellbeing; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of new golf participants; 	▲	▲	▲	DCLO / DHAC
1.27	Ongoing development and supporting membership sales and retention campaigns		<ul style="list-style-type: none"> ○ Increased membership sales; ○ Increased sport and physical activity participation; 	<ul style="list-style-type: none"> ○ KPIs; ○ Membership retention rates; 	▲	▲	▲	DPP / DOA
1.28	Research innovative ways of targeting markets not currently well catered for e.g. students, teenagers and people with disabilities		<ul style="list-style-type: none"> ○ Increased sport and physical activity participation from amongst target groups; 	<ul style="list-style-type: none"> ○ KPIs; 	▲	▲	▲	SLT / DPP / DCLO / DHAC / AAP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.29	Use findings of community research into reasons for non-participation and work with other partners to break down barriers to participation and address behavioural change		<ul style="list-style-type: none"> Increased sport and physical activity participation from amongst target groups; 	<ul style="list-style-type: none"> KPIs; Customer survey; 	▲	▲	▲	DHAC / AAP / NHS Grampian
1.30	To promote and support clubs in the achievement of ClubCAP, with a review of the incentives scheme, as part of the further review of lettings		<ul style="list-style-type: none"> Increased sport and physical activity participation; Improved health and wellbeing; 	<ul style="list-style-type: none"> Number of ClubCAP accredited clubs; 	▲	▲	▲	DHAC
1.31	To deliver the schools and community sports link pathway programme		<ul style="list-style-type: none"> Increased sport and physical activity participation; 	<ul style="list-style-type: none"> Participation statistics; Number of school club links; Number of trained coaches and volunteers; Club membership uptake; Pathway mapping exercise; 	▲	▲	▲	DHAC
1.32	Deliver a well-respected coach education and professional development programme for people across the north east to support the delivery of grass roots participation		<ul style="list-style-type: none"> Increase in the number of trained and qualified coaches / volunteers; Programmes meeting the needs of NGBs, clubs, RDMs and sportscotland; 	<ul style="list-style-type: none"> Accredited training and development; Number of trained coaches; Return on investment; 	▲	▲	▲	DHAC
1.33	Working with partners, establish appropriate participation programmes for		<ul style="list-style-type: none"> Emergence of greater number of participants from Aberdeen; 	<ul style="list-style-type: none"> Number of athletes participating in the pathway programme; Case studies; 	▲	▲	▲	DHAC

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	talented athletes within the city		<ul style="list-style-type: none"> ○ Aberdeen recognised and respected for its pathway programme; 	<ul style="list-style-type: none"> ○ Number of athletes playing at district, regional, national and international levels; 				

OBJECTIVE 2 – PLACES TO MODERNISE SPORT ABERDEEN’S SPORTS FACILITY STOCK AS PART OF AN OVERALL PLANNED INVESTMENT STRATEGY SUPPORTING THE CITY’S SPORTING AMBITIONS

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.1	To provide strategic guidance and advice on future development proposals, including acting as the Council’s strategic advisors on new developments, including planning applications		<ul style="list-style-type: none"> ○ Sustainable facilities strategy delivering high quality services; ○ Provision of higher quality facilities to encourage new participation in sport and physical activity; 	<ul style="list-style-type: none"> ○ Developer contributions (£); ○ No. of planning applications responded to; ○ Number of new developments; 	▲	▲	▲	SLT / DPP
2.2	To work towards the implementation of the AAP Aberdeen Facilities Strategy to ensure Aberdeen’s sporting provision is commensurate with its ambition and position as Scotland’s third city		<ul style="list-style-type: none"> ○ Sustainable facilities strategy delivering high quality services; ○ Improved customer satisfaction; ○ Increased participation in sport and physical activity; 	<ul style="list-style-type: none"> ○ Customer surveys; ○ Participation statistics; 	▲	▲	▲	SLT / AAP / KKP
2.3	To contribute to the delivery of outcomes of ACC’s Playing Pitch Strategy		<ul style="list-style-type: none"> ○ Sustainable facilities strategy delivering high quality services 	<ul style="list-style-type: none"> ○ Engagement in process; 	▲	▲	▲	SLT / ACC / AAP
2.4	Develop business cases to undertake refurbishment of four venues identified as priorities, in conjunction with Pulse Fitness to modernise the fitness and general sporting offer and reduce funding subsidies		<ul style="list-style-type: none"> ○ Provision of higher quality facilities to encourage new participation in sport and physical activity; ○ Improved financial position; 	<ul style="list-style-type: none"> ○ Customer satisfaction survey; ○ Participation statistics; ○ Management accounts. 	▲	▲	▲	SLT / Pulse Fitness

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.10	To maximise use of 3G pitches in the city for football to enable indoor venues to be programmed to drive participation in a variety of other sports e.g. netball, basketball, badminton etc		<ul style="list-style-type: none"> ○ Increase in sport and physical activity participation; ○ Greater range of sports offered within SA venues; ○ Increased community access to our venues; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of regular sports bookings; ○ Number of clubs using SA venues; ○ Number of hours booked by clubs; 	▲	▲	▲	DPP / DCLO
2.11	To identify the necessary funding, in conjunction with partners, for the implementation of the priorities identified in the Ryden Report (Building Condition Survey findings) where the venues are of a strategic significance in the long term		<ul style="list-style-type: none"> ○ Provision of higher quality facilities to encourage new participation in sport and physical activity; ○ Improved financial position; 	<ul style="list-style-type: none"> ○ £ investment made; ○ Increases in sport and physical activity participation; 	▲	▲	▲	SLT / ACC / Pulse Fitness
2.12	Identify and implement environmental and sustainability improvements to achieve carbon reduction targets, as part of Carbon Trust project		<ul style="list-style-type: none"> ○ Reduced energy consumption; ○ Reduced CO² outputs; 	<ul style="list-style-type: none"> ○ Consumption reports; 	▲	▲	▲	SLT /DCLO / Carbon Trust
2.14	Develop the use and public understanding of SA's brands and sub-brands in relation to the breadth of services and activities provided by the company across the city		<ul style="list-style-type: none"> ○ Increased awareness of SA's brands and sub brands; ○ Improved customer communication and awareness of SA's products and services; 	<ul style="list-style-type: none"> ○ % increase in brand and sub-brand awareness; ○ % increase in awareness of SA's products and services; 	▲	▲	▲	DPP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.15	Explore funding options for the development of Cromdale Outdoor Centre to maximise its income potential		<ul style="list-style-type: none"> ○ Provision of higher quality facilities to encourage new participation in sport and physical activity; ○ Improved financial position; 	<ul style="list-style-type: none"> ○ £ investment made; ○ Increases in sport and physical activity participation; 	▲	▲	▲	SLT

OBJECTIVE 3 – PARTNERSHIPS TO BUILD EXTERNAL RELATIONSHIPS AND WORK IN PARTNERSHIP ACROSS ALL SECTORS FOCUSING ON IMPROVING HEALTH AND WELLBEING OUTCOMES FOR THE PEOPLE OF ABERDEEN

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
3.1	To provide strategic leadership to and active participation in the Active Aberdeen Partnership (AAP) as part of the transfer of strategic sports functions to Sport Aberdeen		<ul style="list-style-type: none"> ○ A joined-up approach to strategic sports provision and physical activity opportunities within the city; ○ Best-practice approaches adopted within the city for cross- and inter-agency working within sport, health, education and community development sectors; 	<ul style="list-style-type: none"> ○ Partner survey; 	▲	▲	▲	MD / AAP
3.2	To play an active role in the city's Community Planning Aberdeen, particularly in the area of health and wellbeing, and other community fora		<ul style="list-style-type: none"> ○ Increased sport and physical activity participation; ○ Improved health outcomes; ○ Reduced duplication of provision; ○ More collaborative working; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of joint projects commissioned; 	▲	▲	▲	SLT / AAP / AAC / CPP
3.5	Development and delivery of a city-wide Tennis Development Programme, in partnership with Tennis Scotland and other partners		<ul style="list-style-type: none"> ○ Increased tennis participation figures; ○ Wider range and greater utilisation of coaching programmes available within the city; ○ Development of a clear accessible membership structure; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number and diversity of tennis coaching programmes available at Sport Aberdeen venues; ○ Increased tennis club membership; ○ Number of participants in competition structure; 	▲	▲	▲	DHAC / Tennis Scotland / Tennis Clubs

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
			<ul style="list-style-type: none"> Fit for purpose and accessible competition structure; Well-trained and experienced coach and volunteer workforce. 	<ul style="list-style-type: none"> Number of qualified coaches at a variety of levels; Number of tennis volunteers. 				
3.6	To contribute positively to the ongoing implementation of the Aberdeen Aquatics Strategy, including the development and monitoring of supporting action plans		<ul style="list-style-type: none"> Cohesive plans for the delivery of aquatics activity across the City; Network of high quality and well programmed swimming facilities; 	<ul style="list-style-type: none"> Participation statistics; 	▲	▲	▲	SLT / ASV / RGU / COAST / Swimming Clubs
3.8	To work in partnership with idverde (grounds maintenance contractor) to deliver improvements to outdoor services, including golf		<ul style="list-style-type: none"> Improved quality of outdoor pitches, including golf; Increased customer satisfaction; Increased sport and physical activity participation; Increased retention of members; 	<ul style="list-style-type: none"> £ investment secured; Customer surveys; Participation statistics; TLG(S) PQMS results; 	▲	▲	▲	DCLO
3.10	To respond to opportunities in the north east to become the partner of choice for other organisations		<ul style="list-style-type: none"> Additional partnership / contract opportunities reducing reliance on ACC core funding for overhead costs; 	<ul style="list-style-type: none"> £ contribution to overhead costs; 	▲	▲	▲	SLT
3.11	To develop targeted health and wellbeing programmes within and external to SA venues, with operations teams supported to develop		<ul style="list-style-type: none"> Increased sport and physical activity participation and improved health outcomes for older people, 	<ul style="list-style-type: none"> LMIS to evidence participation; SA loyalty card to evidence participation; 	▲	▲	▲	DHAC / DCLO

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	complementary programmes as part of a co-ordinated programming offer		contributing to an overall increase of 1% per year;	<ul style="list-style-type: none"> ○ Number of hours of activity offered; ○ Case studies; 				
3.12	To work in partnership with the Linx Ice Hockey Club to investigate participation in the SNL		<ul style="list-style-type: none"> ○ Opportunity for high performance participation in Aberdeen; ○ Potential for young people to be attracted to play ice hockey; 	<ul style="list-style-type: none"> ○ Performance of club in league; ○ Customer survey; 	▲	▲	▲	SLT / Linx Ice Hockey Club
3.13	To increase capacity within the Walk programme by training new Walk Leaders to assist in the expansion and sustainability of the Walk Programme		<ul style="list-style-type: none"> ○ New walk clubs established across the City; ○ Additional Walk Leader courses run; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of hours of activity offered; 	▲	▲	▲	DHAC / Paths for All
3.15	To deliver the Macmillan MoveMore programme aimed at those living with cancer, in accordance with the partnership agreement between Sport Aberdeen and Macmillan Cancer Support		<ul style="list-style-type: none"> ○ Increased sport and physical activity participation; ○ Improved health and wellbeing; ○ Reduction in feelings of isolation. 	<ul style="list-style-type: none"> ○ Participation statistics; ○ HWB questionnaires; ○ Case studies; ○ £ investment; 	▲	▲	▲	DHAC / DCLO / Macmillan / NHS Grampian
3.16	To lead and manage community sports hubs in Aberdeen City, to increase participation in sport and physical activity		<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of school club links; ○ Number of trained coaches and volunteers; ○ Club membership uptake; 	<ul style="list-style-type: none"> ○ Participation statistics; ○ Number of school club links; ○ Number of trained coaches and volunteers; ○ Club membership uptake; 	▲	▲	▲	DHAC

OBJECTIVE 4 – PEOPLE: TO BE RECOGNISED AS A LEADING EMPLOYER BY BECOMING THE EMPLOYER OF CHOICE FOR THOSE SEEKING A CAREER IN SPORT AND PHYSICAL ACTIVITY IN ABERDEEN

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
4.2	Continuation of the Sport Aberdeen Modern Apprentices scheme across the company, in partnership with a training provider, with a maximum annual intake of 10 apprentices		<ul style="list-style-type: none"> Qualifications and relevant work skills gained by apprenticeships offered to unemployed city residents, increasing employment opportunities. 	<ul style="list-style-type: none"> Number of apprentices at start and finish; Number and level of qualifications obtained; Number gaining permanent employment. 	▲	▲	▲	HHROD / Direct Partners
4.3	Research, identify funding and develop a Sport Aberdeen graduate training programme in 2016/17, for launch in September 2018 aimed at talented individuals with management potential		<ul style="list-style-type: none"> Qualifications and relevant work skills gained by city graduates, increasing employment opportunities for individuals and a skilled pool of talented individuals for sport and physical activity providers in the city; Increased opportunities for SA staff to act as mentors improving their own skills and experience; Improved career progression opportunities within and external to Sport Aberdeen. 	<ul style="list-style-type: none"> Investment made (£); Number of apprentices at start and finish; Number and level of qualifications obtained; Number gaining permanent employment. 	▲	▲		HHROD / Direct Partners
4.4	To explore ways in which Sport Aberdeen may seek / gain external recognition for its recruitment, selection and		<ul style="list-style-type: none"> An accredited, eternally validated award; Improved staff satisfaction and retention of staff; Improved staff performance; 	<ul style="list-style-type: none"> Achievement of award; 	▲	▲	▲	HHROD

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	training programmes ie liIP or similar		<ul style="list-style-type: none"> o Improved staff morale; o Improved service delivery. 					
4.6	Implement and review the outcomes of the PDR process, including an annual training needs analysis, informing the development and delivery of an inclusive, comprehensive and structured employee development programme available to all staff		<ul style="list-style-type: none"> o Improved staff performance; o Training needs identified and addressed; o Reduction in number of customer complaints relating to non-compliance issues; 	<ul style="list-style-type: none"> o PDR audit; o Staff survey. 	▲	▲	▲	SLT / HHROD
4.7	Undertake an independent annual staff survey to determine progress towards Sport Aberdeen’s objective of becoming the employer of choice		<ul style="list-style-type: none"> o Evidence of progress made; o Improved staff performance through understanding and addressing any identified issues; o Improved staff morale through understanding and addressing any identified issues; o Reduction in staff turnover through understanding and addressing any identified issues. 	<ul style="list-style-type: none"> o Staff survey; o Staff turnover rates; 	▲	▲	▲	HHROD
4.8	Undertake an annual review of salaries and other benefits and terms and conditions and comparison with other similar organisations in Aberdeen		<ul style="list-style-type: none"> o Evidence of Sport Aberdeen’s position compared with similar organisations; 	<ul style="list-style-type: none"> o Annual survey; 	▲	▲	▲	HHROD

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
4.9	Further development of Sport Aberdeen’s rewards and recognition programme for all staff		<ul style="list-style-type: none"> ○ Rewards and recognition programme extended in scope and / or value; ○ Improved staff performance; ○ Improved staff morale; ○ Improved service delivery. 	<ul style="list-style-type: none"> ○ Scope of rewards and recognition programme; ○ Staff survey; 	▲	▲	▲	DPP
4.10	To continue work towards achieving the NHS Scotland Healthy Working Lives Award		<ul style="list-style-type: none"> ○ Improved staff performance; ○ Improved staff morale; ○ Recognition as employer of choice 	<ul style="list-style-type: none"> ○ Achievement of award(s); ○ Staff surveys 	▲		▲	HHROD
4.11	To be recognised as an employer paying the National Living Wage		<ul style="list-style-type: none"> ○ Improved staff performance; ○ Improved staff morale; ○ Recognition as employer of choice 	○		▲	▲	HHROD
4.12	Review the staffing structure for the company providing clarity and clear roles, responsibilities and decision making		<ul style="list-style-type: none"> ○ Improved staff performance; ○ Improved staff morale; ○ Recognition as employer of choice ○ Conformance to IMS and company policies and procedures 	<ul style="list-style-type: none"> ○ Staff survey; ○ Internal audit outcomes; 	▲	▲	▲	SLT

OBJECTIVE 5 – PROCESSES: TO IMPLEMENT ROBUST PROCESSES ACROSS THE COMPANY DELIVERING QUALITY, EXCELLENCE, EFFICIENCY AND EFFECTIVENESS IN OUR CAPACITY AS A CHARITABLE ORGANISATION

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
5.1	To manage and secure funding / budgets from external bodies to support sport and leisure in Aberdeen City		<ul style="list-style-type: none"> ○ Improved efficiency; ○ Improved service quality; ○ Improved customer service delivery; 	<ul style="list-style-type: none"> ○ Customer survey ○ £ generated; 	▲	▲	▲	DPP
5.3	Increase and develop internal communications processes to maximise business efficiency and understanding of the company's activities		<ul style="list-style-type: none"> ○ Improved customer service delivery; ○ Increase in sport and physical activity participation; ○ Improved job satisfaction; 	<ul style="list-style-type: none"> ○ Customer survey; ○ Staff survey; ○ KPIs 	▲	▲	▲	DPP
5.4	To use data and industry intelligence proactively to inform business decisions and as part of a performance management framework, involving the establishment of robust KPIs and benchmarks		<ul style="list-style-type: none"> ○ Improved efficiency; ○ Improved service quality; 	<ul style="list-style-type: none"> ○ Customer survey; ○ Staff survey; ○ £ generated; 		▲	▲	DPP
5.7	Implement online booking processes for all Active Schools programmes		<ul style="list-style-type: none"> ○ Improved customer service delivery; ○ Improved communication with customers; ○ Increased sport and physical activity participation; 	<ul style="list-style-type: none"> ○ % of activities booked on line; ○ Participation statistics; 	▲			DPP / DHAC
5.12	Implement the upgrade to Sage, Sport Aberdeen's financial accounting software		<ul style="list-style-type: none"> ○ Improved business efficiency; 	<ul style="list-style-type: none"> ○ Staff survey; 	▲			DPP / HFCR

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
5.13	Undertake a review of mobile phone provision in light of new telephony arrangements		<ul style="list-style-type: none"> o Improved business efficiency; o Financial savings; 	<ul style="list-style-type: none"> o Number / type of mobile units deployed / not deployed; o £ savings; 	▲			DPP
5.14	Develop appropriate processes, including staff training, in preparation for the roll out of Skype for Business and SharePoint to improve internal communication throughout the company		<ul style="list-style-type: none"> o Improved business efficiency; o Improved, faster internal communication; o Reduced email use; 	<ul style="list-style-type: none"> o Staff survey; o % of staff using Skype / SharePoint; 	▲			DPP / HHROD
5.15	Develop appropriate processes, including staff training, in preparation for the roll out of a new Telecoms system throughout the company as part of the new ICT contract		<ul style="list-style-type: none"> o Improved customer service; o Improved business efficiency; o Improved, faster internal communication; o Reduced email use; 	<ul style="list-style-type: none"> o Customer survey; o Staff survey; o System statistics; 	▲			DPP / HHROD
5.19	To undertake a review of booking arrangements for Sport Aberdeen venues to maximise opportunities for participation in a range of sports, be customer focused and effective use of business resources		<ul style="list-style-type: none"> o Increase in sport and physical activity participation; o Greater range of sports offered within SA venues; o Increased community access to our venues; o Increase in customer satisfaction; 	<ul style="list-style-type: none"> o Participation statistics; o Number of regular sports bookings; o Number of clubs using SA venues; o Number of hours booked by clubs; o Customer surveys; 	▲			DPP / DCLO
5.20	To review the findings of the ACC Lettings Review undertaken in 2013 and		<ul style="list-style-type: none"> o More efficient lettings process; 	<ul style="list-style-type: none"> o Customer survey; o Utilisation rates; 	▲			DPP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	implement their recommendations, if still valid and appropriate for the changed landscape		<ul style="list-style-type: none"> o Better utilisation of resources / venues; o Improved customer communication; 					
5.22	Utilise 'How Good Is Our Culture and Sport' self-assessment methodology as part of a continuous improvement programme and plan for an external validation in 2017/18		<ul style="list-style-type: none"> o All staff engaged in the HGIOCS planning and delivery process; o Improved quality of service delivery; o Increase in customer satisfaction; o Increase in partner satisfaction; o External validation of service; 	<ul style="list-style-type: none"> o HGIOCS Improvement / Action Plan; o Internal audit findings; o Partner survey; o External HGIOCS assessment and scores; 	▲	▲	▲	DPP
5.24	To implement a customer engagement strategy, incorporating e-communications, customer feedback processes across all media		<ul style="list-style-type: none"> o Delivery of high-quality customer-focussed services; o Improved customer service standards; o Increases in customer satisfaction levels; 	<ul style="list-style-type: none"> o Customer surveys; o Quest results; 	▲	▲	▲	DPP / DCLO
5.26	To review the TLG contract with a view to agreeing the contract extension as permitted by the procurement route		<ul style="list-style-type: none"> o Longer term improvement planning option; o Reduction in overall contract price; 	<ul style="list-style-type: none"> o £ Investment made; o £ saving on overall contract price; 		▲	▲	DPP
5.27	To provide strategic advice to ACC with regards to developer contributions for new		<ul style="list-style-type: none"> o £ contribution for new or improved sports facilities; 	<ul style="list-style-type: none"> o £ contribution received; 	▲	▲	▲	SLT

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	developments within the content of short and medium-term priorities for sports provision within the city							
5.28	Implement recommendations arising from TIAA's internal audit programme to improve overall governance arrangements of the company		<ul style="list-style-type: none"> Reduction in exposure to risk arising from HR, financial, operational and legal practices 	<ul style="list-style-type: none"> TIAA's internal audit report; 	▲	▲	▲	HFCR
5.29	Integrate the functions of Adventure Aberdeen and Sport Aberdeen to realise the intended efficiencies		<ul style="list-style-type: none"> Delivery of high-quality customer-focused services; Improved customer service standards; Increases in customer satisfaction levels; Better utilisation of resources / venues; 	<ul style="list-style-type: none"> Customer survey; Partner survey; £ realised (income and efficiencies) 	▲	▲	▲	SLT

8. PERFORMANCE MANAGEMENT FRAMEWORK

- 8.1 Sport Aberdeen’s performance management framework will utilise a combination of internal and external mechanisms to measure its performance against its business and operational objectives set out in the previous section. This framework will involve all managers within Sport Aberdeen, with results reported to the company’s Corporate Governance Committee on a quarterly basis for scrutiny and challenge and to Aberdeen City Council via the Governance Hub.
- 8.2 A programme of external independent research will also be undertaken measuring the views of customers, non-users and partners.

9. RISK MANAGEMENT

- 9.1 In August 2015 Sport Aberdeen has adopted a risk management strategy following recommendations from its internal auditors and ACC’s Governance Hub. The risk management strategy sets out Sport Aberdeen’s approach to managing risk and promotes the development of an enterprise risk management culture across the company. It has identified itself as a risk-aware organisation in which it actively seeks to identify and address not only the risks to the achievement of its objectives, but also the opportunity risks which will deliver added benefit to the communities it serves.
- 9.2 A strategic risk register forms a key part of both the risk management strategy and its overall governance arrangements, out with this business plan. Individual risks have been identified and a risk rating identified by a combination of their potential likelihood and potential severity. Where appropriate, actions to further reduce the risk to a tolerable level have been identified and implemented.
- 9.3 The risk management strategy requires consideration of risks on a monthly basis by the company SLT, reported to Corporate Governance Committee on a bi-monthly basis and formally reviewed by the latter on a six-monthly basis.

GLOSSARY OF TERMS

ABBREVIATION	DESCRIPTION
AAP	Active Aberdeen Partnership
Aberdeen Obesity Care Pathway	Clinic patient pathway developed by NHS Scotland for adults and children who are obese
ACC	Aberdeen City Council
A2L	Access to Leisure, the council's concessionary access scheme
ALEOs	Arm's length external organisations
APSE	Association Public Sector Excellence
ASV	Aberdeen Sports Village
Auto Enrolment	New regulations implemented from October 2013 requiring every employer to automatically enrol their workforce into a pension scheme and to make a contribution on their behalf. Sport Aberdeen's implementation date is January 2014.
DPP	Business Development Division
BLC	Beach Leisure Centre
BMI	Body mass index, based on an individual's weight and height, with broad categories ranging from very severely underweight to very seriously obese.
BOD Pool	Bridge of Don Pool
CASCADE	LMIS reporting system enabling interrogation of databases
ClubCAP	Sports club accreditation scheme
COAST	City of Aberdeen Swim Team, currently based at ASV
CPP	Community planning partnership
Cults CSC	Cults Community Sports Complex
DD	Direct debit
HFCR	Head of Finance and Corporate Resources
FSA	Funding and Services Agreement which sets out the services to be provided by Sport Aberdeen in return for its funding from Aberdeen City Council
FTE	Full-time equivalent (37 hours per week)
GP	General Practitioner
HQ	Headquarters
HHROD	Head of HR and Organisational Development
ICT	Information communications technology
LGPS	Local Government Pension Scheme
LMIS	Leisure Management Information System
LTS	Learn to Swim Scheme
NGB	National governing body
NHS	National Health Service
NHS Scotland Healthy Working Lives Award	An awards programme based around health and safety and health promotion within the workplace
DOA	Operations Division
Paths for All	National walking accreditation scheme
PR	Public relations
QUEST	Leisure industry quality mark
SA	Sport Aberdeen

ABBREVIATION	DESCRIPTION
Schools and Community Sports Link Programme	Creating formal links for young people involved in school sport to continue their participation based in leisure facility sports programmes, community based clubs and competitive events
SMS	Short message service
SLT	Senior Leadership Team
DHAC	Sport and Active Lifestyles
SPORTA UK	Sport and cultural membership organisation
Sports Unlimited Academy	Young people’s sports-specific course programme based in leisure facilities
SROI	Social return on investment, a framework for measuring and accounting for a much broader concept of value, based on environmental and social value not currently reflected in conventional financial accounting systems, relative to resources invested.
Ts and Cs	Terms and conditions of employment

APPENDIX A – SWOT ANALYSIS - SPORT ABERDEEN

SWOT – STRENGTHS

SERVICES / PROGRAMMES	STAFF	PARTNERSHIP WORKING	COMPANY / OTHER
City-wide presence	Health and Wellness Team	Active Schools	Culture of continuous improvement
Membership offer	Retention of staff	Events	Customer retention
Strategic lead for Sport demonstrating trust by ACC	Experienced, trained and qualified staff	Good external links with NHS and third sector	Use of LMIS data
Diversity, number and locations of facilities and services	Willingness to change		Community feedback and support
Diverse programmes			

SWOT – WEAKNESSES

FACILITIES	STAFF	MARKETING AND COMMS	COMPANY
Lack of investment in ageing buildings, old equipment and ageing stock	Lack of training and support for staff	Marketing - promotion	
Fitness equipment / offer outdated	Division between HQ and satellite venues	Customer engagement and use of data	Growth of company has been too quick – staff shortages
Too many facilities	Staff wages low compared to competitors	Internal comms	IT system slow and unreliable
Lack of parking at venues			

SWOT – OPPORTUNITIES

INVESTMENT	MARKETING	PARTNERSHIPS	EXTERNAL
Investment into facilities, equipment, grounds maintenance / golf and IT	Target markets not currently well catered for – students, teenagers, PWDs, tourist sector, corporate markets – programmes and digital development	Linked activities with other providers	Government priorities – national and local
Fitness investment and BLC café revamp as part of proposals	Increasing facility usage – link to loyalty scheme	Expansion of specific health conditions programmes	Sharing good practice / recognising best practice elsewhere
Staff development	Promotion of SA as a charity	New community campus facilities	Accessing external funding – CEM post and external
Expansion of Quest	Foreign language opportunities	Transfer of ACC functions, strategic lead and outstanding reviews	Oil and gas downturn

SWOT – THREATS

INVESTMENT	PARTNERSHIPS	EXTERNAL	STAFF
Reduced ACC funding, future austerity and its own priorities	Extension of ACC / SA lease	Leisure competitors – especially from budget gym sector and ASV	Structure review and loss of Ops Director
Poor condition of facilities leading to loss of customers and increase in service failures	Change of government at national and local level	Oil and gas downturn – as customers and potential sponsors	Staff turnover / retaining staff
Rationalisation of facilities		Cost of living (for staff and customers)	
		Transport infrastructure improvements – AWPR – fewer visitors	

APPENDIX B – PESTEC ANALYSIS – SPORT ABERDEEN

PESTEC - POLITICAL

POLITICAL	POLITICAL
National election 2016, local election 2017 – outcome may impact on priorities	Reduction in core funding
Renewal of ACC / SA lease	Changes in legislation
Pressure from councillors	Leisure Asset Review outcome / rationalisation of venues
Perception that SA still linked to ACC	

PESTEC - ECONOMIC

ECONOMIC	ECONOMIC
UK recession / economy leading to less disposable income	Oil and gas downturn
Employment levels and increasing costs, including Living Wage costs	Inflation impacting SA in key area of utilities, supplies and services
Unemployment levels	Lower levels of external funding – partly linked to oil and gas sector
People on low wage more likely to have SA membership	Requirement for more competitive marketing for promotion and retention
Cost of living in Aberdeen generally	Low interest rates –but may rise in future

PESTEC - SOCIAL

SOCIAL	SOCIAL
Customer attitudes and opinions of Sport Aberdeen and attitudes to health and wellness more generally	Social influence from sports in fashion – Wimbledon, CG2014, Glasgow 2012
Brand name and image	Sports ‘in fashion’ and change over time
Increased use of social media and impact on reputation	Role models
Educational trends	Delivery of customer needs
Ageing population / customer base and increased demand on NHS but need for more intervention based programmes	Changing times – larger families, living at home longer, buying a house later, working longer

PESTEC - TECHNICAL

TECHNICAL	TECHNICAL
Advances in technology e.g. iPads used in competitions	IT modernisation / integration, including Wi-Fi
Gym equipment quickly out of fashion	Update of equipment
Online booking potential	Les Mills class programme

PESTEC - ENVIRONMENTAL

ENVIRONMENTAL	ENVIRONMENTAL
Impact of the weather on indoor and outdoor venues, especially golf and pitches	Future environmental requirements on SA e.g. increased requirement for recycling
Impact of new legislation may increase SA's costs	Carbon emission reduction requirements
Cycle to Work scheme	

PESTEC - COMPETITIVE

COMPETITIVE	COMPETITIVE
Competitors offer attractive packages for joining e.g. HRM, first month free	Competitor offerings e.g. high-quality spa, facelifts etc
Oil companies have their own gyms	ASV / hotels / health clubs
Investment into SA venues required to remain competitive	Pricing policy
Improvement of brand / recognition of brand	A2L
Awareness of competitors / potential competitors	ASV / RGU should become closer partners through Active Aberdeen Partnership

APPENDIX C – SWOT ANALYSIS – ADVENTURE ABERDEEN

STRENGTHS

- Strong team with a good working knowledge of AA;
- Good pool of freelance instructors;
- Operate at full capacity (peak periods)
- Satisfied schools and clients;
- Additional demand unsatisfied;
- Multi-generational team;
- Broad knowledge of public and private sectors.

WEAKNESSES

- Lack of resources (tutors, equipment, buses);
- History;
- Changes impacting adversely on staff morale;
- Turning away work;
- Uncertainty.

OPPORTUNITIES

- Growth with new employees;
- Work with Aberdeenshire Council;
- More private work;
- Opportunities through Sport Aberdeen;
- More freedom, both operationally and business-wise;
- Forward looking as part of Sport Aberdeen;

THREATS

- Change causing loss of employees and lower morale;
- Structure unknown;
- Budget cuts;
- Competitors – small local businesses operating across all outdoor disciplines;
- Economic climate.

APPENDIX D – PESTEC ANALYSIS – ADVENTURE ABERDEEN

POLITICAL

- Changes to legislation, policy regarding schools, driving licence requirements;
- Council direction;
- Government policy direction.

ECONOMIC

- Economy – changes in financial situation of AA, SA, Schools and local businesses;
- Downturn in O&G sector in Aberdeen;
- PEF funding.

SOCIAL

- Health and Wellbeing focus;
- Social trends;
- Working with social partners;
- Council;
- Political agenda.

TECHNICAL

- Social media and platforms used to create business;
- Systems – booking, advertising etc;
- Broadband / communication / advertising;
- Update required.

ENVIRONMENTAL

- Weather;
- Locations;
- Cromdale limitations;
- Education sector;
- Carbon footprint.

COMPETITIVE

- Lots of local competitors – Aviemore based, Aberdeenshire, all looking at options for outdoor education;
- Greater choice.

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	13 th September 2018
REPORT TITLE	Aberdeen Sports Village Business Plan – Annual Report
REPORT NUMBER	COM/18/104
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 1 and 7 and remit 4.1 and 4.3

1. PURPOSE OF REPORT

This report presents the annual report on the Aberdeen Sports Village (“ASV”) Business Plan.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approves the Aberdeen Sports Village Business Plan Annual Report appended to this report, for the Council’s interests;
- 2.2 instructs the Head of Commercial and Procurement Services to review and amend the Council’s SLA with ASV to ensure that it is outcomes-focused and contains robust contract management measures; and
- 2.3 instructs the Head of Commercial and Procurement Services to implement a standard annual performance report template which ASV will be required to submit annually containing information on their performance against the outcomes set out in the revised SLA.

3. BACKGROUND

- 3.1 Aberdeen City Council owns 50% of ASV along with the University of Aberdeen and funding is given to support them in providing a service.
- 3.2 An annual report on ASV’s business plan is appended to this report. It includes the summary detail pertaining to all income streams including membership, catering and facility hire and other main operational costs related to staffing and salaries.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council's budget for Core funding for ASV for 2018/19 is £919,200.
- 4.2 Additional funding is provided for the Coast swimming development project £94,153. Other services may be directly commissioned from Aberdeen Sports Village and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.3 Funding for 2019/20 will be determined as part of the budget setting process.
- 4.4 There are no financial implications arising directly from the recommendations of this report. The information from the annual report will be considered by officers in the budget setting process.

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	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A
Legal	Risk of delay or no agreement as regards the proposals to revise the SLA.	L	Proposals will be discussed and explained to ASV and they will have opportunities to put forward their own proposals.
Employee	N/A	N/A	N/A
Customer	Risk of poor service provided to customers.	L	The proposal to amend the ASV SLA with revised outcomes should contribute to customer satisfaction.
Environment	N/A	N/A	N/A
Technology	N/A	N/A	N/A
Reputational	Poor performance by ASV could impact on the Council's reputation.	L	The proposal to amend the ASV SLA with revised outcomes should ensure good performance by ASV.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The annual report evidences contribution by ASV towards the LOIP theme of prosperous economy. Proposals to review the existing SLA with ASV to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.
Prosperous People	The annual report evidences contribution by ASV towards the LOIP theme of prosperous people. Proposals to review the existing SLA with ASV to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.
Prosperous Place	The annual report evidences contribution by ASV towards the LOIP theme of a prosperous place. Proposals to review the existing SLA with ASV to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous place.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not applicable for this report.
Privacy Impact Assessment	Not applicable for this report.
Duty of Due Regard / Fairer Scotland Duty	Not applicable for this report.

9. BACKGROUND PAPERS

None.

10. APPENDICES (if applicable)

ASV Business Plan Annual Report

11. REPORT AUTHOR CONTACT DETAILS

Name	Alison Watson
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Name of report	Business Plan FY18-19
Purpose	To present the Business Plan for the next 12 months
Agenda number	11
Date of Board Meeting	15 ^h June 2018
Author	Gordon Davidson

Summary

The following schedules' summarise the financial plan for the forthcoming financial year (2018-19).

ASV has conducted an extensive "bottom up" approach in the construction of its financial plan, asking all relevant Budget Holders to not only continually challenge the cost base but also to identify areas where additional Income can be generated in response to the ongoing reduction in Partner Funding.

The current year (FY17-18) Forecast is to deliver a small surplus.

Partner funding is planned to decrease by a further £28k in FY18-19, representing the remaining 3% reduction from ACC as part of the larger 15% reduction, over three years, taken by both Partners. To summarise -

UoA - 10% reduction in FY16-17 and 5% in FY17-18

ACC - 2% reduction in FY16-17, 10% reduction in FY17-18 and the remaining 3% reduction in FY18-19.

Despite this further reduction in funding, the Senior Management Team (SMT) are presenting a Plan that will hopefully allow for a Break Even position to be delivered in FY18-19.

The main movements within the Plan can be shown in the following "bridge" which highlights the key areas which take the business from the current year forecast to the next financial year plan:

<u>Financial "Bridge"</u>	<u>£'000</u>
Current Year Forecast (FY17-18)	3
Partner Funding	(28)
Membership	20
Catering Income	18
Facility Price rises	47
Salary increase	(69)
Additional Staff	(89)
Catering savings	28
Net Overhead movement	20
Lifecycle reserve	50
Business Plan (FY18-19)	0

Assumptions

Partner Funding – As noted above, the final reduction as part of the larger 3 year agreement sees a further £28k reduction in funding in financial year 2018-19.

Membership – Currently, the business is averaging 7,085 members (prior year 6,819 members) – the business plan assumes a small increase to this bringing the number to an average of 7,143 – yield has been maintained at the current run rate average of £20 per member (prior year average £19 per member).

Catering – Following the recent rebranding of the Café and the many changes initiated by the new team, there is an expectation of increased footfall and spend in this area. This has been reflected in the Business Plan with an additional £18k of income budgeted.

Facility Hire – an average of 3.5% has been levied across the hire prices recognising, not only inflationary pressure but, the additional cost associated to maintain and replace kit and equipment. This is expected to generate £47k of Income if existing levels of demand are maintained.

Salary Increases – An across the board 2% salary increase has been applied to staff costs reflecting the annual cost of inflation. In terms of ongoing staff morale and motivation, the SMT would like the Remuneration Committee to approve the 2% which will allow us to include it as part of the new Pay & Grade communications in time for Aug 1 implementation.

Additional Staff – There have been numerous unfilled positions from the prior year which are now impacting on the day to day operations and as such these have been budgeted for next year. In particular, we have identified some additional staff requirement within Marketing, Admin, Cleaning, Catering and the Operations teams' equivalent to circa 5 persons. There has also been some cost included for the part-time Data Protection Officer (DPO) previously agreed at the last Board meeting.

Net Overhead Savings – Within the remaining expenditure categories, there has been a decrease in costs largely associated with a bettering of rates on the Catering side of the business obtained from suppliers following the changes mentioned previously.

Lifecycle - Last year, ASV included an additional £50k towards the Aquatic Centre performance camera system. This is obviously not required for the new financial year and therefore Lifecycle reserve contribution reverts back to the £411k previously agreed.

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	13 th September 2018
REPORT TITLE	Sport Aberdeen Contract
REPORT NUMBER	COM/18/112
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 1 and 7 and Remit 1.3

1. PURPOSE OF REPORT

This report seeks Committee approval for the Head of Commercial and Procurement Services to adjust and extend Sport Aberdeen's contract.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approves option 1 as detailed at section 3.4 and instructs the Head of Commercial and Procurement Services to adjust and extend Sport Aberdeen's contract to ensure that it is outcomes-focused and contains robust contract management measures.

3. BACKGROUND

- 3.1 On 6th March 2018, Council instructed the Head of Commercial and Procurement Services to bring forward an all options business case report to the September 2018 meeting of the City Growth and Resources Committee on the best way forward for sport in Aberdeen given the imminent contractual 10-year agreement with Sport Aberdeen is about to end. The agreement with Sport Aberdeen ends in 2020. In accordance with the Terms of Reference for Committees, this instruction was transferred from the City Growth and Resources Committee to the Strategic Commissioning Committee.
- 3.2 The current arrangement for the management and development of the city's indoor and outdoor sports facilities and for the provision of sport, physical activity and wellbeing services targeted at those most in need are delivered by the Council's Arm's Length External Organisation (ALEO), Sport Aberdeen. It commenced trading in 2010 under a 10-year contract (Funding and Service Provision Agreement). This arrangement provides for an annual funding arrangement linked to the submission of a company business plan. The Sport

Aberdeen business plan annual report is the subject of a separate report to this Committee.

3.3 Having reviewed the organisations which can be influenced by the Council, it was agreed by Finance, Policy and Resources Committee in December 2017 that a larger organisation be created to deliver those activities currently undertaken by Sport Aberdeen and Garthdee Alpine Sports and also those provided by the Council's own Adventure Aberdeen service. It is therefore appropriate that the Council now considers the contractual arrangements with Sport Aberdeen, including the length of the contract period.

3.4 In reviewing the contractual position, three options available to the Council for consideration are: -

Option 1: - Continuation with the existing arrangement with Sport Aberdeen as the Council's primary sport and active lifestyles ALEO, with an extension to the current contract but with revised outcomes and efficiency options.

Option 2: - Market-testing via an external procurement exercise to commission a range of sport, physical activity and wellbeing services from the end of the existing contract with Sport Aberdeen.

Option 3: - Bring back in-house the delivery of services currently delivered by Sport Aberdeen at the end of its contract term.

3.5 Advantages and disadvantages of these three options are as follows: -

<p>Option 1 – Extension of Sport Aberdeen’s Contract (on revised terms) This option would see the extension of the contract with Sport Aberdeen to deliver its current services including those recently added following the incorporation of Adventure Aberdeen and Garthdee Alpine Sports.</p>
<p>Advantages</p>
<p>1. As an ALEO constituted as a company limited by guarantee and as a charity, all surpluses are ploughed back into the company for the benefit of the citizens of Aberdeen. There are no shareholders and no dividends to be paid.</p>
<p>2. As a charity, Sport Aberdeen is able to access external funding, not otherwise available to public sector organisations.</p>
<p>3. Such a contract extension is permitted under Regulation 13 of the Public Contracts (Scotland) Regulations 2015 (the “Teckal Exemption”) as the company is primarily concerned with the delivery of services back to the Council and is subject to the control of the Council. This means that a contract for provision of services can be awarded to Sport aberdeen without the need for an OJEU-compliant tender process.</p>

4. Sport Aberdeen has a thorough understanding of Aberdeen, its place in the community and a detailed knowledge of its competitors, all of which contribute to a solid business plan and delivery programmes.
5. It allows for Sport Aberdeen to continue to build its brand reputation, deliver its current leisure facility refurbishment plans (backed by a £5 million Aberdeen City Council bank guarantee) and continue to move towards delivery of more of its services digitally.
6. Sport Aberdeen has modernised its service delivery over the last 5 years, with a reduction in its grant from £6,085,000 in 2011/12 to £5,458,903 in 2017/18.
7. As the strategic lead for sport and physical activity in the city, Sport Aberdeen leads the Active Aberdeen Partnership (AAP), which is gaining momentum as a cohesive strategic partnership of local sporting, health and wellbeing and physical activity and allied bodies.
8. The Council can work strategically with Sport Aberdeen to review the level of revenue support that it provides and to facilitate the opportunity for Sport Aberdeen to attract new revenue streams.
Disadvantages
1. The Council cannot demonstrate full market testing under this option.
2. Inability to secure additional borrowing that other companies may be able to.
3. Some companies may have a longer track record of commercial acumen than Sport Aberdeen.

Option 2 – Full Market Testing under OJEU Tender Process
This option would see the Council going to market under a full OJEU tender process for the services currently provided by Sport Aberdeen. Estimated timescales would be 12-18 months.
Advantages
1. Full market testing of required services through a robust commissioning process would enable the Council to demonstrate best value.
2. Some companies may have a longer track record of commercial acumen than Sport Aberdeen.
3. Some companies may have ability to access considerable borrowing (although all investment will be repayable, with interest), through the contract fee.
Disadvantages
1. It is estimated that market testing would incur costs in excess of £100,000

for full market testing via OJEU procurement, including legal, consultancy and other fees.
2. Similar costs would be incurred by Sport Aberdeen if it was to respond to the advertised market opportunity. With no guarantees in place this could be perceived as a high-risk strategy and inefficient use of public funding.
3. The Council would be unable to influence service delivery, except via the commissioned services framework / contract. Variations to this can be costly for the Council, as external companies would seek to recover their costs/ profit elements.
4. Potential reduction in quality of service delivery offered by Sport Aberdeen during the remainder of their contact term, if their energies are directed towards tendering for a new contract, with an adverse impact on the city's citizens.
5. Sport Aberdeen provides an all-encompassing model. The main market competitors provide sporting facilities within an equivalent leisure centre. We are not aware at this time of any competitors being able to provide an offering That also covers the use of pitches, playing fields, golf courses, pavilions, etc. this is not to say that the scope of contract could not be disaggregated further however it is fair to suggest that the economies of scale leveraged through a fully managed service would proportionately diminish.

Option 3 – Bring Services In-House Bring the services currently delivered by Sport Aberdeen back in-house, with the TUPE transfer of all Sport Aberdeen staff.
Advantages
1. The Council would be able to directly control service delivery.
2. Potential economies of scale.
Disadvantages
1. Loss of Non-Domestic Rates relief would add to the cost of the Council directly delivering the same services.
2. Less flexibility to operate commercially and to respond proactively to new opportunities as they present themselves.
3. Instability felt throughout the organisation which may lead to loss of senior and key staff, all of whom have played a significant role in the modernisation of service delivery and investment programmes over the last few years.
4. Limited capital investment since Council-owned leisure facilities do not feature within the Council's current capital programme.
5. Loss of access to external funding sources available to charities.

- 3.6 Having reviewed the available options and their individual merits and disadvantages outlined above it is recommended that a contract extension with Sport Aberdeen be progressed with efficiency options and revised outcomes. This would enable greater linkage to the LOIP outcomes and would include robust contract management provisions to ensure Sport Aberdeen is delivering against those outcomes.
- 3.7 It is also proposed that the new arrangement would require Sport Aberdeen to respect terms and conditions of the Council, in particular arrangements in relation to pay awards. There is also a requirement for the arrangement with Sport Aberdeen to take account of the Integrated Joint Board, having been created after Sport Aberdeen was set up, particularly in relation to sustaining adults in the community.
- 3.8 Therefore it is recommended that the Committee instructs the Head of Commercial and Procurement Services to adjust and extend Sport Aberdeen's contract.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council provided Core funding of £5,458,903 to Sport Aberdeen in 2017/18. As the remit of Sport Aberdeen is expanded, the 2018/19 equivalent funding would be £6,013,164 incorporating Garthdee Alpine Sports and Adventure Aberdeen.
- 4.2 Other services may be directly commissioned from Sport Aberdeen and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.3 There are no direct financial implications arising from this report. If Committee approves the recommendations, officers will prepare a detailed options appraisal and thereafter report to a future Committee seeking approval of a revised contract with robust contract management provisions with a start date of 1 April 2020. Part of the options appraisal will also focus on options for growing Sport Aberdeen's financial independence from the Council.

5. LEGAL IMPLICATIONS

- 5.1 The internal Commercial Legal Team will be involved in preparing and advising on the revised contract.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	No risk arising from this report as budget is set by	N/A	N/A

	Council on an annual basis.		
Legal	Risk of delay or no agreement as regards the proposals to revise the SLA.	L	Proposals will be discussed and explained to Sport Aberdeen and they will have opportunities to put forward their own proposals.
Employee	Risk of instability to Sport Aberdeen employees due to current contract being due to expire in 2020.	L	This recommendation provides stability to Sport Aberdeen employees.
Customer	Risk of poor service provided to customers.	L	The proposal to extend Sport Aberdeen's contract with revised outcomes should contribute to customer satisfaction.
Environment	Not applicable.	N/A	N/A
Technology	Not applicable.	N/A	N/A
Reputational	Not applicable.	N/A	N/A

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The revised contract will link directly to the LOIP outcomes for a prosperous economy.
Prosperous People	The revised contract will link directly to the LOIP outcomes for prosperous people.
Prosperous Place	The revised contract will link directly to the LOIP outcomes for a prosperous place.
Enabling Technology	The revised contract will link directly to the LOIP outcomes of enabling technology.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required for this report.
Privacy Impact Assessment	Not required for this report.
Duty of Due Regard /	Not required for this report.

9. BACKGROUND PAPERS

Finance, Policy and Resources Committee, re-adjourned meeting of 6 December 2017. Agenda Item 9.3: Review of Sports Organisations

Council budget meeting of 6 March 2018

10. APPENDICES (if applicable)

None.

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	13 September 2018
REPORT TITLE	Young Carers Service
REPORT NUMBER	COM/18/108
DIRECTOR	Rob Polkinghorne
REPORT AUTHOR	Graeme Simpson
TERMS OF REFERENCE	Purpose 1 and 2 and remit 3.4

1. PURPOSE OF REPORT

The purpose of this report is to seek Committee approval to (1) initiate a procurement process to commission an external service for Young Carers; and (2) to set up a Young Carers Grant Programme.

2. RECOMMENDATION(S)

It is recommended that Committee:

- (i) Instruct the Chief Officer for Integrated Children & Family Services, following consultation with the Head of Commercial and Procurement Services, to undertake a procurement process to appoint a supplier of a service to Young Carers who don't meet the eligibility for a social work service;
- (ii) Approve the estimated expenditure of £550,000 as detailed in this report and appended procurement business case; and
- (iii) Delegate authority to the Chief Officer – Integrated Children's and Family Services, following consultation with the Chief Officer - Finance, to set up a Young Carers Grant Programme at a sum of £25,000 for each financial year until 2023 for the Young Carers Service to apply for a grant on behalf of a young person and/or their family; and to set the criteria for the awarding of funding from the Grant Programme.

3. BACKGROUND

3.1 A report was submitted to the Operational Delivery Committee on 29 May 2018 seeking approval of the Aberdeen City Carer's Strategy – 'A Life Alongside Caring'. Part of the strategy covered the new legislative responsibilities to Young Carers. The strategy was approved by Committee having previously been approved by the Integrated Joint Board. One of the decisions of Committee was to instruct Officers to

bring back further detail to the Strategic Commissioning Committee on how it proposed to deliver on the needs on Young Carers.

- 3.2 On 1 April 2018, the Carers (Scotland) Act 2016 came into effect. It extends and enhances the rights of Carers in Scotland to help improve their health and well-being so that they may continue to care and have a life alongside caring. The Act places a duty on local authorities and health boards to prepare and publish a local Carers Strategy, covering both adults and young carers. The Aberdeen City strategy was developed in consultation with young people including some young carers. It highlighted that young carers often experienced a range of conflicting emotions: from depression, worry and loneliness; to feelings of happiness and pride that they can support a loved one. They also told us what might stop a young carer seeking support, which included bullying and lack of peer understanding; lack of teacher understanding; not knowing where or who to seek support from; or being taken away from their parents, or their parents may be placed in a home.
- 3.3 In terms of the support that they would want, young people frequently said that they would recognise Universal Services as a point of contact, or their Pupil Support Assistant (PSA), extended family, social work or ChildLine. The sort of help that they would want included: better communication between their guidance and teaching staff; support with their homework; a quiet space within school; someone to talk to, such as a Befriender; or a holiday with their family.
- 3.4 From a young carer's perspective the Action Plan accompanying the Strategy included three key stages:
 - I. **Think Young Carers** – including piloting the Young Carers Toolkit with schools and other services; introducing the Young Carers Statement; providing training for staff to develop their awareness and recognition of the needs of Young Carers.
 - II. **Support Young Carers** – developing information and advice; creating opportunities for support groups and short breaks; involving young carers in the commissioning of new services.
 - III. **Make a difference for Young Carers** – reviewing use of Young Carers Statements; updating consultation; promoting greater awareness amongst the wider community.
- 3.5 To coincide with Carers Week (11-17 June) the Young Carers Toolkit was launched at a multi-agency event. The toolkit will be piloted over the remainder of 2018 and an evaluation undertaken to consider whether any further development is required.
- 3.6 To support the implementation of the Carers (Scotland) Act 2016 Aberdeen City received £725,000 from the Scottish Government. Of this, £150,000 has been allocated to develop services to support Young Carers. (This is recurring funding.) Given that the majority of young carers in Aberdeen City are not known to the social work service, nor would they meet the eligibility criteria for a social work service, it is officers' view that it not appropriate for this service to be delivered in-

house. Referrals to the service need to be accessible to Universal Services and other relevant professionals i.e. School Nurse; Health Visitor or Community Worker. Given that eligibility is determined by the professional completion of a Young Carers Statement, self-referrals are not appropriate.

- 3.7 It is therefore proposed to go out to tender inviting bids for the delivery of a Young Carers service which meets the needs of Young Carers including those needs they themselves identified. In recognition that some young carers may want to access a direct grant to pay for activities or a short break it is proposed that £25,000 of the £150,000 be retained each year to enable the Young Carers Service to apply for a grant on behalf of the young person and/or their family. It is recommended that delegate authority be given to the Chief Officer – Integrated Children’s and Family Services, following consultation with the Chief Officer - Finance, to set up a Young Carers Grant Programme and to set the criteria for the awarding of funding from the Grant Programme. The Grant Programme would be open for a period of four years and three months to coincide with the proposed length of the tender process.
- 3.8 While there was a successful launch of the Young Carers Toolkit in June 2018 it is recognised that in the first year it will be necessary to promote the service and support universal services consider the needs of Young Carers through the use and embedment of the toolkit. While some element of promotion of the service will need to continue beyond the first year it would be hoped that other agencies will have fuller appreciation of the needs of Young Carers and embedded the toolkit by the end of the first year.

4. FINANCIAL IMPLICATIONS

- 4.1 Committee approval is sought for expenditure of (1) £125,000 per annum for a period of four years and three months for the commissioning of the service and (2) £25,000 per annum for a period of four years and three months for the Young Carers Grant Programme both of which will be delivered from within the available recurring monies awarded by the Scottish Government and which have been allocated to the Young Carers - £150,000.

5. LEGAL IMPLICATIONS

- 5.1 As noted above the Carers (Scotland) Act 2016 came into effect. The Act extended and enhanced the rights of carers in Scotland, including Young Carers to help improve their health and well-being so that they may continue to care and have a life alongside caring. Failure to develop a service which can support and meet the needs of Young Carers will result in the Local Authority failing to deliver on its new statutory duties and deliver on the approved Carers Strategy Action Plan.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The allocation of funds to support the implementation of the Carers (Scotland) Act 2016, as it applies to Young Carers, has been agreed. It is felt that £150,000 per annum will enable an effective service to be delivered.	L	The Scottish Government has indicated that the amount allocated to support the implementation of the Act is likely to rise. It would be anticipated that any rise proportionately impacts on the money available to Young Carers. It is anticipated that this increase in money proportionately reflects the increase of visible Young Carers in need of support.
Legal	The Local Authority has a duty to provide services to support Young Carers. An Action Plan has been agreed	L	The Carers Strategy – A Life Alongside Caring, ensures that the Council will meet its legislative duties.
Employee	The launch of the Young Carers Toolkit has begun to enable staff across Aberdeen City’s Children’s Services Partnership to be better aware of the needs of Young Carers.	L	The Toolkit is being piloted over the course of the next 6 months to inform its future use and development. It would be expected that the commissioning of a new service for Young Carers will continue to assist in raising the profile of young carers across the multiagency partnership.
Customer	Young Carers are a vulnerable group of young people whose needs require to be recognised and met.	L	The Toolkit will assist professionals understand and recognise their needs in order that the new service can offer appropriate support. The Toolkit will also support the identification of hidden Young Carers.
Environment	There are none.		
Technology	There are none		
Reputational	There is a risk that if the Council does not develop appropriate services to		The Carers Strategy – A Life Alongside Caring, ensures

	meet the needs of Young Carers then this will be highlighted by regulatory bodies and by the public.		that the Council will meet its legislative duties.
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7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The impact of caring upon those young carers who carry out this role will be reduced enabling them to better fulfil their education or employment aspirations within need to improve the City's Development of a Young Workforce.
Prosperous People	Opportunities for improved outcomes for children and families within the city, affected by the impact of caring will be maximised, by the availability of increased levels of recognition and support.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Young Carers have been actively consulted in the development of the Carers Strategy. Their views and needs will be reflected within the tender process. The Young Carers Toolkit will enable staff to understand their roles and responsibilities in relation to this vulnerable group and will support them to deliver high quality services in response.
Organisational Design	The Carers (Scotland) Act 2016 Implementation Group represents staff and thus services, from across a range of agencies, but in particular from the Council and the IJB.
Governance	There are none.
Workforce	The Carers (Scotland) 2016 Act and the Aberdeen City Carers Strategy bring a number of new and different obligations for staff. Dedicated resource is available to ensure that both the Carers (Scotland) Act 2016 and the strategy are implemented. Appropriate information and training will continue to be given to all staff along with revised tools and processes.
Process Design	There are none.
Partnerships and Alliances	The Carers (Scotland) Act 2016 Implementation Group represents staff and thus services, from across a range of agencies, including the Council and the IJB. The Group has and will continue to seek the views of carers in driving forward implementation of the strategy.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Completed 16-8-18
Privacy Impact Assessment	Not applicable
Children's Rights Impact Assessment/Duty of Due Regard	Ongoing

9. BACKGROUND PAPERS

Operational Delivery Committee Report - 29 May 2018

10. APPENDICES

Procurement Business Case

11. REPORT AUTHOR CONTACT DETAILS

Name Graeme Simpson
Email Address gsimpson@aberdeencity.gov.uk
Tel 01224 523496

PROCUREMENT BUSINESS CASE

(For proposed procurements where the total estimated expenditure exceeds
£50,000 (supplies/services) or £250,000 (works))



Procurement / Contract Title	Young Carers Service		
Contract Ref. No.	OPS010		
Function	Operations	Cluster	Integrated Children's and Family Services
Lead Officer	Graeme Simpson	Date prepared:	20.07.19.

1. Brief Description and Rationale

Please briefly outline your business requirement(s). Include information on:

Type of requirement – description of need. Goods/Services/Works – or combination of these.	The requirement is for a service to assist the Council with identifying and supporting young carers in the city, working closely with schools and other community partners.
Whether there is a current structure/contract delivering some or all of the requirements.	None currently
Information on those contracts - start date, end date, value, scope.	None currently
Key stakeholders – Services, consumers, communities, suppliers etc.	Schools Providers Young carers Children's Social Work Adult Social Work Services
Options considered for procurement and option proposed – tender, framework, reserved contract, collaborative opportunity, etc.	The total contract value is above the EU procurement threshold for social care services, so a tender is the most suitable option for procurement. The tender will be under the light touch regime. It is thought that requirement will best be met and the greatest economies will be achieved by contracting with a single provider, rather than putting a framework in place
Legal/statutory obligations (please define legislation).	The Council has a duty to assess needs and provide or arrange for the provision of services to meet identified needs under the Social Work (Scotland) Act 1968, as amended. The Council has duties in relation to the protection and supervision of children, parental rights and responsibilities etc under the Children (Scotland) Act 1995. The Council has specific duties under the Carers (Scotland) Act 2016, relating to young carers.

2. Business Impact

Please indicate below how you anticipate that the requirements, if met, would contribute to a positive business impact and which outcomes are intended to be delivered (please outline any known financial savings, customer service benefits, benefits to the service, impact on Council plan or priority etc.)

It is anticipated that commissioning of this service will contribute to the vision of Aberdeen City being a place where all people can prosper; people in Aberdeen are happy and healthy and enjoy positive life outcomes. It links to the priority Children are our future; and the primary drivers, best start in life, safe and responsible, and respected, included, achieving.

This allocation of funding from Scottish government to implement Carers Strategy as prescribed in legislation will positively support the lives of our young citizens who find themselves in caring roles for their family members. The caring role they take on in their early life can have a detrimental impact on their life chances and outcomes later on in life. This can include their levels of attainment, their inclusion in activities as well as feelings of self-worth. The early identification and intervention by universal services will ensure that these young people get the support they need in a timely manner and prevent the needs of those young people escalating to the point of needing social work involvement. The early intervention will also prevent further pressure on the social care budget.

3. Assessment of Business Impact

Please define clearly how you propose to measure and benchmark the benefits set out in item 2 to justify the investment. These will be used later by you to track, monitor and measure the delivery of the benefits and assess the overall success of the project in achieving its objectives.

Key performance indicators are being set by the project group set up to design and evaluate the tender, and finalised with the successful bidder. These key performance indicators will be specified in the contract and used for monitoring the success and value of the project.

4. Financial Implications Summary – Estimated overall value of this requirement

Insert details below of one off purchase price or total costs for period of supply

Estimated Costs

£550,000

Total contract value for the period of 4 years and 3 months.

5. Procurement & Implementation

Please state the estimated start date for the procurement exercise including a procurement timeline and details of the proposed contract/contract extension implementation.

Procurement Start Date

14.09.2018.

Contract Start Date

01.01.2019.

Tender Submission Date 24.10.2018

Decision and Contract Award 14.11.2018.

Implementation of the new contract: 01.01.2019. – 31.03.2023

6. Sustainable Procurement & Community Benefits

Consider the table below. If applicable, indicate the themes that you consider are relevant to the proposed

Contract. Please note that where selected these themes **must** be referenced within procurement documents.

Improve (Wellbeing)	Promote	Facilitate (Involve)
Social <input checked="" type="checkbox"/>	Innovation <input type="checkbox"/>	SMEs <input type="checkbox"/>
Economic <input type="checkbox"/>	Equalities/reduce Inequality <input checked="" type="checkbox"/>	3 rd Sector organisations <input type="checkbox"/>
Environmental <input type="checkbox"/>	Ethical trading and social justice <input type="checkbox"/>	Supported Businesses <input type="checkbox"/>
Health <input checked="" type="checkbox"/>	Fair Work Practices/The Living Wage <input type="checkbox"/>	Prompt Payment throughout the supply chain <input type="checkbox"/>
Food poverty/fuel poverty/energy efficiency <input type="checkbox"/>	Resource efficiency and the circular economy <input type="checkbox"/>	Community engagement and community empowerment; community projects <input type="checkbox"/>
Air quality/reduction of harmful emissions/reduction of waste and packaging <input type="checkbox"/>	Education; employability and skills training <input type="checkbox"/>	Collaboration and collaborative working <input type="checkbox"/>

Justification for above:

No specific community benefits are being sought for this procurement. The value is below the threshold above which community benefits are required. It is recognised that due to the size and scale of the social care market in Aberdeen, a prescriptive approach to community benefits may discriminate against smaller providers in particular.

7. Contract Management

What contract management procedures shall be put in place to manage the proposed contract?	Contract/Supplier Management Requirement <input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low
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The contract will be managed by the Social Care Commissioning, Procurement and Contracts Team in accordance with their contract management framework.

8. Governance

Please confirm the name of the Director/Chief Officer who is Project Sponsor for this procurement	Graeme Simpson, Chief Officer, Integrated Children's and Family Services
What budget has been allocated for this project? Please give budget code(s).	£550,000 over 4year and 3 month period. S83170

9. Approvals, Recommendations and Decisions

Note – the below boxes require to be completed for all Business Cases

Financial Information Reviewed by:

Helen Sherrit

Comments

In 2018/19 sufficient budget in S83170 65111 to cover the procurement of the above contract.

Date 17-08-18

Approved by Project Sponsor:

Graeme Simpson, Chief Officer, Integrated Children's and Family Services

Recommendation

Date 22-8-18

10. Procurement Use Only

Recommended Procurement Route:

Includes:-

Existing framework – direct call-off or mini-comp

Establish new framework/contract.

Open/Restricted/Quotation/Other

Establish new contract following open tender under light touch regime.

Approved by Strategic Procurement Manager (Social Care)

Name : Jean Stewart - Coxon
Date : 23.07.2018.

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	13 th September 2018
REPORT TITLE	Opportunity to expand in-house Facilities Management services
REPORT NUMBER	COM/18/111
DIRECTOR	Frank McGhee
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Mike Smith
TERMS OF REFERENCE	Purpose 2 and Remit 3.4

1. PURPOSE OF REPORT

- 1.1 To seek approval in principle to expand in-house Facilities Management services by in-sourcing the cleaning of multi-storey building communal areas subject to consultation with owner occupiers in accordance with legislation.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approve in principle the in-sourcing of the existing multi-storey cleaning contract from 1 July 2019, subject to consultation with owner occupiers in accordance with legislation; and
- 2.2 delegate authority to the Head of Commercial & Procurement Services to take the necessary steps to implement the service change if the statutory consultation is in favour of the change.

3. BACKGROUND

- 3.1 Cleaning of multi-storey communal areas is currently contracted to a third party (Contractor).
- 3.2 This service was originally delivered in-house. However, due to the difficulty in recruitment and retention of caretakers, the decision was made to offer the works externally, with the first contract let in 2010. (Council Decision: Resources Management Committee 10 March 2009, Item 10.3).

- 3.3 The contracted service commenced its second generation in 2015. Aberdeen City Council's (ACC) FM Team competed for the work however were unsuccessful. Although scoring competitively on price, the submission did not meet the response quality weighted at 70%.
- 3.4 Approval of expenditure was granted to extend or retender this contracted cleaning service (Council Decision: CHI Committee 29 August 2017, item 16.2). The contract was extended with the Contractor who is now executing the first of their two year options, expiring 30 June 2019.
- 3.5 Consultation was carried out with the Tenant's and Owners during the contract extension period and results included within the above Committee Report. As this consultation was recently conducted with residents, it has not yet been repeated as part of this study. However, resident insight has been provided by Housing Management for input into the appraisal. Formal consultation will be carried out with owners in accordance with resident's title deeds and property factoring agreements.
- 3.6 Under the current service provision, Housing Management and the Contractor are performing well, demonstrated through stakeholder feedback, contract quality, performance and price. This does not mean that the internal FM Team cannot deliver the same, or better value for the customers and the wider outcomes and objectives of ACC. The FM Team offered a competitive price for the service during the previous open procurement, fixed for 3 years, Consumer Price Linked (CPI) thereafter. If the quality remains in line with the current requirements, this would demonstrate best value to the residents.
- 3.7 A service review has been undertaken to determine if there are additional benefits to be realised by delivering the service internally by the Council's Cleaning Services Team.
- 3.8 The appraisal was led by Commercial, Housing Management (as contract owners) and the Facilities Management Team (as the internal cleaning service provider). The following service aspects were considered:
- Delivery Methodology
 - Demand
 - Service Level
 - Performance
 - Customer
 - Staff
 - Technology
 - Financial
- 3.9 The complete appraisal is included as exempt Appendix 1.
- 3.10 ACC's FM Team are enthusiastic about taking this service back in-house as part of their ambitions to develop and grow the business. They have strong knowledge of the estate and proposed the following changes from their previous bid delivery strategy to enhance their offering, delivering at minimum

the same or greater level of service than is currently being provided, through a non-disruptive transfer of undertaking:

- Maintain the current specification and input hours.
- Incumbent staff subject to TUPE, recruiting to the level required to achieve the Full Time Equivalent (FTE).
- Increase the frequency of audits to align with current practice.
- Propose to transfer in July 2019 at the natural conclusion of the current contract.

3.11 The overall benefits of the proposed service change are as follows:

- £31.5K benefit to the General Fund, increasing with greater community relations and empowerment.
- No adverse effect on service level and quality to the customer.
- No increase in cost to the end users.
- Money retained within the council and Aberdeen, protecting frontline services.
- Incumbent staff protected through TUPE, with the potential for more favourable T&Cs, and Living Wage.
- Growth and Promotion of FM Team, Cleaning and Factoring Services.
- Basis for future inter-service synergies.

3.12 The recommendation reflects that there is no negative impact on service delivery and customers from this change. Investing in the in-house cleaning service retains public funds within the Council and provides the means to pursue savings and efficiencies, which would benefit the Council and front-line services. Under a contracted situation, there is no incentive for the Contractor to do so.

3.13 In addition to the main impacted services (Housing and FM), engagement has taken place with Factoring, Legal, Finance, HR and Trade Unions.

4. FINANCIAL IMPLICATIONS

4.1 The total contract price is £1.46M over 3 years, plus the associated ACC contract management costs. The budget sits within the Housing Revenue Account (HRA).

4.2 While the budget is within the HRA, Private Owners partially fund the service from mixed tenure buildings. Their share of the service charge is reclaimed to the HRA through collection of Factoring Fees.

4.3 £31.5K per annum (excluding indexation) could be generated to the General Fund for Front Line services through a lower cost of service delivery by the FM Team and change to the charging structure. Further detail is included within Section 5 of Appendix 1.

- 4.4 Owners and tenants will be charged a fixed price for the service equal to the existing arrangement and benchmarked future adjustments. Officers do not propose to increase the price for the service which is generally accepted through consultation with owners. Instead, the service will look to increase efficiency.
- 4.5 The difference in FM's Cost vs. Price (£31.5K) is FM's Risk, where any additional hours required for service would not be charged to customers. Further improvement to cost could be distributed back to the HRA and Owners.
- 4.6 There is no budget transfer from the HRA required to the General Fund. The internal Cleaning Team currently carry out services for other areas on a re-charge basis. This multi-storey service will operate similarly.
- 4.7 Future price adjustments for the work shall be negotiated based on staff salary increments and will be included within the annual preparation of the Housing Revenue Account Budget.
- 4.8 No cost/resource has been considered to change service delivery model as the primary work will be completed as business-as-usual, and confirmed with the relevant functions. Resource will be required for the transition including Legal & HR for TUPE and establishment changes, Factoring for Owner Engagement, Finance for recharging, and Commercial and Procurement for contractual closeout.
- 4.9 A financial benefit of running the service in-house is the saving on procurement for the next generation which would be required to take place in 2019 or 2020. On this basis, it is considered that the cost of change to the in-house model is offset by the cost of procurement.
- 4.10 However, there are several risks and issues associated with realising the financial benefits. Therefore, the decision to in-source the service should not be considered on a financial basis alone. The wider outcomes and objectives of ACC and the FM Cleaning Team must be the driver for change, supported with a commercial strategy to realise the financial benefits.

5. LEGAL IMPLICATIONS

- 5.1 Consultation with owner occupiers will be undertaken in accordance with the Tenements (Scotland) Act 2004 and the Property Factors (Scotland) Act 2011.
- 5.2 It is expected that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) will require the TUPE transfer of staff from the current Contractor to the employment of ACC. This shall be undertaken in consultation with the Council's HR and Legal teams.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Increase in the work hour rate and/or scheduled work hours.	H	<p>Regularly review actual rate throughout operations.</p> <p>Boost productivity in opportunistic areas to reduce cost and mitigate problem areas.</p> <p>Continually pursue overhead reduction.</p> <p>Clearly agreed boundaries with Housing on the definition of baseline and extra work.</p> <p>Strong reporting, recording, monitoring and control of hours.</p> <p>Early identification of issues</p>
	Reduced level of control not accepted by Housing Management	M	<p>Clear delivery strategies, SLA and method statements prepared in association and approved by Housing.</p> <p>Trade Union engagement required if disestablishing contract management posts.</p>
	Risk of greater obligations on the Council due to TUPE.	H	<p>Early consultation on TUPE in conjunction with Legal and HR.</p>
	Additional management and supervision potentially required.	M	<p>FM Team confirm there is adequate Management & Supervision to deliver this workscope.</p> <p>Clearly developed Supervision strategy.</p>
	Increase in National Pay Award above the	L	<p>Impact to the financial model and service charge to be</p>

	considered percentage.		evaluated.
Legal	No risk identified for the scope of this report.	N/A	
Employee	The required establishment level to deliver the service is not met by TUPE and the service face barriers to recruitment.	L	Early action on TUPE Timely Recruitment - No difficulty in attracting cleaning staff is anticipated due to recent application levels.
Customer	Disruption to Owners and Tenants through service change.	L	Continuity of Service through TUPE, matched hours, Lessons Learnt and knowledge of the Buildings
Environment	No risk identified for the scope of this report.	N/A	
Technology	No risk identified for the scope of this report.	N/A	

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Supporting the security of local employment and greater contributing to the regeneration of disadvantaged communities.
Prosperous People	A positive impact on all groups of people living and visiting the buildings and links ACCs 'Quality of Life Outcomes', ensuring that all people can get involved in resident engagement and enjoy clean and pleasant public spaces. It further supports ACC's outcome to provide quality services to our council tenants, enabling them to have a direct involvement in providing a dry, warm home in a safe enjoyable environment.
Prosperous Place	Maintaining clean and pleasant communal areas in the multi-storey and low-rise buildings increases the attractiveness of the properties and demonstrates ACCs commitment to ensuring Aberdeen is a place where people desire to live and visit. Through on-site presence and community

	engagement, this will prevent and reduce the incidence of crime, disorder and antisocial behaviour so the residents are, and feel safe.
Enabling Technology	Engaging with citizens and staff through digital connectivity has been considered. There is an opportunity to utilise information screens in common areas which will be examined with Housing Management in line with their ongoing initiatives, identifying how it could support the cleaning service provision and customer interaction.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Improved outreach to customers. Service incentivised to empower the community. Enables linkages and efficiencies between other Council services to deliver a greater overall council service to the community. Service feedback will be collected formally and informally on the team performance.
Organisational Design	Growing our existing FM team in size, skills and capability. Promoting the service and ACC brand to attract further business.
Governance	The current contract is delivered by Housing Management. The new delivery model will be owned by FM. Key arrangements will require to be in-place to manage service levels and performance as well as communicating and interfacing with residents between the two teams. These arrangements will be included within the 'Operational Delivery Plan'.
Workforce	Reducing duplication through utilising ACCs existing service. Continuity of service will be delivered through TUPE. Transferring, or new staff recruited from the increased work, may be compensated at 'Living Wage', and offered potentially greater benefits compared to the Contractor organisation, increasing their quality of life, and contributing to greater dedication to their roles. The increase in establishment and locations of work also contribute to greater flexibility of resource and deployment.

Process Design	<p>The current specification is determined as optimum. As the output is specification based, cleaning will only be carried out to deliver the spec. Through service improvements and community empowerment, service work hours could reduce. This opportunity is not available on a fixed price outsourced arrangement.</p> <p>The type of work, environment and customer does not support many opportunities to add value by changing the work methodology.</p>
Technology	<p>It has been established that the scope of this service would not be the right environment for new, high-tech cleaning. There is no competitive advantage between parties through their use of technology to deliver the works. Due to the environment and inability to improve productivity/costs there is no change to the equipment being used to carry out the work.</p> <p>Out with the scope of this report the Cleaning Team are examining the use of mobile technology for benefits in scheduling and efficiencies. The multi-storey service is primarily contract cleaning and therefore digital enhancements are limited. However, opportunities will be considered to support this scope during its pilot.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>Not Required</i>
Privacy Impact Assessment	<i>Not Required</i>
Duty of Due Regard / Fairer Scotland Duty	<i>Not Applicable</i>

9. BACKGROUND PAPERS

Refer to Appendix 1 for details.

10. APPENDICES (if applicable)

Appendix 1 – Scoping Report (incl. Performance Summary & Risk Register).
(Exempt)

11. REPORT AUTHOR CONTACT DETAILS

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Title: Commercial Manager (Major Projects)

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Tel: 01467 537208

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